



MEKELLE UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

**AN ASSESSMENT ON STRATEGIC MANAGEMENT PRACTICE
(THE CASE OF PEOPLE’S LIBERATION ARMY (PLA) HOSPITAL OF
CHINA)**

By:Zhang Giang

Advisor: Dr. Mulu Aderie (Asst, Prof)

November, 2025

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FACULTY OF MANAGEMENT STUDIES

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF
BUSINESS ADMINISTRATION DEGREE (MBA)**

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PRACTICE (THE CASE OF PEOPLE'S LIBERATION ARMY
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MEKELLE UNIVERSITY
FACULTY OF MANAGEMENT STUDIES
POSTGRADUATE PROGRAM
MASTER OF BUSINESS ADMINISTRATION DEGREE (MBA) PROGRAM

The undersigned have examined and approved the thesis entitled the An Assessment on strategic management practice in the army hospital of china presented by **ZHANG QIANG** is proved for the degree of Master of Business Administration degree (MBA)

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DECLARATION

I declare that this research entitled “*An Assessment on strategic management practice in the army hospital of china*” is my own original work, under the guidance of **Dr.Mulu** School of Business and Economics,Mekelle University. Further I declare that this has not previously formed the basis of award of any degree, diploma, associate-ship or other similar degrees or diplomas, and has not been submitted in Mekelle University or elsewhere.

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CERTIFICATION

As research Adviser, I hereby certify that I have read and evaluated this thesis paper prepared under my guidance, by Zhang Qiang Entitled “*analysis of strategic management practice in the army hospital of china*” and recommend and would be accepted as a fulfilling requirement for the master of business administration degree(MBA). I assure that he has never used for a different degree or diploma in other institution.

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Date

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ABSTRACT

Strategic management is essential for organizational success, particularly in complex and highly structured institutions such as military hospitals. The People's Liberation Army (PLA) Hospital of China operates under unique organizational and operational conditions, requiring effective strategy formulation, implementation, and evaluation to ensure efficient healthcare delivery and alignment with broader military objectives.

This study aims to assess the strategic management practices adopted at the PLA Hospital, focusing on how strategies are formulated, implemented, evaluated, and controlled, as well as identifying the key challenges faced in the strategic management process.

A descriptive research design was employed, using a mixed-methods approach with a primary focus on quantitative techniques. Data were collected from 98 hospital staff through structured questionnaires covering strategic planning, implementation, monitoring, and evaluation. A pilot study was conducted to ensure the reliability of the instrument. Quantitative data were analyzed using SPSS version 27, employing descriptive statistics to summarize trends and inferential statistics, including correlation and regression analyses, to examine the relationships between strategic management practices and organizational effectiveness.

Findings indicate that the PLA Hospital demonstrates acceptable to good reliability in strategic management practices, with effective planning, implementation, and monitoring. Challenges identified include resource allocation constraints and coordination issues among staff. Addressing these challenges can further enhance operational efficiency and strategic alignment. The study recommends continuous evaluation, targeted staff training, and integrated strategic planning to strengthen hospital performance.

Keywords: Evaluation, Military Healthcare, Organizational Performance, PLA Hospital, Strategic Management, Strategy Formulation, Strategy Implementation

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ABBREVIATIONS

PLA	People's Liberation Army (PLA)
SWOT	Strengths, Weaknesses, Opportunities, and Threats
PESTLE	Political, Economic, Social, Technological, Legal, and Environmental
VRIO	Value, Rarity, Immutability, and Organization

CHAPTER ONE

1. INTRODUCTION

This chapter presents an overview of the study entitled “*An Assessment of Strategic Management Practice: The Case of the People’s Liberation Army (PLA) Hospital of China.*” It introduces the research context and outlines the background of the study, problem statement, objectives, research questions, justification, scope and delimitation's, and assumptions. The chapter establishes the rationale for assessing strategic management practices within the unique organizational setting of a Chinese military hospital.

The background of the study highlights the distinctive nature of military hospitals in China, particularly those under the People’s Liberation Army (PLA). These hospitals operate within a complex environment that integrates military mandates with public healthcare responsibilities. In addition to providing medical services to military personnel, PLA hospitals often serve civilian populations and contribute to national health security. Within this context, effective strategic management is essential for aligning organizational goals with military objectives, optimizing resource utilization, enhancing service quality, and ensuring long-term institutional sustainability. As healthcare systems face increasing demands, technological advancements, and policy reforms, the role of strategic management in guiding decision-making and organizational performance has become increasingly critical.

Despite the strategic importance of PLA hospitals, there is limited empirical research that systematically examines strategic management practices within these institutions. Existing studies on healthcare strategic management often focus on civilian hospitals, with relatively little attention given to military healthcare organizations operating under centralized command structures and strict regulatory frameworks. Consequently, gaps remain in understanding how strategies are formulated, implemented, and evaluated in PLA hospitals, as well as the challenges and opportunities associated with these processes. This study addresses these gaps by

assessing strategic management practices at a selected PLA Hospital, with particular emphasis on strategy formulation, implementation, and evaluation.

The objectives of the study are to assess the current strategic management practices of the PLA Hospital, examine the effectiveness of strategy formulation and implementation processes, and identify key factors that facilitate or hinder successful strategic management. These objectives guide the development of research questions and provide a framework for systematic inquiry into organizational leadership, planning processes, and performance outcomes within the hospital setting.

The justification of the study lies in its academic and practical contributions. Academically, the study enriches the literature on strategic management by providing empirical evidence from a military healthcare context, which remains under-researched. Practically, the findings offer valuable insights for hospital administrators, military health authorities, and policymakers seeking to improve strategic planning, operational efficiency, and healthcare service delivery within PLA hospitals. The study may also inform leadership development, resource allocation, and policy formulation in military healthcare systems.

The scope of the study is limited to strategic management practices within the People's Liberation Army Hospital of China. It focuses on organizational leadership, strategic planning, implementation mechanisms, and evaluation practices over a defined period. The study does not attempt to generalize findings to all military or civilian hospitals but instead provides an in-depth case analysis that offers context-specific insights. These delimitations ensure the study remains focused and feasible while acknowledging limitations in broader applicability.

Finally, the study is based on several assumptions, including the belief that respondents provide accurate and honest information, that the selected PLA Hospital reasonably represents strategic management practices within similar military healthcare institutions, and that organizational documents reflect actual practices. These assumptions support the interpretation of findings and uphold the validity and credibility of the research process.

In summary, this chapter establishes the foundation for assessing strategic management practices in the People's Liberation Army Hospital of China. By clarifying the research context, objectives, and significance, it sets the stage for a systematic examination of how strategic management contributes to organizational performance and healthcare delivery within a military hospital setting.

1.1 Background of the Study

Strategic management has emerged as a critical function for organizations seeking to achieve long-term sustainability, enhance operational performance, and maintain competitive advantage in increasingly complex and dynamic environments. It provides a structured approach for defining organizational vision and mission, setting clear objectives, formulating strategies, implementing plans, and evaluating performance outcomes. Organizations that implement well-designed strategic management practices are better equipped to anticipate and respond to environmental changes, optimize the use of available resources, and achieve both short-term operational efficiency and long-term institutional goals. Conversely, poor strategic management manifested through ineffective strategy formulation, weak implementation, or insufficient evaluation has been identified as a key contributor to organizational under performance, inefficiencies, and reduced adaptability, particularly in public institutions and organizations operating in transitional or emerging economies.

Within the healthcare sector, strategic management assumes a uniquely critical role due to the complexity, urgency, and societal importance of hospital operations. Hospitals must deliver high-quality medical services, manage scarce and specialized resources, respond to policy and regulatory demands, and meet the expectations of diverse stakeholders, including patients, staff, and governing authorities. In China, healthcare reforms since the 1990s have focused on modernizing hospital management, improving efficiency, and ensuring quality of care. These reforms have highlighted the importance of professional and strategic leadership in hospitals, emphasizing the need for robust planning, decision-making, resource allocation, and performance monitoring mechanisms. Strategic management practices in hospitals

thus directly influence operational effectiveness, service quality, patient satisfaction, and organizational sustainability.

The People's Liberation Army (PLA) hospitals occupy a distinctive position within China's healthcare system. As military healthcare institutions, PLA hospitals are tasked with providing medical services to military personnel and their families while simultaneously supporting national defense objectives. In many cases, they also serve civilian populations, particularly during public health emergencies or when specialized medical services are scarce. This dual responsibility creates a complex operational environment that requires careful strategic planning, coordination, and execution. PLA hospitals must balance military mandates such as readiness for wartime and emergency response with healthcare service delivery, research, and training functions. This complexity makes strategic management not merely a managerial tool but a critical mechanism for ensuring that organizational goals, military obligations, and healthcare priorities are effectively integrated.

Despite the strategic importance of PLA hospitals, limited empirical research has examined how strategic management practices are implemented within these institutions. Most existing studies on hospital management in China focus on civilian hospitals, leaving a gap in understanding the specific challenges and enablers of strategic management in military healthcare settings. Factors such as hierarchical command structures, dual military-civilian responsibilities, policy and regulatory constraints, and specialized resource requirements create unique conditions that influence strategy formulation, implementation, and evaluation. Understanding these factors is crucial for improving management practices, enhancing operational performance, and ensuring that PLA hospitals can meet both military and public health objectives effectively.

Strategy is widely recognized as the cornerstone of strategic management. According to Hussey (2023), strategy lies at the heart of strategic management because it guides organizations in formulating and executing actions that enable them to remain effective and competitive in turbulent environments. Grant (2021) also emphasizes that strategy defines an organization's identity, purpose, and direction, guiding the actions of internal and external stakeholders. In the context of PLA hospitals, strategic management practices ensure alignment between leadership decisions, operational

activities, and broader organizational objectives, providing the framework for coordinated action across complex institutional structures.

Furthermore, the evolving nature of healthcare in China with rising patient expectations, technological advancements, and ongoing policy reforms has intensified the need for effective strategic management in military hospitals. Hospital executives must demonstrate high levels of strategic competence, including planning, resource management, decision-making, and performance evaluation, to achieve organizational goals and sustain institutional development. Their ability to adapt to changing conditions, integrate new technologies, and manage personnel effectively is essential for maintaining operational efficiency, improving patient care quality, and supporting military readiness.

Given these considerations, this study aims to provide a comprehensive assessment of strategic management practices in the People's Liberation Army (PLA) Hospital of China. It examines how strategies are formulated, implemented, and evaluated, identifies the key internal and external factors influencing strategic effectiveness, and explores the implications of these practices for organizational performance. By focusing on a PLA hospital as a case study, the research contributes empirical evidence to the limited literature on military hospital management and offers practical recommendations for improving strategic management practices, enhancing institutional performance, and informing policy and leadership development within China's military healthcare system.

The concept of strategy originates from the Greek word "*strategos*", meaning the art of the general or commander-in-chief. Traditionally, strategy was rooted in military theory, focusing on planning and executing operations to achieve victory over adversaries (Bracker, 1980). Up until the nineteenth century, strategy was largely confined to military applications. With the Industrial Revolution, scholars such as Chandler (1962) highlighted that strategic principles could be adapted to organizational management, emphasizing long-term planning, resource allocation, and coordinated action to achieve institutional objectives. In this sense, organizational strategy borrows from military strategy but is applied to achieving competitiveness, efficiency, and sustainability in complex institutional environments.

Mintzberg (1998) describes strategy using five interrelated dimensions: plan, ploy, pattern, position, and perspective. As a *plan*, strategy represents a consciously intended course of action; as a *ploy*, it seeks to outmaneuver competitors or challenges; as a *pattern*, it emerges from consistent behavior over time; as a *position*, it situates the organization in relation to its environment; and as a *perspective*, it reflects the organization's ingrained approach to decision-making. Similarly, the Complete Word Finder (1996) defines strategy as "the art of war, the management of an army or armies in a campaign... or a plan of action or policy in business or politics." In military hospitals such as PLA hospitals, strategy involves planning, resource allocation, and operational coordination to fulfill both healthcare and military objectives.

From an organizational perspective, strategy can be seen as an integrated pattern of decisions that defines an organization's purpose, positions it within its environment, and guides its obligations to stakeholders (Hax & Majluf, 1991). It provides a framework for aligning organizational goals, resource allocation, and operational activities. In PLA hospitals, this alignment is particularly important because leadership must balance military mandates, healthcare service delivery, emergency preparedness, and patient care quality.

Strategic management extends the concept of strategy by incorporating systematic formulation, implementation, and evaluation of strategies to achieve organizational objectives (Pearce & Robinson, 1997). It is an ongoing process that ensures a sustainable alignment between the organization and its dynamic environment (Teece, 1984). Johnson, Scholes, and Whittington (2008) identify three core elements of strategic management: strategic position (understanding the environment and organizational capabilities), strategic choices (selecting among alternative strategies), and strategy into action (implementation and evaluation). In PLA hospitals, strategic management enables leadership to make informed decisions that integrate military readiness with healthcare service priorities, optimize resource use, and enhance institutional effectiveness.

Wheelen and Hunger (2006) define strategic management as a set of managerial decisions and actions that determine long-term organizational performance. It involves environmental scanning, strategy formulation, implementation, and

evaluation, emphasizing proactivity and adaptability. Unlike traditional operational management, which addresses routine functions, strategic management deals with complex, non-routine challenges, enabling organizations to respond effectively to internal and external pressures (Certo & Peter, 1998; Johnson et al., 2008).

Thompson and Strickland (2003) describe strategic management as the process of forming a vision, setting objectives, crafting strategies, implementing actions, and making necessary adjustments over time. Ansoff (1998) emphasizes that strategic success requires matching the aggressiveness of organizational behavior to the turbulence of the environment while ensuring that all organizational capabilities are aligned and mutually supportive. Mintzberg (1998) also stresses the importance of aligning organizational orientation with the external environment, highlighting environmental analysis as a key element in strategic management.

In the context of PLA hospitals, strategic management is crucial for maintaining operational efficiency, meeting dual healthcare and military objectives, and ensuring the hospital's long-term sustainability. Hospital leaders must apply strategic principles to allocate resources effectively, plan for emergencies, coordinate clinical and administrative functions, and adapt to evolving healthcare policies and technological advancements. Effective strategic management within PLA hospitals ensures that leadership decisions, institutional resources, and operational activities are aligned with organizational goals, ultimately contributing to superior hospital performance and the fulfillment of both military and healthcare mandates.

Strategic management is fundamentally different from routine operational management because it deals with future direction, complexity, and non-routine decision-making. While operational management focuses on day-to-day activities such as scheduling, budgeting, and service delivery, strategic management is concerned with positioning the organization to achieve long-term goals and adapt to environmental changes. It provides leaders with frameworks to anticipate trends, assess internal and external factors, and make decisions that sustain organizational effectiveness. In healthcare, and particularly in hospital settings, strategic management becomes vital because of rapid technological changes, shifts in patient expectations, policy reforms, and resource limitations that continuously reshape operational environments.

According to recent healthcare management research, strategic management practices are strongly associated with improved hospital performance. A 2025 study found that hospitals that engage in formalized strategic planning and management achieve better outcomes in resource optimization, adaptability to policy shifts, and overall service quality (American Journal of Health Care Strategy, 2025). Another systematic review reported that strategic management contributes positively to organizational resilience, innovation adoption, and long-term institutional sustainability, especially when strategic planning is integrated into hospital leadership processes (BMC Health Services Research, 2025). Research in both developed and developing country contexts such as studies in Jordanian and Indonesian hospitals also shows that strategic management enhances employee engagement, patient satisfaction, and financial sustainability, confirming that strategic practice is not only beneficial but necessary for contemporary hospital governance (EJBR, 2025; Bajang Journal, 2024).

At its core, strategic management comprises four main stages: strategic analysis, strategy formulation, strategy implementation, and strategic evaluation and control.

Strategic analysis involves assessing both internal and external environments. Internally, this includes reviewing strengths such as workforce competence, technology adoption, and infrastructure capacity. Externally, it involves monitoring government policies, regulatory changes, competitive forces, and patient needs. For hospitals, especially in volatile healthcare systems, such environmental scanning helps leaders anticipate challenges and opportunities and prepares the institution for strategic action.

Strategy formulation translates insights from environmental analysis into coherent goals and strategic options. It requires leaders to prioritize objectives, identify strategic alternatives, and select courses of action that align with the hospital's mission and vision. In healthcare contexts, strategy formulation may involve planning for service expansion, improving quality standards, integrating digital health systems, or redefining care delivery models to meet emerging needs.

Strategy implementation refers to converting strategic plans into reality through coordinated action. This phase includes allocating resources, assigning responsibilities, strengthening organizational capacity, and managing change. It also requires effective communication across departments, alignment of organizational

culture, and engagement of key stakeholders such as clinical staff and support personnel.

Strategic evaluation and control involve monitoring performance outcomes, assessing progress toward goals, and making corrective adjustments when necessary. Because environments are dynamic, especially in the healthcare sector, strategic management is iterative: evaluation feeds back into analysis, allowing organizations to refine strategies based on real-world results rather than fixed assumptions.

In the context of military healthcare organizations, like the People's Liberation Army (PLA) Hospital of China, strategic management practices face additional layers of complexity. PLA hospitals are unique because they operate under military command structures while delivering civilian-oriented healthcare services and complying with national health policies. This dual mandate requires leaders to manage not only standard health service demands but also military readiness, emergency deployment capability, and adherence to defense protocols. Therefore, strategic management in PLA hospitals must integrate healthcare quality improvement with military operational objectives, making decision-making more challenging and multifaceted.

Recent military health systems research emphasizes that strategic management frameworks designed for civilian organizations cannot be directly transplanted into military institutions without adaptation. Military hospital leadership faces unique constraints such as hierarchical command systems, strict compliance requirements, resource prioritization between health and defense needs, and the need to respond rapidly to public health emergencies or conflict-related demands. These institutional features necessitate a context-sensitive approach to strategic management that integrates military strategic principles with best practices in healthcare administration.

For example, strategic analysis in a PLA hospital must account not only for patient demographics and healthcare regulations but also for military readiness goals and national defense strategies. Strategy formulation must balance objectives like improving clinical outcomes with maintaining military preparedness standards. Implementation requires coordination between clinical, administrative, and military units, often under conditions of high uncertainty or competing priorities. Evaluation

and control must measure performance against both healthcare quality indicators and military operational benchmarks.

In general, strategic management practices involve structured and continuous processes that help organizations define long-term direction, allocate resources effectively, and achieve sustainable performance. In healthcare environments, effective strategic management supports service quality, organizational resilience, and adaptive capacity. In the specific case of the PLA Hospital of China, such practices take on added significance due to the intersection of healthcare delivery and military service mandates. By understanding and applying strategic management practices in this dual context, PLA hospitals can better navigate environmental complexity, align institutional objectives, and enhance both health outcomes and organizational effectiveness.

1.2 Background of the Organization

The People's Liberation Army (PLA) Hospital, headquartered in Beijing, China, is administratively affiliated with the People's Liberation Army Joint Logistics Support Force. It functions as a comprehensive military healthcare institution comprising eight major medical centers and a branch in Hainan Province. The hospital traces its origins to 1927, with the establishment of the Ninggang Maoping Hospital by the revolutionary army, and has since evolved into one of China's most advanced and strategically significant military hospital systems. Over the decades, the PLA Hospital has expanded its facilities, services, and operational capacity to address the complex medical needs of both military personnel and civilian populations.

The hospital serves a dual mandate, integrating military readiness with healthcare service delivery. Its missions include providing advanced medical care, conducting scientific and clinical research, supporting military operations, and engaging in humanitarian missions abroad, including deployments in Ethiopia and hospital ship missions across Africa and Oceania. These international activities demonstrate the hospital's role in medical diplomacy while enhancing the operational and clinical capabilities of PLA medical personnel. The institution's strategic positioning allows it to serve as both a critical healthcare resource for PLA personnel and a contributor to China's broader health and security objectives.

From a strategic management perspective, the PLA Hospital offers a unique organizational context. The hospital's leadership must navigate complex decision-making processes, balancing resource allocation, military objectives, and healthcare delivery. Its structure comprising multiple specialized medical centers under a centralized command facilitates coordination of strategic initiatives, efficient deployment of resources, and implementation of hospital-wide policies. The hospital's dual focus on operational readiness and medical excellence highlights the importance of robust strategic management practices, including planning, implementation, and evaluation of initiatives that support both military and healthcare goals. Understanding the organizational structure, mission, and operational scope of the PLA Hospital is therefore essential for assessing its strategic management practices, identifying challenges, and providing recommendations for improving effectiveness and institutional performance.

Key Missions of the PLA Hospital System

The People's Liberation Army (PLA) Hospital System carries out a dual mission, balancing military healthcare responsibilities with civilian medical service delivery, research, and international engagement. These missions provide a critical context for understanding strategic management practices within the hospital. The key missions include:

- 🔊 **Military Medical Support:** The PLA Hospital provides comprehensive medical care and logistical support for PLA personnel, including officers, soldiers, and affiliated military units. Services range from routine care to treatment of complex and critical illnesses. Ensuring military readiness requires effective strategic planning, resource allocation, and operational coordination, making strategic management essential for maintaining high standards of care and preparedness.
- 🔊 **Civilian Healthcare:** PLA hospitals also serve the civilian population, offering routine and specialized medical services. Many PLA hospitals function as teaching hospitals, collaborating with medical universities to train healthcare professionals. Balancing civilian healthcare needs with military obligations necessitates strategic decision-making to ensure optimal resource use, quality service delivery, and effective integration of educational activities.

- 🔊 **Scientific Research and Education:** The hospitals combine clinical services with research and education, functioning as major training and research centers for the PLA medical system. Research initiatives include clinical studies, medical innovations, and development of advanced treatment protocols. Strategic management ensures that research priorities align with institutional objectives, resources are efficiently deployed, and outcomes support both military and civilian healthcare advancement.
- 🔊 **International Humanitarian Aid:** The PLA Hospital System participates in medical diplomacy through international missions, including deployment of medical expert teams and hospital ships such as the Peace Ark and Silk Road Ark. These missions provide free medical services abroad, enhancing China's international engagement. Effective strategic management is required to plan and coordinate these complex operations, including logistics, personnel deployment, and collaboration with international partners.

In general, the PLA Hospital System's missions demonstrate a multi-dimensional and complex mandate, integrating military readiness, healthcare service delivery, research, education, and international cooperation. The successful execution of these missions depends heavily on strategic management practices, including environmental analysis, strategy formulation, resource allocation, implementation, and performance evaluation. Understanding these missions provides a foundation for assessing how the PLA Hospital aligns its strategic objectives with operational and organizational realities, which is central to this study.

1.3 Statement of the Problem

In recent years, China's healthcare system has undergone significant reform, emphasizing efficiency, quality of service, and accountability. Within this framework, army hospitals occupy a unique position, serving both military personnel and, increasingly, the civilian population. Despite their strategic importance, there is limited empirical understanding of how strategic management principles are applied and adapted within the distinctive organizational, cultural, and hierarchical structure of these institutions.

Unlike civilian hospitals, army hospitals operate under dual mandates: delivering high-quality medical care and fulfilling national defense health requirements. This duality creates complex managerial challenges related to resource allocation, personnel management, and service delivery. While strategic management practices have been widely adopted in the broader healthcare sector to enhance performance, competitiveness, and responsiveness, it remains unclear how effectively these practices are implemented within military healthcare institutions.

Moreover, the rapidly changing external environment characterized by advances in medical technology, rising patient expectations, and evolving national defense priorities demands adaptive and forward-looking management strategies. Evidence suggests that army hospitals may face constraints such as bureaucratic rigidity, limited managerial autonomy, and insufficient professionalization of executive leadership, which can hinder the translation of strategic plans into effective operational outcomes.

Therefore, the central problem this study seeks to address is the lack of comprehensive analysis of how strategic management practices are formulated, implemented, and evaluated in the People's Liberation Army (PLA) healthcare system, and how these practices influence organizational efficiency, service quality, and institutional sustainability. Understanding these dynamics is essential for identifying gaps, proposing reforms, and enhancing the overall effectiveness of strategic management within military healthcare institutions.

1.4 Research Questions

1. what are the strategic management practices adopted at People's Liberation Army (PLA) Hospital?
2. what challenges faced People's Liberation Army (PLA) Hospital in the strategic management practices adopted?

1.5 Research Objectives

1.5.1 General Objective

To describe the practices and challenges of strategic management practices in People's Liberation Army (PLA) hospital.

1.5.2 Specific Objectives

- ❧ To determine the strategic management practices adopted at People's Liberation Army (PLA) hospital.
- ❧ To establish the challenges of strategic management practice at People's Liberation Army (PLA) hospital.

1.6 Significance of the study

The study titled "An Assessment of Strategic Management Practice: The Case of the People's Liberation Army (PLA) Hospital of China" is significant for several reasons:

- ❖ **Theoretical Contribution:** This research contributes to the body of knowledge on strategic management in military healthcare settings, an area that has received relatively limited scholarly attention compared to civilian hospitals. By examining how strategic management practices are formulated, implemented, and evaluated within PLA hospitals, the study provides insights that can enrich theories of organizational management in hierarchical, dual-mandate institutions where both military and healthcare objectives must be balanced.
- ❖ **Practical Implications for PLA Hospitals:** The findings of this study can assist PLA hospital administrators in identifying gaps, inefficiencies, and areas for improvement in their strategic management practices. Recommendations derived from the research may support better resource allocation, enhanced service delivery, improved organizational efficiency, and more effective adaptation to evolving internal and external challenges.
- ❖ **Policy and Decision-Making Support:** By highlighting constraints related to organizational culture, leadership practices, and bureaucratic processes, the study provides evidence-based guidance for policymakers and military health authorities. This guidance can inform improvements in strategic planning processes, governance structures, and management policies within PLA hospitals, strengthening institutional performance and accountability.
- ❖ **Broader Impact on Military and Civilian Healthcare Systems:** Insights from this research may have implications beyond the PLA Hospital system, informing broader healthcare management reforms in institutions that balance military readiness and public healthcare responsibilities. Lessons learned could be applied

to enhance service quality, operational effectiveness, and organizational sustainability in similar military or dual-purpose healthcare settings both nationally and internationally.

In summary, this study provides both academic and practical value, offering a deeper understanding of strategic management practices in military hospitals and supporting improvements in organizational performance, policy, and leadership effectiveness.

1.7 Scope of the Study

This study covers the period from 2020 to 2024 and focuses on assessing the strategic management practices of the People's Liberation Army (PLA) Hospital of China. This time frame was deliberately selected as it represents a critical phase of transformation and modernization within China's military healthcare system. During these years, PLA hospitals underwent substantial policy reforms, technological advancements, digital health integration, and shifts in both military and civilian healthcare demands, all of which have significantly influenced the formulation and execution of strategic management practices.

The study specifically examines the formulation, implementation, and evaluation of strategic management within the PLA Hospital. It seeks to provide a comprehensive understanding of how strategic initiatives are developed, operationalized, and assessed in a military healthcare context. Key areas of focus include the hospital's organizational structure, strategic planning processes, operational management systems, and the pivotal role of leadership in shaping and executing institutional strategies.

By concentrating on this period, the research captures the hospital's responses to contemporary challenges and its efforts to align healthcare operations with national defense objectives. The 2020–2024 time frame is particularly significant for several reasons. First, it encompasses recent strategic initiatives such as the modernization of medical infrastructure, the adoption of advanced medical technologies, and the integration of research activities with clinical practice. Second, it includes responses to major global and national healthcare challenges, which necessitated adaptive strategies in emergency preparedness, resource allocation, and patient care delivery.

Third, the period reflects ongoing international humanitarian missions, including the deployment of hospital ships and medical teams, which require complex strategic planning, coordination, and performance evaluation.

Limiting the study to this defined time frame ensures that the findings are current, relevant, and actionable. It allows for a focused assessment of how strategic management practices contribute to operational efficiency, high-quality healthcare service delivery, and alignment with military objectives. Furthermore, this temporal scope provides a solid foundation for developing evidence-based recommendations aimed at enhancing strategic management practices within PLA hospitals, thereby supporting both military readiness and civilian healthcare excellence.

1.7.1. Geographical Scope

The geographical scope of this study is confined to selected military medical institutions under the People's Liberation Army (PLA) Hospital system in the People's Republic of China. The research specifically examines how strategic management practices are formulated, implemented, and evaluated within PLA hospitals, focusing on locations where strategic healthcare management plays a critical role in supporting both military readiness and national defense objectives.

The study emphasizes PLA hospitals located in major urban and strategic centers, including Beijing, Shanghai, and Guangzhou. These locations were selected because:

- They serve as central hubs for military medical services, hosting advanced facilities and specialized units that provide comprehensive care to PLA personnel and their families.
- They are key centers for strategic planning, policy implementation, and resource coordination within the PLA healthcare network, making them ideal for studying the relationship between organizational strategy and operational execution.
- They are at the forefront of strategic health initiatives and reforms, reflecting the PLA Hospital's efforts to modernize healthcare delivery, integrate advanced medical technologies, and strengthen institutional efficiency.

- These hospitals provide a wide range of medical, surgical, and specialized services, enabling the study to examine strategic management practices across diverse clinical and administrative departments.

While the study focuses on these selected hospitals, it also considers the influence of national strategic frameworks and policies that guide the PLA medical network. This ensures the findings reflect both local operational practices and their alignment with broader institutional objectives, providing a comprehensive perspective on strategic management in military healthcare.

The study does not include civilian hospitals, provincial health bureaus, or international military hospitals outside China, maintaining a focus on PLA hospitals due to their unique military culture, hierarchical command structures, and dual mandate of military readiness and healthcare delivery. This focus ensures the research remains directly relevant to assessing strategic management practices within the PLA Hospital context.

1.7.2 Theoretical Scope

The theoretical scope of this study is anchored in key principles and frameworks from strategic management, organizational theory, and healthcare administration. The study focuses on understanding how these theoretical perspectives inform the formulation, implementation, and evaluation of strategic management practices within PLA hospitals in China. It provides a structured lens to analyze how military healthcare institutions align their operations with both healthcare service delivery and national defense objectives.

Specifically, the study draws upon the following theoretical foundations:

- 🔊 ***Strategic Management Theory:*** This theory forms the foundation for examining how the PLA Hospital sets long-term objectives, allocates resources, and aligns operations with national defense health priorities. It guides the analysis of strategic planning processes, decision-making structures, and performance outcomes in a military healthcare context.
- 🔊 ***Systems Theory:*** The PLA Hospital is viewed as an integrated system with interdependent units such as administration, clinical services, logistics, and

human resources. Systems theory helps explain how changes in one part of the hospital influence the entire organization and how strategic management practices foster coordination, efficiency, and organizational synergy.

- 🔊 ***Resource-Based View (RBV):*** RBV is applied to assess how the hospital leverages its internal resources human, financial, technological, and infrastructural to build strategic capabilities and sustain operational effectiveness. It emphasizes the importance of strategic resource allocation in achieving institutional objectives and maintaining a competitive advantage in healthcare delivery.
- 🔊 ***Institutional Theory:*** This theory provides insights into how organizational behavior and strategic choices are influenced by formal regulations, military hierarchy, cultural norms, and external policies. It helps explain the conformity of hospital strategies to broader defense health system expectations and highlights the pressures faced by PLA hospitals to align with national standards.
- 🔊 ***Balanced Scorecard Framework:*** As a practical strategic management tool, the Balanced Scorecard facilitates the evaluation of performance from multiple perspectives, including financial, customer (patient), internal processes, and learning and growth. It ensures that strategic objectives are translated into measurable outcomes, supporting continuous monitoring and improvement.

The study does not aim to develop a new theoretical framework but rather applies and integrates these established perspectives to analyze and interpret the strategic management practices of PLA hospitals. This theoretical scope allows for a comprehensive understanding of how military hospitals plan, implement, and sustain strategic initiatives, ensuring alignment with national defense health priorities and operational excellence.

1.7.3 Methodological Scope

The methodological scope of this study defines the research design, data collection methods, and analytical approaches employed to examine strategic management practices within the PLA Hospital of China. Clearly defining these boundaries ensures the study is systematic, rigorous, and capable of producing reliable and valid findings that address the research objectives.

This study adopts a descriptive and explanatory research design. The descriptive aspect allows for a comprehensive understanding of current strategic management practices, providing detailed insights into how strategies are formulated, implemented, and evaluated within the hospital. It includes mapping existing processes, policies, organizational structures, and identifying key factors that influence strategic decision-making. The explanatory component examines the relationships between strategic management practices and organizational outcomes, such as operational efficiency, healthcare service quality, and institutional sustainability. By integrating descriptive and explanatory elements, the study captures both the “what” and “how” of strategic management practices while explaining the “why” behind observed patterns and outcomes in the PLA hospital context.

To achieve these objectives, the study employs a mixed-methods approach, combining both quantitative and qualitative research methods:

Quantitative Methods: Quantitative data are collected through structured surveys, questionnaires, and document analysis to measure key aspects of strategic management, including resource allocation, performance metrics, and adherence to strategic plans. Statistical analysis, including descriptive and inferential techniques, is used to identify trends, patterns, and relationships between variables, enabling an objective assessment of the impact of strategic management practices on hospital performance and healthcare delivery.

Qualitative Methods: Qualitative methods, such as semi-structured interviews, focus group discussions, and observational techniques, provide deeper insights into the experiences, perceptions, and attitudes of hospital administrators, department heads, healthcare professionals, and other stakeholders. Qualitative analysis uncovers contextual factors, organizational culture influences, and challenges associated with strategy formulation, implementation, and evaluation. Content analysis and thematic coding are used to systematically interpret qualitative data, identify recurring themes, and link findings to the research objectives.

The combination of quantitative and qualitative approaches allows for triangulation of findings, ensuring a more holistic understanding of strategic management practices in a complex organizational and military healthcare setting.

The methodological scope also addresses considerations of sampling, data reliability, and validity. The research targets key stakeholders involved in strategic management processes, including hospital administrators, strategic planners, department heads, and senior healthcare professionals. Purposeful and stratified sampling ensures respondents represent diverse roles, experiences, and perspectives necessary for a comprehensive analysis. Measures such as pilot testing of survey instruments, cross-verification of interview transcripts, and peer review of coding procedures enhance the reliability and validity of the data.

Finally, the methodological scope acknowledges inherent limitations in the military context, such as restricted access to certain documents and operational constraints of respondents. The mixed-methods approach, combined with methodological rigor and ethical research practices, mitigates these limitations and ensures the study provides credible and actionable insights into the strategic management practices of the PLA Hospital.

In summary, the methodological scope establishes a structured, systematic, and rigorous framework, integrating descriptive and explanatory research design with mixed-methods data collection and analysis. This approach ensures the study captures detailed information on strategic management practices while providing a comprehensive understanding of their implications for organizational performance, healthcare service delivery, and institutional sustainability within the unique context of a PLA hospital.

1.8 Limitation of the Study

Although this study offers significant insights into the strategic management practices of the People's Liberation Army (PLA) Hospital of China, it is essential to acknowledge several limitations that may influence the generalizability, interpretation, and scope of the findings. Recognizing these constraints facilitates a more nuanced understanding of the results and provides guidance for future research endeavors.

Restricted Access to Information: As a military institution, the PLA Hospital operates under strict security and confidentiality protocols. Access to certain strategic

documents, operational data, and internal decision-making processes may be limited or classified. This restriction could prevent a full understanding of all aspects of strategic management, including resource allocation, internal policies, and strategy formulation.

Limited Geographic Scope: The study is confined to selected PLA hospitals, primarily within Beijing and major urban centers. As a result, the findings may not comprehensively reflect the strategic management practices of all military hospitals across China, particularly those in other provinces or serving different military units with varying operational priorities.

Unique Organizational Context: PLA hospitals operate within a distinct military culture, characterized by hierarchical decision-making, discipline, and dual mandates of healthcare provision and defense readiness. These characteristics differ significantly from civilian hospitals or non-military healthcare institutions, limiting the broader applicability of the findings.

Temporal Scope: The research focuses on strategic management practices between 2020 and 2024, providing a contemporary perspective. However, it may not capture long-term historical trends, systemic evolution, or future strategic shifts that could influence management practices over time.

Availability of Key Respondents: Data collection relied on administrators, strategic planners, department heads, and other personnel with demanding responsibilities. Their limited availability may have constrained the depth and scope of data, potentially underrepresenting certain perspectives or operational insights.

Language and Interpretation Challenges: Conducting research in a Chinese institutional context introduces potential language barriers and challenges in interpreting official documents or qualitative responses. Nuances in terminology, cultural context, or organizational jargon may affect data accuracy and require careful translation.

Dynamic Strategic Environment: Strategic management practices in PLA hospitals are influenced by policy changes, technological advancements, national defense

priorities, and global health trends. Consequently, the findings represent a snapshot of practices during the study period and may not fully reflect future developments.

Scope of Research Methods: The study primarily employs qualitative and quantitative methods suitable for the research objectives. However, aspects such as informal decision-making, interpersonal dynamics, or implicit cultural factors may not be fully captured. Future research using longitudinal studies, ethnographic approaches, or cross-institutional comparisons could provide deeper insights.

In summary, while this study offers meaningful insights into strategic management practices within PLA hospitals, the limitations including restricted access to sensitive information, confined geographic and organizational scope, unique military context, temporal focus, respondent availability, language considerations, and the dynamic nature of strategy should be considered when interpreting the findings. These constraints also highlight opportunities for future research, such as comparative studies across different PLA hospitals, longitudinal analyses of strategic management evolution, and more inclusive investigations that incorporate diverse stakeholder perspectives. Such studies could validate the current findings and enhance the understanding of strategic management in complex, high-stakes military healthcare environments.

1.9 Operational Definition of Key Terms

The following operational definitions provide clarity and consistency for the major terms used in this research. These definitions ensure that the concepts are understood in the context of the PLA hospital and its strategic management practices.

Strategic Management: Strategic management refers to a systematic and continuous process through which the PLA hospital formulates, implements, and evaluates policies, plans, and actions aimed at achieving long-term institutional goals. It involves aligning the hospital's internal capabilities with external opportunities and threats, improving healthcare service delivery, ensuring operational efficiency, and maintaining compliance with national defense health policies. Strategic management encompasses decision-making at all organizational levels, from top management's

formulation of overarching strategies to department-level implementation and monitoring.

Strategic Planning: Strategic planning is the structured process of defining the hospital's direction by setting priorities, establishing specific goals, allocating resources, and determining action plans and timelines. Within the PLA hospital, strategic planning guides decision-making processes, ensures that resources are used efficiently, and provides a roadmap for improving overall performance, service quality, and readiness to meet the healthcare needs of military personnel and their families. Strategic planning serves as the foundation for subsequent strategy implementation and evaluation.

Strategy Implementation: Strategy implementation is the operational phase of strategic management, where planned strategies are executed through the coordinated mobilization of human, financial, and technological resources. In the PLA hospital context, this involves translating strategic objectives into daily operational activities, developing standard operating procedures, and ensuring that all departments work cohesively toward achieving institutional goals. Successful implementation requires leadership, employee engagement, effective communication, and monitoring mechanisms to track progress and address challenges.

Strategic Evaluation and Control: Strategic evaluation and control refer to the ongoing process of monitoring, assessing, and refining the hospital's strategic initiatives. This process measures the effectiveness of strategies, identifies performance gaps, and recommends corrective actions to enhance operational efficiency and service quality. Evaluation mechanisms in the PLA hospital may include performance indicators, audit reports, patient satisfaction surveys, and compliance reviews, which help administrators ensure that strategies remain aligned with organizational objectives and the evolving healthcare environment.

Resource Allocation: Resource allocation is the deliberate and systematic distribution of the hospital's financial, human, and material resources to different departments, programs, or projects. In the PLA hospital, effective resource allocation ensures that critical functions such as emergency care, surgical services, preventive medicine, and administrative support have adequate resources to meet strategic

objectives. Proper resource allocation contributes to efficiency, minimizes waste, and enhances the hospital's capacity to achieve both short-term and long-term goals.

Organizational Efficiency: Organizational efficiency refers to the hospital's ability to deliver healthcare services effectively while minimizing the use of resources. In practice, this means achieving maximum outputs—including patient care quality, treatment speed, and operational responsiveness—relative to the inputs, such as staff time, equipment, and budget. High organizational efficiency in the PLA hospital context ensures that military personnel receive timely and effective medical services while maintaining cost-effectiveness and optimal utilization of hospital resources.

Institutional Sustainability: Institutional sustainability is the hospital's capacity to maintain and enhance its healthcare service delivery over time, even in the face of environmental, operational, or policy changes. This includes the ability to adapt to new medical technologies, evolving military health needs, and shifting policy directives, while continuing to fulfill its mission. Sustainability relies on strategic management practices, long-term resource planning, and continuous improvement mechanisms to ensure that the hospital remains operationally and financially viable for future generations.

Healthcare Service Delivery: Healthcare service delivery encompasses all processes through which medical services such as diagnosis, treatment, rehabilitation, and preventive care are provided to military personnel and their dependents. Effective service delivery requires well-trained healthcare professionals, adequate infrastructure, and seamless coordination among departments. In the PLA hospital, healthcare service delivery also involves meeting the specific needs of a military population, including readiness for combat-related injuries and public health emergencies.

Military Hospital: A military hospital is a health institution owned, managed, and operated by the military, specifically the PLA, to provide comprehensive medical and healthcare services to armed forces personnel, their families, and eligible civilian populations. Military hospitals often operate under dual mandates: providing high-quality medical care while maintaining strict adherence to military discipline, security protocols, and organizational hierarchies.

Stakeholders: Stakeholders are individuals, groups, or organizations with a direct or indirect interest in the hospital's operations and strategic management. In the PLA hospital, stakeholders include hospital administrators, healthcare professionals, support staff, patients, military and government authorities, and community partners. Understanding stakeholder perspectives is critical for effective strategic planning, decision-making, and ensuring that hospital policies and services meet the needs and expectations of all relevant parties.

1.10. Organization of the paper

This paper is organized into five main chapters to present the research in a logical, coherent, and systematic manner. Each chapter addresses a specific aspect of the study, ensuring clarity in the presentation, analysis, and discussion of strategic management practices within the People's Liberation Army (PLA) Hospital of China.

Chapter One provides the introduction and background of the study, encompassing the statement of the problem, research objectives, research questions, significance of the study, scope, limitations, and operational definitions of key terms. This chapter establishes the context and rationale for assessing strategic management practices in PLA hospitals, emphasizing the dual mandate of military readiness and healthcare service delivery. It lays the foundation for understanding the significance of evaluating strategic management processes to enhance organizational efficiency, service quality, and alignment with national defense priorities.

Chapter Two presents a comprehensive review of theoretical and empirical literature pertinent to strategic management in military and healthcare settings. The chapter examines key theories, models, and frameworks, as well as prior studies on strategic management in hospitals and other healthcare institutions. It identifies existing research gaps and establishes the theoretical framework guiding this study, providing a conceptual basis for analyzing the formulation, implementation, and evaluation of strategic initiatives in PLA hospitals.

Chapter Three details the research methodology employed in this study. It outlines the research design, research approach, study population, sampling procedures, data collection instruments and techniques, data analysis methods, and ethical

considerations. The chapter underscores the importance of conducting research within a military hospital context, ensuring methodological rigor, reliability, and validity. It demonstrates how the chosen methods facilitate a thorough examination of strategic management practices, organizational structures, leadership roles, and operational systems within the PLA Hospital.

Chapter Four focuses on the presentation, analysis, and interpretation of data obtained from primary and secondary sources. Quantitative data are analyzed using descriptive and inferential statistical methods, while qualitative data are examined through thematic analysis. The findings are interpreted in relation to the research objectives and theoretical framework, providing insights into the formulation, operationalization, and evaluation of strategic initiatives, as well as the enablers and challenges of effective strategic management in the PLA Hospital.

Chapter Five provides a summary of key findings, draws conclusions, and offers practical recommendations for enhancing strategic management practices in PLA hospitals. Furthermore, it highlights the implications of the study for military healthcare policy, organizational decision-making, and future research, emphasizing the contribution of the study toward improving operational efficiency, service quality, and alignment with national defense objectives.

Overall, the structure of this study ensures a systematic and progressive approach from theory to practice, offering a comprehensive, rigorous, and context-specific analysis of strategic management practices in the PLA Hospital of China. Each chapter builds upon the preceding one, enabling readers to fully comprehend the research problem, methodology, findings, and implications, thereby supporting evidence-based improvements in strategic management within military healthcare institutions.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of theoretical and empirical literature on strategic management practices, with a specific focus on their application within military healthcare institutions, particularly the People's Liberation Army (PLA) Hospital of China. The purpose of the literature review is to establish the conceptual and theoretical foundation for this study, identify gaps in existing research, and provide a framework to guide the analysis and interpretation of findings. The review draws from a wide range of scholarly works in strategic management, healthcare administration, and military hospital operations, emphasizing insights into strategy formulation, implementation, evaluation, and organizational performance. By synthesizing existing knowledge, this chapter situates the study within the broader academic discourse and highlights the need for a focused assessment of strategic management practices within the PLA Hospital of China to improve operational efficiency, healthcare service delivery, and alignment with national defense objectives.

2.2 Review of Theoretical Literature

2.2.1 Concept of Strategic

The concept of strategy has been extensively explored in management literature, and its definition often varies according to context. Fundamentally, strategy refers to a long-term plan of action designed to achieve specific organizational objectives. It involves the allocation of resources, prioritization of activities, and formulation of policies and actions that enable an organization to achieve sustained effectiveness and competitive advantage. In the context of this study, strategy is essential to understanding how the People's Liberation Army (PLA) Hospital of China develops and implements plans to achieve both military objectives and high-quality healthcare delivery, ensuring that organizational operations remain efficient, adaptive, and aligned with national defense priorities.

The term "strategy" originates from the Greek word "strategos," meaning the art of the general or commander-in-chief, reflecting its military roots. Traditionally, strategy involved the deliberate planning and positioning of forces to gain advantage over adversaries, as emphasized by Bracker (1980), who noted that strategy initially focused on the planned utilization of resources to overcome opponents. Until the nineteenth century, strategy was primarily applied in military contexts. With the rise of industrialization and complex organizations, the concept gradually transitioned into organizational and business settings (Chandler, 1962). Although some scholars debate whether organizational strategy truly mirrors military strategy, the underlying principles of planning, positioning, and resource optimization remain highly relevant for organizations operating in complex and high-stakes environments, such as military hospitals. The Complete Word Finder (1996) defines strategy as "the art of war, the management of an army or armies in a campaign, or a plan of action or policy in business or politics," highlighting that strategic thinking involves creating advantageous conditions to achieve specific objectives, a principle applicable to both military operations and organizational management.

In organizational contexts, strategy serves as a framework for guiding long-term direction, decision-making, and resource utilization. Johnson and Scholes (1997) describe strategy as the long-term direction and scope of an organization, achieved

through the configuration of resources in a changing environment to meet stakeholder expectations. Ansoff and McDonnell (1990) define strategy as a set of decision-making rules guiding organizational behavior, while Pearce and Robinson (1991) describe it as a company's "game plan" to achieve survival, positioning, and sustained success in dynamic environments. Thompson and Strickland (2003) argue that strategy consists of moves and approaches devised by management to achieve superior organizational performance, enabling institutions to plan for the future while managing current operations effectively. Wheelen and Hunger (2008) emphasize that strategy provides a comprehensive master plan through which organizations achieve their mission and objectives while maintaining coherence across complex functions.

For military hospitals such as the PLA Hospital of China, strategy is a systems-oriented concept that integrates administrative, clinical, and operational functions. It allows the hospital to respond effectively to external challenges, optimize internal resources, and maintain alignment with both healthcare and defense objectives (Ansoff & McDonnell, 1990). Porter (1980) further highlights that strategy involves identifying advantageous positions and building defenses against competitive forces, emphasizing the importance of strategic analysis and environmental positioning. Within the PLA Hospital, effective strategy ensures that healthcare service delivery is harmonized with military readiness, supporting operational efficiency, high-quality patient care, and long-term institutional sustainability.

2.2.2 Importance of Strategic

Strategic management is a critical tool for organizational effectiveness, providing a structured framework for decision-making, goal-setting, and resource allocation. It enables organizations to establish clear mission, vision, and long-term objectives, which in turn aligns employees, management, and stakeholders toward common goals. In the context of this study, strategic management is particularly significant for the People's Liberation Army (PLA) Hospital of China, as it ensures that the hospital's operations are synchronized with both military objectives and high-quality healthcare delivery, facilitating organizational efficiency and strategic alignment within a complex institutional environment.

By providing a systematic approach to planning and execution, strategic management allows organizations to optimize the use of financial, human, and operational resources, enhancing overall efficiency, productivity, and service quality across departments. Empirical studies indicate that effective strategic management improves both financial and non-financial performance, particularly when combined with innovative practices, adaptive strategies, and proactive leadership. For the PLA Hospital, this ensures that resources are efficiently deployed to meet both clinical and defense-related demands, while maintaining high standards of patient care and operational readiness.

Moreover, strategic management enhances organizational adaptability by anticipating environmental changes, including technological advancements, policy reforms, and shifts in national defense priorities, allowing institutions to respond proactively rather than reactively. It also promotes coordination and communication across all levels of the organization, ensuring that staff understand institutional priorities, responsibilities, and performance expectations. This structured approach supports long-term sustainability, risk mitigation, and institutional resilience, enabling the PLA Hospital to navigate complex challenges and maintain alignment with broader national defense and healthcare objectives. Overall, strategic management is indispensable for achieving sustained operational success, guiding organizational growth, and creating value in a highly dynamic military healthcare environment.

2.2.3 Concept of Strategic Analysis

Strategic analysis is the systematic process of evaluating an organization's internal and external environments to guide informed decision-making and support long-term strategic planning. In the context of this study, strategic analysis is essential for understanding how the People's Liberation Army (PLA) Hospital of China formulates, implements, and evaluates strategies to align military objectives with healthcare service delivery. It provides a data-driven foundation for setting goals, optimizing resource allocation, and enhancing institutional effectiveness in a complex and high-stakes operational environment.

The primary purpose of strategic analysis is to equip organizations with insights that allow proactive adaptation to internal and external challenges. By identifying internal

strengths and weaknesses, as well as external opportunities and threats, organizations can make decisions that align with their mission and vision, strengthen competitive positioning, and ensure sustainable growth. Strategic analysis serves as a roadmap for organizational planning, enabling institutions to anticipate changes, allocate resources effectively, and achieve strategic objectives.

Strategic analysis is commonly categorized into internal and external analysis, each focusing on distinct factors that influence organizational performance:

- **Internal Strategic Analysis:** This examines an organization's internal environment, including resources, capabilities, processes, and overall strengths and weaknesses. Within the PLA Hospital, internal analysis may assess factors such as human resources, clinical and administrative capabilities, organizational culture, infrastructure, and operational efficiency. Tools such as SWOT analysis and value chain analysis are often employed to evaluate internal factors, helping identify areas of excellence and aspects that require improvement. Understanding these internal capabilities enables the hospital to leverage its strengths, address operational gaps, and enhance institutional performance.
- **External Strategic Analysis:** This evaluates factors outside the organization that can impact performance, such as regulatory changes, healthcare policies, technological advancements, military directives, and broader socio-economic trends. It identifies opportunities the hospital can exploit and threats that may hinder its objectives. Analytical tools such as PESTLE analysis and Porter's Five Forces are commonly used to assess the external environment, allowing the hospital to understand competitive pressures, anticipate policy shifts, and align strategic initiatives with evolving conditions. By systematically evaluating these external factors, the PLA Hospital can position itself to enhance operational effectiveness, maintain high-quality patient care, and fulfill its dual mandate of military readiness and healthcare service delivery.

Overall, strategic analysis provides the PLA Hospital with a structured framework for understanding its strategic environment, integrating both internal and external insights to inform decision-making, optimize resource utilization, and support long-term institutional sustainability.

2.2.4 Benefits of Strategic Management

Strategic management is a critical managerial approach that enables organizations to achieve long-term objectives, optimize the utilization of resources, and maintain effectiveness within complex and dynamic environments. In the context of healthcare institutions particularly military hospitals such as the People's Liberation Army (PLA) Hospital of China strategic management plays an essential role in balancing operational efficiency, quality healthcare delivery, and alignment with national defense objectives. By integrating strategic analysis, formulation, implementation, and evaluation, strategic management provides a systematic framework through which hospitals can respond to environmental challenges, improve institutional performance, and ensure sustainability. The key benefits of strategic management relevant to PLA hospitals are discussed below.

a. Clear Direction and Strategic Vision:One of the fundamental benefits of strategic management is the establishment of a clear organizational direction and strategic vision. Through well-defined mission statements, long-term objectives, and strategic priorities, PLA hospitals can align healthcare delivery goals with broader military and national health mandates. A clear strategic direction reduces ambiguity in decision-making, enhances coordination among departments, and ensures that clinical, administrative, and logistical units work toward shared institutional objectives. In a military healthcare setting, such clarity is particularly important for maintaining discipline, accountability, and consistency in service provision.

b. Strengthened Institutional and Strategic Advantage:Strategic management enables PLA hospitals to build and sustain institutional strength by effectively responding to internal capabilities and external environmental conditions. Through systematic environmental scanning and strategic analysis, hospitals can anticipate emerging healthcare demands, technological advancements, and policy changes affecting military health services. This proactive approach allows PLA hospitals to position themselves as efficient and reliable healthcare providers capable of supporting both military readiness and public health responsibilities, thereby strengthening their strategic relevance within the defense health system.

c. Improved Strategic Decision-Making: Strategic management enhances the quality and consistency of decision-making by providing a structured, systematic, and long-term perspective. Within the People's Liberation Army (PLA) Hospital of China, strategic management practices support hospital leadership in making informed decisions that align medical service delivery with military health mandates and national defense objectives. Through the use of strategic analysis tools such as SWOT analysis, environmental scanning, and performance assessment frameworks decision-makers can objectively evaluate internal capabilities, resource constraints, and external pressures. This structured approach reduces reliance on reactive or short-term decisions and promotes evidence-based planning in areas such as resource allocation, service expansion, workforce deployment, and infrastructure development. As a result, strategic decisions are better aligned with institutional priorities, operational requirements, and long-term sustainability. Improved strategic decision-making also strengthens accountability and coordination across clinical, administrative, and logistical units, thereby enhancing overall organizational effectiveness within the PLA hospital system.

d. Enhanced Adaptability to Environmental Changes: Military hospitals operate in environments characterized by rapid changes in healthcare technology, medical standards, national defense priorities, and public health risks. Strategic management enhances the adaptability of PLA hospitals by enabling proactive responses to such changes. Through continuous monitoring and evaluation of strategic plans, hospitals can adjust policies, operational procedures, and service delivery models to remain responsive and resilient. This adaptability is crucial for ensuring uninterrupted healthcare services during emergencies, military operations, or public health crises.

e. Optimized Resource Utilization: Effective strategic management promotes the efficient allocation and utilization of financial, human, technological, and infrastructural resources. In PLA hospitals, where resources must support both routine healthcare services and military readiness, strategic planning ensures that limited resources are prioritized according to institutional goals. Optimized resource utilization reduces inefficiencies, avoids duplication of efforts, and enhances cost-effectiveness, thereby supporting sustainable hospital operations and long-term strategic objectives.

f. Improved Employee Alignment and Organizational Commitment: Strategic management enhances employee alignment, motivation, and commitment by clearly linking individual roles and responsibilities to organizational goals. In the PLA hospital context, strategic clarity strengthens coordination between military and civilian medical personnel and fosters a shared understanding of institutional priorities. When healthcare professionals understand how their contributions support strategic objectives, collaboration improves, morale increases, and a stronger organizational culture develops factors that are essential for effective service delivery in a disciplined military environment.

g. Improved Organizational Performance and Service Quality: Overall, strategic management contributes significantly to improved organizational performance and healthcare service quality. PLA hospitals that effectively formulate and implement strategic plans are better positioned to achieve higher levels of operational efficiency, patient satisfaction, and institutional effectiveness. By aligning strategic management practices with performance evaluation mechanisms, hospitals can continuously assess outcomes, address gaps, and enhance service delivery in line with national defense health requirements.

In summary, strategic management offers substantial benefits to PLA hospitals by providing clear direction, strengthening decision-making, enhancing adaptability, optimizing resources, and improving overall performance. These benefits underscore the importance of systematically assessing strategic management practices within the People's Liberation Army Hospital of China, as emphasized in this study.

2.2.5 Benefits of Conducting Strategic Analysis

Strategic analysis is a fundamental component of strategic management, as it provides a systematic and evidence-based approach for understanding an organization's internal capabilities and the external environment in which it operates. In complex and highly regulated institutions such as the People's Liberation Army (PLA) Hospital of China, conducting strategic analysis is particularly critical to ensure effective planning, informed decision-making, and alignment with national defense and healthcare objectives. The key benefits of conducting strategic analysis are discussed below.

Informed and Rational Decision-Making: Strategic analysis facilitates informed decision-making by providing hospital leaders and administrators with systematic, reliable, and evidence-based insights. Through the comprehensive assessment of internal strengths and weaknesses, alongside external opportunities and threats, decision-makers are better positioned to evaluate strategic alternatives and anticipate their potential implications. Within the context of the People's Liberation Army (PLA) Hospital of China, this analytical approach minimizes dependence on reactive decisions and strengthens rational, structured, and evidence-driven strategic choices, thereby improving operational efficiency, service delivery, and institutional effectiveness.

Enhancement of Strategic Position and Competitive Advantage: By conducting strategic analysis, organizations are better able to identify and leverage their unique capabilities and institutional strengths. For the PLA Hospital of China, strategic analysis helps highlight areas such as specialized military medical expertise, advanced technology, and integrated logistics support that can strengthen its strategic position. At the same time, analysis of the external environment enables the hospital to respond effectively to competitive pressures, healthcare reforms, and rising service expectations, thereby enhancing its overall strategic advantage within the military and public healthcare system.

Improved Resource Allocation and Operational Efficiency: Strategic analysis facilitates efficient allocation of critical resources, including financial, human, and technological assets. By identifying priority areas and performance gaps, hospital management can direct resources toward strategic initiatives that generate the greatest institutional value. In resource-intensive military healthcare settings, this ensures optimal utilization of limited resources, minimizes waste, and supports the achievement of strategic objectives related to quality of care and institutional sustainability.

Strengthened Risk Management and Organizational Preparedness: One of the major benefits of strategic analysis is its contribution to proactive risk identification and mitigation. By systematically examining internal vulnerabilities and external threats such as policy changes, public health emergencies, or technological disruptions PLA hospitals can develop contingency plans and enhance organizational

resilience. This proactive approach improves preparedness and ensures continuity of critical healthcare services under both routine and emergency conditions.

Enhanced Organizational Alignment and Strategic Focus: Strategic analysis promotes organizational alignment by fostering a shared understanding of institutional goals, challenges, and priorities across departments and functional units. In the PLA Hospital of China, where coordination across clinical, administrative, and logistical units is essential, strategic analysis helps align departmental activities with overarching strategic objectives. This alignment enhances communication, improves coordination, and ensures that collective efforts are focused on achieving the hospital's mission and strategic priorities.

2.2.6 Essential Strategic Analysis Tools

Effective strategic management depends on the systematic use of strategic analysis tools that enable organizations to understand their internal capabilities and external operating environment. In the context of healthcare institutions particularly military hospitals such as the People's Liberation Army (PLA) Hospital of China these tools are essential for supporting evidence-based decision-making, ensuring alignment with national defense health objectives, and enhancing organizational effectiveness. Strategic analysis tools assist hospital management in identifying strengths to be leveraged, weaknesses to be addressed, opportunities to be exploited, and threats to be mitigated. The most essential strategic analysis tools relevant to this study are discussed below.

SWOT Analysis: SWOT analysis is one of the most widely used strategic tools for assessing an organization's internal and external environment. It examines internal Strengths and Weaknesses, as well as external Opportunities and Threats. In the context of the PLA Hospital of China, SWOT analysis enables hospital leadership to evaluate internal capabilities such as skilled medical personnel, advanced medical technology, and organizational discipline, alongside weaknesses such as resource constraints or bureaucratic procedures. Simultaneously, it helps identify external opportunities, including healthcare reforms and technological advancements, as well as threats arising from policy changes, public health emergencies, or increasing

service demands. This comprehensive assessment supports strategic planning and prioritization of initiatives within the military healthcare system.

PESTLE Analysis:analysis focuses on examining the broader external environment by analyzing Political, Economic, Social, Technological, Legal, and Environmental factors that influence organizational performance. For the PLA Hospital of China, political and legal factors are particularly significant due to its alignment with national defense policies and military regulations. Economic factors influence budgeting and resource allocation, while social factors affect patient expectations and workforce dynamics. Technological factors play a critical role in the adoption of advanced medical equipment and digital health systems. Environmental considerations, including public health risks and sustainability requirements, further shape hospital operations. PESTLE analysis enables the hospital to anticipate external changes and align its strategic management practices with evolving national and global healthcare conditions.

VRIO Analysis:The VRIO framework is used to evaluate internal resources and capabilities to determine whether they provide a sustainable strategic advantage. It assesses resources based on four criteria: Value, Rarity, Immutability, and Organization. Within the PLA Hospital context, resources such as highly specialized military medical expertise, integrated logistics support, and state-backed infrastructure may be considered valuable and rare. VRIO analysis helps determine whether these resources are difficult to imitate and whether the hospital is organizationally structured to fully utilize them. This tool supports strategic decisions aimed at strengthening core competencies and maintaining long-term operational effectiveness within the military healthcare system.

Value Chain Analysis:Value chain analysis examines the sequence of activities involved in delivering healthcare services, from patient admission and diagnosis to treatment, recovery, and follow-up care. In the PLA Hospital of China, value chain analysis helps identify how administrative processes, clinical services, logistics, and support functions contribute to overall service quality and efficiency. By analyzing each activity, hospital management can identify inefficiencies, reduce operational costs, and improve coordination among departments. This tool supports strategic management by ensuring that all activities are aligned with the hospital's mission of

providing high-quality medical care while supporting military readiness and national defense objectives.

2.3.Strategic Management Process

The strategic management process refers to a systematic and continuous series of activities that organizations undertake to define their direction, align resources with priorities, respond to environmental changes, and achieve long-term objectives. In healthcare settings especially in complex organizations such as the People's Liberation Army (PLA) Hospital of China a well-structured strategic management process is critical for ensuring coherence between clinical service delivery, military readiness, and institutional goals. It provides leaders with a framework for anticipating challenges, making informed decisions, and sustaining performance over time (David & David, 2017; Meshack & Awino, 2025). Contemporary perspectives on strategic management recognize that the process is iterative rather than strictly linear, with continual feedback loops between stages that enable organizations to refine strategies in response to performance results and shifts in the environment. This holistic view emphasizes the interdependence of planning, execution, and evaluation components (Strategic Management Topics, 2025).

The strategic management process is commonly conceptualized as consisting of three interrelated stages:

- **Strategy Formulation:** This stage involves defining the organization's **mission, vision, and long-term objectives**, conducting environmental scanning, and generating strategic options. Formulation is grounded in an understanding of both internal capabilities and external conditions, and results in the selection of strategic directions that support institutional priorities. In the context of a military hospital like the PLA Hospital, formulation integrates national defense policies with healthcare service goals, ensuring that strategic directions are both relevant and feasible.
- **Strategy Implementation:** Once strategies are formulated, they must be translated into action through the **allocation of resources, establishment of structures and systems, and assignment of roles and responsibilities.**

Implementation requires effective leadership, clear communication, and coordination across clinical, administrative, and operational units. Failure to implement strategies effectively often results in a gap between planning and outcomes, undermining organizational performance.

- **Strategy Evaluation and Control:** This stage involves monitoring performance, assessing the results of strategic initiatives, and making necessary adjustments. Evaluation ensures that performance is measured against predefined standards, and control mechanisms allow decision-makers to take corrective action when deviations occur. In healthcare organizations, evaluation includes both clinical outcomes and organizational performance metrics, ensuring that strategies remain aligned with evolving internal and external demands.

Together, these stages provide a structured and dynamic framework that enables the PLA Hospital to plan, execute, and evaluate strategic actions coherently. By iterating through formulation, implementation, and evaluation, the hospital can learn from experience, adapt to changing conditions, and sustain improvements in both healthcare service delivery and organizational effectiveness.

2.3.1. Strategy Formulation

Strategy formulation is the initial stage of the strategic management process and involves the creation of a roadmap for the organization's future direction. This stage encompasses several critical activities, including:

- i. **Developing a vision and mission:** Establishing the organization's purpose, values, and long-term aspirations. The vision provides a forward-looking statement about what the organization aims to achieve, while the mission defines its core purpose and scope of operations.
- ii. **Analyzing external opportunities and threats:** Examining factors in the external environment that could impact organizational performance, such as economic trends, market competition, technological advances, regulatory changes, and socio-cultural shifts.
- iii. **Assessing internal strengths and weaknesses:** Evaluating the organization's internal resources, capabilities, and competencies to determine areas of competitive advantage and areas requiring improvement.

- iv. **Setting long-term objectives:** Defining measurable and achievable goals that guide decision-making and resource allocation over an extended period.
- v. **Generating and evaluating alternative strategies:** Considering different courses of action, such as diversification, market expansion, product development, mergers and acquisitions, or internationalization.
- vi. **Selecting the best strategy:** Choosing strategies that are expected to maximize the organization's competitive advantage and deliver sustainable value.

The strategy formulation stage also addresses key organizational decisions, including which markets to enter or exit, whether to expand operations, how to allocate limited resources, and how to defend against potential threats such as hostile takeovers. Since strategic decisions have long-term and multifunctional impacts, top management is usually responsible for this stage, as they have the broad perspective and authority needed to commit the necessary resources.

2.3.2. Strategy Implementation

Strategy implementation represents the action phase of the strategic management process, in which formulated strategies are translated into operational plans and concrete actions. It is widely acknowledged as one of the most challenging stages of strategic management, as it requires not only technical planning but also effective leadership, employee motivation, and optimal utilization of organizational resources (David & David, 2017; Hill et al., 2022). In the context of the PLA Hospital of China, successful implementation ensures that strategic initiatives are aligned with both healthcare service objectives and the broader national defense mandates, bridging the gap between planning and execution.

Key elements of effective strategy implementation include:

- 🔊 **Setting Annual Objectives:** Long-term strategic goals are broken down into measurable, short-term targets that guide day-to-day operations and performance monitoring.
- 🔊 **Devising Supporting Policies:** Policies are established to ensure that operational decisions across all levels reinforce strategic objectives and institutional priorities.

- 🔊 **Allocating Resources:** Financial, human, technological, and infrastructural resources are strategically distributed to support the successful execution of plans.
- 🔊 **Developing a Strategy-Supportive Culture:** Organizational values, norms, and behaviors are cultivated to encourage employee commitment to strategic objectives and foster a shared sense of purpose.
- 🔊 **Creating an Effective Organizational Structure:** Organizational design facilitates communication, coordination, and efficient decision-making, ensuring that responsibilities are clearly defined and aligned with strategy.
- 🔊 **Aligning Marketing and External Communication Efforts:** Outreach, public relations, and patient engagement strategies are adapted to reflect strategic directions and institutional priorities.
- 🔊 **Preparing Budgets:** Financial planning is linked to strategic goals, providing adequate funding for key initiatives while maintaining expenditure control.
- 🔊 **Developing and Utilizing Information Systems:** Management information systems and analytical tools provide timely data to guide decision-making and monitor progress.
- 🔊 **Linking Employee Compensation to Performance:** Reward systems are aligned with strategic achievements, motivating employees and promoting accountability.

Effective strategy implementation requires personal discipline, commitment, and coordination across all levels of the hospital. Well-formulated strategies that fail at the implementation stage may become costly liabilities rather than sources of competitive advantage (Kaplan & Norton, 2021). Consequently, the human dimension motivating, engaging, and aligning staff is critical to the success of strategic initiatives. In the PLA Hospital context, the integration of leadership, operational planning, and employee engagement ensures that strategic objectives translate into tangible improvements in organizational performance and healthcare service delivery.

2.3.3. Strategy Evaluation

Strategy evaluation is the final stage of the strategic management process, involving the systematic assessment of strategies to determine their effectiveness in achieving organizational objectives. This phase ensures that the organization remains adaptive, responsive, and aligned with its internal capabilities and external environment (David

et al., 2024; Hill et al., 2022). In the context of the PLA Hospital of China, strategy evaluation is crucial for ensuring that strategic initiatives not only meet healthcare delivery goals but also support national defense priorities.

Key activities in strategy evaluation include:

- **Reviewing Internal and External Factors:** Continuous monitoring of changes in the healthcare environment, military policy directives, technological advancements, and internal hospital capacities.
- **Measuring Performance:** Comparing actual outcomes against pre-established objectives, benchmarks, and key performance indicators to assess progress.
- **Identifying Deviations:** Detecting gaps between planned and actual results to diagnose causes of underperformance and understand areas for improvement.
- **Taking Corrective Actions:** Adjusting strategies, reallocating resources, revising operational plans, or implementing process improvements to ensure alignment with strategic goals.

Strategy evaluation is an ongoing, iterative process, as both internal dynamics and external conditions are continuously evolving. By institutionalizing regular evaluation mechanisms, PLA hospitals can ensure that strategic decisions remain relevant, effective, and capable of sustaining operational efficiency, high-quality healthcare delivery, and alignment with national defense objectives.

In general, the strategic management process comprising strategy formulation, implementation, and evaluation provides a cyclical and dynamic framework. When applied rigorously in PLA hospitals, it enables decision-makers to monitor performance, adapt to changing circumstances, and maintain a sustainable competitive advantage and long-term organizational success (David et al., 2024; Kaplan & Norton, 2021).

2.3 Review of Empirical Literature

Strategic management within military hospitals represents a highly specialized area of research due to the unique operational, organizational, and cultural challenges these institutions encounter. Unlike civilian healthcare facilities, military hospitals such as

the PLA Hospital of China operate under a dual mandate: adhering to strict military discipline while simultaneously delivering high-quality medical services. This dual responsibility creates a complex environment where strategic management must balance operational efficiency, compliance with military protocols, human resource optimization, and patient-centered care outcomes (Li & Zhang, 2022; Chen et al., 2023).

Empirical studies on Chinese military hospitals indicate that the formulation, implementation, and evaluation of strategic management practices are influenced by multiple internal and external factors, including leadership style, organizational culture, resource allocation, technological capabilities, and policy directives (Wang et al., 2021). Research highlights that successful strategic management in this context relies heavily on aligning hospital objectives with national defense priorities, integrating modern healthcare technologies, and fostering a culture of continuous improvement among medical and administrative staff (Xu & Liu, 2020).

Furthermore, comparative analyses with civilian hospitals reveal that military healthcare institutions face unique constraints, such as hierarchical decision-making, security protocols, and dual accountability to both military and public health authorities. These constraints necessitate tailored strategic approaches that emphasize flexibility, responsiveness, and coordinated planning across multiple levels of the organization (Zhao et al., 2022). Empirical evidence underscores that strategic management practices in PLA hospitals not only impact operational efficiency and service quality but also strengthen the institution's ability to respond effectively to emergencies, support military readiness, and engage in international medical cooperation.

2.3.1 Human Resource Management in Military Hospitals

Human resource (HR) management is a critical component of strategic management in military hospitals, given its central role in aligning personnel capabilities with organizational objectives. In the context of the People's Liberation Army (PLA) Hospital of China, HR management involves not only routine administrative functions but also the strategic integration of military and civilian staff within a unified organizational culture (Bai et al., 2023). Military personnel operate within rigid

hierarchical structures, whereas civilian medical professionals typically exercise greater autonomy in their practice. Empirical research emphasizes that effective strategic HR planning must address recruitment, training, retention, and professional development, while fostering a culture that harmonizes military discipline with medical professionalism. This alignment is crucial for staff satisfaction, talent retention, and overall organizational cohesion, which directly impact hospital performance and strategic effectiveness.

Further analysis of HR performance in military hospitals highlights the importance of measurable outcomes and performance indicators. Fanaei et al. (2023) conducted a cross-sectional study using the TOPSIS (Technique for Order of Preference by Similarity to Ideal Solution) method to evaluate 20 key HR management indicators. Their findings indicate that staff satisfaction, competitive salary structures, the proportion of permanent employees, and management of contract labor costs are significant determinants of HR effectiveness. The study underscores the necessity for PLA hospital administrators to implement performance-based HR strategies that enhance operational efficiency, service quality, and alignment with institutional goals.

Collectively, these studies demonstrate that HR management in military hospitals is not merely a functional activity but a strategic lever. Hospitals that proactively invest in strategic HR planning, employee motivation, and systematic performance evaluation are better positioned to achieve sustainable operational efficiency, high-quality healthcare delivery, and long-term institutional stability (Bai et al., 2023; Fanaei et al., 2023).

2.3.2 Organizational Culture and Strategic Alignment

Organizational culture plays a pivotal role in determining the effectiveness of strategic management within military hospitals. In the context of the People's Liberation Army (PLA) Hospital of China, culture influences how strategies are interpreted, adopted, and operationalized across different units. Xue et al. (2013) conducted a study involving 87 public hospitals in China, including military institutions, and found that hospitals with similar strategic orientations often demonstrated substantial differences in service delivery, competitive positioning, and operational outcomes. The study highlighted that alignment between organizational

culture and strategic objectives is a critical determinant of performance, particularly in environments characterized by hierarchical structures and dual mandates of military readiness and healthcare service delivery.

For military hospitals, cultivating a culture that reinforces discipline, accountability, teamwork, and patient-centered care is essential to support the successful implementation of strategic initiatives. Misalignment between culture and strategy may result in inefficiencies, reduced employee morale, and compromised service quality. This observation is consistent with broader strategic management literature, which identifies culture as both an enabler and a potential barrier to effective strategy execution (Schein, 2021).

Furthermore, organizational culture in military hospitals is dynamic, influenced by policy reforms, technological advancements, and emergency response requirements. Strategic alignment, therefore, is an ongoing process that requires continual cultural reinforcement to ensure that the workforce remains committed to evolving strategic goals. Empirical evidence suggests that military hospitals that actively integrate cultural alignment into their strategic planning processes achieve higher levels of operational efficiency, employee engagement, and overall institutional performance. In the PLA hospital context, this underscores the importance of leadership in shaping and sustaining a culture that is conducive to strategic success.

2.3.3 Strategic Planning and Risk Management

In military hospitals such as the People's Liberation Army (PLA) Hospital of China, strategic planning and risk management are critical components of effective strategic management practices. These processes provide a structured framework for setting objectives, allocating resources, and aligning hospital operations with both healthcare delivery goals and national defense priorities.

Empirical studies emphasize that proactive strategic planning allows PLA hospitals to anticipate challenges, optimize resource allocation, and ensure that operations are conducted efficiently and safely. For instance, Zhu et al. (2023) utilized strategic management frameworks, including SWOT (Strengths, Weaknesses, Opportunities, Threats) and STPA (Systems-Theoretic Process Analysis), to examine risk control in hospital construction projects. Their findings highlight the importance of identifying

potential threats, assessing their impact, and implementing mitigating strategies. While the study focused on construction, its principles are applicable to broader hospital management, including patient care, staffing, logistics, and emergency preparedness.

In the context of PLA hospitals, strategic planning and risk management serve to balance dual organizational objectives: delivering high-quality medical services to both military personnel and civilians while maintaining readiness for national defense operations. Structured planning ensures that day-to-day activities are consistent with long-term strategic goals, while risk management enables hospital leaders to address uncertainties, adapt to dynamic operational environments, and minimize disruptions in service delivery.

Moreover, the integration of strategic planning with risk management fosters evidence-based decision-making and enhances organizational resilience. By systematically evaluating internal capabilities and external threats, PLA hospitals can implement strategies that strengthen operational efficiency, improve healthcare outcomes, and maintain alignment with overarching defense and healthcare policies (David et al., 2022; Zhu et al., 2023).

In summary, strategic planning and risk management are indispensable for ensuring the effectiveness and sustainability of strategic management practices within PLA hospitals, enabling these institutions to navigate complex operational environments and achieve their dual mandates.

2.3.4 Strategy Formulation, Implementation, and Evaluation

A comprehensive review of recent literature emphasizes that strategy formulation, implementation, and evaluation are the core components of effective strategic management in military hospitals, including the People's Liberation Army (PLA) Hospital of China (Ahmad Jamshid, 2022; David et al., 2024). These components provide a structured approach to ensuring that hospital objectives are aligned with internal capabilities, external environments, and the dual mandate of military readiness and healthcare service delivery.

- **Strategy Formulation:**In PLA hospitals, strategy formulation involves critical decisions on resource allocation, service specialization, technological adoption, and operational priorities. Top management must evaluate internal strengths and weaknesses, identify external opportunities and threats, and consider emerging trends in healthcare and military operations. Strategic goals are developed to ensure that hospital activities are aligned with both national defense objectives and patient-centered care standards. This process also requires careful coordination between military and civilian personnel to ensure organizational cohesion.

- **Strategy Implementation:**Implementation is the “action phase” of strategic management, where formulated strategies are translated into operational plans and concrete activities. For PLA hospitals, effective implementation requires organizational coordination, employee engagement, resource mobilization, and strict adherence to military protocols and hospital policies. Successful execution also involves fostering a culture that integrates military discipline with medical professionalism, ensuring that all staff understand and commit to strategic priorities. Leadership, communication, and performance monitoring are critical to translating strategic plans into results.

- **Strategy Evaluation:**Continuous evaluation ensures that PLA hospitals remain adaptive and responsive to environmental and operational changes. Hospital administrators assess strategy performance using metrics such as operational efficiency, quality of patient care, staff satisfaction, and compliance with healthcare and military regulations. Deviations from planned objectives are analyzed to identify gaps, leading to corrective measures and strategic adjustments. This cyclical process allows PLA hospitals to maintain alignment between strategic objectives and real-world outcomes while sustaining long-term organizational effectiveness.

By integrating formulation, implementation, and evaluation, PLA hospitals can develop a holistic strategic management framework that strengthens operational efficiency, enhances service quality, and ensures alignment with both healthcare delivery and national defense priorities.*(Ahmad Jamshid, 2022; David et al., 2024)*

2.3.5 Emerging Themes and Gaps in Literature

The empirical literature on strategic management practices in Chinese military hospitals, including the People's Liberation Army (PLA) Hospital of China, highlights several recurring themes that are critical for organizational effectiveness:

i. Human Resource Management as a Strategic Tool: Effective HR planning, talent retention, training, and performance measurement are central to hospital success. Studies indicate that aligning human resource practices with strategic objectives enhances staff engagement, operational efficiency, and service quality (Bai et al., 2023; Fanaei et al., 2023).

ii. Organizational Culture Alignment: A supportive organizational culture that reinforces strategic goals, such as discipline, teamwork, accountability, and patient-centered care, facilitates successful strategy implementation. Misalignment between culture and strategy can lead to inefficiencies, low morale, and suboptimal service delivery (Xue et al., 2013; Schein, 2021).

iii. Risk Management in Infrastructure and Operations: Strategic planning that anticipates and mitigates risks is essential for sustaining hospital operations. Empirical studies emphasize the importance of proactive risk management, particularly in hospital construction, emergency preparedness, and operational planning (Zhu et al., 2023; David et al., 2022).

iv. Integration of Strategic Management Stages: Effective military hospitals integrate strategy formulation, implementation, and evaluation into a cohesive framework, ensuring alignment between strategic objectives and organizational performance. Continuous monitoring and evaluation allow hospitals to adapt to environmental changes while maintaining operational efficiency (Ahmad Jamshid, 2022; David et al., 2024).

Despite these insights, significant gaps remain:

- 🔗 Limited Focus on Long-Term Outcomes: Few studies examine the long-term effects of strategic management practices on patient outcomes, healthcare quality, and organizational resilience within military hospitals.

- 🔊 Lack of Holistic Approaches: There is a scarcity of research that simultaneously considers HR, culture, operations, infrastructure, and financial management within a single, integrated strategic framework.
- 🔊 Comparative Analysis Deficiency: Limited comparative studies exist between military and civilian hospitals, which could provide insights into best practices, contextual challenges, and effective strategy adaptation.

Future research directions should focus on developing integrated strategic management models specifically tailored to military hospitals. Such models should address cross-functional alignment, cultural adaptation, performance evaluation, and long-term outcome measurement. Comparative studies across military and civilian healthcare institutions may further illuminate contextual differences and inform best practices in strategy execution.

Overall, empirical studies indicate that strategic management in Chinese military hospitals is evolving to address complex organizational and operational challenges. Key insights emphasize the importance of human resource management, cultural alignment, strategic planning, and risk management. Military hospital administrators can leverage these findings to improve operational efficiency, enhance service quality, and maintain long-term organizational sustainability. However, further research is necessary to address gaps in integrated strategy evaluation, long-term impact assessment, and cross-functional strategic alignment, thereby strengthening the evidence base for effective strategic management in highly structured military healthcare environments.

2.4 Conceptual Framework

The conceptual framework for this study is designed to guide the assessment of strategic management practices at the People's Liberation Army (PLA) Hospital of China. It emphasizes the critical role of strategy formulation, implementation, and evaluation in achieving organizational goals and sustaining high-quality healthcare service delivery. Strategy formulation involves identifying the hospital's mission, vision, and long-term objectives, while analyzing internal strengths and weaknesses alongside external opportunities and threats using tools such as SWOT, PESTLE, and

VRIO analysis. This stage sets the strategic priorities, allocates resources, and establishes policies to ensure alignment with both healthcare and military operational objectives.

Strategy implementation focuses on translating formulated strategies into actionable plans. Effective implementation requires coordination across departments, resource management, leadership, and alignment of military and civilian staff. The process involves setting departmental objectives, monitoring day-to-day operations, and ensuring adherence to policies and procedures. In this context, organizational culture, human resource practices, and communication play a crucial role in motivating employees and sustaining commitment to strategic goals. Successful implementation ensures that the hospital can optimize resources, maintain operational efficiency, and provide consistent, high-quality healthcare services.

Finally, strategy evaluation is an ongoing process that assesses the effectiveness of implemented strategies against organizational objectives. Performance metrics such as operational efficiency, patient outcomes, staff satisfaction, and compliance with regulatory standards are used to identify gaps and inform corrective actions. Continuous evaluation allows the hospital to remain adaptive and responsive to internal and external changes, reinforcing strategic alignment with national defense priorities. Together, these three components, moderated by organizational culture, human resource practices, and external environmental factors, provide a holistic framework for understanding how strategic management practices contribute to the operational and strategic success of PLA hospitals.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter presents the research methodology adopted for the study, which investigates strategic management practices in the People's Liberation Army (PLA) Hospital of China. The chapter outlines the systematic procedures, tools, and techniques employed to collect, analyze, and interpret data, ensuring that the study is conducted rigorously and produces credible, reliable, and replicable findings. By clearly describing the methodology, the research establishes transparency and provides a framework that supports the validity of the conclusions drawn regarding strategy formulation, implementation, and evaluation within the hospital context.

The methodology is structured to align with the study's objectives of assessing how strategic initiatives are developed, operationalized, and monitored in a military healthcare setting. This involves examining the hospital's organizational structure, strategic planning processes, operational management systems, and the role of leadership in shaping institutional strategies. Emphasis is placed on capturing both quantitative and qualitative dimensions of strategic management, allowing for a comprehensive analysis of factors that influence effectiveness, operational efficiency, and service quality.

This chapter is organized into several key sections, including research design, study population and sampling methods, data sources, data collection instruments, data analysis procedures, and ethical considerations. Each section provides a rationale for the methodological choices made, explains how data will be collected and analyzed, and demonstrates how these methods contribute to addressing the research questions and objectives. By adopting this structured approach, the study ensures that the assessment of strategic management practices in PLA hospitals is both systematic and contextually relevant.

3.1 Research Design

This study adopts a case study research design to provide an in-depth examination of strategic management practices in the People's Liberation Army (PLA) General

Hospital of China. The case study approach is particularly suitable for this research as it allows for a detailed exploration of organizational processes, decision-making frameworks, and contextual factors that influence strategy formulation, implementation, and evaluation in a complex military healthcare environment.

The case study design enables the researcher to investigate real-life practices and challenges within their natural organizational setting. It facilitates the collection of rich qualitative data, while also allowing for the integration of quantitative information where appropriate, thus providing a comprehensive understanding of the strategic management practices employed in the hospital. Specifically, the study seeks to examine:

- 🔊 How strategic management practices are formulated, operationalized, and monitored within the PLA hospital.
- 🔊 The internal and external factors that influence strategic decision-making and organizational performance.
- 🔊 The challenges encountered during strategy implementation and the measures employed to overcome these obstacles.

To ensure a robust and credible analysis, data will be collected through multiple sources, including semi-structured interviews with hospital administrators and department heads, structured questionnaires, review of organizational documents and strategic plans, and direct observations of operational processes. This triangulated approach enhances the validity, reliability, and richness of the findings, making it particularly effective for understanding how strategic management practices align with broader military objectives and contribute to hospital performance and service quality.

3.2. Research Approach

A research approach provides a systematic framework for addressing the research problem and guides the methods used to collect and analyze data (Kothari, 2004). It reflects the logical sequence the researcher follows to achieve reliable and valid results (Jonker & Pennink, 2010). Broadly, research approaches are categorized into

qualitative and quantitative methodologies. Quantitative research focuses on the measurement and analysis of numerical data to identify patterns, relationships, and causal effects, often adopting a post-positivist stance that emphasizes reduction of variables and hypothesis testing (Creswell, 2003). In contrast, qualitative research emphasizes understanding phenomena in depth, exploring perceptions, experiences, and processes to provide rich, contextual insights.

This study adopts a primarily qualitative research approach, supplemented by quantitative elements, to investigate strategic management practices at the People's Liberation Army (PLA) Hospital of China. The qualitative approach is particularly suitable as it allows the researcher to explore how and why specific strategies are formulated, implemented, and evaluated, as well as the challenges encountered during their application. Data will be collected through semi-structured interviews, direct observations, and document analysis, generating detailed insights into the hospital's strategic management processes, leadership decision-making, and organizational dynamics.

To complement the qualitative findings, quantitative data will be obtained through structured questionnaires and hospital performance records. This mixed-methods approach enhances the credibility, reliability, and comprehensiveness of the study, enabling triangulation of data sources. By integrating both qualitative and quantitative perspectives, the research captures subjective experiences of key stakeholders and objective performance indicators, providing a holistic understanding of strategic management practices within the PLA hospital and identifying patterns and relationships that may not be observable through a single methodological approach.

3.3 Target Population and Sampling Design

3.2.1 Target Population

The target population for this study consists of 130 personnel who are directly or indirectly involved in strategic management activities within the People's Liberation Army (PLA) General Hospital and selected affiliated military hospitals in China. This population includes senior management officials, department heads, medical officers with administrative responsibilities, and strategic planning personnel, as these individuals play critical roles in policy formulation, decision-making, resource allocation, and performance monitoring.

The inclusion of this population is justified by their central involvement in shaping, implementing, and evaluating strategic management practices. Their knowledge, professional experience, and institutional perspectives are essential for understanding the effectiveness, challenges, and opportunities associated with strategic management in a military healthcare setting.

In addition, the study incorporates relevant support personnel, such as administrative and logistics officers, whose responsibilities directly influence the execution of strategic initiatives. By drawing on perspectives from multiple organizational levels, the research aims to provide a comprehensive and balanced assessment of strategic management practices within the PLA hospital system, reflecting both strategic oversight and operational realities.

3.2.2 Sampling techniques and sampling size

To ensure that the data collected accurately reflects the perspectives of individuals involved in strategic management, the study will employ a purposive sampling technique. This non-probability method is appropriate because the research focuses on participants who possess specific knowledge, experience, and responsibilities related to strategic management within the People's Liberation Army (PLA) General Hospital and selected affiliated military hospitals in China. Purposive sampling enables the deliberate selection of respondents who are most likely to provide relevant, insightful,

and contextually rich information, such as senior administrators, department heads, medical officers with administrative roles, and strategic planning staff.

To enhance representative and minimize selection bias, the study adopts a stratified purposive sampling approach. Hospital personnel are divided into distinct strata based on organizational hierarchy, including top management, middle management, operational-level staff, and support personnel. Participants are selected proportionally from each stratum to ensure that the views and experiences of all functional levels are adequately captured. This approach enables the study to reflect both strategic decision-making and operational execution, thereby providing a balanced and comprehensive understanding of strategic management practices within the PLA hospital system.

Given the manageable size of the target population, the study aims to include approximately 80 to 120 participants. This sample size provides sufficient representation across different organizational levels while ensuring that the study can generate meaningful insights into strategic management practices, challenges, and organizational dynamics within PLA hospitals.

3.4.3 Sample Size

The sample size was calculated using Yamane (1967) formula. Based on the following formula 200 employees were taken as a sample.

$$n = \frac{N}{1 + N(e)^2}$$

Where; **n**-Represented the computed sample size,

e-level of statistical significance set or margin of error (standard value is 0.05)

N-Represented the size of the population.

This is preferred because the target population as such large and proportional.

Therefore; $n = 130/1+130(0.5)^2$

$$n = 130 / (1 + 120(0.0025))$$

$$n = 130 / 1 + 0.3$$

$$n = 130 / 1.325$$

n=98.113 approximated to **98**

Table 3.1 Sample size distribution

Population	Total Population	% age	Sample Size
Top management	5	3.84%	4
Middle management	10	7.69%	8
Operational level	65	50%	49
Support staff	50	38.46%	37
Total Target Population	130		98

Source:- the sample size distribution is managed based on the total population size percentage. i.e, $Percentage = \frac{Total Population}{Total target population}$. Then, $Sample Size = Percentage Share \times Total Sample Size$.

3.5. Tools of Data collection

To obtain comprehensive and reliable data on strategic management practices in the People's Liberation Army (PLA) General Hospital and selected affiliated military hospitals in China, this study will employ a mixed-methods approach, combining both quantitative and qualitative data collection tools. This approach enables the capture of measurable trends while also providing in-depth insights into the processes, effectiveness, and challenges of strategic management practices.

- **Primary Data Collection Tools:** Data will be collected using structured questionnaires and semi-structured interviews. The questionnaires will include closed-ended questions, such as those formatted on a 5-point Likert scale (with "1" representing "strongly disagree" and "5" representing "strongly agree"), alongside semi-structured questions that allow respondents to provide additional explanations or comments. Questionnaires and interviews will be administered to a range of staff members, including top management, department heads,

operational staff, and support personnel, ensuring representation across all levels involved in strategic management activities.

- Secondary Data Collection Tools: Secondary data will be gathered from official PLA hospital documents, reports, strategic plans, and archival records, as well as from academic journal articles, previous empirical studies, and other relevant publications. These sources will provide contextual understanding, complement primary data, and help triangulate findings to enhance the credibility and depth of the study.

3.6. Methods of Data Analysis and Interpretation

To analyze the quantitative data, Statistical Package for Social Science Software (SPSS) 27 version has used. The quantitative data will be edited, categorized, tabulated and will be analyzed by using SPSS. From this package, both nominal and ordinal variables will be utilized. The nominal variables will include values which represent categories with no intrinsic ranking like age, gender and the like.

An ordinal variable includes values which will be representing in the form intrinsic ranking like level of satisfaction from highly dissatisfied to highly satisfy. These variables will be chosen because the nature of the data which will be gathered through questionnaire is in line with and compatible to be analyzed by them. Finally, the data will be analyzed by using percentage and frequencies via table charts and bar graphs as they are simple to work with and easy to understand.

According Kometa, Olomolaiye and Harris (1994) and Sambasivan and Soon (2007) used RII method to determine the relative importance of the various factors. The same method will adopt in this study. Therefore, Data was analyzed by calculating frequencies and Relative Importance Index (RII). The Relative Importance Index (RII) was calculated as follows:

$$RII = \Sigma W / (A * N) \quad (0 \leq RII \leq 1)$$

Where; RII = Relative Importance Index

W = weight given to each factor by respondents ranging from 1 to 5. (n1 = number of respondents for strongly disagree, not factor, never likely to occur, n2 = number of respondents for disagree, not likely to occur, less frequent factor, n3 = number of respondents for frequent factor, moderate, undecided n4 = number of respondents for agree, likely to occur, very frequent factor n5 = number of respondents for strongly agree, very likely to occur, extremely frequent factor).

A = highest weight

N = total number of respondents.

Table 2: Values assigned for the Likert scale in the questionnaire

item	Very low	low	Average	high	very high
scale	1	2	3	4	5

The RIIs will then rank, and the results are will shown in different tables,the RII used to rank (R) the different factors .These rankings made it possible to compare the relative importance of the factors as perceived by group of respondents (top management, middle management, operational level, and support staff).

3.7. Reliability and validity

3.7.1 Validity

Ensuring the validity of the research is paramount to establishing the credibility and applicability of the findings. In this study, validity is assessed through various lenses to confirm that the research accurately measures and interprets the strategic management practices within the Army Hospital of China.

Validity is characterized by the extent to which a measurement reflects attributes present in the phenomena being studied (Malhotra & Birks, 2007). It is the extent to which a measure accurately reflects its intended purpose and is also related to how well the concept is defined by that measure. Validity serves as the standard for assessing the effectiveness of the design in utilizing measurement methods that will gather data to answer the research questions (Kazi, 2010).

Accordingly, the researcher has developed the questionnaire from existing body of literature on the topics, and consults experts in the areas to correct it. In addition, the researcher has presented the instrument to the research advisor and the advisor has commented on the instrument and necessary correction were made before collecting the data.

3.7.2 Reliability

The most common measure of the reliability of a measurement scale is Cronbach's alpha which is often considered as the lower bound estimate of reliability (Raykov, 1997). Most researchers consider a Cronbach's alpha value of more than 0.7 and above as an indicator of high internal consistency of the measurement scales (Hair et al., 1998). Other researchers consider a Cronbach's alpha of 0.8 and higher as a signal for internal consistency and urge a low alpha score warns the existence of a measurement item which is unreliable (Ho, 2006).

Cronbach alpha is commonly utilized in educational research when data collection instruments contain items scored across a spectrum of values, meaning that various items have distinct scoring points or attitude scales where the responses fall along a continuum (Oluwatayo, 2012).

The coefficient alpha is interpreted as the degree to which all of the items measure a common construct and the measure of internal consistency.

Table 3.2 Cronbanches alpha's for measuring reliability internal consistency

Cronbanch's alpha	Internal consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	un-acceptable

3.8. Ethical consideration of the study

The respondents were approached following the submission of a formal letter from the university to the Army Hospital of China. The purpose and objectives of the study

were clearly explained to ensure that participants fully understood the research and willingly agreed to take part. Participation was entirely voluntary, with respondents invited to complete questionnaires and participate in interviews at their discretion. The study posed no risk of physical, psychological, or professional harm. All information provided by participants was treated with strict confidentiality, and responses were anonymized to protect their privacy.

Moreover, the questionnaire and interviews were conducted solely for academic purposes and carried no personal or professional implications for the respondents. To undertake this research, the necessary approval and permission were obtained through an official letter from Mekelle University, School of Business and Management. Throughout the data collection process, all participants within the target population were treated ethically and with respect.

A brief explanation of the study's title, purpose, and objectives was provided to the Army Hospital employees to enhance their understanding and ensure informed participation. Participants were also informed about the importance of providing honest and valuable responses, as their contributions were essential for the success of the study. All information obtained was handled with strict confidentiality, and respondents' anonymity was preserved, ensuring they felt free to express their views without any concern. Finally, the researcher fully acknowledges and appropriately references all authors whose works were consulted and cited in this study.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study, offering a comprehensive analysis and interpretation of both quantitative and qualitative data collected from selected People's Liberation Army (PLA) hospitals in China. The purpose of this chapter is to systematically examine the evidence gathered during the research process and relate it to the research objectives and questions outlined in Chapter One.

The chapter is organized to provide a clear and structured presentation of results. It begins with quantitative findings derived from survey data, followed by qualitative insights obtained through semi-structured interviews with key stakeholders. This dual approach allows the study to not only describe observable patterns and trends but also to explain the underlying factors influencing strategic management practices within PLA hospitals.

The analysis is structured around the research questions guiding this study, ensuring that each section corresponds directly to a specific objective. Quantitative results are presented using descriptive and inferential statistics, including frequencies, percentages, means, and correlation analyses, to illustrate the prevalence, effectiveness, and impact of strategic management practices. These results provide an empirical foundation for understanding key variables such as strategy formulation, strategy implementation, strategy evaluation, human resource management, and organizational performance.

Qualitative findings complement the quantitative data by offering a deeper, contextualized understanding of strategic management processes. Interviews with hospital administrators, department heads, and strategic planning personnel provide insights into decision-making processes, organizational culture, leadership roles, resource allocation, and challenges faced in implementing strategic initiatives.

Thematic analysis is employed to identify recurring patterns, key themes, and illustrative examples, thereby enriching the interpretation of the survey findings.

By integrating both quantitative and qualitative evidence, this chapter provides a holistic understanding of strategic management practices within PLA hospitals. The presentation highlights areas of convergence and divergence between different data sources, offering a nuanced perspective on how strategies are formulated, operationalized, and evaluated within a complex military healthcare environment.

Overall, this chapter serves as the analytical core of the study, demonstrating how empirical data addresses the research questions, fulfills the study objectives, and provides evidence-based insights into strategic management practices in PLA hospitals. The findings presented here form the foundation for the discussion, conclusions, and recommendations in subsequent chapters.

4.1 Presentation and Analysis of Quantitative Data

4.1.1. Demographic Data

The data collected from respondents were analyzed under each subtitle corresponding to the research questions in order to achieve the objectives of the study. The quantitative data obtained through questionnaires were triangulated with qualitative data gathered using open-ended and semi-structured interviews.

Table 4.1 questionnaire distribution and responses status

No.	Type of Respondents	Distributed Questionnaire	Retrieved Data	Total Sample
1	Population in the Army Hospital of China	98	98	98
Total		98	98	

Source:own Survey result, 2025

As shown in Table 4.1, the total target sample consisted of 98 respondents from the People’s Liberation Army (PLA) Hospital in China. All distributed questionnaires

(98) were successfully completed and returned, resulting in a 100% response rate. Consequently, data from all 98 respondents were entered into SPSS version 27 and Microsoft Excel for analysis. This chapter presents, analyzes, and interprets the data collected by the researcher through both questionnaires and semi-structured interviews, providing a comprehensive understanding of strategic management practices within the PLA hospital.

4.1.2 General Characteristics of the respondents

The researcher used the variables profession, working class, work experience, and educational qualification to describe the background characteristics of the respondents in this study. The source of the data is the SPSS output and the field survey conducted in 2025.

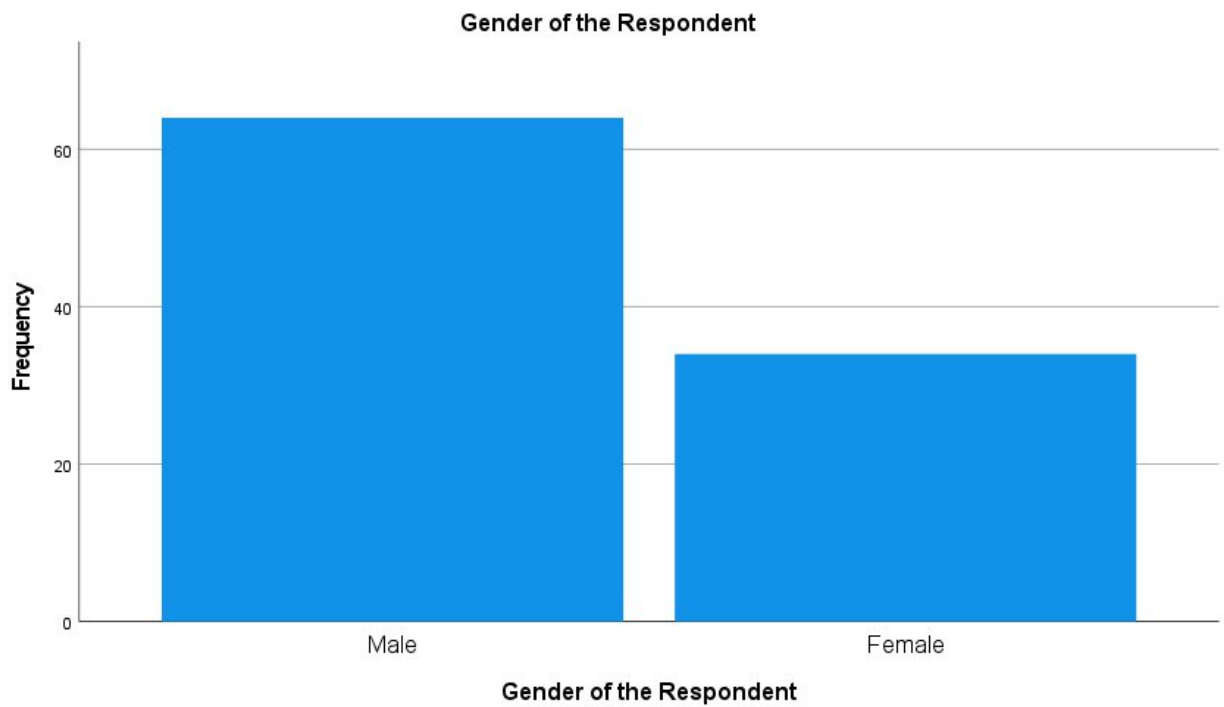
Table 4.2 General characteristics of respondents

No.	Category	Options	Frequency	Percentage(%)	Cumulative percent
1	Gender	Male	64	65.3	65.3
		Female	34	34.7	100
2	Age	20-30	61	62.2	62.2
		30-40	24	24.5	86.7
		40-50	13	13.3	100
3	Position in the Army Hospital of China	Hospital Director	5	5.1	5.1
		Military Doctors	22	22.4	27.6
		Resident Doctors	14	14.3	41.8
		Nurses	14	14.3	56.1
		Medical Administrative	29	29.6	85.7
		Logistics and Support Staff	2	2	87.8
4	Educational Level	Skilled Labour	12	12.2	100
		PhD	16	16.3	16.3
		1st Degree	46	46.9	63.3
		2nd Degree	21	21.4	84.7
5	Work Experience	College Diploma	15	15.3	100
		1-5 years	55	56.1	56.1
		6-10 years	38	38.8	94.9
		11-15 years	2	2	96.9
		>15years	3	100	100

Source:own Survey result, 2025

In general, the interpretation and presentation of the demographic data are detailed in Table 4.2. With regard to the gender distribution of the respondents, 65.3% were male, while 34.7% were female, indicating that the number of male personnel in the People’s Liberation Army (PLA) Hospital of China is higher than that of female personnel. This gender distribution reflects the workforce composition within the hospital and may have implications for organizational roles and responsibilities.

Moreover, a chart is presented below to provide a visual representation of the gender distribution among the respondents, enhancing clarity and supporting further analysis of the demographic characteristics.



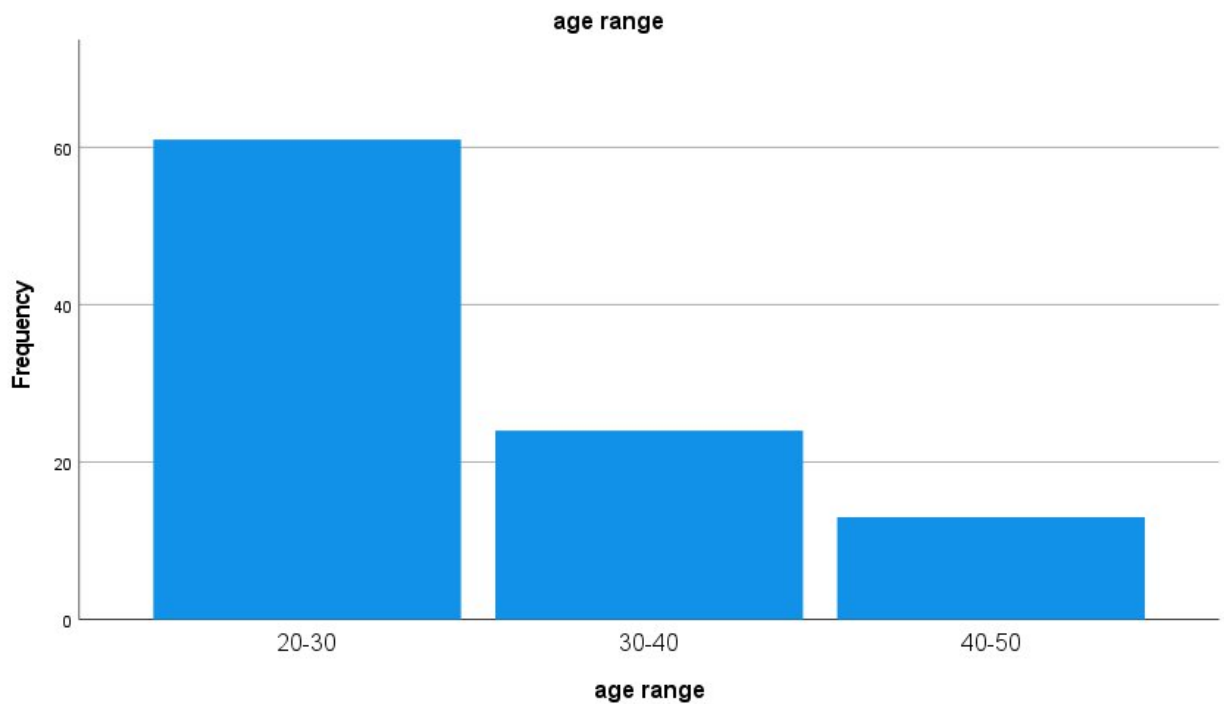
Source: own Survey result, 2025 and out Put from SPSS-27

Figure 4.1 Bar chart of General information of Male & Female

According to the results presented in Table 4.2, the majority of respondents (62.2%) fall within the 20–30 years age group, followed by 24.5% in the 30–40 years category, and 13.3% in the 40–50 years category. This indicates that the workforce in the People’s Liberation Army (PLA) Hospital of China is predominantly composed of

younger personnel. The age distribution may have implications for workforce dynamics, adaptability to new strategies, and the adoption of modern management practices.

Moreover, a chart is presented below to provide a visual representation of the age distribution among respondents, offering further clarity and supporting detailed demographic analysis.

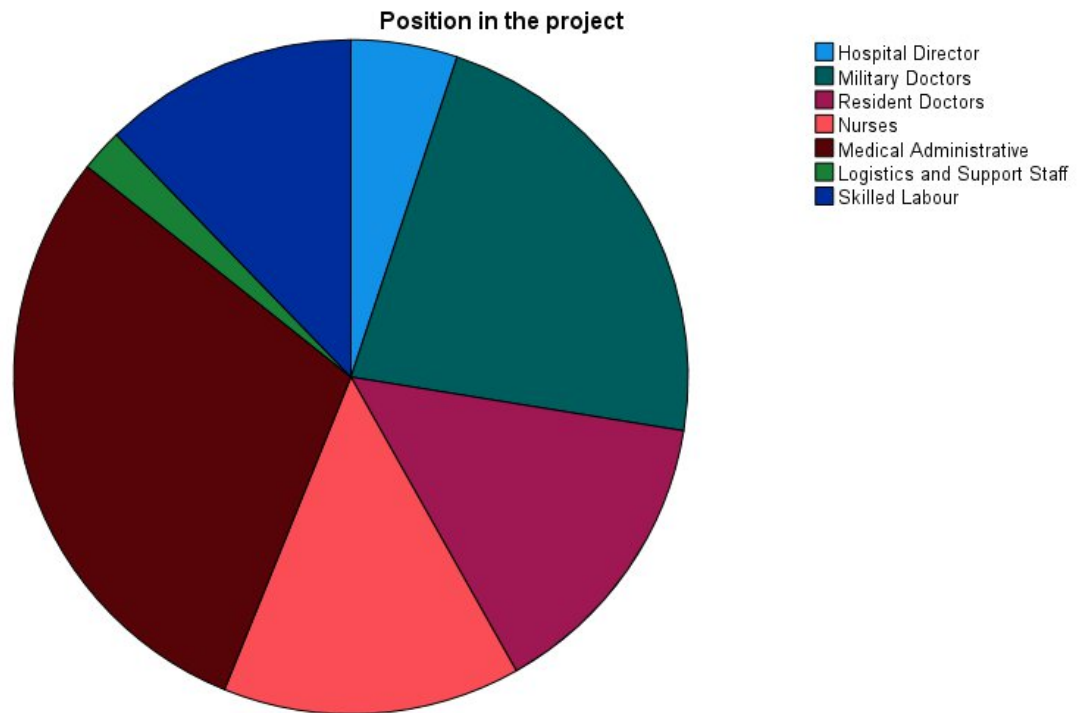


Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.2: Bar chart of General information of respondents age range

As shown in Table 4.2, the largest group of respondents comprised Medical Administrative staff, representing 29.6% of the total sample. This was followed by Military Doctors (22.4%), Resident Doctors (14.3%), Nurses (14.3%), Skilled Labour (12.2%), Hospital Directors (5.1%), and Logistics and Support Staff (2.0%). This distribution indicates that a diverse range of personnel across different roles participated in the study, providing a comprehensive perspective on strategic management practices within the People's Liberation Army (PLA) Hospital of China.

Furthermore, a chart is presented below to visually depict the distribution of respondents by position, offering additional clarity and supporting a more detailed demographic analysis.

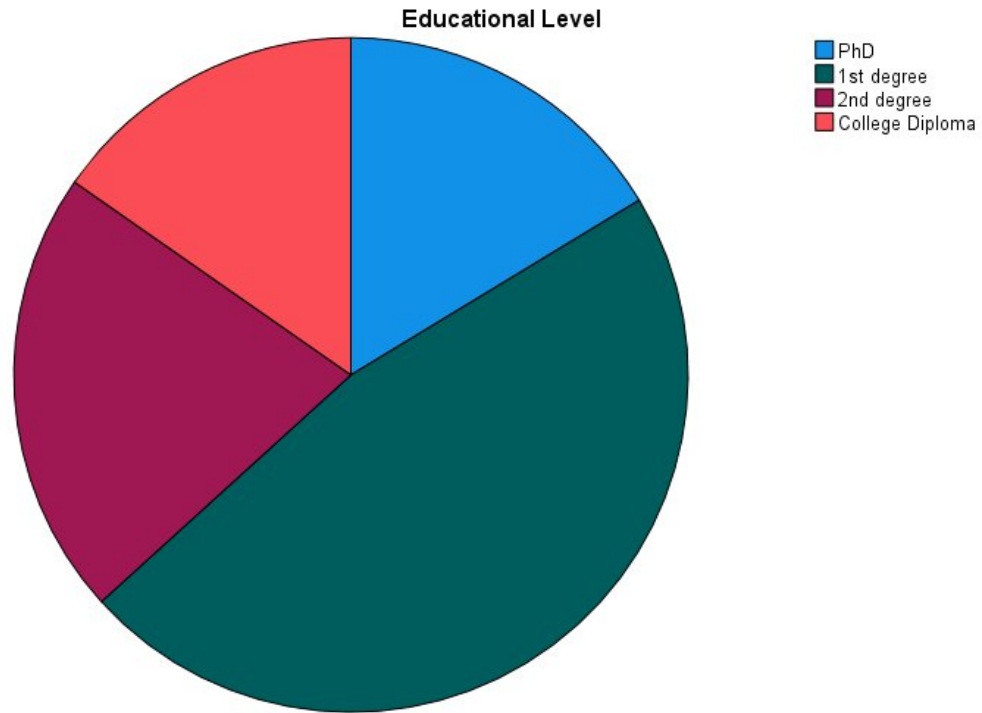


Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.3: Pie Chart of General information of respondents profession

As shown in Table 4.2, the study examined the educational levels of the respondents. Those holding a PhD accounted for 16.3% of the sample, while respondents with a first degree represented 46.9%. This was followed by individuals with a second degree at 21.4% and those with a college diploma at 15.3%. These results indicate that the majority of respondents possess higher education qualifications, reflecting a well-educated workforce within the People’s Liberation Army (PLA) Hospital of China.

Furthermore, a chart is presented below to provide additional visual insight into the distribution of educational levels among respondents.



Source: own Survey result, 2025 and out Put from SPSS-27

Figure 4.4: Pie Chart of General information of respondents profession

4.2 Descriptive Analysis

Mean values are obtained as a measure of central tendency while standard deviation values are used to measure dispersion from the like-rt scale and relative importance index (RII) of the analysis of Strategic Management Practice in the Army Hospital of China . A five point like-rt scale was prepared and with categories that range from 5- very high to 1- Very low .The Standard deviation, mean values and relative important index of the eight variables are as shown below.

4.2.1 Analysis of Strategic Planning Practices

Table 4.3: Mean, standard deviation and variance of Strategic Planning Practices

Descriptive Statistics						
1.Strategic Planning Practices	N	Minimum	Maximum	Mean	Std. Deviation	Variance
The hospital has a clearly defined vision and mission?	98	1	5	3.37	1.333	1.778
Strategic planning is formally documented and communicated?	98	1	5	3.29	1.384	1.914
Employees are aware of the hospital's long-term goals?	98	1	5	3.34	1.200	1.441
Strategic decisions are based on reliable information and analysis?	98	1	5	3.37	1.417	2.008
The hospital regularly reviews and updates its strategic plan?	98	1	5	3.44	1.386	1.922
Valid N (listwise)	98					

Source: own Survey result, 2025 and out Put from SPSS-27

According to Table 4.3, The hospital regularly reviews and updates its strategic plan has the highest mean value 3.44 while the lowest mean score is shown for Strategic planning is formally documented and communicated 3.96. which indicates the presence of high data variability as compared to the other independent variables cited under table 4.3. As shown in the above table Strategic decisions are based on reliable information and analysis has the highest standard deviation value of 1.417, which indicates the presence of high data variability as compared to the other independent variables.

4.2.2 Analysis of Strategy Implementation

Table 4.4: Mean, standard deviation and variance of about Strategy Implementation

Descriptive Statistics						
2.Strategy Implementation	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Resources are allocated to support strategic goals?	98	1	5	3.34	1.390	1.933
Roles and responsibilities are clearly communicated?	98	1	5	3.42	1.421	2.018
Staff receive adequate training for strategic initiatives?	98	1	5	3.27	1.257	1.579
Leadership effectively coordinates strategic activities?	98	1	5	3.48	1.340	1.795
There is a clear follow-up mechanism for implementation?	98	1	5	3.44	1.326	1.758
Valid N (listwise)	98					

Source: own Survey result, 2025 and out Put from SPSS-27

As above table 3.4, standard deviations for all items range around 1.25 to 1.42, indicating variability in responses. Overall, these results point to moderate effectiveness in strategy implementation with particular strengths in leadership coordination and follow-up processes, but also highlight potential gaps in training and resource support.

Generally, descriptive statistics for strategy implementation focus on key aspects like resource allocation, communication of roles, staff training, leadership coordination, and follow-up mechanisms. The means show the average level of agreement or effectiveness perceived for each aspect, with scores around the midpoint indicating moderate effectiveness. Standard deviations highlight the diversity of views or inconsistencies in implementation among respondents.

In summary, descriptive statistics offer a exposure of how well strategic initiatives are supported and executed, identifying strengths (e.g., leadership coordination) and areas needing improvement (e.g., training or resource allocation). This overview can guide organizations in prioritizing attention to components that are less effective to enhance overall strategy implementation success. It is important to consider these statistics as part of broader analyses for deeper understanding and action planning.

4.2.3 Analysis of Monitoring and Evaluation

Table 4.5: Mean, standard deviation and variance of Monitoring and Evaluation

Descriptive Statistics						
3. Monitoring and Evaluation	N	Minimum	Maximum	Mean	Std. Deviation	Variance
The hospital evaluates the performance of strategic initiatives regularly?	98	1	5	3.39	1.418	2.012
Key performance indicators (KPIs) are used to measure strategic results?	98	1	5	3.19	1.458	2.126
Feedback improves strategic decisions?	98	1	5	3.11	1.282	1.643
Performance reports are shared with relevant departments?	98	1	5	3.45	.953	.907
The hospital adapts strategies to changing conditions?	98	1	5	3.16	.944	.892
Valid N (listwise)	98					

Source: own Survey result, 2025 and out Put from SPSS-27

Pursuant to table 4.5, the descriptive statistics on monitoring and evaluation of hospital strategic initiatives show moderate perceptions of effectiveness. Scores around 3.1 to 3.4 (on a 5-point scale) suggest that regular performance evaluation, use of KPIs, feedback mechanisms, sharing of performance reports, and strategy adaptations are perceived as somewhat practiced but not highly consistent or strong.

These results reflect typical monitoring and evaluation challenges in healthcare settings, where performance metrics and feedback systems are implemented but may vary in consistency and impact. Hospitals often use established KPIs such as length of stay, infection rates, patient satisfaction, and mortality rates to monitor performance, alongside qualitative feedback and periodic reporting to departments. The adaptation of strategies is crucial in dynamic environments but can be stymied by organizational constraints or resource limitations.

Overall, these statistics highlight a partial but not fully optimized monitoring and evaluation system, with identifiable strengths in communication and reporting and opportunities to enhance data-driven decision-making through more consistent KPI application and feedback loops. This generalized understanding helps organizations identify focus areas to better track and adjust their strategic efforts over time.

4.2.4 Analysis of Challenges in Strategic Management

Table 4.6: Mean, standard deviation and variance of challenges in strategic management

Descriptive Statistics						
4.Challenges in Strategic Management	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Limited financial resources challenge strategic implementation?	98	1	5	3.73	1.190	1.415
Inadequate training hinders execution?	98	1	5	3.82	1.153	1.329
Communication gaps affect strategy effectiveness?	98	1	5	3.63	1.044	1.090
Bureaucracy slows down decision-making?	98	1	5	3.65	1.118	1.249
Valid N (listwise)	98					

Source: own Survey result, 2025 and out Put from SPSS-27

These findings align with common strategic management challenges in healthcare, where resource constraints, insufficient staff preparation, communication issues, and bureaucratic inertia frequently slow progress. Addressing these requires targeted financial planning, enhanced training programs, streamlined communication channels, and efforts to reduce unnecessary bureaucratic delays.

Descriptive statistics on challenges in strategic management provide insights into obstacles organizations face during strategy execution. Scores around 3.6 to 3.8 indicate moderate to significant perceived impacts of financial resource limits, inadequate training, communication gaps, and bureaucratic delays. These metrics reveal areas where organizations commonly struggle and highlight key intervention points to optimize strategy effectiveness. Understanding these challenges is essential for designing responsive solutions that can improve strategic implementation success.

Table 4.7 Over all average mean value,standard deviation of the variable

Descriptive Statistics						
Overall average Mean value	N	Minimum	Maximum	Mean	Std. Deviation	RII
Strategic Planning Practices	98	1.60	5.00	3.3613	.96960	0.724
Strategy Implementation	98	1.60	4.60	3.3903	.91360	0.801
Monitoring and Evaluation	98	1.40	4.20	3.2613	.67808	0.808

Challenges in Strategic Management	98	1.75	5.00	3.7056	.76223	0.524
Valid N (listwise)	98					

Source: own Survey result, 2025 and out Put from SPSS-27

The values presented in table 4.7 indicate that hospitals demonstrate a moderate level of engagement with strategic planning, implementation, and monitoring and evaluation processes. However, these efforts are tempered by persistent challenges that may hinder optimal achievement of strategic goals. The notably higher mean score for challenges highlights the significant impact of obstacles such as limited financial resources, inadequate training, communication gaps, and bureaucratic delays. Addressing these challenges is critical for hospitals to enhance their strategic effectiveness, improve operational outcomes, and achieve sustained performance improvements. Overall, the data emphasize the need for targeted interventions focused on overcoming barriers to fully realize the benefits of strategic management practices.

This research result shows that effective strategic management practices correlate positively with hospital performance indicators such as financial stability, patient outcomes, and employee satisfaction. Hospitals that strengthen planning and execution while overcoming challenges tend to achieve better operational and service results.

In summary, the data reflect moderate maturity in strategic management components in hospitals, combined with meaningful obstacles that require targeted interventions like enhanced resource allocation, improved training, better communication, and streamlined decision-making to optimize hospital performance and strategic success.

The data in Table 4.7 illustrate the respondent’s attitudes towards various factors, with a focus on Monitoring and Evaluation and Strategy Implementation. Monitoring and Evaluation scored a Relative Importance Index (RII) of 0.808, indicating it is perceived as highly important by the majority of respondents. Similarly, Strategy Implementation also holds a strong relevance with an RII of 0.801.

The overall summary statistics show that the average mean value of respondent’s attitudes towards all factors is 3.2613, with a standard deviation of 0.67808. This

suggests a moderately positive attitude towards the factors being studied, with a moderate spread of responses among participants.

Relative important index (RII) = $\Sigma W/(A*N)$ ($0 \leq RII \leq 1$)

i.e $RII = (5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1)/(A*N)$

Where;-

n_5 =Number of Respondents very high, n_4 = Number of Respondents high

n_3 = Number of Respondents Average , n_2 = Number of Respondents low

n_1 = Number of Respondents Very low

A=Highest weight =5

N=the Total Number of Respondents

4.3 Qualitative Analysis

A qualitative analysis of strategic management practice in an Army hospital in China would likely explore how strategic management principles are applied in the unique context of a military healthcare institution in China. From the available related studies and frameworks, key points for such an analysis could include:

- ❖ The organizational and management experiences in leading Chinese hospitals often revolve around a multilevel model such as the SCOPE model (System–Culture–Operation–Performance–Employee). This model highlights the importance of organizational systems, cultural values, operational efficiency, performance management, and employee development to hospital excellence.
- ❖ Strategic management practice in an Army hospital emphasizes structured organizational systems and a clear strategy implementation process, adapted to the military and clinical environment.
- ❖ Qualitative data can be gathered via semi-structured interviews with hospital leaders and managers, using thematic analysis and grounded theory to identify core themes like leadership effectiveness, culture alignment with military values, operational performance, and staff motivation and development.

- ❖ Doctor were selected randomly from the Army Hospital of China.The corresponding response of the selected person Dr.Ni. was summarized as follow;

Interview With Dr.Ni.

Regarding with back ground: -Dr.Ni has a solid background with a Doctor of Medicine (MD) degree and a Master's in Health Administration (MHA). He have over 10 years of leadership experience in a hospital setting, the doctor combines clinical expertise with strong organizational and administrative capabilities.

Question No.1:-What are the strengths of strategic management practices in your hospital?

The answer of Dr.Ni.

“In our hospital, one of the most notable strengths of strategic management practice is the clear hierarchical structure, which ensures smooth communication and command flow. Similar to the Army Hospitals in China, our strategic decisions are highly coordinated, and responsibilities are well-defined at every level. This clarity helps avoid confusion and improves discipline in implementation. Another major strength is the hospital’s strong emphasis on long-term planning that aligns with national health and security priorities. Our strategic plans are not only focused on improving medical service delivery but also support broader organizational goals such as emergency readiness, military medical support, and public health response. This gives the hospital a well-structured sense of purpose. Additionally, we have a culture of data-driven decision-making, similar to what is practiced in Chinese military hospitals. Regular data review covering patient outcomes, resource utilization, and readiness indicators helps leadership identify gaps early and respond quickly. This enhances operational efficiency and improves quality of care. The hospital also benefits from disciplined leadership and strong institutional commitment. Once a strategic direction is agreed upon, staff at all levels demonstrate a high level of compliance and dedication to achieving it. The regular monitoring mechanisms and performance evaluation systems reinforce accountability and ensure continuous progress toward strategic goals. Overall, the strategic management system in our hospital is strengthened by its structured decision-making processes, alignment

with national priorities, disciplined workforce, and strong emphasis on performance monitoring.”

Question No.2:-What are the major challenges in strategic planning and implementation?

The answer of Dr.Ni.

“One of the major challenges we face in strategic planning is the limited flexibility within the hierarchical structure. While the chain of command ensures discipline, it can also slow down decision-making, especially when approval is required from higher authorities. This sometimes delays timely adjustments to the strategic plan. Another challenge is resource constraints, particularly in terms of budget, medical supplies, and specialized personnel. Even when strategic plans are well-developed, implementing them effectively becomes difficult when funding is inconsistent or when critical departments face staff shortages. This is similar to what has been observed in Chinese Army Hospitals, where resource allocation must balance both medical and military priorities. A further challenge is limited staff involvement during the planning process. Although leadership plays a strong role, lower-level staff are not always fully engaged in strategic discussions, which can lead to weak buy-in and inconsistent implementation across departments. Finally, external pressures and unexpected events, such as public health emergencies or policy changes, often disrupt the strategic cycle. Because we operate in an environment that must remain ready for emergencies, long-term plans sometimes take a back seat to immediate operational demands.”

Question No.3:-What improvements do you recommend to strengthen strategic management practices?

The answer of Dr.Ni.

“To strengthen our strategic management practices, one of the most important improvements is to enhance staff participation in the planning process. Strategic planning is often top-down, and while this ensures discipline, it limits the contribution of front-line providers who understand operational realities. Creating structured platforms for their input such as departmental planning workshops would increase

ownership and improve implementation. Another key improvement is to modernize and integrate our information management systems. Reliable data is essential for decision-making, yet our current systems are fragmented and often require manual compilation. Investing in unified digital health platforms and decision-support tools would significantly improve the accuracy, speed, and quality of strategic monitoring.”

“I also recommend strengthening capacity-building programs for both leaders and middle-level managers. Strategic management requires skills in analysis, forecasting, project management, and performance evaluation. Regular training, bench marking visits, and exposure to best practices such as those used in Chinese Army Hospitals would help build a more competent and confident leadership structure.”

“Additionally, we need to improve coordination with external stakeholders, including government agencies, suppliers, and partner institutions. Since military and public hospitals operate within a wider national structure, better collaboration would make it easier to respond to emergencies, secure resources, and implement long-term reforms. Finally, strengthening monitoring and evaluation systems is crucial. Regular performance reviews, clear indicators, and timely feedback loops would ensure that strategic objectives remain on track and that corrective action is taken when necessary.”

4.6 Validity and Reliability

Validity is important because it ensures that a test, assessment, or measurement truly measures what it is intended to measure. When a tool or instrument is valid, the results it produces are accurate and meaningful. Validity offers several advantages, including improved accuracy of results, better decision-making, enhanced fairness, greater reliability of research findings, and compliance with legal and ethical standards. For example, suppose a researcher conceptually defines a study as an analysis of Strategic Management Practices in the Army Hospital of China. To ensure validity, the researcher must design measurement tools such as questionnaires, interviews, or performance indicators that actually capture the key components of strategic management practice (e.g., planning, resource allocation, leadership

processes). If the measurement does not truly reflect these concepts, the study would lack validity, and the conclusions would be misleading.

Cronbach’s alpha is widely accepted as a measure of internal consistency reliability of a measurement scale, with values ranging from 0 to 1. Most researchers consider a Cronbach’s alpha value of 0.7 or above as acceptable, indicating sufficient internal consistency of the scale. Values above 0.8 are viewed as good reliability, while values above 0.9 suggest excellent internal consistency. Some researchers raise the threshold to 0.8 or higher as a sign of good reliability and caution that scores lower than that might indicate the presence of unreliable items within the scale. For clinical purposes, a higher alpha (at least 0.9) may be recommended due to the need for precision. Values below 0.6 generally indicate poor reliability and suggest that the measurement scale requires revision. Thus, the acceptability cutoff for Cronbach’s alpha depends on the context but commonly falls between 0.7 and 0.8, with higher values preferred for critical applications.

Table 4.9:Reliability test

Item No.	Assessment on strategic management practice the case of Army Hospital of China.	<i>Cronbach's Alpha</i>	<i>No. of Item</i>
1	Strategic Planning Practices	0.768	5
2	Strategy Implementation	0.706	5
3	Monitoring and Evaluation	0.780	5
4	Challenges in Strategic Management	0.712	4

As shown table 4.9,these values all meet or exceed the commonly accepted threshold of 0.7, indicating acceptable to good internal consistency reliability for the measurement scales. According to research literature and standards in social sciences and management research, a Cronbach's alpha of 0.7 or above is generally considered reliable, supporting the validity of the scales used in this study. While some recommend a cutoff of 0.8 for stronger reliability, values above 0.7 are widely accepted for exploratory or applied research contexts like this one.

Hence, the reported Cronbach's alphas suggest the scales are reliable measures of their respective constructs in the strategic management practice analysis, and no immediate concerns about item reliability are indicated by these alpha values.

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Major Findings

This study assessed strategic management practices in the People's Liberation Army (PLA) Hospital of China, with particular emphasis on strategy formulation, implementation, evaluation, and the challenges encountered in the strategic management process. The findings were obtained through a combination of quantitative questionnaires and qualitative semi-structured interviews involving hospital administrators, department heads, medical officers, and support staff.

The study revealed that strategy formulation in the PLA Hospital is systematic and closely aligned with the hospital's mission, vision, and long-term objectives. Key strategic priorities identified include optimizing resource allocation, improving patient care, and integrating technological innovations. Respondents reported that strategic plans are primarily developed at the top management level and communicated across departments to ensure alignment with organizational goals and military health mandates.

Regarding strategy implementation, the findings indicate that the hospital relies on structured organizational frameworks, clearly defined policies, and resource allocation to operationalize its strategies. However, implementation challenges persist, particularly related to coordination between military and civilian staff, staff motivation, and resource constraints. While most respondents confirmed adherence to implementation procedures, some highlighted gaps in interdepartmental communication and timely execution of strategic initiatives.

The study also found that strategy evaluation is regularly conducted through performance monitoring, feedback mechanisms, and periodic review processes. Metrics such as operational efficiency, patient outcomes, staff satisfaction, and compliance with military and healthcare regulations are used to assess strategic effectiveness. Continuous evaluation enables hospital administrators to take corrective

measures, enhance accountability, and adapt strategies to evolving internal and external conditions.

Additionally, the research identified several challenges impacting strategic management practices, including hierarchical decision-making, limited resources, and differences in organizational culture between military and civilian staff. Despite these challenges, the hospital demonstrates a strong commitment to structured strategic planning and continuous improvement, highlighting the critical role of leadership, human resource management, and cultural alignment in achieving strategic objectives.

In general, the study demonstrates that strategic management practices at the PLA Hospital of China are well-structured and systematically implemented, with strategy formulation, implementation, and evaluation functioning as an interconnected process. However, the effectiveness of these practices is influenced by organizational culture, hierarchical structures, and resource limitations. Despite these challenges, the hospital exhibits a strong commitment to continuous improvement, leadership engagement, and alignment of human resources with strategic objectives. These findings provide valuable insights into the unique strategic management dynamics of military hospitals in China and offer a foundation for enhancing operational efficiency, healthcare service quality, and long-term organizational sustainability.

5.2 Conclusion

This study, “An Assessment on Strategic Management Practice: The Case of People’s Liberation Army (PLA) Hospital of China,” assessed the strategic management practices adopted by the PLA Hospital and the challenges encountered in implementing these practices. The findings indicate that the hospital employs comprehensive strategic management practices, including strategic planning, implementation, monitoring, and evaluation. Strategic planning establishes the hospital’s long-term objectives and aligns them with its mission, while implementation ensures that strategies are operationalized effectively across departments. Monitoring and evaluation mechanisms allow continuous assessment and refinement of strategic initiatives, supporting organizational adaptability and improved healthcare service delivery.

The study also identified several challenges in strategic management practices at the PLA Hospital. Key challenges include integrating military and civilian personnel, resource constraints, bureaucratic delays, and communication gaps across departments. These challenges can hinder the smooth execution of strategies and affect the hospital's ability to fully achieve its operational and organizational goals.

In conclusion, the PLA Hospital demonstrates that well-structured strategic management practices can significantly enhance organizational performance and responsiveness within a complex military healthcare environment. Addressing the identified challenges particularly those related to human resource alignment, coordination, and resource allocation will further strengthen strategic effectiveness, optimize hospital operations, and ensure the long-term sustainability of its healthcare and institutional objectives.

5.3 Recommendations

Based on the conclusions drawn from the study *“An Assessment on Strategic Management Practice: The Case of People’s Liberation Army (PLA) Hospital of China,”* the following recommendations are proposed to strengthen strategic management practices and address identified challenges:

- ❖ **Enhance Strategic Planning:** The PLA Hospital should continue to strengthen its strategic planning processes by clearly defining long-term objectives, aligning them with the hospital's mission, and incorporating both military and healthcare priorities. Regular reviews and updates of strategic plans will ensure alignment with evolving healthcare needs and policy directives.
- ❖ **Improve Implementation and Monitoring:** To ensure strategies are effectively executed, the hospital should establish systematic monitoring mechanisms and performance indicators. Regular evaluation meetings and feedback systems will help identify gaps, address challenges promptly, and improve operational efficiency.
- ❖ **Address Human Resource Challenges:** Given the dual nature of military and civilian staff, the hospital should implement HR strategies that foster

collaboration, motivation, and cultural alignment. Professional development programs, performance-based incentives, and team-building initiatives are recommended to enhance staff engagement and cohesion.

- ❖ **Optimize Resource Allocation:** The hospital should adopt evidence-based approaches to allocate financial, human, and technological resources efficiently. Prioritizing critical departments and aligning resources with strategic objectives will enhance responsiveness and service quality, particularly during high-demand situations.
- ❖ **Strengthen Strategic Evaluation:** Continuous assessment of strategic management practices is essential. Integrating both qualitative and quantitative evaluation methods will allow the hospital to track performance, adapt strategies to emerging challenges, and maintain alignment with organizational goals.
- ❖ **Enhance Communication and Coordination:** Improving communication across departments and hierarchical levels will support smoother implementation of strategic initiatives. Regular strategic review meetings and cross-functional collaboration will facilitate timely decision-making and collective problem-solving.

By implementing these recommendations, the PLA Hospital can improve the effectiveness of its strategic management practices, overcome identified challenges, and ensure sustained operational success while delivering high-quality healthcare services within the military context.

5.3.1 Recommendations for Further Research

Future research on strategic management in the People's Liberation Army (PLA) Hospital of China should particularly examine the impact of strategic leadership on employee engagement, satisfaction, and motivation, areas that have received limited attention to date. Evidence from leading hospitals in China suggests that leadership which prioritizes patient-centered care and a staff-focused organizational culture enhances overall hospital performance by improving operational efficiency, quality of medical services, and employee job satisfaction. Effective leadership in these contexts involves clear organizational structures, collaborative decision-making, and

innovation, all supported by a culture oriented toward patient needs and staff development.

Further studies should explore how different leadership styles, decision-making approaches, and managerial competencies influence hospital performance outcomes. Given that strategic planning and problem-solving capabilities of hospital executives are critical determinants of success, research should focus on identifying which leadership behaviors most effectively support the formulation, implementation, and evaluation of strategic initiatives in military healthcare settings.

Additionally, future research could validate these findings across multiple PLA hospitals and other military healthcare institutions, examining how organizational factors, contextual variables, and external pressures affect strategic management effectiveness. Such studies would provide a more comprehensive understanding of the mechanisms through which leadership and strategic management practices impact both employee well-being and patient care quality, ultimately contributing to improved hospital performance and sustainability in military healthcare environments.

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APPENDICES

QUESTIONNAIRE

Request to Respond to a questionnaire for MSc thesis work.

Study Title: “An assessment on strategic management practice (the case of people’s Liberation Army (PLA) Hospital of China)”

Dear Respondent;

The purpose of this questionnaire is to collect data for a study on An assessment on strategic management practice (the case of people’s Liberation Army (PLA) Hospital of China). This study is conducted for the partial fulfillment of a Master of business administration. The genuine responses you provide will serve as valuable input for the study and will significantly contribute to its success. Your privacy will be maintained anonymously, and no one will know who provided the information. Furthermore, any information you provide will be kept strictly confidential and used only for the purposes of this study.

The study aims to investigate and enhance the effectiveness of strategic management practices in the Army Hospital of China. The questionnaire consists of two parts:

- ✓ Part One: Demographic information
- ✓ Part Two: Main research questions

Participation in this research involves completing and submitting the questionnaire and is entirely voluntary. All responses and comments will be treated anonymously and confidentially. Any data collected will be stored securely.

Your participation is highly valuable and greatly appreciated. To save your time, most questions provide multiple-choice options in the form of scales, accompanied by a legend. You are only required to tick the appropriate box that reflects your response.

If you require any further information about this research, please contact me using one of the contact addresses listed below.

Phone: +8618250319252

Thank you in advance for you genuine and quick response!!!

General Instruction

- Writing your name is not mandatory

- Please kindly indicate your answer by putting this mark (√) in the boxes provided

Part-1 General Information

1. Gender of the Respondent.

Male

Female

2. What is your age range?

20-30 30-40 40-50 above 60

3. State your role in the project you are working in currently/the position you have in analysis of strategic management practice in the Army Hospital of China?

Please tick (√) only

Medical Administrative Staff Military Doctor

Nurse Resident Doctor

Skilled-Labour Logistics & Support Staff

Hospital Director

4. What is your educational level?

Phd Second Degree (Master's)

First Degree (Bachelor's) College Diploma

5. How long have you worked in Army Hospital ?

1-5 years 6-10 years 11-15 years >15years

Part-2: Main Questions of the Research

I would like your feedback on the analysis of strategic management Practice in the Army Hospital of China survey. Please select the check box that most closely defines how you feel about each given statement.

Instruction: For the close ended questions in table forms, Please use the following key words

to answer and put this mark (√) on the corresponding table/boxes under the appropriate scale where:[1] = Very low, [2] = low, [3] =Average ,[4] = high and [5] = very high.

Questions related to analysis of Strategic Management Practice in the case of Army Hospital of China.

1.Strategic Planning Practices		1	2	3	4	5
1.1	The hospital has a clearly defined vision and mission?					
1.2	Strategic planning is formally documented and communicated?					
1.3	Employees are aware of the hospital's long-term goals?					
1.4	Strategic decisions are based on reliable information and analysis?					
1.5	The hospital regularly reviews and updates its strategic plan?					
2. Strategy Implementation		1	2	3	4	5
2.1	Resources are allocated to support strategic goals?					
2.2	Roles and responsibilities are clearly communicated?					
2.3	Staff receive adequate training for strategic initiatives?					
2.4	Leadership effectively coordinates strategic activities?					
2.5	There is a clear follow-up mechanism for implementation?					

3. Monitoring and Evaluation		1	2	3	4	5
3.1	The hospital evaluates the performance of strategic initiatives regularly?					
3.2	Key performance indicators (KPIs) are used to measure strategic results?					
3.3	Feedback improves strategic decisions?					
3.4	Performance reports are shared with relevant departments?					
3.5	The hospital adapts strategies to changing conditions?					
4. Challenges in Strategic Management						
4.1	Limited financial resources challenge strategic implementation?					
4.2	Inadequate training hinders execution?					
4.3	Communication gaps affect strategy effectiveness?					
4.4	Resistance to change is a major challenge?					
4.5	Bureaucracy slows down decision-making?					

5. Open-Ended Questions

4.1 What are the strengths of strategic management practices in your hospital?

4.2 What are the major challenges in strategic planning and implementation?

4.3 What improvements do you recommend to strengthen strategic management practices? _____

理工学院

学校 土木工程 施工技术与管理

问卷调查

请求回复硕士论文问卷调查。

研究标题：“战略管理实践评估（以中国人民解放军医院为例）”

尊敬的答辩人：

本问卷旨在收集数据，用于一项关于战略管理实践评估的研究（以中国人民解放军医院为例）。本研究是工商管理硕士学位的部分要求。您提供的真实回答将为本研究提供宝贵的参考信息，并对研究的成功做出重要贡献。我们将对您的隐私进行匿名保护，不会透露信息提供者的身份。此外，您提供的所有信息都将严格保密，仅用于本研究。

本研究旨在调查并提升中国军队医院战略管理实践的有效性。问卷分为两部分：

- ✓ 第一部分：人口统计信息
- ✓ 第二部分：主要研究问题

参与本研究完全出于自愿，只需填写并提交问卷即可。所有回复和评论都将匿名保密处理。收集到的所有数据都将安全存储。

您的参与非常宝贵，我们对此深表感谢。为了节省您的时间，大多数问题都以多项选择题的形式呈现，并附有图例。您只需勾选符合您答案的方框即可。

如果您需要有关这项研究的任何其他信息，请使用下面列出的联系地址之一与我联系。

电话：+8618250319252

非常感谢您真诚而迅速的回复！！！！

一般说明

- 填写姓名并非强制性的
- 请在此处打勾以表明您的答案。 在提供的方框中打(√)

第一部分 一般信息

1.受访者的性别。

男性

女性

2. 您的年龄范围是多少？

20-30 30-40 40-50岁以上

3.请说明您目前在项目中的角色/您在中国陆军医院战略管理实践分析方面的

职位？请仅用粗体 (√) 勾选。

军医行政人员

护

士

住院医师

熟练劳动力

后勤及支持人员

医院院长

4.您的教育程度如何？

博士

第二学位 (硕士)

学士学位

大学文凭

5.你在.....工作了多久？ 陆军医院？

1-5年

6-10岁

11-15岁

15年以上

第二部分：研究的主要问题

我希望您能就中国军队医院战略管理实践调查的分析结果提供反馈。请勾选最能表达您对每项陈述感受的方框。

说明：对于表格形式的封闭式问题，请使用以下关键词

请回答并打勾 (√) 在相应的表格/方框中，根据相应的刻度，其中： [1] =非常低，[2] = 低，[3] =平均，[4] = 高，[5] = 非常高。

关于中国军队医院战略管理实践分析的相关问题。

1.战略规划实践		1	2	3	4	5
1.1	这家医院有明确的愿景和使命吗？					
1.2	战略规划是否已正式形成文件并进行沟通？					
1.3	员工是否了解医院的长期目标？					

1.4	战略决策是否基于可靠的信息和分析？					
1.5	医院会定期审查和更新其战略计划吗？					
2. 战略实施		1	2	3	4	5
2.1	资源是否已分配用于支持战略目标？					
2.2	角色和职责是否沟通清楚？					
2.3	员工是否接受过足够的战略举措培训？					
2.4	领导层能否有效协调战略活动？					
2.5	是否有明确的后续执行机制？					

3.监测与评估		1	2	3	4	5
3.1	医院会定期评估各项战略举措的成效吗？					
3.2	关键绩效指标 关键绩效指标（ KPI ）用于衡量战略成果？					
3.3	反馈能改进战略决策吗？					
3.4	绩效报告是否与相关部门共享？					
3.5	医院会根据情况变化调整策略吗？					
4.战略管理的挑战						
4.1	财政资源有限会阻碍战略实施吗？					
4.2	训练不足会阻碍执行吗？					

4.3	沟通不畅会影响战略有效性吗？					
4.4	抵制变革是一项重大挑战？					
4.5	官僚主义会减慢决策速度吗？					

5.开放式问题

4.1 贵院战略管理实践的优势是什么？

4.2 战略规划和实施面临的主要挑战是什么？

4.3 您建议采取哪些改进措施来加强战略管理实践？
