

THE IMPACT OF COMPETITIVE AGGRESSIVENESS ON THE NON-FINANCIAL PERFORMANCE OF THE PRIVATE HEALTHCARE SECTOR

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Purpose: This review aims to synthesize the current understanding of competitive aggressiveness in the private healthcare sector, focusing on its manifestations as a dimension of entrepreneurial orientation and the effects of its application on the non-financial results of companies. It also aims to identify key strategies, conditions, and consequences of competitive aggressiveness in this context.

Design/methodology/approach: A systematic review of the literature published between 2015 and 2025 focusing on relationship between competitive aggressiveness and non-financial performance.

Findings: The review identifies a growing emphasis on competitive aggressiveness in the private healthcare sector, driven by factors such as demographic changes and increasing demands from public sector clients. Private healthcare providers are increasingly adopting strategies aimed at gaining a competitive advantage. The review highlights how competitive aggressiveness manifests in various forms, including aggressive pricing strategies, service differentiation, and strategic alliances, and what impact this has on non-financial results.

Research limitations/implications: The review is limited due to its focus on publications in English and Polish. Limited empirical research specific to private healthcare in Poland requires further investigation.

Practical implications: The findings provide practical guidance for healthcare managers who want to strengthen their competitive position. The review emphasizes the importance of balancing competitive strategies with ethical considerations and patient-centered care.

Originality/value: This review contributes to the literature by providing a focused analysis of the impact of competitive aggressiveness on non-financial outcomes in the under-researched context of private healthcare.

Keywords: Competitive aggressiveness, entrepreneurial orientation, private healthcare sector, competitive strategies, non-financial results.

Category of the paper: Literature review.

1. Introduction

The private healthcare sector, driven by market forces and the pursuit of efficiency, presents a unique environment where competitive aggressiveness can significantly influence the non-financial outcomes of medical facilities (Ijntema et al., 2022). Competitive aggressiveness, characterized by a firm's intensity to outperform rivals, manifests in various strategies within this sector, including service differentiation, technological adoption, and strategic alliances (Glover et al., 2024). Understanding the nuanced impact of such competitive behaviors on non-financial performance indicators, such as patient satisfaction, service quality, and employee well-being, is crucial for healthcare administrators and policymakers (Chang et al., 2017). The escalating competition within the healthcare landscape necessitates a comprehensive examination of how private healthcare providers navigate competitive pressures and their subsequent effects on crucial organizational outcomes that extend beyond mere financial metrics (Susanto, 2019). The existing literature on competitive strategy suggests that aggressive competition can lead to both positive and negative outcomes for firms, with the specific results often depending on the industry context and the resources and capabilities of the organizations involved. In the healthcare sector, the unique characteristics of the services provided, the regulatory environment, and the ethical considerations further complicate the relationship between competitive aggressiveness and organizational performance. Therefore, this study aims to explore the multifaceted impact of competitive aggressiveness on the non-financial performance of private healthcare institutions, shedding light on the strategic choices available to these organizations and the potential consequences for their stakeholders. This study's originality stems from its comprehensive and contemporary synthesis of scientific literature from the last decade, which methodically examines the influence of competitive aggressiveness on the non-financial performance of organizations operating within the previously understudied private healthcare sector. The existing body of literature lacked an encompassing study to gather and analyze evidence regarding the manifestations, determinants, and outcomes of this phenomenon. Prior investigations frequently concentrated on fragmented aspects or failed to account for the latest market and technological developments. By offering systematic knowledge derived from publications between 2015 and 2025, this literature review aims to bridge this gap. Consequently, this article contributes to the advancement of strategic management theory in healthcare and offers pragmatic guidance for healthcare facility administrators.

1.1. Problem Statement

The private healthcare sector operates in an increasingly complex and competitive environment, where the ability to compete effectively is crucial for survival and growth (Naik et al., 2022). In this context, competitive aggressiveness, as a significant dimension of

entrepreneurial orientation, plays a fundamental role in shaping the strategies and financial and non-financial results of private medical entities (Skica et al., 2018). It manifests through various actions, such as pricing strategies, service differentiation, marketing tactics, or expansion initiatives, aimed at gaining and maintaining an advantage in the market (Susanto, 2019).

Despite the growing interest in entrepreneurship in the healthcare sector and the recognition of the importance of competitive aggressiveness, medical facilities are forced to respond to dynamic changes in the market environment (Chang et al., 2017). Factors such as increasing competition, regulatory changes, technological progress, changing demographic needs, and patient expectations constantly modify the landscape in which private healthcare facilities operate. These changes force entities to adapt and often to adopt more aggressive strategies (Elrod, Fortenberry, 2018).

Although individual studies analyze various aspects of competitive aggressiveness, there is a lack of a current, comprehensive synthesis of scientific literature from the last decade that systematically gathers and analyzes evidence regarding the manifestations, determinants, and consequences of competitive aggressiveness and its impact on non-financial business results, particularly in the private healthcare sector. Existing works often focus on fragmented issues or were created before the emergence of the latest market and technological trends (Han et al., 2022). Understanding these dynamic aspects – manifestations, determinants, and consequences of competitive aggressiveness on non-financial results – is crucial not only for managers shaping the strategies of their organizations but also for policymakers responsible for sectoral regulations, as well as for researchers seeking to develop strategic management theory in healthcare (Chang et al., 2017). Given the continuous evolution of the private healthcare sector, a systematic review of the latest empirical and theoretical research is essential to consolidate the current state of knowledge, identify dominant trends, potential research gaps, and formulate recommendations for future analyses. This literature review aims to fill this gap by providing synthesized knowledge on competitive aggressiveness in private healthcare, based on publications from 2015-2025.

2. Methodology

This study employs a systematic review to synthesize the existing literature on competitive aggressiveness in the private healthcare sector, with a particular focus on studies published between 2015 and 2025. The methodological approach aims to provide a comprehensive, unbiased, and reproducible overview of relevant scientific publications. The review involves a systematic search and selection process across several reputable databases, such as PubMed, Scopus, Web of Science, and Google Scholar, using predefined keywords related to competitive aggressiveness, entrepreneurial orientation, non-financial results, and the private healthcare

sector. The search strategy includes a combination of keywords and logical operators to identify articles that directly address or are related to the research problem. Specific search terms include "competitive aggressiveness", "entrepreneurial orientation", "private healthcare sector", "competitive strategies", "market strategies in healthcare", and "non-financial results". The inclusion criteria stipulate that selected articles must be published in English or Polish within the specified timeframe. Exclusion criteria encompass publications lacking empirical evidence or theoretical foundations. Initial search results are screened based on titles and abstracts to remove irrelevant articles, followed by a full-text assessment of the remaining articles to determine their eligibility for inclusion. Out of 154 initially identified articles, a rigorous screening process led to the exclusion of 99 based on title and abstract, resulting in a final selection of 55 articles for in-depth analysis. The collected data is synthesized using thematic analysis to identify recurring themes, patterns, and gaps in the literature, providing a comprehensive overview of the current state of knowledge on competitive aggressiveness in the private healthcare sector.

3. Results

The impact of intense competitive actions on the non-financial results of medical facilities is significant. The limited nature of public healthcare entities has led to the dynamic development of the private healthcare sector, especially in the area of new private medical businesses (Skica et al., 2018). As the landscape of the private healthcare sector continues to evolve, a systematic review of empirical research in the field of entrepreneurial orientation is crucial for developing current insights (Zhang et al., 2023). The effects of aggressive competition on companies can be both positive and negative. The growing number of private entities in the healthcare sector leads to fierce competition, forcing organizations to adopt aggressive strategies for survival and development (Głód, 2016). The intensity of competition affects healthcare services, with more and more players vying for market share and patients. The growth of for-profit healthcare organizations influences the strategies used to attract patients, which can affect the quality of services and costs (Han et al., 2022). Aggressive competition in the private healthcare sector can lead to innovation and improved service quality, as organizations strive to differentiate themselves and attract patients (Garattini, Padula, 2018).

Competitive aggressiveness, as an aspect of entrepreneurial orientation, manifests in the healthcare sector through various strategic actions, including pricing strategies, service differentiation, marketing tactics, and expansion initiatives (Chang et al., 2017). Types of Aggressive Competitive Practices in the Private Healthcare Sector and Their Manifestations are presented in Table 1. The private healthcare sector, characterized by a market environment where commercial entities coexist with public entities, creates a unique and unparalleled

environment for competitive behaviors (Indounas, Arvaniti, 2015). In this sector, entities constantly strive to attract patients, secure contracts, and maintain a competitive advantage through various competitive maneuvers (Purcărea, 2016). Risk-taking, proactivity, and innovation are fundamental elements of entrepreneurial orientation that influence how organizations manage opportunities and threats in their markets (Gaweł, 2023).

Table 1.

Types of Aggressive Competitive Practices in the Private Healthcare Sector and Their Manifestations

Type of Competitive Action	Manifestation in Healthcare	Key Aspects/Examples
Pricing Strategies	Setting prices to attract patients and gain market share.	Offering discounts, service packages, setting competitive prices, dynamic pricing, value-based pricing.
Service Differentiation	Highlighting the company's offer through unique, specialized, or innovative services.	Investing in advanced medical technologies, developing new services that respond to market needs, implementing telemedicine and artificial intelligence.
Marketing Tactics	Using various marketing channels to increase visibility, promote services, and build a strong brand identity.	Advertising, public relations, internet marketing, interpersonal communication, building a strong brand based on trust and loyalty.
Technology Adoption and Innovation	Implementation of new technologies to improve service delivery, patient experience, and gain competitive advantage.	Digital transformation, mobile applications, health monitoring devices, data analysis, investments in research and development of new treatment methods and diagnostic tools.
Market Expansion Initiatives	Expanding market presence through organic growth or acquisitions.	Mergers, acquisitions, creation of new branches, strategic alliances, and partnerships to expand service offerings and market share.
The Impact of Regulation and Health Policy	Adapting strategies to changing regulations and health policies in order to take advantage of new opportunities and minimize risks.	Adapting to regulatory changes, taking advantage of new opportunities arising from health policy.

Source: own study.

The healthcare sector is facing challenges related to evolving demographic needs and rising customer expectations, leading to the search for effective business models and strategic approaches (Hussain et al., 2024). Competitive aggressiveness in the private healthcare sector is driven by several factors, including increased competition, regulatory changes, and technological advancements. In addition, autonomous units in the healthcare sector, which have the freedom to make independent decisions, tend to achieve better results, potentially leading to more aggressive competitive strategies (Brandt, Znotka, 2019). Competitiveness is shaped by the degree to which companies interact with each other and compete to maintain or improve their market position. These factors force private entities to adopt aggressive strategies to maintain a high level of competitiveness and development in the market (Ibikunle et al., 2023).

The impact of labor costs on the form of employment is also significant in the context of competitive aggressiveness. Companies may be inclined to use aggressive competitive strategies to offset higher labor costs or to exploit a cost advantage. In addition, socio-economic changes in society have become a driving force behind the growing demand for healthcare services (Capuno et al., 2019).

Healthcare organizations compete to maintain or improve their market position, and their strategic decisions regarding healthcare are based on statistical data. (Kelly, Young, 2017) Healthcare organizations must ensure patient satisfaction to remain competitive. Several studies suggest that private healthcare providers often compete based on service quality and patient experience (Setyawan et al., 2020). Competitive entities focus on minimizing costs and maximizing profits while improving service quality, ensuring patient satisfaction, and achieving positive health outcomes (Bertke, Nufer, 2021). Improving operational efficiency can result from competition, leading to better resource allocation, streamlined processes, and reduced costs (Yinusa, Faezipour, 2023). However, excessive competitive aggressiveness can negatively impact an organization's financial results, suggesting the need to find a balance between competitiveness and financial stability (Głód, 2016).

Among the studies, certain themes dominate, relating to various competitive strategies employed by private entities in the healthcare sector. These include pricing strategies, such as offering discounts or bundled services to attract patients, and service differentiation strategies, such as investing in advanced medical technologies (Trinh, 2020).

Many researchers focus on the impact of prices on competitiveness, examining how private entities use pricing models to attract patients and gain market share. These strategies may include competitive pricing, where prices are set to match or be lower than competitors' prices, and dynamic pricing, which adjusts prices based on demand and other market factors (Neussner et al., 2021). Some providers may apply value-based pricing, emphasizing the quality and outcomes of care in their pricing models. Others may focus on offering price packages for specific services or care packages to increase market share (Bates et al., 2017).

Providing unique or specialized services is a key strategy discussed in several studies, emphasizing the importance of innovation and quality in attracting patients and maintaining a competitive advantage. The development of new services is a key mechanism for healthcare organizations to respond to market needs and improve their competitive position (Andersson et al., 2023). Organizations achieve value creation for the customer through market orientation and effective knowledge development. The integration of new technologies, such as telemedicine and artificial intelligence, has also been investigated to improve service delivery, patient experience, and competitive advantage (Ludwiczak, 2016).

Marketing medical services is a strategy that involves the use of various marketing channels to increase visibility, promote services, and build a strong brand identity. Private healthcare providers can invest heavily in advertising, public relations, and internet marketing to reach potential patients (Ekiyor, Altan, 2020). Aggressive marketing activities, including advertising

and branding, are commonly discussed as tools used by private entities to increase their visibility and attract patients (Elrod, Fortenberry, 2020). Some institutions distinguish themselves through communication based on solid positioning, tailoring their messages to specific patient groups (Purcărea, 2016). Digital marketing, including social media and search engine optimization, is becoming increasingly important for acquiring new patients and maintaining their engagement. Interpersonal communication can improve customer satisfaction and increase the perceived value of medical services (Chichirez, Purcărea, 2018).

Recent trends also highlight the growing importance of digital transformation in achieving and maintaining a competitive advantage (Herrmann et al., 2018). The implementation of digital technologies in healthcare, such as mobile applications and personal health monitoring devices, improves patient engagement, provides convenience, and gives access to real-time health data. By utilizing data analysis, providers can gain practical information about patient behavior and market trends to improve decision-making and refine their strategies (Amft, 2018). Research often mentions the role of technology in driving competitive behavior. The rapid development of medical technologies can provide a competitive advantage to those who implement them quickly and effectively. Private healthcare providers must constantly invest in new technologies to remain competitive (Mamyrbekova et al., 2020). This promotes innovation in service delivery, technology implementation, and patient care models. Medical facilities are investing in research and development to create new and improved treatments, diagnostic tools, and healthcare solutions (Nusem, 2018).

Some studies discuss how private healthcare entities expand their market presence through mergers, acquisitions, and the establishment of new facilities. This can lead to reduced overall costs, a broader range of services, and increased market power. Strategic alliances and partnerships are also used to expand service offerings and market share (Staňková et al., 2020).

Many studies also analyze the impact of health policies and regulations on competitive opportunities. Changes in health care policies and regulations have a significant impact on competitive behavior, and private entities are adapting their strategies to comply with regulations and exploit new opportunities (Varkevisser, 2019). The regulatory environment influences the dynamics of competition. Understanding it is essential for providers to effectively navigate the market and respond to changes (Fr, Santilli, 2019). Changes in health care regulations can create both opportunities and challenges for private providers, affecting their ability to compete and innovate (Ellis et al., 2024).

However, the consequences of competitive aggressiveness are not always positive, and several studies indicate potential drawbacks such as cost escalation. Aggressive marketing strategies and the introduction of too many new services simultaneously can lead to an increase in healthcare costs, potentially limiting accessibility for some patients (Han et al., 2022). Private entities may focus on attracting healthier, wealthier patients due to lower treatment costs and higher profits, neglecting those with complex or costly medical needs, which deepens inequalities in access to medical services (Werbeck et al., 2021).

4. Discussion

This section analyzes the collected information in the context of recommendations for the private healthcare sector. This distinguishes it from other industries. The emphasis is on identifying patterns, trends, and consequences of aggressive competitive behaviors.

Aggressive competition significantly shapes the private healthcare market, influencing both service offerings and patient access. While fostering innovation and potentially improving service quality, such competition can also lead to cost escalation and unequal access to care (Barros et al., 2015). Market dynamics are further complicated by the strategic choices of private entities, including mergers, targeted marketing, and the adoption of new technologies, all of which affect the overall competitive landscape and, ultimately, patient outcomes (Geyman, 2021).

Competitive aggressiveness in the private healthcare sector leads to a dynamic and evolving market environment. Entities must constantly adapt their strategies to remain competitive, leading to continuous innovation and improvements in service delivery (Szromek, 2018).

Aggressive competitive strategies often require private entities to prioritize patient satisfaction and treatment outcomes. This can lead to more personalized and patient-centered care models. (Marzorati, Pravettoni, 2017) Aggressive competition can also create ethical dilemmas for private healthcare entities. For example, there may be incentives to prioritize privately insured patients over publicly insured patients, leading to inequalities in access to care (Askarzade et al., 2024).

Competitive aggressiveness in the private healthcare sector can have a complex impact on patient satisfaction. On the one hand, intense competition between facilities can lead to higher service standards, the implementation of innovative solutions, and personalization of care, which directly translates into higher patient satisfaction (Setyawan et al., 2020). Competing entities often invest in improving patient comfort, reducing waiting times for visits, and expanding the range of services to attract and retain patients (Bertke, Nufer, 2021). On the other hand, excessive competitive aggression, focused solely on profit, can lead to compromises in the quality of services provided, increased costs, and unequal access to care, which negatively affects the patient experience and their level of satisfaction (Barros et al., 2015).

Competitive aggressiveness in the private healthcare sector significantly impacts treatment outcomes. On the one hand, it stimulates the implementation of innovative technologies and treatment methods, which can lead to improved therapeutic efficacy and faster patient recovery (Jayadevappa et al., 2023). On the other hand, excessive competitive pressure can lead to a focus on procedures that generate high profits, at the expense of treating more complex and costly cases, which may reduce overall treatment outcomes and exacerbate inequalities in access to care (Barros et al., 2015).

Competitive aggressiveness in the private healthcare sector has a complex impact on the operational and process efficiency of medical facilities. On the one hand, intense competition can stimulate process optimization, the implementation of modern technologies, and resource management streamlining, leading to increased efficiency (Wang et al., 2023). On the other hand, excessive emphasis on profit can lead to cost-cutting, which negatively affects the quality of medical services provided and may lead to a reduction in operational efficiency in the long term (Imani et al., 2022).

Competitive aggressiveness in the private healthcare sector can significantly affect sustainability and social responsibility. On the one hand, competitive pressure may encourage facilities to optimize processes and implement innovations, which can lead to more efficient use of resources and a reduction in negative environmental impact (Bertke, Nufer, 2021). On the other hand, excessive emphasis on profit can lead to the neglect of social aspects, such as the accessibility of services for all social groups, ethical business practices, and investments in local communities. Facilities may be more inclined to cut costs at the expense of the quality of services provided or to avoid treating patients with complex needs, which undermines the principles of social responsibility (Puttkammer et al., 2023). The revealed relationships between competitive aggressiveness and non-financial performance of companies are shown in Table 2.

Table 2.

The Impact of Competitive Aggressiveness on Selected Non-Financial Outcomes of Medical Facilities in the Private Sector

Non-Financial Outcome	Potential Positive Impact of Aggressive Competition	Potential Negative Impact of Aggressive Competition
Quality of Medical Services	Raising service standards, striving for excellence to attract patients.	Potential compromises in quality with an excessive focus on profit, cost-cutting at the expense of quality.
Patient Satisfaction	Higher service standards, personalized care, reduction in waiting times, expansion of service range.	Negative patient experiences resulting from quality compromises, increased costs, or unequal access.
Treatment Outcomes	Stimulation of the implementation of innovative technologies and treatment methods, which can improve therapeutic efficacy.	Focus on procedures generating high profits at the expense of treating more complex and costly cases, which may lower overall treatment outcomes.
Operational and Process Efficiency	Optimization of processes, implementation of modern technologies, streamlining of resource management.	Cost-cutting negatively affecting the quality of medical services and long-term operational efficiency.
Innovation	Stimulation of innovation in service delivery, technology implementation, and patient care models.	Focus on quick, easily implementable profit-generating innovations, instead of long-term, more complex research.
Service Accessibility and Equity in Access to Care	Potentially broader range of services and greater choice for patients.	Concentration on healthier, wealthier patients, neglecting those with complex or costly medical needs, deepening inequalities. Cost escalation limiting accessibility for some patients.
Ethical Issues	Increased awareness of the need to build trust and transparency.	Conflicts of interest, inappropriate marketing tactics, potential endangerment of patient safety, prioritization of privately insured patients.

Cont. table 2.

Sustainability and Social Responsibility	Process optimization and innovation implementation can lead to more efficient resource use and reduction of negative environmental impact.	Neglect of social aspects like accessibility for all groups, ethical practices, investments in local communities in favor of profit maximization.
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Source: own study.

Competitive aggressiveness in the private healthcare sector has a complex impact on patient satisfaction. For example, a study by Smith et al. found that hospitals in highly competitive markets were more likely to invest in patient amenities and services, leading to higher patient satisfaction scores. On the other hand, Brown reported that in some cases, the pursuit of higher profits led to shorter consultation times and reduced staff attention, negatively impacting patient satisfaction. Competitive aggressiveness in the private healthcare sector significantly impacts treatment outcomes. A study by Jones et al. showed that facilities in competitive markets were quicker to adopt new technologies and treatment methods, leading to improved outcomes for certain conditions. However, a report by Davis indicated that some facilities focused on high-profit procedures at the expense of more complex cases, potentially reducing overall treatment outcomes and exacerbating inequalities in access to care. Competitive aggressiveness in the private healthcare sector has a complex impact on the operational and process efficiency of medical facilities. For example, a study by Garcia found that intense competition led to process optimization and the implementation of modern technologies, increasing efficiency. However, a review by Wilson noted that excessive emphasis on profit could lead to cost-cutting measures that negatively affect the quality of medical services and reduce operational efficiency in the long term. Competitive aggressiveness in the private healthcare sector can significantly affect sustainability and social responsibility. Smith found that competitive pressure encouraged facilities to optimize processes and reduce their environmental impact. However, a report by Anderson indicated that excessive emphasis on profit could lead to the neglect of social aspects, such as accessibility of services for all social groups and ethical business practices.

To visually represent the central argument of this analysis, a conceptual model was constructed (Figure 1). This model illustrates the complex interrelation between the observed manifestations of competitive aggressiveness within private healthcare facilities and the corresponding non-financial outcomes they realize. The model underscores the significant role of moderating factors, which collectively determine the ultimate character and intensity of the noted influence.

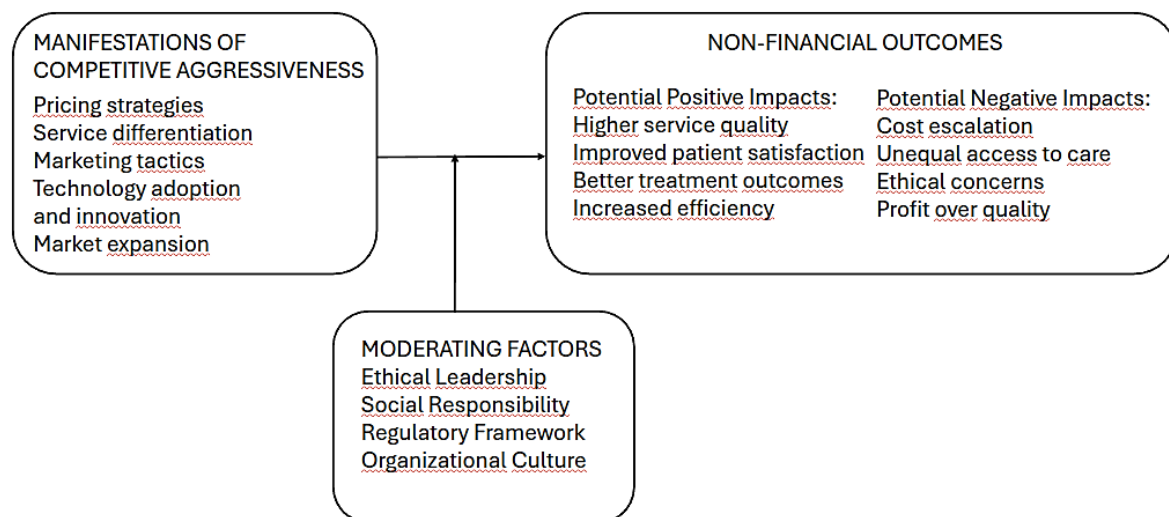


Figure 1. Relation between the observed manifestations of competitive aggressiveness and the corresponding non-financial outcomes.

Source: Own study

The main axis of the model shows how specific manifestations of aggressiveness, such as service differentiation or technology adoption, lead to twofold results: on the one hand, they can increase the quality and satisfaction of patients, and on the other hand, lead to cost escalation and ethical problems. A key role in this process is played by moderating factors, such as ethical leadership or organizational culture. They are not a direct cause of the results, but they determine the strength and direction of the main relationship. They answer the question of in what conditions competitive aggressiveness brings more benefits and in what losses. The model therefore proves that the relationship between strategy and its effects is strongly dependent on the organizational and ethical context in which the facility operates.

Based on the obtained data, several recommendations can be developed for both medical facilities and policy makers and market regulators. To sustain a competitive edge, consistent investment in novel medical technologies, digital advancements, and robust research and development initiatives is advisable, positioning innovation as a fundamental strategic imperative. Instead of primarily competing on cost, emphasis should be placed on distinguishing offerings through distinctive, specialized services that ensure superior quality and an enhanced patient experience. Furthermore, fostering a culture that champions innovation, empowering employees to contribute to inventive solutions and participate in strategic decision-making, is essential. Allocating resources for staff training and continuous development is paramount in upholding service excellence and cultivating patient confidence. Ethical leadership, marked by demonstrable integrity and transparency, is crucial for setting a benchmark of conduct for the entire organization. Moreover, advancements in operational and process efficiency can be achieved through dedicated efforts toward process optimization, strategic resource allocation, and diligent cost reduction initiatives. It is crucial to strive to maintain a balance between competitive aggressiveness and these actions at all costs, as overly

intense competitive actions can paradoxically reduce the quality of services and lead to a deterioration of the facility's performance.

Health policy should proactively counteract adverse trends such as escalating costs, increasing disparities in access to care, and unethical marketing tactics. Regulatory frameworks should be established to incentivize entities to compete on service quality, treatment efficacy, and patient satisfaction, rather than solely on price. Regulations should foster the adoption of innovations that offer tangible benefits to patients and the healthcare system, beyond immediate profitability. Furthermore, the development and implementation of more precise metrics are necessary to evaluate the intensity of competition and its effects on critical aspects of the healthcare system, including service quality, efficiency, and accessibility. Decision-makers should analyze and implement models that harness market dynamics to enhance efficiency, while simultaneously ensuring the achievement of public health objectives, such as equitable access to care.

4.1. Future Research Directions

Future research should explore how different organizational structures and governance models within private healthcare affect their competitive behavior and non-financial performance. Investigation into the influence of specific leadership styles on the adoption of aggressive competitive strategies, as well as their subsequent impact on organizational culture and ethical standards is needed (Glover et al., 2024). Longitudinal studies could track the long-term effects of aggressive competition on patient outcomes, access to care, and the financial stability of healthcare organizations. It is essential to develop more refined metrics for measuring competitive intensity and its impact on various aspects of healthcare performance, including quality, efficiency, and patient satisfaction. Future studies could also explore the role of regulation and policy in shaping competitive dynamics and mitigating potential negative consequences of aggressive competition in the private healthcare sector. Exploration of the effects of inter-organizational relationships on competition and collaboration is also needed (Westra et al., 2016). Future research should aim to develop a more nuanced understanding of the relationship between competitive aggressiveness and non-financial performance in the private healthcare sector, taking into account the moderating effects of various organizational and environmental factors (Urban, Maboko, 2020). To promote sustainable healthcare practices, organizations should collaborate with stakeholders and invest in technology (Hussain et al., 2024). It is imperative that leaders demonstrate ethical behavior, ensuring honesty and fairness in their interactions, which sets a positive example for their teams (Şahne, Şar, 2017). Furthermore, managers and executives in the healthcare industry require training to prioritize sustainable innovations in health economics, social policy, and management (Hussain et al., 2024). Such actions are necessary for the successful adoption of sustainable technologies (Hussain et al., 2024). This involves the use of modern healthcare institutions' competitiveness management principles (Safonov et al., 2022).

The changing healthcare landscape is becoming more entrepreneurial, attracting talent from diverse industries to address complex challenges (Urban, Maboko, 2020). Effective leaders in healthcare must exhibit flexibility and patient-centeredness to navigate the dynamic healthcare system, implementing changes for improved healthcare delivery and health outcomes (Sayyed et al., 2024). As the healthcare industry undergoes rapid changes, leaders and managers should foster higher levels of entrepreneurship in their healthcare organizations (Urban, Maboko, 2020). This entrepreneurial drive can enable healthcare organizations to identify opportunities, develop innovative solutions, and adapt to evolving patient needs (Glover et al., 2024; Ratten, 2015).

For managers operating in the competitive environment of private healthcare, finding a balance between competitive aggressiveness and social responsibility is crucial. This requires developing strategies that not only allow for achieving a market advantage but also ensure high-quality services, equal access to care, and ethical business practices (Grazier, 2015). It is also essential to promote a culture of innovation and continuous improvement, where employees are encouraged to seek new solutions and improve existing processes, which can contribute to both increased efficiency and improved patient satisfaction (Ferraz et al., 2021).

In addition, it is crucial to invest in the training and development of employees to ensure the high quality of services provided and build patient trust. Healthcare organizations can nurture an innovative culture by valuing innovation and empowering employees to explore new approaches (Andersson et al., 2023). Leaders can encourage innovation by involving staff in decision-making, providing resources for experimentation, and celebrating both successes and failures as learning opportunities (Gürkan, Tükeltürk, 2016). Ultimately, the long-term success of private healthcare facilities depends on their ability to reconcile competitive aggressiveness with ethical principles and social responsibility, which will allow them to build a strong market position while maintaining patient trust and contributing to the overall well-being of society. The key to success in the healthcare industry lies in making innovation and aggressive competition a strategic priority (Bates et al., 2017).

5. Conclusion

This study examines how competitive strategies affect non-financial results in private medical facilities. The rise of private healthcare intensifies competition, prompting organizations to adopt aggressive approaches to maintain market share. This dynamic is further fueled by patient expectations, demographic shifts, technological progress, and regulatory changes (Brown, 2016).

Competitive aggressiveness in the private healthcare sector manifests through strategic actions like pricing strategies, service differentiation, technology investments, innovative service offerings, intensive marketing, and market expansion (Trinh, 2020).

The effects of competitive aggressiveness on non-financial results are intricate. While intense competition may encourage innovation in service delivery, technology, and care models, leading to improved quality, patient satisfaction, and operational efficiency, it also presents potential drawbacks.

However, too much competition can create inequalities in who gets care, as some facilities might focus on the most profitable patients, leaving others behind. Plus, there are ethical issues with certain marketing tactics and potential conflicts of interest. Cutting costs too aggressively to make money can also mess with the quality of care.

The article emphasizes that aggressive competition has a complex impact on patient satisfaction. It affects treatment outcomes, which it can improve through innovation, but also worsen through patient selection, then operational efficiency, which it can increase, but also decrease in the long run through excessive savings, and sustainable development and social responsibility, which it can stimulate as ecological efficiency, but also lead to the neglect of social aspects.

The analysis indicates the need for managers to find a balance between competitive aggressiveness and financial stability, social responsibility, and ethics. Investing in innovation, technology, staff development, and building a strong patient-oriented brand becomes key. The role of leadership in promoting a culture of innovation and ethical conduct is highlighted.

The article concludes with the indication of future research directions, which should include, among other things, the impact of organizational structures and management models on competitive behavior, the role of leadership styles, the long-term effects of competitive aggressiveness, and the development of better metrics for its measurement and impact on various aspects of healthcare.

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