

# **STRATEGY IMPLEMENTATION PRACTICES AND ORGANISATIONAL PERFORMANCE OF KENYA MEDICAL TRAINING COLLEGE**

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## **ABSTRACT**

Effective strategy implementation is considered critical towards the achievement of institutional objectives by facilitating better organizational performance for long-term sustainability. In Kenya, state owned corporations such as the Kenya Medical Training College continue to perform below stakeholder expectations, and over rely on the exchequer for budget support, resulting in loss of viability and inability to effectively deliver on its core mandate. Numerous studies on corporate strategy have reported a correlation between poor strategy implementation practices and underperformance in many commercial and not for profit organizations. This study therefore sought to examine strategic leadership and effective communication during strategy implementation and its effect on organizational performance at the Kenya Medical Training College. Through extensive review of extant literature, the Balanced Scorecard, Institutional and Agency theories were chosen to anchor this study. The study adopted descriptive research design in line with the general objective of the study, while census method was used to enroll the study participants. The unit of analysis was the Kenya Medical Training College, while the unit of observation was 84 senior managers at the college. Relevant data generated using likert scale type questionnaire were analyzed using the Statistical Package for Social Sciences version 26. The study results were presented using descriptive statistics. Multiple linear

regression was used to test for association between variables, and statistics set at  $p < 0.05$  at a confidence level of 95%. The study revealed that both strategic leadership and effective communication were positively associated with organizational performance at the Kenya Medical Training College. However, only effective communication ( $p$ -Value = 0.031) was deemed to have a statistically significant influence on organizational performance. The position taken by this study is that continuous effective communication is critical during strategy formulation and implementation process for the purpose of facilitating the realization of the set organizational performance objectives. This study therefore recommends that the Chief Executive Officer at the Kenya Medical Training College should sensitize managerial position holders and support staff on proposed future changes, and persuade all key stakeholders to adopt behaviour compatible to the desired strategic change. The Chief Executive Officer should also actively involve staff in the change process, while simultaneously reducing time lag in communication within, between and among campuses and college headquarters. The expected study output is effective strategy implementation, enhanced service delivery and improved organizational performance.

**Keywords:** Strategy implementation practices, Organizational performance, KMTC.

## **INTRODUCTION**

Globally, no entity can function in isolation because there are several micro and macro environmental factors that closely or distantly influence decision making and overall organizational performance (Baini & Mwasiaji, 2018; Messner, 2012; Pearse & Robinson, 2011). Every organization is therefore a part of the larger environment within which it operates, which then calls for action and choices that lead to the development of corporate strategy to facilitate realization of the desired organizational performance levels (Ndunge *et al.* 2019). According to Timbomei and Bett (2019), effective corporate strategy requires accurate alignment of workers' skills, environmental factors, available financial and social resources that are in tandem with the firm's long-term performance goals. According to Almatrooshi, Singh and Farouk (2016), organizational performance is influenced by the degree to which an institution formulates and implements its set strategies, which in turn depends largely on the skills set by the organizational leadership. This view is supported by Strand (2014) who reported that organizational performance is the basic outcome of a firm's expected goals as guided by its leadership. Similarly, organizational performance has been said to be the basic outcomes of an entity's results from the efficacious achievement of all the established goals (Tomal & Jones, 2015; Akhtar, Arif, Rubi & Naveed, 2011). According to Donna and Wanjira (2018), and Lawrimore (2009), the success of a firm is usually influenced by the levels of financial input and non-financial such as the human resource. Similarly, Mukherjee, Lahiri, Mukherjee and Billing (2012) views employees of an institution as the most contributory and important part of success. Every firm should therefore formulate and implement strategies tactfully to ensure that the set objectives remain relevant in view of the prevailing environmental conditions (Ncurai, Aketch & Odero, 2019).

According to Bourne, Melnyk and Bititci, (2018), it is also important for a firm to establish indicator mechanisms under which it measures organizational performance. To optimize organizational performance, both the strategy and measurement indicators should be linked together (Habtoor & Hassan, 2018; Cho & Dansereau, 2010). This is because performance is measured by the chosen indicators, which are the collations of information that is utilized to evaluate unit and overall performance of an entity. As such, various organizations have various performance indicators, and this depends on their core business. According to Contu (2020), performance of an organization takes perspectives of both financial and non-financial measures. It mainly incorporates indicators such as: shareholder return financial performance and product market performance. Other studies have reported that performance indicators may also include; effectiveness and efficiency of internal processes, decreased costs of production model effectiveness, increased sales and profit, increased customer satisfaction and retention, increase in quality levels, product-innovation, and increased market share (Khan & Huda, 2016; Elena-Iuliana & Maria, 2016; Almatrooshi, Singh & Farouk, 2016; Kivistö *et al.*, 2019). With respect to performance measurement for entities such as institutions of higher learning, Adams (2015) focused on employee performance, productivity, market share and leadership. A different view

of performance indicators was by Jacob and Shari (2013) who identified elements such as research, fostering culture, teaching, staff development and academic services. Miller (2016) study identified seven indicators of organizational performance, including customer and stakeholder satisfaction, financial status, innovation, efficiency, effectiveness, productivity and quality. A study by Kaur and Singla (2019) emphasized that institutions of higher learning need to focus more on the performance of academic performance such as faculty and students' wellbeing, publications and research-work and academic tasks among others rather than financial performance. A study by Al-Hosaini and Sofian (2015) and Soon (2015) concluded that the main indicators to be studied under organizational performance include processes related to core business matters, customers, progress and financial matters.

In addition to formulation of a corporate strategy in tandem with the environmental conditions, effective strategy implementation is also considered critical towards the achievement of the set institutional performance objectives for long-term sustainability Bains & Mwasiaji, 2018; Messner, 2012; Pearse & Robinson, 2011; Awino, 2011). This observation is supported by Walter and Vincent (2018), who reported that effective operationalization of corporate strategies enables the realization of institutional performance objectives for profitability and long-term sustainability. Implementation entails putting strategies into actions, and it is achieved through appropriate financial budgeting, and planning among others (Wheelen & Hunger, 2008; Chankseliani, Qoraboyev & Gimranova, 2021). Most organization usually fail to achieve their targets because there is often improper implementation or no implementation at all (Bigler, 2011). According to Kiplagat (2014), approximately 80% of the global organization's reports to have great strategies. However, research report shows that only about 33% implement their strategic plans accurately. According to Strand (2014), strategic leadership concept gives a positive correlation with performance of employees or organization. Contu (2020) views the organizations on the globe to be well informed and well supported with Information Communication and Technology infrastructure thus a high-level of progress. Contemporary leadership is grounded on various values and ethics of accomplishments that highlights actions' directions that lead to organizational performance. Organizations therefore need a strategic leader and manager who bases their decisions on strategic priorities for organizational success (Kimothe & Mwasiaji, 2019). Other studies have elaborated on how communication is essential between the managers, and implementers, and managers and employees to the organization's daily activities. For instance, Olang (2015) reported that good communication is important in implementing organization's strategy since it promotes understanding of the firm; and channels the performance of the organization. Clear and consistent communication assists in building strong relationship for the success of strategy implementation. Where there is poor communication in an organization, it results in improper coordination promoting poor performance by the organization; thus incapable of achieving the objectives (Bains & Mwasiaji, 2018). According to Karanja *et al.* (2020), commitment of top managers in a firm is known for building and enhancing teamwork, and offering organization's

ownership and this get influenced by the organization's senior managers. In the vein, DeCenzo *et al.* (2016) concluded that prudent and rational allocation of resources ensures that the organization runs efficiently and effectively.

## **STATEMENT OF THE PROBLEM**

Numerous studies on corporate strategy have reported a correlation between strategy implementation practices and performance in many commercial and nonprofit organizations (Baini & Mwasiagi, 2018; Walter & Vincent, 2018). Poorly formulated strategy and improper implementation practices have been identified as the primary causes of dismal performances in many organizations (Riany, Were and Kihara, 2018). In Kenya, some state corporations continue to perform below stakeholder expectations, thus over rely on the exchequer for budget support, resulting in loss of viability and inability to effectively deliver on their core mandate. According to Walter and Vincent (2018), many of these state corporations have for quite some time either continuously reported poor performance, for instance Kenya Airways, Pan Paper Company and Mumias Sugar Company, while other including Uchumi Supermarkets collapsed and closed its operations (Riany, 2021). Even state owned Institutions of higher learning that deals with knowledge creation and dissemination have reported financial distress and delays in implementing various development projects provided for within their respective strategic plans (Njue & Ongoto, 2018; Mathooko and Ogutu, 2014).

Poor organizational performance is not only a liability to the exchequer in draining badly need resources amidst competing priorities, but also hinders the realization of the objectives of sustainable economic development (Mwasiagi, 2019).

This study therefore sought to examine strategic leadership and effective communication practices during strategy implementation and its effect on organizational performance at the Kenya Medical Training College. Poor performance in an organization result to consumer dissatisfaction, and decrease in the market share, academic processes get compromised, and number of graduates will decrease, there is decrease in revenue collection which affects the training, conducting research studies and publishing them. There would be less accountability by the management of the college to the people and wastage of exchequer resources; this might dent the public image of the institution. The choice of the unit of analysis was judged significant considering that the World Health Organization have for quite some time now reported shortage in health care workers especially in resource challenged countries, particularly in Africa, considering that 24% of the global burden of disease is managed by only 3% of the global health workforce (WHO, 2006). Enhanced performance of Kenya Medical Training Collage is important because the institution is mandated to produce well trained medical workers that are needed to support the realization of the objectives of sustainable development.

## **OBJECTIVES OF THE STUDY**

The overall objective of the study was to examine strategy implementation practices and their effect on organizational performance at the Kenya Medical Training College.

### **The specific Objectives were:**

- i. To establish the effects of strategic leadership on organizational performance at Kenya Medical Training College;
- ii. To determine effects of effective communication on organizational performance at Kenya Medical Training College;

## **THEORETICAL REVIEW**

Agency theory revolves around problems related to agencies and their possible solutions (Panda & Leaps, 2017). For example, it puts to light the conflicts that may exist between a principal and their agent and how these conflicts can be reduced. When making any decisions, agents must always have the interest of the principal in mind. Agents in an organization are the managers and leaders while the principal is the CEO in the organization. To execute any transaction relating to the organization, principals trust and rely on agents to do this for them diligently. Agents are required to obey what the principal tells them because they work under them. This kind of relationship always faces a lot of problems due to conflict that may arise. For instance, differences in priorities, methods of doing things, and differences in agreement. The theory focuses on two areas of risks. These are; differences in goals and risk aversion techniques. According to Linder and Foss (2013), organization's performance is negatively affected by goal conflict because it encourages incompatible actions. This shows that to maximize the organization's performance, there must be an alignment between individual goals and that of a group. One thing that motivate agents to work more is appreciation. When they feel appreciated, they are motivated to work more despite any present challenges in an organization. One way of showing appreciation is through rewarding agents based on their outcomes. The problem with rewarding is that there are some uncontrollable actions where good outcomes can be achieved despite poor actions or where reasonable actions resulting to poor performance. Effective communication and a working relationship between a principal and the agent will be a great step to achieving the objective of the firm. This theory was found appropriate for this study because it vividly depicts that employees and leaders can co-exist within an organization for better performance. In case of conflicts, they can come with better ways to organize their relationship. Proper communication channels are the best way to ensure the process of implementing strategy is successful (Kimotho & Mwasiaji, 2019).

The current study also reviewed the Institutional Theory which indicates the importance of having a good work environment. This is because the environment of an organization impacts and

influences the formal structure of an organization. The complexities in the reporting structure affects how an organization receives and pass information within the various departments in the organization. The organizations' structure procedures and policies determine how information flows and how actions are taken during the strategy implementation process (Meyer & Höllerer, 2014). According to Keohane and Martin (2014), the strategy implementation process depends on ease of communication within the organization because it is a vital tool used for knowledge dissemination during this process. Institutional theory directly translates to organization performance because it is concerned with organization structure flow within the organization. An organization the has a supportive communication environment, performs better because they can easily relate with each other unlike an environment the resists communication. Communication plays a huge role in all the process of implementing strategy. This is because it strongly relates to organizational contexts, implementation of objectives, and organization processes. In case of any incidents within the organization, communication determines the kind of action that will be taken by the employee. The organization flow influences organization performance because it creates different expectations among different stakeholders in the strategy implementation process (Raynard, Johnson & Greenwood, 2015). This theory was found useful for this study because it explains the importance of an organization structure. It focuses more on communication structure and how it aids in implementing strategies within the organization hence contributing the general organization performance.

Balanced Scorecard is also relevant to this study's dependent variable in that it explains how an enterprise can define its strategy and vision by measuring the operation performance in financial and non-financial areas in the organization. Various organization functions are improved and their resulting external outcomes. Initially, balanced scorecard theory was intended for profit companies but were later adopted by nonprofit organizations and government agencies (Tuan, 2020). Having a balanced scorecard is beneficial to the organization because it improves delivery of services, improves efficiency, increases the financial performance, and having a shared pool of information by having them on a single report (Malgwi & Dahiru, 2014). Balanced scorecard thus focuses on the key indicators of success within an organization which translates improved performance. It clearly indicates to employees what is required in order to achieve the organization objectives making them identify which areas they should focus on more. The internal business results depend on the organization's internal processes. Improving these processes leads to financial success and satisfied customers (Pineno, 2013). According to Malgwi and Dahiru (2014), and Alvarez, Soler, Guiñón and Mira (2019), the key performance indicator measures four aspects in an organization. This includes finances, processes related to core business matters, customers, progress, and financial matters. Significant business processes must be must be recognized and categorized in order to meet the customer's expectation and meet the institution's strategic objectives.

## **EMPIRICAL REVIEW**

### **Strategic Leadership and Organizational Performance**

Among the many roles of a leader in driving change is to own the vision and inspire the employees towards the realization of the firm's vision, and help employees in owning the same vision. Organizational change can be achieved when organizational leadership motivate their work teams towards this end (Strand, 2014). Mahdi and Almsafi (2014) supported this view by stating that effective leadership is core to producing an organization that is strategy focused, that ultimately helps in realizing the desired objective. This implies that successful implementation of a chosen strategy in a firm is influenced by the level and quality of leadership exhibited by those in leadership positions. It therefore means that strategic leadership correlates positively with the level of success in strategy implementation. An institution's head would therefore have to inspire a transformation in the organization and implement ways on how to facilitate the process (Kimotho & Mwasiaji, 2019). This moves the process along by shaping the implementation plan (Hambrick & Wowak, 2021). According to Sila and Gichiga (2016), any decisions made by a leader must be strategic in nature. For a successful implementation of strategy, a thorough and careful considerations need to be instituted before and during the process of implementing strategy. Intensive but considerate practices during strategy implementation process need to be carried out if the organization has to succeed. A lot of micro and macro environmental factors must be considered before an action is implemented in an organization. The process of implementing strategy is challenging and can result in undesired results if the process of strategy formulation and implementation is not well thought out. Work force coordination and teamwork is important when converting strategy into results (Kimotho & Mwasiaji, 2019). A strategic leader who engages all parties in the performance measurement and execution process leads to a successful strategy implementation (Olaka, 2017). Muthoni (2018) argues that organizations can only succeed by implementing strategic plans through effective leadership. The only people who can implement and drive strategy implementation are leaders. Strategic leaders must always strive to commit to the strategic direction of the organization. Committing to the strategy implementation of the organization involves motivating, inspiring, persuading and motivating employees.

### **Effective Communication and Organizational Performance**

Communication is an essential tool in an organization by facilitating coordination and team work amongst the various players (Kimotho & Mwasiaji, 2019). It is therefore an important ingredient for the exchange of information within the organization's environment and a vital tool in the internal functioning of the organization. The level of performance of an organization is often determined by how effective its communication is. Without effective and proper communication mechanisms and structures, the wholesome process of implementing strategy cannot happen to the levels initially anticipated (Baini & Mwasiaji, 2018). Understanding the flow of communication among different stakeholders within the organization is what determines the success of communication. Having an effective communication strategy involve such things as documenting



procedures and internal communication channels. Olang (2015) contends that a critical element for efficient communication is documenting internal communication procedures and channels which are a vital tool in the strategy implementation process. It is important to understand these procedures and channels but that is not enough it is also vital to strengthen them and ensuring that the objectives and mission are made known to employees. The future of an organization can be determined using communication by reviewing and updating areas that have problems hence saving the organization funding and sustainability. Strategy implementation and communication work hand in hand by promoting the widespread understanding of the organization. This happens both externally and internally (Ayusa, 2016). Olang (2015) describes strategic communication as including communication as part of the strategy implementation process.

Shimizu (2017) has the view that the Chief Executive Officer (CEO) has a responsibility of relaying the organization's vision and provide a guide in the strategic planning course. It is vital to involve the entire team in the strategy implementation report because it increases motivation and increases the shared vision of the organization of achieving strategic goals (Kimotho & Mwasiagi, 2019). Achieving these strategic goals requires clarity and consistency in communicating the strategy, implementation, and evaluating its stages. Strong relationships are built as a result of clarity and consistency in communication. Poor communications hinder firms from achieving its objectives and goals because it leads to lack of coordination. Communication professionalism in organization can be achieved by having regular training on the importance of communication.

## **RESEARCH METHODOLOGY**

The study adopted descriptive research design in line with the general objective of the study This design is quite effective because it does not offer room for data manipulation majorly because the study occurs in an ordinary setting (Fisher, 2010). The study used census method to enroll the study participants (Mugenda & Mugenda, 2003). It entailed collecting information from every top manager in the Kenya Medical Training College. Although census sampling is relatively costly and time-consuming, it was utilized in this study because it is more reliable and accurate, and it is the sampling technique of choice when the target population is small (Stopher, 2012).

The unit of analysis was the Kenya Medical Training College, while the unit of observation was 84 senior managers at the college. A questionnaire was used to collect data because they are considered highly objective and consistent (Mugenda & Mugenda, 1999). Statements of strategic leadership and effective communication were responded to on a Likert scale labelled from 1-5 (1 will denoted 'Strongly disagree' while 5 will denote 'Strongly agree'). The choice of this method was judged appropriate because perceptions and attitudes are accurately captured by Likert scales within the scope of social sciences (Adeniran, 2019; Likert, 1931). Relevant data were analyzed using the Statistical Package for Social Sciences version 26. The study results were presented using descriptive statistics. Multiple linear regression was used to test for association between variables, and statistics set at  $p < 0.05$  at a confidence level of 95%. Descriptive statistics were measured by

standard deviations, percentages and mean scores. Thereafter, frequency tables were used to present data. Inferential statistics was managed with a confidence level of 95%. The p-value was set at  $p < 0.05$ , and taken to be statistically significant at that point. A Multiple linear regression test;  $Y = \alpha_0 + \beta_1 X_1 + \dots + \beta_4 X_4 + \epsilon$  was used.

Where; Y is OP

$\beta_1 - \beta_4$  are regression coefficients

$X_1 - X_4$  are Strategic Implementation Practices

$\alpha_0$  is alpha coefficient

$e$  is error term

## STUDY RESULTS

The study population was top managers (n=84) of the college. All the respondents were given a questionnaire to fill. However, only 76 questionnaires were filled indicating a 90% response rate.

### Socio-demographic Characteristics

Results indicate that the top managers in the college were aged 51 to 60 years (n=44, 57.9%). Most of them (n= 49, 64.5%) had qualified with a Master degree. A majority (n=56, 73.7%) of the top managers had worked in their current positions for 3 to 6 years. This is as shown in Table 1.

*Table 1: Respondents Distribution by Socio-demographic Characteristics (n=76)*

	Frequency (n)	Percent (%)
<b>Gender</b>		
Male	31	40.8
Female	45	59.2
<b>Position in the College</b>		
HQ Manager	8	10.5
Campus Principal	68	89.5
<b>Age Bracket (Years)</b>		
31-40	3	3.9
41-50	21	27.6
51-60	44	57.9
>60	8	10.5
<b>Levels of Education</b>		
Doctoral	6	7.9
Master	49	64.5
Bachelor	21	27.6
<b>Duration worked as a Manager in KMTTC (Years)</b>		
<1	4	5.3
2-3	12	15.8
3-6	56	73.7
>6	4	5.3

Source: Research Data (2023)

## Descriptive Statistics

Descriptive statistics were used to summarize data. The statistics was presented in frequency tables. Measures of central tendency – min, max and mean, while measures of dispersion – standard deviation was used to summarize the data.

## Strategic Leadership

The results indicate an overall mean of 4.1645 (Sd= 0.64204). This indicated that strategic leadership had positive effect of on organizational performance. The element on motivation, coordination and teamwork being quite essential during implementation of strategy had the highest value with a mean of 4.63 (Sd=0.862) thus indicating the personal and collective responsibility of the CEO to build strong teams among the top managers that are highly coordinated and motivated before and during implementing strategic changes, as indicated in Table 2.

**Table 2: Strategic Leadership on Organizational Performance of KMTC (n=76)**

<b>Strategic Leadership</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>
KMTC has an organizational structure understood by all stakeholders	3	5	4.13	0.718
The vision and mission are well understood and aligned with college mandate	1	5	4.33	0.885
KMTC has defined the shared values, and are acceptable by all stakeholders	1	5	4.22	1.040
For successful strategy implementation, various leadership approaches need to be used to inspire employees	1	5	4.50	0.987
Motivation, coordination and teamwork is quite essential during implementation of strategy	1	5	4.63	0.862
Strategic changes are easily accepted by employees	1	5	3.17	0.929

Overall Mean: 4.1645

Standard deviation: 0.64204

Source: Research Data (2023)

## Effective Communication

The results indicated an overall mean score of 3.8132 (Sd= 0.72908). Top managers positively indicated that effective communication had an effect on organizational performance. Most top managers indicated that KMTC had proper structures of communication (mean = 4.05, Sd = 0.764) and the college mainly utilized written form of communication (mean = 4.04, Sd = 0.972). This is as indicated in Table 3.

**Table 3: Effective Communication on Organizational Performance of KMTC (n=76)**

<b>Effective Communication</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>
There are proper structures of communication	1	5	4.05	0.764
The management carries out communication in a timely manner	1	5	3.55	1.012
Managers continuously communicate changes in the process and progress with employees of any changes within the college	1	5	3.75	0.896
My college mainly utilizes written form of communication	1	5	4.04	0.972
Employees in my college receive timely feedback on performance	1	5	3.67	0.971
Overall Mean: 3.8132		Standard deviation: 0.72908		

*Source: Research Data (2023)*

**Organizational Performance**

The mean score of organizational performance was 3.7421 (Sd = 0.59065). Most respondents strongly agreed that college has a satisfactory public good-will, and that the community interacted well with the college with a mean of 4.18 (Sd = 0.860). This was closely followed by that the market share has been increasing over time and that minimal complaints indicate customer satisfaction with means of 4.08 and 4.03 (Sd = 1.163 and 0.0848) respectively as indicated in Table 4.

**Table 4: Organizational Performance of Kenya Medical Training College (n=76)**

<b>Organizational Performance</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>
Minimal complaints may indicate customer satisfaction	1	5	3.42	1.236
The college’s performance can be indicated by practices undertaken to respond to customers complains	2	5	4.03	0.848
Educational experiences among students while in college is satisfactorily	1	5	3.88	0.879
The students’ development in non-academic and non-career, areas such as leadership, extra-curricular are met satisfactory	1	5	3.43	0.838
The lecturers are satisfied with their jobs	1	5	3.50	0.808
There is satisfactory efficiency and effectiveness within the college regarding academic internal processes	1	5	3.66	0.825
The students’ performance in the exams is satisfactory	1	5	3.63	0.780
The market share has been increasing over time	1	5	4.08	1.163

Training research and publications has been on the upward trend	1	5	3.61	1.108
The college has a satisfactory public good-will, and the community interacts well with the KMTC	1	5	4.18	0.860
Overall Mean: 3.7421	Standard deviation: 0.59065			

Source: Research Data (2023)

### Regression Statistics

Regression analysis was done so as to explore data relationships between the variables. The regression model forecast on the variable association.

### Model Summary

The R indicate the strength of association between expected and observed independent and independent variables values. The R is in this data set is 0.785 thus demonstrating that both the observed and predicted values of strategy implementation practices are positively associated. Therefore, the model gave data a good-fit since this value is closer to 1.0. The R Square shows the level of variance in the dependent variable designated by regression predictor aspects. In the data set of this study, R square is 0.617 (61.7%) thus meaning that 61.7% of the difference in organizational performance is described by independent variables in this study, and only 38.3% was described by variables not studies in this present study. Lastly, the standard error of the estimate from this data is 0.3758 - this is the regression’s accuracy. Such a lower error denoted that the model was precise. This is as indicated in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.785 <sup>a</sup>	0.617	0.595	0.3758	2.340

a. Dependent Variable: Organizational performance Communication, of Strategic Leadership  
 b. Predictors: (Constant); b. Effective

Source: Research Data (2023)

### Anova Statistics

The results of F-statistic (F = 28.568) with a statistically significant probability of 0.0000 (p<0.05) in this data indicate the regression model was accurate in predicting how much the independent variables interplayed with organizational performance. This is as indicated in Table 6.

Table 6: Anova Results

Model	Sum of Squares	Df	Mean Square	F	Significance
1 Residual	16.138	4	4.035	28.568	0.000 <sup>b</sup>
Regression	10.027	71	0.141		
Total	26.165	75			

a. Dependent Variable  
 b. Predictors: (Constant); b. Effective Communication, of Strategic Leadership

Source: Research Data (2023)

### Coefficients of Regression

The constant as well as effective communication and commitment of top managers is quite significant with  $p=0.001$ ,  $0.001$  and  $0.000$  respectively. This is because they all were under the cut-off of  $0.05$ , at  $95\%$  confidence level and a  $5\%$  level of significance. Regarding strategic leadership, a unit increase in the same results in  $0.012$  increase in performance at the KMTC when all other factors are kept constant. Similarly with effective communication, a unit increase in the same lead a  $0.240$  in performance of the college. Further, a unit increase in commitment of top managers lead to a  $0.328$  increase in performance. Lastly, a unit increase in allocation of resources lead to a  $0.110$  increase in performance when all factors are kept constant as shown in Table 4.11.

**Table 7: Coefficients of Regression**

Model	Unstandardized Coefficients		Standardized Beta	t	Significance
	B	Standard Error			
1 (Constant)	0.823	0.307		2.676	0.009*
Strategic Leadership	0.083	0.112	0.091	0.743	0.460
Effective Communication	0.220	0.100	0.271	2.197	0.031*

\*Significant

a. Dependent Variable: Organization Performance

Source: Research Data (2023)

Therefore, the coefficients of regression obtained from the data of this study indicate a positive association strategy implantation practices and performance of Kenya Medical Training College by satisfying the multiple linear regression model:  $Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ ,

where; Y was OP

$\beta_1 - \beta_2$  are regression coefficients

$X_1 - X_2$  are Strategic Implementation Practices

$\alpha_0$  is alpha coefficient

$e$  is error term

as  $OP = 0.823 + 0.083$  (strategic leadership)  $+ 0.220$  (effective communication)  $+ 0.307$ .

### CONCLUSION AND RECOMMENDATIONS

The study revealed that both strategic leadership and effective communication were positively associated with organizational performance at the Kenya Medical Training College. However, only effective communication ( $p$ -Value =  $0.031$ ) was deemed to have a statistically significant influence on organizational performance. The position taken by this study is that continuous effective communication is critical during strategy formulation and implementation process for the purpose of facilitating the realization of the set organizational performance objectives. This study therefore recommends that the Chief Executive Officer at the Kenya Medical Training College should sensitize managerial position holders and support staff on proposed future changes, and persuade all key stakeholders to adopt behaviour compatible to the desired strategic change.

The Chief Executive Officer should also actively involve staff in the change process, while simultaneously reducing time lag in communication within, between and among campuses and college headquarters. The expected study output is effective strategy implementation, enhanced service delivery and improved organizational performance.

This study therefore recommends that the Chief Executive Officer at the Kenya Medical Training College should sensitize managerial position holders and support staff on proposed future changes, and persuade all key stakeholders to adopt behaviour compatible to the desired strategic change. The Chief Executive Officer should also actively involve staff in the change process, while simultaneously reducing time lag in communication within, between and among campuses and college headquarters. The expected study output is effective strategy implementation, enhanced service delivery and improved organizational performance.

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