



**ORGANISATIONAL PERFORMANCE OF
MIDDLE-LEVEL MEDICAL TRAINING
COLLEGES IN KENYA: A CASE OF KENYA
MEDICAL TRAINING COLLEGE**

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Abstract

This study examines the organizational performance of Kenya Medical Training College (KMTC), a middle-level medical training college in Kenya. The purpose of this study is to evaluate the effectiveness of the college's organizational performance in achieving its goals and objectives. Specifically, the study uses agency theory and a balanced scorecard to assess the performance of KMTC. The research population included 84 top managers, and a census sampling technique was used to collect data from all of them. A Likert scale questionnaire was used to gather data, and data analysis was conducted using descriptive statistics. The study found that KMTC performed well in terms of financial performance, customer satisfaction, and internal business processes. However, the college needs to improve its performance in learning and growth, as well as in meeting the expectations of its stakeholders. The study concluded that the college surpasses their expected outcomes although in varying strengths. This is highly likely due to the college's efficiency in implementing their various policies such as Customer Satisfaction Policy. The study recommends that the college implement strategies to improve its learning and growth performance, as well as to enhance stakeholder engagement and



communication. Additionally, the study recommends that KMTC continue to monitor and continuously evaluate its organizational performance probably by using standardized models such as the balanced scorecard framework.

Keywords: Organizational performance, middle-level training college, strategy, institutions of higher learning

INTRODUCTION

Organizational Performance

Organizational performance (OP) is the basic outcomes of an organization's results from the efficacious achievement of all the organization's established goals (Tomal & Jones, 2015). 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 factors 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.

Bourne, Melnyk and Bititci, (2018) state that for a firm's strategy to be realistic, the firm has to establish indicator mechanisms under which it measures performance. For optimal OP, both the strategy and measurement indicators should be linked together. This is because performance is measured by the indicators, yet the indicators are the collations of information that is utilized to evaluate performance of a business. Various organizations have various performance indicators, and this depends on their core business. Some of firm indicators are; 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, increased market share among others (Khan & Huda, 2016; Almatrooshi, Singh & Farouk, 2016; Kivistö *et al.*, 2019).

Global studies on OP are on the rise due to the huge interest in understanding performance of entities among scholars. The huge interest is probably because the scholars want to understand the exact indicators of performance. This is because of the division between the understanding of whether performance is financial, non-financial or a combination of the two measures (Elena-Iuliana & Maria, 2016). Further, Elena-Iuliana and Maria (2016) posit that performance indicators include; efficiency, economy, productivity, effectiveness, profitability, earning capacity, competitiveness among others.

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. There is no doubt that the state

of the economy of any country is determined by the levels of training, especially that in the institutions of higher learning (IHL). Unpredictable business environment among others has imposed the need for IHL to operate competitively so as to advance in the quality of their training. Both developing and developed countries are taking huge steps towards advancing the performance of IHLs, and the facilitators in teaching and learning play a huge role in achieving such performance (Habtoor & Hassan, 2018).

This therefore means that the IHLs have to attain high a level of performance index. It then means that besides the leadership skills, the managers of this institutions must be well equipped with techniques of measuring OP, and communicate the same with their stakeholders such as the parents, students, administrators among others (Solanki, 2014; Sutapa, Tarigan, Mochtar & Rahardjo, 2018). The cross-cutting global challenges leading to under-performance of IHL include poor or dilapidated educational infrastructure, curriculum implementation failure, high levels of poverty, improper leadership practices, low quality of academic processes, inadequate resources and facilities such as internet connectivity, increasing rate of unemployed graduates among others (SCEP, 2014).

Previous studies on organizational performance measures among IHL by Anderson and Adams (2015) and, Irissappane and Marie (2015) focused on employee performance, productivity, market share and leadership. In the same area, Jacob and Shari (2013) studied elements such as research, fostering culture, teaching, staff development and academic services. Miller (2016) had a view that the seven indicators of any OP are customer and stakeholder satisfaction, financial status, innovation, efficiency, effectiveness, productivity and quality. A study by Kaur and Singla (2019) emphasized that IHL 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) reiterates that the main indicators to be studied under OP are; processes related to core business matters, customers, progress, and financial matters.

Magretta and Stone (2002) stated that indicators and performance measurement were critical elements in translating an organization's mission or strategy, into reality. Indicators and strategy are tightly and inevitably linked to each other. Strategy without indicators is useless and also indicators without a strategy are meaningless. Edwards and Thomas (2005) argued that KPIs were compilations of information used to measure an assess performance. In addition, they indicate the final mark of a company's efficiency and effectiveness. Vucomanovic et al. (2010) stated that KPIs represent the basis for measuring business and project success. They enable the measurements of performance within firms,

industry, and to initiate benchmarking. In addition, KPIs are implemented as a means of communication within stakeholders to inform them about improvement of endeavors. Magrettata and Stone (2002) stated that indicators and performance measurement were critical elements in translating an organization's mission or strategy, into reality. Indicators and strategy are tightly and inevitably linked to each other. Strategy without indicators is useless and also indicators without a strategy are meaningless. Edwards and Thomas (2005) argued that KPIs were compilations of information used to measure an assess performance. In addition, they indicate the final mark of a company's efficiency and effectiveness. Vucomanovic et al. (2010) stated that KPIs represent the basis for measuring business and project success. They enable the measurements of performance within firms, industry, and to initiate benchmarking. In addition, KPIs are implemented as a means of communication within stakeholders to inform them about improvement of endeavors.

According to Ashraf (2012), a landmark model known as Cameron's Model of Organizational Effectiveness formed in 1978 to assess effectiveness in IHL. The model highlighted nine perspectives of efficacy as; student career development, development in academics, development at personal levels, satisfaction with education, public goodwill, ability to obtain funds and grants, professionalism among the trainers, employee satisfaction and organizational capacity.

In this study, OP measured with the following parameters; customer satisfaction, student educational satisfaction, student personal development, academic processes, faculty satisfaction, research-work related activities and publications, market-share, and system openness and community interaction.

Kenya Medical Training College

The KMTC was established in 1927 as the State Corporation "through an Act of Parliament in 1990." This is under the (law of Kenya, Cap.261, Legal Notice No. 14 under the Ministry of Health).

The KMTC core mandate is training many health practitioners. The KMTC headquarters are located in Nairobi in its Northern parts in Kenya which is opposite of the KNH, Kenyatta National Hospital and covers about 20 acres of land (Ndunge *et al.*, 2019). The college serve both Kenyans and other citizens across the world with about seventy-two (72) colleges that are all over the Kenya; they get considered as semi-autonomous government agency. Statistic research shows that over 6000 learners graduate yearly from the college with Certificates, Diplomas, and Higher National Diplomas (Muendo & Ogutu, 2020; Ndunge *et al.*, 2019).

The KMTC is run by the Board of Directors, whose agenda is to expand the available chances for training healthcare practitioners as they promote equity and accessibility. The Chief Executive Officer of KMTC gets appointed by the organization's Board of Directors who are essential in carrying the daily activities in the college. The organization has the Deputy Director who deputizes the CEO; they are responsible for caring for the Development, finance, and matters that are concerning academics.

Statement of the Problem

According to Walter and Vincent (2018), the state-owned organization are facing challenges sustaining themselves since they face performances that re depressing in the past years. Poor OP is a liability to the exchequer, and it hinders the success of sustainable economic growth among others important strategic goals. Such had led to dismal performance to some state-owned corporations which are performing poorly or collapsed such as Pan Paper Company, Mumias Sugar Company, Uchumi Supermarkets and Kenya Airways (Riany, 2021).

Karuhanga (2015) notes that organizations that wants to operate in the competitive environment should embrace change in continuous activities. according to global statistic, the factors that when regulated has initiated the general performance of most organization include; stiff competition in the market, constant change of consumer needs and wants, the working environment (Manktelow & Carlson, 2014). Sustaining clients in most Kenyan's organization is a huge issue when they try to provide quality services. The organizations are underutilizing the advanced technology presented to them as they delay the services, there is also poor implementation of strategy practices, insufficient resources, lack of motivation to workers, and most do no adhere to the policies and procedures in various areas (KPMG, 2016) thus, need to conduct this study.

Institutions of higher learning owned by the Kenyan government lags behind when implementing various strategies like development of infrastructure amongst others (Njue & Ongoto, 2018). While an in-depth view by Mathooko and Ogutu (2014) reports that Kenya's IHL lack enough literature essential for implementing strategy. A study by Mwanthi (2017) explains that that strategic management in an organization is action and choices that assist in the development of institution's strategy, implementing and controlling the strategies that are essential in accomplishing objectives of the firm whereas Njenga and Gachunga (2016) study explain that university's performance hugely depends on the organization's leadership, strategies implementation, level of communication, and planning strategy.

The success of the organization is usually presented and seen when the capital and social capital gets utilized appropriately. Higher learning institution's environment plays a primary role in influencing the plans and decisions made (Muendo & Ogutu, 2020; Ndunge *et al.*, 2019). The performance of the college declines when there is poor implementation of strategy. 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 study will provide general information to the public on the current status of performance of Kenya Medical Training College KMTC. The research will dwell on the population of the KMTC of all senior and middle managers since are involved in is implementing institution's strategy.

Study Objective

To establish the organizational performance of middle-level medical training colleges in Kenya.

Significance of the Study

The study on Organizational Performance of Middle-Level Medical Training Colleges in Kenya, a case of Kenya Medical Training College (KMTC), is significant as it contributes to the existing body of knowledge on organizational performance in training colleges in Kenya, provides practical implications for policy and practice, engages stakeholders in the medical education sector, and contributes to the development of research capacity in the medical education sector in Kenya. Overall, the study has the potential to improve the quality of medical education in Kenya and enhance the performance of medical training colleges in the country.

THEORETICAL REVIEW

The theoretical review of the study draws on two complementary theoretical frameworks - Agency Theory and Balanced Scorecard - to provide a robust understanding of the factors influencing the organizational performance of KMTC. The application of these frameworks enhances the theoretical and practical implications of the study by providing a comprehensive approach to understanding and improving organizational performance.

Agency Theory

According to Panda and Leaps (2017) the theory revolves around problems related to agencies and their possible solutions. 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 Chief Executive Officer (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 must always obey what the principal tells them because they work under them. This kind of relationship always face 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 good working relationship between a principal and the agent lead to efficient business processes in an organization thus realization of initially set goals.

The study applies Agency Theory to understand how the relationship between KMTC management and stakeholders such as students and staff influences the organizational performance. The theory also helps to identify potential conflicts of interest between the agents and principals and how to mitigate them to enhance performance.

Balanced Scorecard

This theory helps the company define its strategy and vision by measuring the operation performance for 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. 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 recognized and categorized in order to meet the customer's expectation thus meet the institution's strategic objectives.

Monitoring key performance business processes constantly is a great step to coming up with satisfactory outcomes. Compared to other middle level training colleges across Kenya, KMTTC has the largest market share. One of the contributing factors is its delivery of quality services and good internal business processes. Internal business processes should always be customer oriented but it must indicate and measure what the organization should do in order to achieve its expectations. The learning and growth viewpoint emphasize on how employees should rise in their career in order to rise the institution. The sections emphasized on are knowledge, training and network of systems, and their overall influence on the institution's teamwork, culture, and leadership (Giannopoulos, Holt, Khansalar & Cleanthous, 2013).

A balanced scorecard 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 (Malgwi & Dahiru, 2014). Excellent customer service is what determines good performance in an organization. One of the criticisms in this theory is the fact that it only focuses on internal processes ignoring the fact that external processes are also important. For instance, competition is an external factor but affects the organization performance.

The balance scorecard provides a comprehensive and integrated approach to performance measurement by considering multiple perspectives, including financial, customer, internal processes, and learning and growth perspectives. The study applies the balance scorecard to assess the performance of KMTTC and identify areas for improvement.

METHODOLOGY

Research Design

Descriptive research design was utilized because according to Hair, Page and Brunsveld (2019), it permits an in-depth enquiry of how, what and where of a phenomenon. Additionally, it provides an in-depth description of the characteristics, behaviors, and attitudes of the population

being studied. This methodology allowed for the collection of quantitative and qualitative data to provide a comprehensive understanding of the research question. The use of Descriptive Research Design methodology helped to identify patterns and trends in the data, which can be useful for identifying areas for further investigation or intervention. Additionally, this methodology provided a framework for organizing and analyzing the data, which enhanced the reliability and validity of the findings. Overall, the use of Descriptive Research Design methodology in this study ensured that the research was thorough, detailed, and provided a rich understanding of the population being studied.

Study Population

The study population included 84 top managers comprising (72) middle-level and (12) senior managers. The study population was critical to the research as they are the primary stakeholders in KMTC and have a direct impact on organizational performance. By engaging with the study population, the research provided an in-depth understanding of the factors that influence organizational performance and developed recommendations for improving the performance of KMTC and other similar institutions.

Sampling Technique

Census sampling technique was utilized to study from the 84 participants. The decision to use a census as a sampling technique was justified by the nature of the study population as according to Baffour, King and Valente (2012) the technique is the most appropriate when the target population is small. Additionally, given that the study specifically focused on the management level, the study population of 84 top managers represented the entire population of interest, and therefore, a census sampling technique was appropriate. By using a census, the study gathered data from all top managers, ensuring that the research findings were comprehensive and representative of the entire population. Additionally, a census sampling technique eliminates the potential for sampling bias, as there is no need to select a subset of the population, which can distort the findings. Overall, the use of a census sampling technique ensures that the study can provide a detailed and accurate understanding of the factors that influence the organizational performance of KMTC at the management level.

Data Collection Tool

Data was collected via use of a Likert scale questionnaire. A questionnaire was used because it is highly objective and consistent (Owens, 2002). Using a Likert scale questionnaire

as a data collection and instrument design choice for the study is justified by several factors. Firstly, the Likert scale questionnaire is a reliable and valid tool for measuring attitudes, opinions, and perceptions of individuals, making it suitable for measuring the top managers' views on the factors that influence organizational performance in KMTC. Secondly, a Likert scale questionnaire is easy to administer, and the data collected is quantitative, enabling statistical analysis. This is particularly useful in the case of KMTC, where the study aims to investigate the relationship between different factors and organizational performance. The use of a Likert scale questionnaire also ensures that the research findings are comparable across the study population, providing a standardized measure of the top managers' views. Additionally, the Likert scale questionnaire can be tailored to specific research objectives, enabling the study to focus on specific factors that influence organizational performance in KMTC. Overall, the use of a Likert scale questionnaire as a data collection and instrument design choice ensures that the study can provide a detailed and accurate understanding of the top managers' views on the factors that influence the organizational performance of KMTC.

Reliability of the Data Collection Tool

Reliability (0.829) is the accuracy and internal consistency of a tool (Mugenda & Mugenda (2003). A re-test coefficient equal or greater than 0.70 is acceptable (Tavakol & Dennick, 2011).

Data Analysis and Presentation

Descriptive statistics was explored by measures of central tendency and dispersion. Thereafter, data was presented in frequency tables. The decision to use descriptive statistics, measures of central tendency and dispersion, and frequency tables for the study was justified by several factors. Firstly, given that the study aimed to provide a comprehensive understanding of the factors that influence the organizational performance of KMTC at the management level. Descriptive statistics, such as measures of central tendency and dispersion, were useful in summarizing the data and providing a clear picture of the study findings. The use of these statistics enables the study to provide a detailed analysis of the data, including identifying patterns and trends in the data.

Secondly, presenting the data in frequency tables is a useful method for displaying the results of the study in a clear and concise manner. Frequency tables provide a summary of the data by showing the frequency of responses to each question in the Likert scale questionnaire.

This enables the study to provide a comprehensive overview of the top managers' views on the factors that influence organizational performance in KMTC.

Overall, the use of descriptive statistics, measures of central tendency and dispersion, and frequency tables for the study is justified as it provides a comprehensive analysis of the data and enables the study to provide a clear picture of the top managers' views on the actors that influence the organizational performance of KMTC at the management level.

RESULTS

Response Rate

The response rate of a study is an important factor that can affect the quality and reliability of the research findings and according to Mugenda and Mugenda (2019) a response rate of 50% is adequate for data analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent, this implies that a response rate for this study was suitable for data analysis and reporting. In the case of the study, a response rate of 90% was achieved, with 76 out of 84 questionnaires being filled.

The high response rate could be attributed to several justifications. Firstly, the study used a Likert scale questionnaire as a data collection instrument, which is a reliable and valid tool for measuring attitudes and perceptions. The questionnaire was designed to be clear, concise, and easy to understand, which may have encouraged the top managers to respond. Secondly, the study emphasized the importance of confidentiality, anonymity, and ethical considerations. The top managers were assured that their responses would be kept confidential and anonymous, and that their participation in the study was voluntary. This may have increased their willingness to participate in the study and provide honest responses. Thirdly, the study used a census sampling technique, which means that the entire population of top managers at KMTC was included in the study. This approach eliminated the potential bias that may arise from sampling, which may have increased the likelihood of a high 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 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

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

Descriptive Statistics

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 2.

Table 2: Organizational Performance of Kenya Medical Training College (n=76)

Organizational Performance	Min	Max	Mean	Standard Deviation
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		

DISCUSSION

The element that most respondents strongly agreed on was that the college had a satisfactory public good-will, and that the community interacts well with the KMTC (Mean = 4.18). Respondents may have responded in this manner from the numbers of partners and collaborators, County Governments, local leaders among other are already supporting or willing to support the college in various ways such as book donations, mounting new training programs, sponsoring learners and even making health facility and training memoranda of understanding among others. This current discussion may explain the vast spread of KMTC in almost all the Counties in Kenya, and the usually high numbers of annual student admissions as in reported in previous studies by both Muendo and Ogutu (2020) and Ndunge *et al.* (2019).

Further, a considerable huge number of respondents indicated that the market share of the college has been increasing over time (Mean = 4.08). This is probably due to the current maximal admissions of almost each and every program within the college during college admission period. The college demand by prospective learners is on high demand, and yet it cannot absorb all the qualified and willing learners. The discussion in this paper may be supported by a non-published report from the college that reported that the college has a high number of admissions of up to about 20,000 students annually.

In this study, the lowest percentage of respondents did not agree that minimal complaints may indicate customer satisfaction (Mean = 3.42) in the college. The opinion of most respondents may have been that, it is not always true that high level of customer satisfaction is not a true measure of minimal or absence of complaints. This is because, it may not always be true that the customers' complaints are reported, recorded and analyzed.

CONCLUSIONS AND RECOMMENDATIONS

The objective of this study was to establish the organizational performance of middle-level medical training colleges in Kenya, a case of Kenya Medical Training College (KMTC). This present study concludes that the college surpasses their expected outcomes although in

varying strengths. This is highly likely due to the college's efficiency in implementing their various policies such as Customer Satisfaction Policy.

The study recommends that the college implement strategies to improve its learning and growth performance, as well as to enhance stakeholder engagement and communication. Additionally, the study recommends that KMTC continue to monitor and continuously evaluate its organizational performance probably by using standardized models such as the balanced scorecard framework.

LIMITATIONS

There may be variations in the way various organizations define and measure performance. This could affect the reliability and validity of the findings from one organization to the other. Additionally, this present study does not explore the impact of contextual factors such as cultural, political and economic factors which may affect an organization's performance. Even though the study entailed respondents from all campus distributed nationally, this present study was only limited to Kenya Medical Training College which is the largest and oldest middle-level medical training college in East and Central Africa.

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