

Determinants of Strategic Plan implementation in Technical and Vocational Education Training Institutions in Mombasa County, Kenya

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Abstract: Globally, researches assert that most educational institutions have strategic plans, but few implement them. This research sought to establish determinants of strategy implementation in Technical institutes which offer technical skills using Mombasa County, Kenya. The objectives of this study were: determine the association between human resources and technology and strategy implementation. The study used resource-based view theory and Okumu's implementation framework of assessing the relevant issues in the study. Mixed methods research design was used with a sequential exploratory design. The target population of 218 included the principals, chairpersons and trainers in the 6 registered technical institutes in Mombasa County. Data was collected from a sample size of 148 respondents using interviews and questionnaires. The analysis of qualitative data followed thematic and subject coding to evaluate the responses that participants offered in the interviews. Quantitative analysis involved both descriptive summaries and multiple regression analysis for checking relations between variables. The findings established that the general rating of the capacity of human resource and technology towards strategy implementation was generally moderate. Karl Pearson correlation coefficient obtained indicated that there was a strong association between human resource and strategy implementation and between technology and strategy implementation. This showed that indeed human resource and technology influences strategy implementation process. Hypothesis test done indicated there is significant association between human resource, technology and strategy implementation in public technical training institutions in Mombasa County. The study further recommended that the management should subject staff to frequent trainings on strategy implementation process to increase on the effectiveness of the implementation process. In addition, technology used in the institutions should be up to date and relevant as far as strategy implementation process is concerned. Moreover, there should be frequent maintenance and updating of the available ICT equipment while at the same time making them easily available to the staff.

Key Words: Implementation, strategic plan, Human resources, Technology, Technical and Vocational Education Training

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I. Introduction

According to International Institute of Educational Planning (IIEP), (2009), a Strategic Plan is a management tool that helps an institution to monitor and improve its performance. However, converting Strategic Plans into tangible activities and results has been a problem in many institutions and organizations in Kenya. There has been many complains that Strategic Plans are developed only for them to end up on the shelves (MacLennan, 2012). According to El-Masri, *et al.* (2015), formulating a good strategy is a tiresome exercise for any management team in an institution but actualizing that strategy is even more tiresome. Consequently, some of the formulated Strategic Plans end up being on the paper and on the institution's shelves and the actual implementation never takes place. According to Mburu (2016) and Rattan (2016), the field of strategy management focuses more on strategy development and gives less attention to strategy implementation. This could be due to the reason that most people feel that strategy implementation is less attractive than its

formulation since it is a simple process that anyone can undertake. Unfortunately, a plan is not a plan without its actual implementation (Douglas, 2012).

Numerous studies done globally show that most institutions have Strategic Plans but few implement them. According to Carter & Porter (2010), affirms that over 60% of organizations in the whole world, formulate their strategies well but they fail during the time of implementing. A study by Cobbold and Lawrie (2011) covering 200 companies showed that 80percent of directors possessed the right Strategic Plans but only 14 percent were actualizing them well. A study in Africa by Makerere University (2010), on ICT as the driver for ICT integration showed that there was a problem of strategy implementation. In Kenya, implementation of strategic plan is one thing that has influenced greatly on organization's performance. A study conducted by Awino (2011), concluded that strategy competency, implementation process and core capabilities helps in strategy implementation in large manufacturing firms, thus improved performance. Combination of core competencies, capabilities and strategy implementation process has impacted firms' performance by creating motivation in most of the manufacturing organizations surveyed in the capitalism sector in Kenya.

Technical and Vocational Education Training is a type of education and training that provides knowledge and skills needed for employment (UNESCO, 2013). TVET uses formal, informal and non-formal learning for the world of work. In line with UNESCO strategy (2016-2021), Vocational and Education Training (VET) is seen as a tool for equity, inclusion growth and sustainable development. The Kenyan TVET sector is comprised of National Polytechnics, Vocational Training Centre's (VTCs), Technical Training Institutes (TTIs) and Technical Trainer Colleges (TTCs). According to Kenya vision (2030), TVET is the main pillar for the country's economy, because it produces workforce that will help achieve the country's vision.

This study sought to look at the problem of strategy implementation in Technical Training institutions in Mombasa County by analyzing the association between two types of resources and strategy implementation. This is because many studies conclude that a strategic plan fails because of insufficient implementation. Many research studies have been done in Kenya on the factors that affect Strategic Plan implementation but no study that has been done on the determinants of strategy implementation in Technical Training institutions. For example, Lotay (2016) and Mukhalasie (2014) conducted studies on banks respectively while Abok (2013) examined factors affecting effective implementation of Strategic Plans in Non-Governmental Organizations (NGO) in Kenya. These studies are different from the current study as they had different operations, structures and cultures compared to Technical Training institutions.

1.2 Research Objectives

- i. To determine the association between human resources and Strategic Plans implementation in public technical training institutions in Mombasa County.
- ii. To establish the association between technology and implementation of Strategic Plans in public technical training institutions in Mombasa County.

1.3 Research Hypotheses

H₀₁: There is no significant association between human resources and implementation of Strategic Plans in public technical training institutions in Mombasa County.

H₀₂: There is no significant association between Technology and implementation of Strategic Plans in public technical training institutions in Mombasa County

II. Literature Review

2.1 Theoretical Framework

Resource based theory

The study's theoretical framework was guided by resource Based View Theory also referred to as resource dependency theory and Okumu's implementation framework. This theory and framework are effective and efficient in the management of an organization's resources, opportunities and use of diversified strategic plans. The theory states that resources are key pillars of strategic plan implementation.

2.2 Review of Literature

Resource based view theory was adapted in this study. According to (Andrews, 1971; Ansoff, 1965; Hofer and Schendel, 1978) they advise organizations to select Strategic Plans which makes effective use of its core resources and capabilities to achieve abnormal rates of returns. An organization is made of bundles of capabilities and resources such as human, physical, financial and intangible assets. The resource-based proponents put much weight on the importance of resources and their impact on organizational performance. According to Rumelt, (2011), he asserts that, the way an organization manages its resources determines its overall performance.

Resource availability and allocation is very instrumental because it gives room for actualization of Strategic Plans. An organization has four types of resources according to Vegert (2010) in his study when he compared two higher education institutions in Dutch. They include; human resources (people), information, technology and financial resources. These resources are very crucial in the implementation process of a Strategic Plans. Inadequacy of these resources can influence actualization of a Strategic Plans.

Human resources are people who work in an institution. They are very important because of their knowledge, skills, time, capabilities and experience. According to Thompson & Martin (2010), assert that the practices of human resources play an essential role in the formulation and implementation of a strategy in an organization. According to Lee, Lee and Wu (2010), he indicated that there is a positive relationship between an organization's strategy and human resources. In addition, skills and knowledge that human resources possess are crucial for strategy implementation.

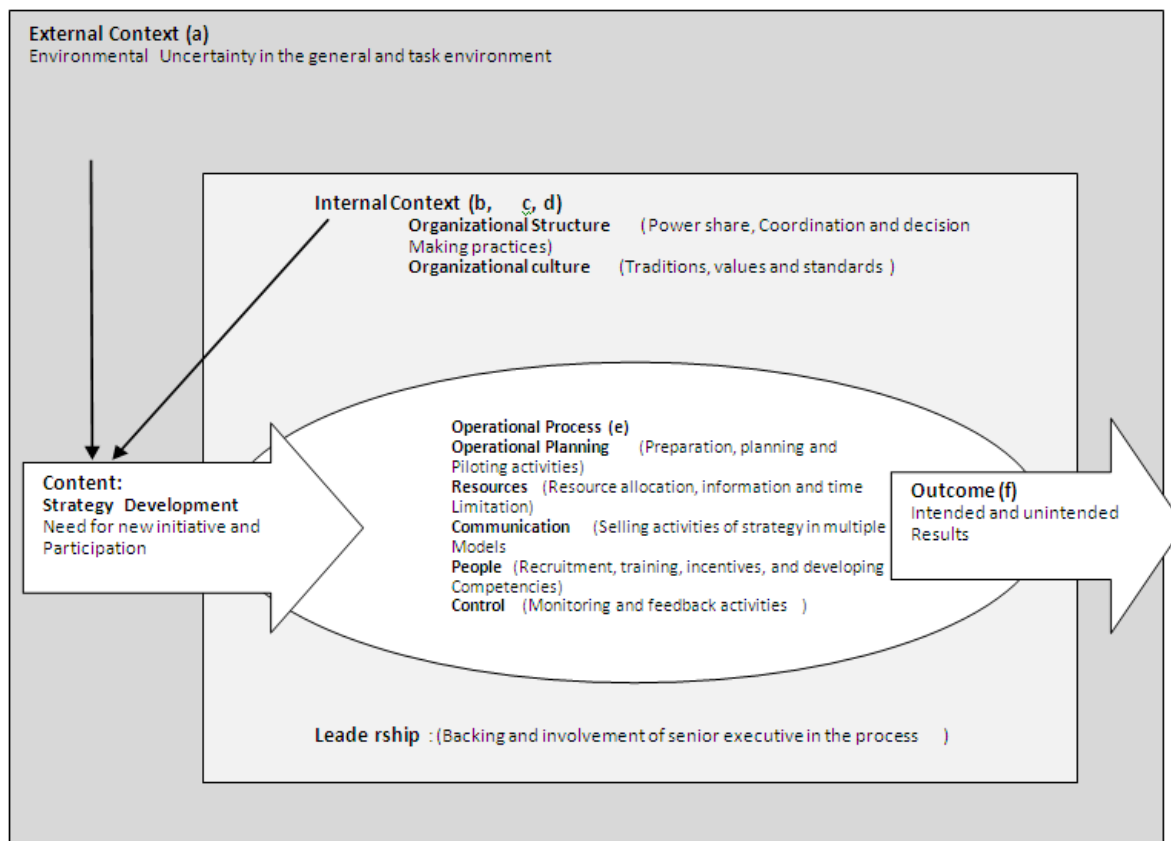
According to Sain, *et al* (2013), they assert that employing new employees and providing them with training and incentives to motivate them is very crucial for the prosperity of strategy implementation process. In addition, they assert that strategy implementation may fail if the employees do not understand the implementation process and responsibilities are not well understood or well defined. Furthermore, for strategy implementation to take place, the personnel must be available and have necessary experience. Lee, lee and Wu (2010), asserts that there is a positive correlation between adequate human resources and whether their availability and strategy implementation. Personnel in an organization play an important function in strategy implementation process.

Technology implies knowledge, processes, products, procedures and systems which help in the production of goods and services. Capabilities in technology in an organization enable them to implement technological strategies that are in line with their goals and vision. According to Kepha, (2013) innovative technological advances are required to be able to survive in this dynamic and competitive world. Information technology has become one of the vital business functions in the area of technology, and many organizations and business are optimistic that in future they will reap huge profits that will enable them cut down costs, implement new Strategic Plans, improve productivity and have a higher competitive advantage

Technology contributes to an easy and smooth life. Any institution that has good technology has advantage unique ability over their competitors and in the management process. Hitt (2013) and Kepha (2013) assert that with good technology, an institution can easily supervise, and evaluate its strategic implementation process by just a click of a button. According to Hitt, *et al* (2013), an organization with a suitable technology will actualize, monitor and assess their Strategic Plans processes very easily to ascertain whether it has been done. In addition, a study conducted by Chung, *et al* (2012) about the importance of information technology in the implementation of Customer relationship management (CRM), found out that there is a positive correlation between implementation of CRM strategy and information technology.

2.2 Okumu's strategy implementation Framework

This framework was developed by Okumu (2003). According to him, he identified critical variables that are very important for strategy implementation. The variables are: Strategy preparation, uncertainty in the surroundings, institution's structure, management, daily planning, culture, resource distribution, communication, people, monitoring and results.



Key

- a Transformation in external surroundings determines the strategic surroundings and make institutions to adopt new ways
- b Inconsistencies & problems in the internal surroundings need unique ways.
- c The strategic plan is actualized in the internal surroundings, and the features of institution structure, culture and leadership influences the process factors.
- d Proper institution surrounding should be adaptive to change is important for the success strategy actualization.
- e Factors in the process are done continuously to actualize the strategy and influence the internal surroundings.
- f Attributes of the surroundings and other factors which directly manipulate the results.

Figure 1.1: Okumu's Strategy Implementation Framework: Fezzy Okumu (2003)

Okumu's framework (2003) is applicable to this study because it supports all the variables of this study; (Human resources and Technology). The framework starts by setting the strategic route in the strategy content. After the strategy has been developed then the organization carries out the implementation process where aspects like leadership, organizational culture and structure, human resources and infrastructure like Technology, buildings are taken into consideration in the internal context component. The implementation of strategy is determined by what goes on in the external context which encompasses the environmental aspects in general and task environment. Strategy Implementation ushers to results (performance) which can either be intended or unintended

III. Methodology

The study employed a census survey embedded on a mixed methods research design and Creswell & Plano Clark (2011) asserts that mixed research design method, focuses on collecting, analyzing, and mixing both quantitative and qualitative data in one study and several studies. The population that was targeted included: 6 Technical institutions in which 6 TVET principals, 6 chairpersons of the Board of Management and 206 trainers were targeted as respondents.

This research used different sampling strategies to approach the groups that lie within its target population. The principals and chairpersons of the board of management of the target institutions responded to

the interviews. Sampling on these groups used a focus research strategy (purposive) where all the 12 members of the population were selected for the research. The second target group involved the trainers in the institutions that do not necessarily hold any administrative duties. The 6 technical institutions in Mombasa County had 206 trainers. The selections of respondents from this group followed a random sampling strategy with a proportional approach for setting the exact number of participants per school. The research used Yamane formula to estimate the sample size.

$$Sample\ size = \frac{N}{1+Ne^2}$$

Where, N = Total population

e^2 = Error margin at 0.05

$$Sample\ size = \frac{206}{1+(206*(0.05^2))} = 136\ \text{trainers}$$

Data collection tools included questionnaires for the trainers (136) and interviews schedules for Principals and chairpersons of the board (12). Piloting for the data collection tools was done. Test-retest method to determine the reliability of the questionnaire was conducted. In addition questions in the interview schedule and questionnaires were brainstormed with my supervisors who are experts in research to determine their validity. Data was analyzed using inferential and descriptive statistics. Descriptive statistics which involved calculation of mean, frequencies, standard deviation and percentages were obtained. The researcher used Karl Pearson’s correlation coefficient to determine the strength of relationships between variables and hypothesis testing using Chi Square test to establish the association between dependent and various independent variables.

IV. Results and Discussion

4.1 Human Resource Association

The first objective of the study sought to determine the association between human resources and strategy implementation in Technical institutions in Mombasa County. Table 1 captures the views of the respondents on the influence of various aspects of human resources on strategy implementation.

Table 1 Staff skills and capacity on strategic plan implementation

Statements	SD	D	NS	A	SA	Mean	S. Dev
	F (%)	F (%)	F (%)	F (%)	F (%)		
Staff have appropriate skills and knowledge in implementation of Strategic Plans	0(0)	6(4.8)	14(11.1)	80(63.5)	26(20.6)	4.00	0.716
Staff have attended trainings on the implementation of Strategic Plans	19(15.1)	98(77.8)	6(4.8)	3(2.4)	0(0)	1.94	0.541
Staff are always available to assist on the implementation of Strategic Plans	0(0)	4(3.2)	11(8.7)	83(65.9)	28(22.2)	4.07	0.659
Staff are adequate enough to assist on the implementation of Strategic Plans	28(22.2)	71(56.3)	12(9.5)	10(7.9)	5(4.0)	2.15	0.988
Staff have sufficient experience on the implementation of Strategic Plans	7(5.6)	12(9.5)	21(16.7)	72(57.1)	14(11.1)	3.59	0.998
Staff are adequately involved on the implementation of Strategic Plans	17(13.5)	69(54.8)	9(7.1)	28(22.2)	3(2.4)	2.45	1.055
Composite Mean = 3.03							
Karl Pearson Correlation Coefficient =0.702						3.03	

Table 1 shows the relationship between human resources and strategy implementation. There is a strong positive relationship between human resources and implementation of institution’s Strategic Plans according to Karl Pearson correlation coefficient which was 0.702.

Hypothesis Testing

H₀₁: There is no significant association between human resources and the implementation of strategic plans in public technical training institutions in Mombasa County.

Table 2: Hypothesis 1 Summary Table

Null Hypothesis	Test	Chi-Square Value	Degrees of Freedom	Critical Value	P-Value	Decision
H ₀₁	Chi-Square Test	625.08	405	452.92	0.00	Reject H ₀₁

The p-value was (0.00) less than 0.05 level of significance and the computed chi-square value (625.08) was greater than its corresponding critical value (452.92) resulting in rejection of the null hypothesis. This indicated that there was enough evidence to reject the null hypothesis in favor of the alternative hypothesis and conclusion made that there is a significant association between human resource and the implementation of strategic plans in public technical training institutions in Mombasa County.

4.2 Technology Association

The second objective of the study sought to determine the association between technology and strategy implementation in Technical institutions in Mombasa County. Table 3 captures the views of the respondents on the influence of various aspects of technology on strategy implementation.

Table 3: Association between Technology and strategy implementation

Statements	SD	D	NS	A	SA	Mean	S.Dev
	F (%)	F (%)	F (%)	F (%)	F (%)		
There is digitalization of management systems to assist in smooth running of the institution	16(12.7)	83(65.9)	19(15.1)	8(6.3)	0(0)	2.15	0.716
Technology embraced has the capacity to monitor the extent to which the objectives of the Strategic Plans have been achieved	23(18.3)	67(53.2)	15(11.9)	15(11.9)	6(4.8)	2.32	1.056
The ICT equipment available are adequate enough to serve all the staff working towards the realizations of the objectives in the Strategic Plans	24(19)	62(49.2)	25(19.8)	8(6.3)	7(5.6)	2.30	1.030
The ICT equipment available are easily accessible to the staff responsible for the implementation of the Strategic Plans	4(3.2)	11(8.7)	24(19)	70(55.6)	17(13.5)	3.67	0.928
The ICT equipment available have the capacity to run the institution management system efficiently	18(14.3)	62(49.2)	21(16.7)	18(14.3)	7(5.6)	2.48	1.079
There is a frequent upgrade of the ICT infrastructure to make them modern enough	31(24.6)	74(58.7)	10(7.9)	11(8.7)	0(0)	2.01	0.825
There is a quick response in replacing the damaged ICT equipment upon reporting to ensure smooth running of the institution	19(15.1)	73(57.9)	16(12.7)	15(11.9)	3(2.4)	2.29	0.945
Composite Mean = 2.46							
Karl Pearson Correlation Coefficient =0.927							2.46

In table 3 above shows the relationship between technology and strategy implementation. There is a strong positive relationship between technology and implementation of institution's Strategic Plans according to Karl Pearson correlation coefficient which was 0.927.

Hypothesis testing

H₀₂: There is no significant association between technology and the implementation of strategic plans in public technical training institutions in Mombasa County.

Table4: Hypothesis 2 Summary Table

Null Hypothesis	Test	Chi-Square Value	Degrees of Freedom	Critical Value	P-Value	Decision
H ₀₂	Chi-Square Test	1016.41	513	566.80	0.00	Reject H ₀₂

The p-value (0.00) was less than 0.05 significance level and the computed chi-square value (1016.41) was greater than its corresponding critical value (566.80) resulting in rejection the null hypothesis. This indicated that there was enough evidence to reject the null hypothesis in favor of the alternative hypothesis and

conclusion made that there is significant association between technology and the implementation of strategic plans in public technical training institutions in Mombasa County.

4.3 Discussion

This study strived to establish the determinants of strategy implementation in Technical training institutions in Mombasa County, by looking at two resources, that is, Human resources and technology. The research findings established capacity and support of human resources towards the implementation of the Strategic Plans was generally moderate and Karl Pearson correlation coefficient obtained indicated that there was a strong positive relationship between human resource and implementation of the institution's Strategic Plans. In addition, hypothesis testing was conducted and the Null hypothesis was rejected in favor of the alternative hypothesis showing that there was a significant association between human resource and the implementation of strategic plans in public technical training institutions in Mombasa County. These findings were in line with the findings of Thompson & Martin (2010) who stated that human resources in an organization play a big role in design and administration of Strategic Plans. In addition, these findings were in line with Lee, lee and Wu (2010), who asserted that there is a positive correlation between adequate human resources and strategy implementation.

The study established that there was a relationship between technology and implementation of the Strategic Plans. Karl Pearson correlation coefficient obtained indicated that there was a strong positive relationship between technology and implementation of the institution's Strategic Plans. Hypothesis testing was conducted and the Null hypothesis was rejected in favor of the alternative hypothesis showing that there was a significant association between technology and the implementation of strategic plans in public technical training institutions in Mombasa County. These findings concur with the findings of Mbugua (2016), who concluded that ICT has a great impact on implementation of Strategic plans in institutions of learning. In addition, these findings were also in line with the findings of Hitt (2013) and Kepha (2013) who asserted that with good technology, an institution can easily supervise, and evaluate its strategic implementation process by just a click of a button. The study therefore concluded that technology greatly influences the implementation process of the institution Strategic Plans.

V. Conclusion

Based on the study findings, it was concluded that when trainers have required skills, knowledge and experience they facilitate smooth strategy implementation in technical and vocational schools in Mombasa County. The skills and knowledge are acquired through having strategic plan training and programs in schools. This enabled the workers to oversee and feel fully involved in the strategic plan implementation exercise. The study also established that it was good for technical schools to invest on technology for them to be able to implement their strategic plans. This is because there was a strong correlation between technology and strategy implementation in technical and Vocational Schools Mombasa County. Moreover, most of the trainers accepted that they used modern technology in their daily activities. In addition principals and chairpersons of the board of management, they acknowledged that they were using modern technology in the implementation of their strategic plan. Generally, the study concluded that Human resources and technology are key pillars that contribute immensely on the successful implementation of strategic plans in Technical and vocational education training institutions in Mombasa County.

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