

Effect of Information Disclosures on the Performance of Public Hospitals in Embu County, Kenya

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Abstract

Around the world, public hospitals perform better when information disclosures are in place. In Embu County, Kenya, public hospital performance was examined to see how information disclosure affects it. The study aimed to examine the effects of information disclosures on the performance of public hospitals in Embu County. Utilising operational efficiency and the level of satisfaction among healthcare workers and clients, public hospitals' performance was evaluated. The Diffusion of Innovation Theory was used to establish the theoretical framework for information disclosure and performance. The study had a target population of 350 consisting of 200 clients and 150 healthcare workers. The sample population was 140 comprising of 42.8% healthcare workers on duty that week and 57.2% of clients/patients admitted for at least two days in selected public hospitals. The distribution of healthcare workers is composed of 2.9% public hospital administrators, 2.9% clinical officers-in-charge, 2.9% nurse-in-charge, 17.1% ordinary nurses, and 17.1% ordinary clinical officers. Utilizing the Statistical Package for Social Sciences (SPSS) version 24.0, descriptive statistics were used to evaluate quantitative data. The results of the descriptive statistics were presented as mean scores, frequencies, and percentages. MS Excel was used to draw graphs and charts. The major findings showed that 65% of healthcare workers agreed that HFCMs (Health Facility Committee Members) provided timely information disclosures to managers, administrators, clinical officers, and nurses. Further, 66.7% of healthcare workers were adequately satisfied that public hospital's communication channels were effective. The study recommends that public hospitals should consider implementing more accessible, transparent, and reliable communication channels that foster both client and employee satisfaction; formulation of a policy that mandates standardized intervals for disclosures to relevant healthcare workers; HFMCs should seek to enhance the accuracy of the information shared with both healthcare workers and clients; and public hospitals should conduct regular audits of their information systems to ensure equal accessibility of healthcare services to all stakeholder and the public. In conclusion, this study will contribute to the growing body of information disclosure literature by offering study empirical evidence on the effect of timely, accurate, and well-structured communication on the performance of public hospitals in Kenya and globally. The insights obtained in the study highlight the critical role of effective disclosures in enhancing both client and employee satisfaction, thus fostering operational efficiency and organizational success.

Key Words: *Information Disclosure, County Government, Public Hospitals*

1.0 Introduction

Despite public hospitals operating in resource-constrained settings, their effectiveness is important in improving healthcare outcomes. Public hospitals in Embu County, Kenya face increased scrutiny regarding their operational transparency and its effect on their performance. Information disclosures, in this context, involve the accurate and timely sharing of information, and assessment of communication channels used in public hospitals. These indicators are integral in promoting the performance of public hospitals in the context of operational efficiency

and the level of satisfaction among employees and customers. The study aims to contribute to policy discussion on improving healthcare management in Embu and Kenya's public sector at large.

Information disclosure has been adopted by various organizations to report their governance and performance to stakeholders. Moreover, it has been linked to effective capital operation among corporations as highlighted by (Ho et al., 2023). However, information asymmetry has limited access to accurate and comprehensive company information, harming investor interest and accelerating corporate bankruptcy and market panic. Poor and incomplete information disclosure in companies has led to their downfall. Particularly, it contributed to financial fraud. In response to such eventualities, financial regulatory entities have enacted laws and policies worldwide to encourage listed corporations to disclose information continuously. According to Ho et al. (2023), adequate information disclosure can help stakeholders have a glimpse of the financial condition and business performance of their companies.

Empirical studies on information disclosure and corporate performance have been conducted worldwide. Xia and Wang (2021) examined how technological and environmental information disclosures impact the financial performance of coal companies listed on the Chinese stock exchange. The findings revealed a statistically significant and positive correlation between financial performance and technological and environmental information disclosures. Kalhor et al. (2014) studied accounting information disclosure and its association with corporate performance using Iranian evidence. The findings indicated that corporate performance and quality of accounting information disclosure have a significant association. Bidhari et al. (2013) researched the financial performance of banking firms and corporate social responsibility (CSR) information disclosure. The study revealed that CSR information disclosure impacts financial performance.

Scholars have also examined information disclosures and their link to performance using African evidence. Herbert and Agwor (2021) explored Nigerian banks' corporate performance under corporate governance disclosure. The results revealed a positive and significant link between Nigerian banks' corporate performance and corporate governance disclosure. Khlif et al. (2015) examined environmental and corporate social disclosure and corporate performance using Moroccan and South African evidence. The study revealed that environmental and social disclosure significantly affect corporate performance. Gatimbu and Wabwire (2016) explored the financial performance of companies and corporate environmental disclosure using listed firms in the Nairobi securities exchange. The study revealed a significant relationship between the two variables.

The study incorporated the Diffusion of Innovation Theory (DIT) to elaborate on the concept of information disclosures and the performance of public hospitals. One of the earliest social science theories is the Diffusion of

Innovation Theory (DIT), which was created in 1962 by E.M. Rogers. It first appeared in the communication field to describe how an idea gradually develops momentum and spreads among the targeted social system (Boston University, 2022). People eventually adopt a new idea as a part of a social system due to its dissemination. Adoption describes when someone does something that is different from what they previously did and depends on their ability to see the idea as novel (Boston University, 2022). In a social system, the adoption of a novel concept does not occur instantly; rather, it is a process in which some individuals are more likely to accept the innovation than others. According to previous research, persons who accept innovations sooner rather than later exhibit different traits (Anthony et al., 2022; Ali et al., 2019). Understanding the traits of the target demographic that will facilitate or impede acceptance of the invention is crucial when promoting it to that group. Although the bulk of the general population tends to fall towards the middle of the five recognized adopter categories, it is still important to comprehend the traits of the target demographic according to the theory.

Diverse tactics are employed while promoting an innovation to appeal to the various adopter segments. People who are innovators strive to be the first to test a new idea. They are bold and curious about novel concepts. If anything, not much has to be done to appeal to this demographic. People who are early adopters are thought leaders. They like taking on leadership responsibilities and embracing change. Information will not persuade them to change. Although they do not always take the lead, early majorities are often the first to adopt novel concepts. Before they are willing to adopt an innovation, they often require proof that it is effective. The Late majority is resistant to change and will only adopt a new idea once the majority has tested it. Information on the number of people who have tried the innovation and successfully accepted it is one tactic to appeal to this audience. Laggards are exceedingly traditional and enmeshed in tradition. They are the most challenging group to persuade to change since they are so resistant to it. Statistics, pressure, and appeals to fear from those in the other adopter groups are all methods to sway this demographic (Boston University, 2022).

The adopter categories and a large portion of the DIT model's data, according to Boston University's (2012) analysis, were not established with the adoption of novel behaviours or health advances in mind. It works better with behaviour adoption than with behaviour cessation or prevention, an area the current study addressed. Furthermore, this idea has been successfully applied in other disciplines, including marketing, public health, social work, agriculture, and communication. The theory is applied to public health to hasten the acceptance of significant public health initiatives that typically seek to alter the behaviour of a social system (Greenhalgh&Papoutsi, 2019). For instance, a social system might devise an intervention to treat a public health issue with the hope that people will accept it (based on the theory). The current study focused on this area since it

has not been utilized to analyze the adoption of information disclosure in County public hospitals and their influence on performance.

Health devolution has put the entire sector under financial strain, mostly in corporate governances like Embu and Mombasa. The majority of these counties lack adequate and clear procedures on how to raise money to satisfy their ever-increasing needs. The performance of corporate governance will be improved if corporate governance practices supporting information disclosure are in place. The study contributed to providing solutions to some of the health management crises that this corporate governance was going through in terms of information disclosures. The Public Sector in Embu corporate governance experiences inconsistent information disclosure applications, which reduces sector accountability and efficiency. Unquestionably, sound leadership in the public sector is supported by effective information disclosure standards (Chigudu, 2018). The models of governance can change as a result of using excellent governance practices, among many other benefits. Nevertheless, it is difficult to start this transformation as the majority of governance models are ingrained in institutional settings (Munim et al., 2019). Therefore, such a barrier impairs the performance of the public hospitals. Little is understood about how business governance through information disclosure affects public hospitals despite significant research on corporate management and governance. The need for appropriate management and administration is not sufficiently emphasized by public hospitals since there is a dearth of relevant knowledge and policy guidelines on the integration of information disclosure in Kenya.

Few scholars have used Kenyan evidence to understand information disclosure and its impact on performance. Using listed companies on the Nairobi Securities Exchange, Gatimbu and Wabwire (2016) investigated corporate environmental disclosure and financial performance of businesses. A significant correlation between the two variables was found in the study. Waweru et al. (2016) investigated information disclosures and firm performance using NSE-listed companies. The study used secondary panel data extracted from the NSE database and primary data from chief executive officers. Waweru (2018) researched market performance and voluntary accounting disclosures. Both secondary and primary data from non-financial firms were used in the study to accomplish the overall goal. Despite the studies examining information disclosure and firm performance, none has explicitly used public hospitals as source evidence. This caused the researcher to assess the degree of consumer, employee, and operational efficiency as firm performance metrics under different information disclosure principles.

Regardless of the benefits of information disclosures, Embu County and its public hospitals have not fully implemented such policies. For instance, The Auditor-General of the County Executive of Embu (2020) revealed that issues related to financial statement disclosures had not been resolved. This meant associated problems

including financial fraud were imminent in the county. Otiso and Mutugi (2018) reported that public hospitals in many county public hospitals including those from Embu experienced crimes such as equipment, money, and medicine theft. To address such issues, the management of the hospitals has to embrace different control mechanisms. It is for this reason that this study was conducted to establish various control mechanisms, particularly information disclosure Embu County public hospitals have employed and their influence on performance.

2.0 Literature Review

Making information available to interested individuals or groups of people is referred to as information disclosure. Stakeholders, staff members, and the general public are among these interested groups. Information disclosures make sure that information is shared clearly, fostering the participation of all stakeholders. All parties within an organization must ensure consultation, informed involvement, and accurate and timely dissemination of information that will enable positive performance for information disclosures to be effective (Li et al., 2017). According to Suddaby and Panwar, R. (2022), organizations require efficient information disclosures in the current climate of hyper-transparency. The use of communication platforms that address crucial dialogues to promote accurate and timely information disclosures is therefore necessary for organizations to succeed in the business sector. To guarantee openness in the way the organization operates, policies and processes must also be continually reviewed. This study examined the effect of information disclosures on performance in public hospitals relative to information disclosures.

Public institutions are required to release annual reports to the public for examination, analysis, and development of the firms' operations to ensure effective information disclosures. Gachoki and Rotich (2013) noted that businesses typically perform poorly due to the nature of the legal, political, and regulatory environments that they are subject to. This condition results in a lack of transparency and accountability. In addition, inaccurate and delayed information transmission results in a lack of accountability, which negatively impacts the firm's performance. Although the Kenyan government has passed rules governing businesses and public institutions, there hasn't been enough time spent reviewing them, which has led to a situation where the laws don't match the present state of information disclosure and negatively affect the firm's success (Gachoki & Rotich, 2013). Regarding organizational effectiveness in public hospitals, the study explored the significance and impacts of information disclosures. The study's conclusions also offered managers knowledge and recommendations for encouraging high performance.

Notably, according to the principles of information disclosure outlined by the Organization for Economic Cooperation and Development, Shahwana (2020) highlights that governance requirements demand that businesses adhere to high levels of accuracy in their communication channels. There is a need to improve public hospitals' efficiency and accountability in how they use these resources because they get a sizable amount of funds from the annual budget allocation (Latif, 2020). Although annual reports delivered by public hospitals under the MOH aid in informing the public of the status of the institutions, they fall short in terms of timeliness and reliability, which compromises openness.

According to Doshi et al. (2013), the stakeholders' response is significantly influenced by the institution's quality of information, such as financial reporting. The study found a dearth of pertinent information regarding the necessity for fast, efficient, and accurate communication channels after analyzing the literature on information disclosures. To improve information disclosure in public hospitals, the study addressed the requirement for the introduction of efficient, fast, accurate, and transparent communication channels. The study also revealed the necessity of ongoing oversight and post-implementation audits that encourage disclosure of information. Overall, the effectiveness of any public sector organization depends on how quickly it can adapt to the shifting needs and wants of its clients. For public hospitals to develop, they need constant channels of communication for feedback to assess their performance and gain a competitive advantage. Because of these factors, the study offered guidance on how public hospitals might advance effective financial reporting to improve performance. The study focused in particular on information disclosures under communication channels to aid in overcoming the aforementioned difficulties and succeeding in the global market. Various studies have indicated a positive link between information disclosure and firm performance as highlighted below.

Xia and Wang (2021) looked at the financial success of coal businesses listed on the Chinese stock exchange in relation to technological and environmental information disclosures. The results showed that financial performance and disclosures of technology and environmental information were positively correlated. Using data from Kalhor et al. (2014) investigated the disclosure of accounting information and its relationship to corporate performance. The results showed a substantial correlation between business profitability and the accuracy of accounting information disclosed. Bidhari et al. (2013) looked into the financial performance of banking companies and the disclosure of corporate social responsibility (CSR) data. The study found that financial performance is impacted by the disclosure of CSR information. Herbert and Agwor (2021) investigated the corporate performance of Nigerian banks under the disclosure of corporate governance. The findings showed a strong and favorable correlation between corporate governance disclosure and the corporate performance of Nigerian banks. Khlif et al., (2015) used data from South Africa and Morocco to assess business performance,

corporate social disclosure, and the environment. The study found that business performance is highly impacted by environmental and social disclosure. Using listed companies on the Nairobi Securities Exchange, Gatimbu and Wabwire (2016) investigated corporate environmental disclosure and financial performance of businesses. A significant correlation between the two variables was found in the study. Numerous studies have explored information disclosure's association with firm performance. However, none of the studies have employed public hospitals as a source of evidence, an area this study explored.

Conceptual Framework

In the conceptual framework (see Figure 1), the relationships between independent (information disclosure) and dependent (performance of public hospitals) variables were looked at. The moderating elements were labour relations, governmental laws, and access to healthcare.

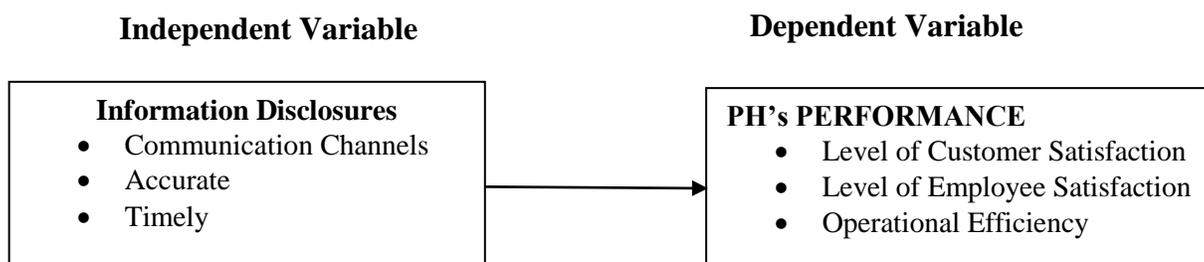


Figure 1: Conceptual Framework

Source: Author (2020)

3.0 Methodology

The research applied a descriptive design because it supports logical explanations of the study's essential components and ensures research objectives are met (Lewis, 2015). The design, according to Sileyew (2019) encourages the observation and uninfluenced presentation of the study's key characteristics to assess the current situation based on available knowledge, experiences, and public perceptions. This way of assessing research scenarios helped the researcher understand how information disclosure influences the performance of public hospitals in Embu County, Kenya. Memon et al. (2020) recommended thresholds, ≥ 50 and ≤ 500 for behavioural studies like the current investigation helped arrive at the 140 sample size from 350 healthcare workers and clients of public hospitals.

The study took place in Embu County. The study's target group consisted of 150 healthcare workers. Further 200 clients/ patients who had been admitted to public hospitals for at least two days were investigated as respondents.

The four public hospitals selected for the study were Siakago Level 4 Hospital, Runyenjes Level 4 Hospital, Kiritiri Level 3 Hospital, and Embu Teaching & Referral Hospital. A stratified random selection procedure was used to choose the respondents for the study. Rahman et al. (2022) define stratified random sampling as a research method whereby the target population is divided into subgroups. This strategy has the advantage of allowing comparisons between samples from small and large groups, which reduces sampling error.

Table 1: Sample Size

Category	Designation	Freq.	Percentage	Sample size tally				Sample size
				Embu Teaching & Referral Hospital	Runyenjes Level 4 Hospital	Siakago Level 4 Hospital	Kiritiri Level 3 Hospital	
Public Hospital Healthcare Workers	Nurses-in-Charge	4	1.14	1	1	1	1	4
	Ordinary Nurses	69	19.71	6	6	6	6	24
	Clinical Officers-in-charge	4	1.14	1	1	1	1	4
	Ordinary Clinical Officers	69	19.71	6	6	6	6	24
	Hospitals Administrators	4	1.14	1	1	1	1	4
	Total		150	42.84				
Clients of Public Hospitals	N	200	57.16	20	20	20	20	80
Grand Total	N	350	100.00					140

Source: Author (2020)

The study's primary data were collected without the researcher's involvement from healthcare workers and their clients using self-administered questionnaires. Surveys that were both organized and semi-structured were used. Respondents used their knowledge, feelings, and personal insight to answer open-ended and closed-ended questions. The self-administered surveys were available for respondents to complete and send back. The use of questionnaires was effective since it simplified data collecting and got around time constraints (Regmi et al., 2016). The researcher delivered the questionnaire surveys with considerable care to guarantee that participant information was appropriately captured. This was achieved because of effective information management techniques including register keeping for administered questionnaires.

Sixty healthcare workers answered questionnaires for the hospital staff, and 80 patients completed surveys for the clients of public hospitals. The researcher edited the data gathered to remove any errors or omissions and to verify

the validity of the conclusions. Descriptive statistics via SPSS version 24.0 were used to analyze the quantitative findings of this study. The analyzed data was presented in standard deviations, percentages, frequencies, and mean scores. Content analysis was used to examine qualitative data from surveys. This method was employed to evaluate respondents' experiences and views.

4.0 Results

Respondents totalling 140 took part in the study. Among them, 42.7% were healthcare workers and 57.2% were clients/ patients of public hospitals. In particular, the distribution of healthcare workers comprised 2.9% public hospital administrators, 2.9% clinical officers-in-charge, 2.9% nurse-in-charge, 17.1% ordinary nurses and 17.1% ordinary clinical officers. Questions about accurate statements, timely disclosures, and communication channels were posed to the respondents. The findings of the study are discussed in the sub-sections below: 4.1 Accurate Statements, 4.2 timely disclosures, and 4.3 communication channels.

Accurate Statements

Table 1: HFMCs Provide Statements that are Accurate to Clients

Stakeholders	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Healthcare Workers Freq.	0	1	20	34	5	60
Healthcare workers (%)	0	1.7	33.3	56.7	8.3	100
Clients Freq.	1	4	12	55	8	80
Clients (%)	1.3	5.0	15.0	68.8	10.0	100

Source: Field Data (2021)

Table (1) highlights that 1.7% of healthcare workers disagreed that HFMCs provided statements that were accurate to their clients, 33.3% neither agreed nor disagreed, 56.7% agreed and 8.3% strongly agreed. Healthcare workers were confident that HFMCs provide accurate statements to clients which influenced performance. In addition, table (1) further reveals that 1.3% of clients strongly agreed that public hospitals provided accurate statements, 5% disagreed, 15% neither agreed nor disagreed, 68.8% agreed and 10.0% strongly agreed. Clients in public hospitals were provided with accurate statements which influenced performance in public hospitals. These findings are consistent with those of Li et al. (2017) and Shahwana (2020) on Organization for Economic Cooperation and Development (OECD) principles of corporate governance.

Timely Disclosures

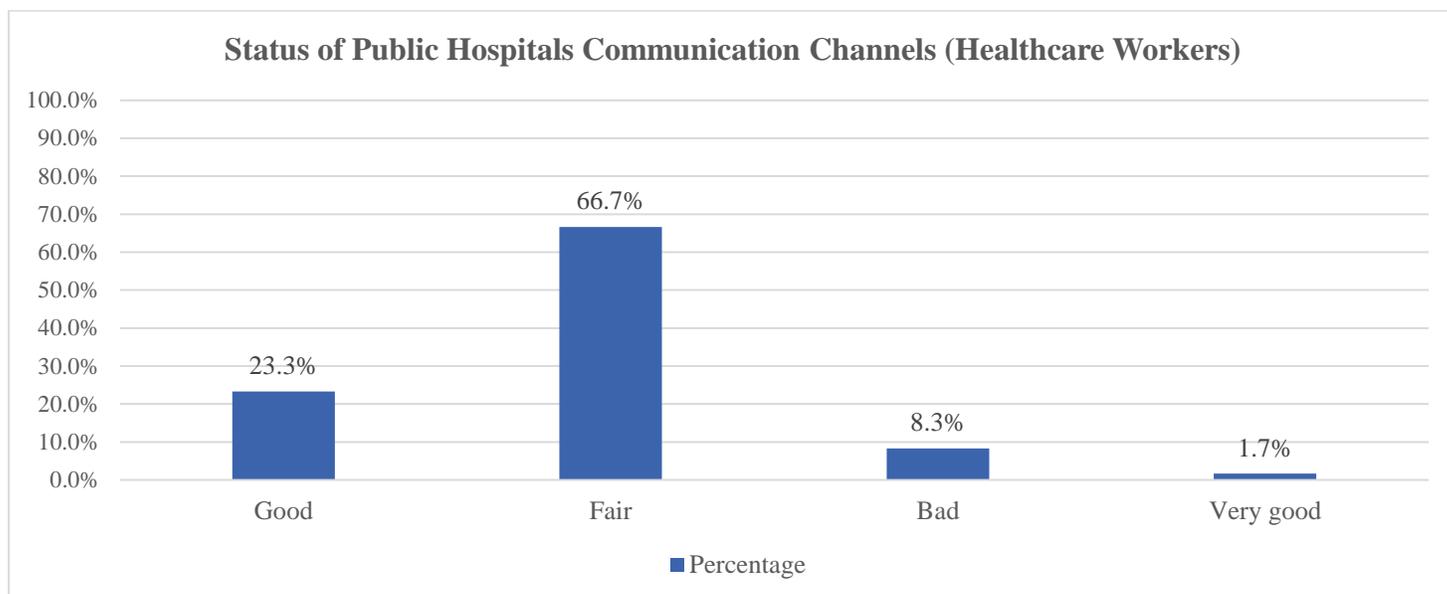
Table 2: HFMCs Provide Timely Disclosures to Healthcare Workers & Clients

Stakeholders	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Health Workers Freq.	0	1	15	39	5	60
Health workers (%)	0	1.7	25.0	65.0	8.3	100
Clients Freq.	1	6	33	31	9	80
Clients (%)	1.3	7.5	41.3	38.8	11.3	100

Source: Field Data (2021)

Table (2) indicates that 1.7% of healthcare workers disagreed that HFMCs provided timely disclosures to managers, administrators, clinical officers, and nurses, 25% neither agreed nor disagreed, 65% agreed and 8.3% strongly agreed. Healthcare workers concluded that HFMCs provided timely disclosures which influenced performance. In addition, table (2) further reveals that 1.3% of clients strongly disagreed that during the service delivery process, public hospitals provided timely disclosures, 7.5% disagreed, 41.3% neither agreed nor disagreed, 38.8% agreed and 11.3% strongly agreed. Clients of public hospitals were not adequately satisfied/sure that public hospitals provide timely disclosures which influenced performance. These findings on timely information disclosures are in line with those found in the principles of information disclosure published by OECD (Shahwana, 2020).

Communication Channels



Source: Field Data (2021)

Figure (2) shows that 1.17% of healthcare workers felt that public hospitals’ communication channels were very good, 8.3% bad, 66.7% fair and 23.3% good. Healthcare workers were not adequately satisfied that public hospital’s communication channels were effective.

Table 3: Effectiveness of Public Hospitals Communication Channels Used to Convey Information (Clients)

Effectiveness Status	Freq.	Percent
No	40	50
Yes	40	50
Total	80	100

Source: Field Data (2021).

Table (3) reveals that 50% of clients did not think that public hospital communication channels were effective in conveying information while 50% agreed on the same. Public hospital’s communication channels were neither good nor bad which influenced performance.

Table 4: Hindrances to the Effectiveness of Public Hospitals Communication Channels Used to Convey Information (Clients)

Hindrances	Freq.	Percent
Poor information presentation.	2	2.5
Communication barriers.	2	2.5
Lack of adequate training of healthcare workers on public relations skills.	7	8.8
Clients of public hospitals were not well enlightened on communication channels.	4	5
Healthcare workers lacked the requisite information on communication channels.	7	8.8
Unreasonable and unattainable policies related to communication channels.	4	5
Lack of vibrant and well-crafted communication channels.	4	5
Healthcare workers were strict when giving instructions which made them look harsh.	9	11.3
Other factors	1	1.3
Total	40	50
Missing System	40	50
Total	80	100

Source: Field Data (2021)

Table (4) reveals that 2.5% of clients felt that poor information presentation was a hindrance to the effectiveness of public hospitals communication channels, 2.5% highlighted communication barriers, 8.8% lack of adequate training of healthcare workers on public relations skills, 5% clients of public hospitals were not well enlightened on communication channels, 8.8% healthcare workers lacked requisite information on communication channels, 5% unreasonable and unattainable policies related to communication channels, 5% lack of vibrant and well-crafted communication channels, 11.3% healthcare workers were strict when giving instructions which made them look harsh, 1.3% cited other factors, while 50% did not respond. This meant that healthcare workers in public hospitals were strict when giving instructions which made them look harsh thus influencing performance.

5.0 Discussion

The main objective was on information disclosures and the respondents agreed that it influenced performance, that is, 60.0% of clients and 62.0% of health workers agreed. The findings are consistent with the findings of Kalhor et al. (2014) who emphasize that the quality of information provided by the institution like financial reporting greatly influences the reaction of firm value. Gachoki and Rotich (2013) also agree with the findings of the researcher's study arguing that firms generally perform poorly because of the nature of laws and regulatory environment guiding them since the two lead to a lack of accuracy and accountability.

On information disclosures on variable indicators under accurate information disclosures, this study reveals that 56.7% of health workers and 68.8% of clients agreed that HFMCs provided statements that are accurate to clients.

Healthcare workers and clients in public hospitals were confident that they were provided with accurate statements which influenced performance in public hospitals. These findings are consistent with those of Li et al. (2017) who argue that, in the current times, firms need effective and accurate information disclosures to improve corporate performance. These findings are also consistent with OECD principles of corporate governance (Shahwana, 2020).

On information disclosures on variable indicators under timely information disclosures, this study reveals that 65% of healthcare workers agreed that HFMCs provided timely disclosures to managers, administrators, clinical officers, and nurses, however, 41.3% of clients neither agreed nor disagreed with it. Clients of public hospitals were not adequately satisfied that public hospitals provided timely disclosures which influenced performance. These findings are consistent with the OECD principles of corporate governance (Shahwana, 2020).

On information disclosures on variable indicators, under communication channels of information disclosures, this study reveals that 66.7% of healthcare workers felt that public hospital's communication channels were fair. Healthcare workers were not adequately satisfied that public hospital communication channels were effective. In addition, 50% of clients did not feel that public hospital communication channels were effective in conveying information while 50% agreed on the same. Public hospitals' communication channels were neither good nor bad which affected performance. These findings are consistent with the OECD principles of corporate governance (Shahwana, 2020).

6.0 Conclusion and Recommendations

Effective information disclosures should be adopted by public hospitals to encourage rapid and accurate information distribution and improve public hyper-transparency. Notably, these disclosures of information and routes of communication should be fully understood, governed by consultation and informed involvement, and therefore promote harmonic engagement between health professionals and patients. To guarantee transparency and effectiveness, it is also necessary to periodically analyze, assess, and submit annual reports to the Department of Health. Managers can use the facts and recommendations from the study to encourage high performance. The necessity of ongoing oversight and post-implementation evaluations that encourage the availability of information was also made clear.

The study recommends the following suggestions for improving information disclosures and performance in public hospitals. First, to improve communication channels, public hospitals should consider implementing more accessible, transparent, and reliable channels that foster both client and employee satisfaction. Second, HFMCs

should seek to enhance the accuracy of the information shared with both healthcare workers and clients. This will reduce potential misinformation and ensure clarity of the information. Third, to ensure the timeliness of information disclosure, a policy should mandate standardized intervals for disclosures to relevant healthcare workers. This will ensure information reaches key stakeholders and decision-makers promptly. Lastly, public hospitals should conduct regular audits of their information systems, given the mixed perception of their effectiveness. This will address the concerns of patients and ensure equal accessibility of healthcare services to all stakeholders and the public.

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