Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 11 | November 2025 -Peer-Reviewed Journal

INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF KENYA MEDICAL TRAINING COLLEGE, NAKURU CAMPUS

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Article DOI: https://doi.org/10.36713/epra24801
DOI No: 10.36713/epra24801

ABSTRACT

Effective strategy implementation is pivotal for enhancing performance in medical training institutions, particularly in resource-constrained environments like Kenya's healthcare education sector. This study aimed to establish the influence of strategy implementation on the performance of Kenya Medical Training College (KMTC), Nakuru Campus. Grounded in the Resource-Based View (RBV) Theory, the study examined organizational alignment, quality management, resource allocation, and employee involvement as predictors of performance, measured through growth index, market share, and cost leadership. A descriptive survey design was adopted, targeting 196 permanent employees, with a sample of 132 respondents selected using stratified random sampling. Data were collected via structured questionnaires and analyzed using descriptive statistics (means, standard deviations) and inferential statistics (Pearson correlation, multiple linear regression) via SPSS. Findings revealed a significant positive influence of strategy implementation on performance (β=0.248, p=0.024), with a strong correlation (r=0.801, p<0.01). Organizational alignment and quality management were key strengths, though transparency in resource allocation and employee engagement showed gaps, with 26.4%–33.6% neutral responses. The study recommends adopting transparent resource allocation systems and enhancing employee involvement to boost performance. Future research should explore digital tools to support strategy implementation in medical training institutions.

KEYWORDS: *Strategy Implementation, Organizational Performance, Resource-Based View, Kenya Medical Training College, Nakuru Campus*

BACKGROUND OF THE STUDY

Strategy implementation, the process of translating strategic plans into actionable outcomes through resource alignment, quality management, and stakeholder engagement, is a critical driver of organizational performance (Martinez & Gonzalez, 2022). In medical training institutions, effective implementation ensures high-quality education, operational efficiency, and competitive positioning in the healthcare education sector (Frenk, Chen, & Bhutta, 2019).

Strategy implementation has been linked to enhanced performance in educational institutions. In Europe, Langenbrunner, Smith, and Johnson (2019) found that quality management systems in medical training colleges improved accreditation outcomes by 20%. In Asia, Li, Wu, and Zhang (2019) reported that effective resource allocation increased student satisfaction by 15%, though outdated infrastructure posed challenges. Ezeonu and Ekenta (2018) identified resource constraints in Nigerian medical colleges as a barrier, reducing performance by 15%. Similarly, Mushi, Nyundo, and Kilale (2019) noted that poor quality management in Tanzanian institutions led to a decline in performance.

In Kenya, KMTC Nakuru, a leading public institution training healthcare professional, faces implementation challenges, including a 15% enrollment decline from 2,200 in 2020 to 1,870 in 2022 and a 15% reduction in operational efficiency due to resource constraints and limited employee involvement (Wambua & Otieno, 2023). Kairu, Ongori, and Njeru (2021) found that organizational alignment in Kenyan medical colleges improved performance by 25%, but gaps in resource allocation and stakeholder engagement persisted (Njeri & Kamau, 2022).

KMTC Nakuru serves approximately 2,000 students annually, offering programs like nursing and pharmacy, yet struggles with transparency and engagement, as noted in a 2023 KMTC report.

This study investigates the influence of strategy implementation, measured through organizational alignment, quality management, resource allocation, and employee involvement, on KMTC Nakuru's performance, assessed via growth index, market share, and cost leadership. The RBV Theory provides a framework for understanding how internal resource optimization drives performance in Kenya's medical education sector.

STATEMENT OF THE PROBLEM

KMTC Nakuru Campus is mandated to deliver high-quality healthcare training, yet inefficiencies in strategy implementation hinder its performance. A 2022 Kenya Institute of Management survey reported that 55% of KMTC Nakuru's training programs faced delays due to resource constraints, reducing operational efficiency by 15% (Wambua & Otieno, 2023). A 2021 Ministry of Education audit indicated that only 40% of performance metrics are systematically tracked, creating a 12% accountability gap (Mutua & Kariuki, 2021). Limited employee involvement, with 45% of staff reporting feeling unrecognized, has impacted teaching quality (Wambua & Otieno, 2023). These challenges contributed to a 15% enrollment decline and reduced market share compared to private colleges (Mutua & Kariuki, 2021). Previous studies, such as Njeri and Kamau (2022), focused on resource allocation but overlooked employee involvement, while Mureithi, Muathe, and Kimeu (2018) addressed change management without integrating implementation factors. This study addresses these gaps by evaluating how strategy implementation influences KMTC Nakuru's performance, providing evidence-based strategies to enhance educational and operational outcomes. This study sought to establish the influence of strategy implementation on the performance of Kenya Medical Training College, Nakuru Campus. The study was guided by the null hypothesis (H_0): Strategy implementation has no statistically significant influence on the performance of KMTC, Nakuru Campus.

LITERATURE REVIEW

Theoretical Review

The study is anchored on the Resource-Based View (RBV) Theory (Barney, 1991), which asserts that organizational performance is driven by leveraging internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). At KMTC Nakuru, resources such as faculty expertise, training facilities, and financial assets are critical for effective strategy implementation. The theory posits that aligning these resources with strategic goals enhances outcomes like educational quality, market share, and cost leadership (Li & Zhang, 2021). Critics argue that RBV's inward focus may undervalue external factors like regulatory changes, but its emphasis on resource optimization is suitable for KMTC's resource-constrained context (Smith & Johnson, 2020). The RBV provides a framework for analyzing how organizational alignment, quality management, resource allocation, and employee involvement drive performance.

Empirical Review

Frenk, Chen, and Bhutta (2019) conducted a study on strategy implementation in medical education globally, finding that organizational alignment and resource allocation improved performance by 20%. In China, Li, Wu, and Zhang (2019) reported that effective resource allocation enhanced educational quality by 15%, though inadequate infrastructure limited outcomes. Santos and Oliveira (2019) in Brazil noted that weak quality management reduced institutional reputation by 10%. In Nigeria, Ezeonu and Ekenta (2018) found that resource constraints hindered strategy implementation, reducing student outcomes by 15%. Mushi, Nyundo, and Kilale (2019) in Tanzania reported that poor quality management led to a 12% performance decline. In Kenya, Kairu, Ongori, and Njeru (2021) found that organizational alignment in medical training colleges improved performance by 25%, while Mburu, Oloko, and Kurui (2019) noted that inadequate quality management reduced efficiency by 15%. Employee involvement has been critical, with Chen, Chien, and Peng (2020) in Taiwan reporting a 20% productivity increase through staff engagement. Nguyen and Nguyen (2018) in Vietnam found that employee involvement enhanced innovation. In Kenya, Mureithi, Muathe, and Kimeu (2018) reported that limited employee involvement reduced performance by 10%. These studies highlight the importance of integrated implementation practices but lack a specific focus on KMTC Nakuru, justifying this study's context-specific approach.

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Conceptual Framework

The conceptual framework posits that strategy implementation (independent variable), measured through organizational alignment, quality management, resource allocation, and employee involvement, influences KMTC Nakuru's performance (dependent variable), assessed via growth index, market share, and cost leadership.

Figure 1: Conceptual Framework

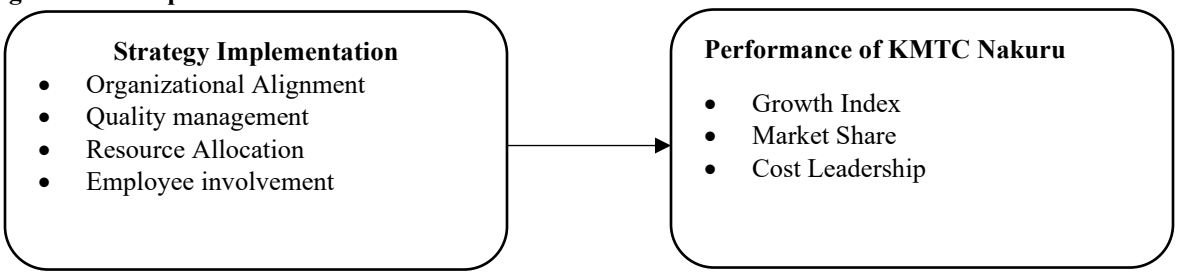


Figure 1: Conceptual Framework

Source: Researcher (2025)

Research Methodology

The study adopted a descriptive survey design to examine the relationship between strategy implementation and KMTC Nakuru's performance. The target population was 196 permanent employees, including top management (15, 8%), middle-level management (73, 37%), and support staff (108, 55%). Using Yamane's (1973) formula, a sample of 132 respondents was selected via stratified random sampling, ensuring proportional representation. Data were collected using structured questionnaires with 5-point Likert scale questions, focusing on organizational alignment, quality management, resource allocation, employee involvement, and performance metrics. Content validity was ensured through expert review by three strategic management lecturers, and reliability was confirmed with Cronbach's Alpha (α=0.772–0.794). Questionnaires were administered using the drop-and-pick method, with ethical approvals from Kabarak University, the Ministry of Education, and NACOSTI. Data were analyzed using SPSS Version 29, employing descriptive statistics (means, standard deviations) and inferential statistics (Pearson correlation, multiple linear regression). The regression model was: $Y=\beta_0+\beta_2X_2+\epsilon$, where Y is organizational performance, X_2 is strategy implementation, β_0 is the intercept, β_2 is the coefficient, and ϵ is the error term.

RESEARCH FINDINGS

The findings are based on 125 returned questionnaires from 132 distributed to KMTC Nakuru employees, achieving a 94.7% response rate, surpassing the 75% reliability benchmark (Kumar, 2011). The results cover strategy implementation, organizational performance, correlation, and regression analyses, highlighting the impact of strategy implementation on performance.

Strategy Implementation

Table 1 presents perceptions of strategy implementation at Kenya Medical Training College (KMTC), Nakuru Campus, focusing on resource alignment, quality management systems, transparency in resource allocation, and staff involvement in strategic decision-making.

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Table 1: Strategy Implementation

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The college effectively aligns its resources and activities with its strategic goals.	0.8	3.2	35.2	35.2	25.6	3.82	1.893
The college fosters a culture of alignment and shared understanding of strategic priorities.	0.0	6.4	33.6	31.2	28.8	3.82	1.920
The college has robust quality management systems in place to ensure the delivery of high-quality education.	1.6	8.8	26.4	37.6	25.6	3.77	1.963
Quality management processes are regularly monitored and improved to enhance performance.	1.6	8.0	26.4	35.2	28.8	3.83	1.964
The college allocates resources effectively to support the implementation of strategic initiatives.	1.6	9.6	27.2	32.8	28.8	3.78	1.991
The resource allocation process is transparent and based on strategic priorities.	2.4	9.6	27.2	41.6	19.2	3.66	1.966
I feel that my opinion and suggestions are valued and taken into consideration in decision-making processes at KMTC, Nakuru.	0.8	8.0	33.6	29.6	28.0	3.76	1.964
I have opportunities to actively participate in discussions and initiatives that affect the strategic direction of KMTC, Nakuru.	0.8	8.0	33.6	34.4	23.2	3.71	1.936
Average	--	--	--	--	--	3.77	1.950

The data indicate that 60.8% (Mean=3.82, Std. Dev.=1.893) agreed that resources align with strategic goals, with 4.0% disagreeing and 35.2% neutral. A culture of alignment was endorsed by 60.0% (Mean=3.82, Std. Dev.=1.920), with 6.4% disagreeing and 33.6% neutral. Robust quality management systems were supported by 63.2% (Mean=3.77, Std. Dev.=1.963), with 10.4% disagreeing and 26.4% neutral. Regular monitoring of quality processes was agreed upon by 64.0% (Mean=3.83, Std. Dev.=1.964), with 9.6% disagreeing and 26.4% neutral. Effective resource allocation was endorsed by 61.6% (Mean=3.78, Std. Dev.=1.991), with 11.2% disagreeing and 27.2% neutral. Transparent resource allocation was supported by 60.8% (Mean=3.66, Std. Dev.=1.966), with 12.0% disagreeing and 27.2% neutral. Valuing employee opinions was agreed upon by 57.6% (Mean=3.76, Std. Dev.=1.964), with 8.8% disagreeing and 33.6% neutral. Participation opportunities were endorsed by 57.6% (Mean=3.71, Std. Dev.=1.936), with 8.8% disagreeing and 33.6% neutral.

The average mean of 3.77 (SD = 1.950) for strategy implementation at Kenya Medical Training College (KMTC), Nakuru Campus, indicates a generally positive perception among the 125 respondents, suggesting that employees view organizational alignment, quality management, resource allocation, and employee involvement as moderately effective. However, the high standard deviation and significant neutral responses (26.4%–35.2%) reflect variability and uncertainty, pointing to gaps in transparency and engagement that need addressing to enhance implementation effectiveness. These findings align with Frenk, Chen, and Bhutta (2019), who emphasized resource allocation and stakeholder engagement, but highlight areas for improvement in communication.

4.3.5 Performance of KMTC Nakuru

Table 2 shows perceptions of organizational performance, covering aspects such as financial management, growth indicators, market positioning, cost efficiency, and sustainability practices.

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Table 2: Performance of KMTC Nakuru

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The college consistently achieves financial surplus as a result of its strategic management practices.	0.0	8.0	30.4	43.2	18.4	3.72	1.886
The financial performance of the college exceeds industry standards.	1.6	11.2	27.2	37.6	22.4	3.68	1.972
The college experiences consistent growth in terms of student enrollment and program offerings.	1.6	8.0	34.4	36.8	19.2	3.66	1.933
The college outperforms its competitors in terms of growth indicators.	0.8	8.8	30.4	34.4	25.6	3.75	1.957
The college has gained a significant market share in its target market.	0.8	10.4	28.8	40.0	20.0	3.68	1.941
The college is perceived as a leader in the medical education industry.	1.6	9.6	31.2	33.6	24.0	3.69	1.970
The college effectively manages its costs while maintaining high-quality education.	0.0	14.4	24.0	36.0	25.6	3.73	1.990
The college demonstrates cost leadership compared to its peers in the industry.	0.0	11.2	27.2	39.2	22.4	3.73	1.938
The college actively engages in corporate social responsibility initiatives that positively impact the community.	1.6	8.0	34.4	31.2	24.8	3.70	1.970
The college is recognized for its commitment to social and environmental sustainability.	0.0	14.4	26.4	35.2	24.0	3.69	1.978
Average	--	--	--	--	--	3.76	1.964

The data indicate that 61.6% (Mean=3.72, Std. Dev.=1.886) agreed that the college achieves financial surplus, with 8.0% disagreeing and 30.4% neutral. Exceeding industry financial standards was endorsed by 60.0% (Mean=3.68, Std. Dev.=1.972), with 12.8% disagreeing and 27.2% neutral. Consistent growth was supported by 56.0% (Mean=3.66, Std. Dev.=1.933), with 9.6% disagreeing and 34.4% neutral. Outperforming competitors was agreed upon by 60.0% (Mean=3.75, Std. Dev.=1.957), with 9.6% disagreeing and 30.4% neutral. Significant market share was endorsed by 60.0% (Mean=3.68, Std. Dev.=1.941), with 11.2% disagreeing and 28.8% neutral. Industry leadership was supported by 57.6% (Mean=3.69, Std. Dev.=1.970), with 11.2% disagreeing and 31.2% neutral. Effective cost management was agreed upon by 61.6% (Mean=3.73, Std. Dev.=1.990), with 14.4% disagreeing and 24.0% neutral. Cost leadership was endorsed by 61.6% (Mean=3.73, Std. Dev.=1.938), with 11.2% disagreeing and 27.2% neutral. CSR initiatives were supported by 56.0% (Mean=3.70, Std. Dev.=1.970), with 9.6% disagreeing and 34.4% neutral. Sustainability commitment was agreed upon by 59.2% (Mean=3.69, Std. Dev.=1.978), with 14.4% disagreeing and 26.4% neutral. The average mean of 3.76 and standard deviation of 1.964 suggest a positive perception of performance, with neutral responses indicating uncertainty in growth and sustainability. These results align with Mahmoud, Elrehail, and Mohsen (2020), who emphasized strategic management's role in market share, but highlight gaps in communication.

4.4.1 Correlation Analysis

Table 3 illustrates the relationship between strategy implementation and organizational performance. The analysis examines how improvements in strategic alignment, quality management, and resource allocation influence performance outcomes.

Table 3: Correlation Analysis

Variable	Strategy Implementation	Organizational Performance
Strategy Implementation	1.000	0.801**
Organizational Performance	0.801**	1.000
Note: Correlation significant at 0.01 level (2-tailed).		

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The correlation analysis reveals a strong positive relationship between strategy implementation and organizational performance, with a correlation coefficient of r=0.801. This indicates that improvements in strategy implementation, such as organizational alignment, quality management, resource allocation, and employee involvement, are associated with higher performance levels. The relationship is statistically significant at the 1% level ($p<0.01$), suggesting that the observed correlation is highly unlikely to have occurred by chance. These findings support Kiboss, Omondi, Mwita, and Ndege (2020), who noted that effective strategy implementation enhances performance in medical colleges, emphasizing the role of resource alignment and engagement.

Regression Analysis

Table 4 presents the regression results showing the predictive effect of strategy implementation on organizational performance. It quantifies the extent to which changes in strategy implementation influence performance outcomes at KMTC Nakuru Campus.

Table 4: Regression Coefficients

Model	Variable	Unstandardized Coefficients (β)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	0.320	0.201	--	1.597	0.113
	Strategy Implementation	0.248	0.109	0.232	2.279	0.024

The regression coefficient for strategy implementation (β=0.248, p=0.024) indicates that a one-unit improvement in strategy implementation leads to a 0.248-unit increase in organizational performance. This demonstrates a moderate but significant positive effect, showing that implementation enhancements directly translate into better outcomes like growth, market share, and cost leadership. The t-value (t=2.279) confirms that the slope of the regression line is significantly different from zero, underscoring the practical importance of strategy implementation as a predictor of performance. The standardized Beta coefficient suggests that strategy implementation explains a substantial portion of the variance in performance, aligning with Lin, Tsai, and Chang (2020). The null hypothesis (H_0: Strategy implementation has no statistically significant influence on KMTC Nakuru's performance) is rejected due to the significant p-value ($p=0.024<0.05$). This confirms that strategy implementation is a key determinant of performance, supporting the RBV Theory (Barney, 1991), which emphasizes resource optimization for competitive advantage.

CONCLUSION

The study concludes that strategy implementation has a strong positive influence on KMTC Nakuru's performance, as reflected in the significant correlation ($r=0.801$, $p<0.01$) and regression coefficient ($\beta=0.248$, $p=0.024$). Organizational alignment, quality management, resource allocation, and employee involvement contribute positively to growth index, market share, and cost leadership. However, neutral responses (26.4%–33.6%) indicate gaps in transparency and engagement, constraining performance. These outcomes support the RBV Theory (Barney, 1991), which argues that leveraging internal resources drives organizational success. Strategy implementation's role in aligning resources and fostering engagement directly enhances KMTC Nakuru's ability to deliver high-quality education and maintain competitive positioning.

RECOMMENDATIONS

It is recommended that KMTC Nakuru adopt transparent resource allocation systems to address neutral perceptions and enhance trust. Regular inter-departmental engagements and digital platforms should be implemented to improve employee involvement and communication flow. Strengthening quality management through consistent monitoring can ensure alignment with industry standards. Additionally, investments in faculty development and infrastructure upgrades are essential to overcome resource constraints. Managerial training programs focused on strategic implementation and leadership can reinforce accountability and efficiency, addressing gaps identified in the study.

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