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Strategy Implementation and Organizational Performance of the Technical and Vocational Education and Training Authority, Nairobi City County, Kenya

Christine Koros[1,*] and Dr Sarah Kamau[2]

[1,2]Department of Business Administration, School of Business, Economics and Tourism, Kenyatta University, P.O, Box 43844-0100, Nairobi, Kenya

[*]Corresponding Author

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ABSTRACT

Education and training are widely acknowledged as being essential to the growth of human capital. The Technical Vocational Education and Training serves as a conduit for human capital development, equipping students with practical skills that hold relevance in diverse occupational domains, industrial sectors, and entrepreneurial pursuits. Despite government investments in Technical Vocational Education and Training, the industry still faces constraints in areas such as improving online management information systems, training tools, human relations capacity and retention, and research and development. Therefore, this research was carried out to examine the strategy implementation and organizational performance of the Technical and Vocational Education and Training Authority. The objectives were: effect of resource allocation, organizational culture, strategic leadership and organizational structure. Theories applicable to this research: institutional, resource-based view and balanced scorecard. A descriptive research design was used. The target population of the study was 70 employees of the Authority comprising the directors, senior level management and administrative staff; hence the respondents were 70 in number. A census technique was used in this research because the target population was small. Data was collected using primary and secondary data by both open-ended and closed-end questionnaires. A pilot study was done to check the reliability and validity of the questionnaire. Content Validity, construct and criterion validity were used to test the strength of the instrument and Reliability was done using Cronbach Alpha method to test its consistency. The study involved the utilization of descriptive statistics such as mean and standard deviation to analyze the data collected. Inferential statistics applied the multiple linear regressions to draw conclusions and make inferences from the data. The analysis outcomes indicated that resource allocation capabilities inversely affected performance insignificantly; organizational culture insignificantly and positively affected performance; strategic leadership affected performance of

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

these organizations positively yet in an insignificant manner, while organizational structure displayed significant positive effect on Technical Vocational Education and Training Authority's performance. The study recommended that the government should implement policies that prioritize the continuous assessment and refinement of the organizational structure. This policy should mandate evaluations of the current organizational framework to ensure that it aligns with the Authority's strategic goals and the evolving demands of the Technical Vocational Education and Training sector.

Key Words: Strategic Implementation; Organizational Performance; Resource Allocation; Leadership; Kenya

1. Introduction

Several barriers impeded educational institutions' ability to expand and have a good impact on communities, whereas the TVET is becoming increasingly significant in a global scale. A workforce's job marketability has also decreased because of training institutions' inability to provide training that is both high-quality and up to date with market demands (Jabarullah, & Hussain, 2019). The main aim for TVET in the Malaysian Blueprint 2015–2025 is to put it on a comparable basis with customary academic courses. This gives students' greater prospects in studying science and technology at all levels across a variety of institutions (Yeap et al., 2021). Performance-wise, state-run and private skills development centers, as well as TVET programs offered at certificate, diploma, and degree levels by several institutions under seven ministries, have done remarkably well in Malaysia (Aziz et al., 2020). It has been crucial in creating the labor needed for helping the country become fully developed and wealthy. Finland has made TVET implementation mandatory because of these countries' explosive economic growth. Finland has the most creative economy, according to Bloomberg's 2017 ranking, primarily because of its large investments in TVET associated legal reforms (Jamrisko & Lu, 2017).

In Africa, TVET has not been left behind but rather is gaining a lot of approval in most governments and industries. Based on a report, most young people in Africa face unemployment chances, many do not have formal education, not even secondary education, which UNESCO reports has seen a significant increase in enrollment in TVET. As a result, a system of education based on management knowledge strategies had to be developed. That being said, in spite of the substantial work that UNESCO has accomplished, TVET in Africa continues to fall short of expectations in terms of producing enough workers. Thus, to achieve the necessary success, there needs to be a shift in mindset among TVET players as well as policy makers, parents, and service providers (Kamau & Ngubu, 2017). According to Rajadurai et al., (2018) in addition to the lack of resources needed to support education, Uganda's TVET pedagogy has failed because of the insufficient instruction resources and technology that trainees require. The outdated

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

curriculum, which has not been updated in years, means that the curricula could not meet the needs of the population, suggesting lack of understanding by the developers of curricula and the industry.

In Kenya TVET is given a high level of priority because of how relevant it is to the growth rate of the economy. By 2030, 20% of young people should be enrolled in TVET institutions, according to the Kenyan Vision 2030 and the Constitution 2010, provided that the necessary funding and regulations be put in place (TVETA, 2018). Despite the effort of Kenyan government, the performance of TVETs has not exactly been as anticipated. It has been observed that TVETs in Kenya are unable to meet industry demands because of the unsuitable competitive strategies, which has resulted in organizational failure. In a competitive context, having plans to boost organizations gain an upper hand amongst its industries; yet improper implementation impedes success (Ochola, 2019).

1.1 Organizational Performance

The degree to which company tactics have become more efficient, successful, and synergistic in recent years is a definition of organizational performance put forth (Tourani & Khatibi, 2020). An organization's performance is the output of its financial state or outcomes from management decisions implemented by firms. Efficacy and efficiency of an organization in accomplishing its aims and goals is referred to as organizational performance. It entails comparing the performance of an organization with its targeted outputs, which may include operational, financial, and market results (Knies et al., 2016). It is implicitly believed that organizational effectiveness is mostly reliant on finances from a functionalist perspective. To facilitate the correction of deviations from defined norms, management's responsibility is to keep an eye on the current financial measurements (such as revenues,) (Mousa & Othman, 2020). A company's average yearly growth in revenues, return on assets and investments (ROA/ROI), enterprise are some indicators of how well it is performing financially (Gowon et al., 2022).

Broader conceptualizations of performance, along with paradigms for measuring it, integrate ideas from various disciplines like commercials, organizational behavior, personnel administration, and strategy to outline overheads and profits transcending business and functioning parameters (Olmstead, 2021). It includes techniques such as the balanced scorecard concept (Kaplan & Norton, 1992) that assesses performance from four different perspectives: Financial, Customer, and Learning and Growth; "triple bottom line" reporting, which takes into account the effects of a firm actions on the surroundings, society, the economy and value-based reporting about issues of frameworks for empowerment, control and the environment (Eaton, 2023). Mwangi and Murigu (2015) define financial performance as a measure of an organization's earnings, profits, appreciation evidenced by the rise in entity's share price.

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

Non-financial metrics such as productivity, goal implementation and service efficiency, were also used to measure organizational factor in assessing organizational success. Success is realized when a firm applies internal and external assessments to evaluate their strategic planning along a cascaded system of objectives and plans (George, Walker & Monster, 2019). Productivity is achieving organizational objectives irrespective of the available resources. Efficiency is doing things right by focusing on high outcome with minimal resources using systematic procedures, defining guidelines, and embracing regulation and mechanization (Short & Palmer, 2013). Employee motivation is the energy, dedication, and creativeness that an organization's employees bring to their jobs (Hu et al., 2022).

1.2 Strategy Implementation

It's turning developed plans to actions, to shifting performance from its current state to a desired objective is strategy implementation (Johnson & Scholes, 2018). Oyula et al., (2021) also submitted that the process by which a business turns its approved plan into plans and actions that will advance the company's goals and enable it to realize its intended impact is known as strategy implementation. Andrews et al., (2017) further opined that strategy implementation is the way an entity puts its goals, strategies, initiatives, and planned actions into practice to maximize its resources and seize opportunities in its external competitive environment. Because strategy implementation can improve corporate efficiency, it is a vital competitive engine that allows all successful firms to reach their objectives (Donna & Wanjira, 2018). Allocating resources is a crucial part of implementing a strategy that affects an organization's success. Given that it impacts profitability, efficiency, and performance, it is an essential component of strategy execution (Chaffey & Ellis-Chadwick, 2019; Oyula et al., 2021). Lemarleni et al., (2017) stated that resources are assets that can be used primarily for managing strategy performance, and that the allocation of resources is centered on making sure that the available resources are allocated in a way that maximizes their effectiveness and efficiency.

Organizational culture is a significantly relevant variable that affects the implementation of strategy for effective performance. It must be in line with the internal dynamics of the business, including its culture and competencies of an organization (Maika, 2020). The core values of an organization are the ideas that a certain group has developed, acquired, or changed throughout time in response to the demands of both internal and external adaptability. It encourages strategic focus, collaboration, and communication (Ntongai, 2020). Implementation is influenced by organizational culture that currently exists, but it is also hypothesized that the interaction between strategy communication, policy frameworks, and short-term goal setting and strategy implementation was influenced (Omondi, 2018). Effective plan execution has been found to be significantly influenced by leadership, the senior administration generates goal statement, plan and take decisive action, and create an institutional competitive advantage. This strategy drives

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

significant growth in an organization (Oyula *et al,* 2021). Mui et al., (2018) also suggested that Strategic leadership encompasses a variety of competencies, capacities, and operations, understanding objectives and vision, investigating, maintaining key competencies, developing human capital (including staff knowledge, expertise, and strengths), upholding an efficient organizational norm that unites shared ideas, symbols, and values among company employees. Strategic leadership is also the ability to think strategically, be adaptable, and welcome change to provide a company with a competitive edge that improves performance. However, some of the most important factors influencing an organization's effectiveness are its leadership vision, its ability to exploit and sustain its core capabilities, and its ability to develop its workforce (Ilyas et al., 2017).

Onono (2018) opined that effectiveness in an organizational structure influences the rapidity and precision in decision-making, which influences the performance of the organization in promoting creation of staff, encouraging workers to finish jobs and give resolutions fast, accelerating distribution of feedback to clients, and supporting management of a company. A structure is the framework that specifies how tasks, positions, and functions are directed and coordinated within it (Notanubun et al., 2019). Riany (2021), opined that organizations can conduct, coordinate, and govern their work operations to implement strategic plans and objectives through the arrangement of hierarchical levels, job responsibilities, and administrative processes known as organizational structure. Departmentalization of an organization aids in the facilitation of leadership, inspiration, interaction, supervision, and overall performance, which leads to a higher degree of organizational productivity (Ngetich, 2018).

1.1.3 TVET Authority

Main responsibility in overseeing this subsector in the nation falls on the shoulders of a State Corporation known as the TVETA. The TVET Act (updated 2014) served as the foundation for the Authority which is controlled by a Board selected by the Cabinet Secretary. The management team is led by the Director General who oversees the Authority's daily activities. The Authority's mandate is derived from the TVET Act of 2013 to regulate the TVET subsector in Kenya, set policies, develop standards, accredit institutions, and carry out regular quality assurance inspections (GOK, 2020). The Kenya's TVET subsector comprises of TTIs, VTCs, Technical Trainer Colleges, National Polytechnics, and any other category designated by the Minister in charge of Education (Ochola & Kavinda, 2019).

A major focus on Vision 2030 is using Science, Technology, and Innovation (STI) to increase productivity and efficiency. Developing the technical skills of the labor force, providing scientific resources to support research, and enhancing the quality of instruction in important subjects like science, math, and technology in all schools, universities, and polytechnics are

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

some of the strategies that have been established to achieve Vision 2030 (Makato, 2022). According to the Vision 2030 and the 2010 Kenyan Constitution, by 2030, 20% of young people would be enrolled in TVET institutions given the right funding and laws. The government implemented tripartite mechanism-based TVET finance plans which includes sponsorships, donors, the government bursaries and loans disbursed and managed through the Higher Education Loans Board (HELB). The goal of these efforts is to boost enrollment, which in 2016 totaled 202,556 students across 1,300 TVET colleges (GoK, 2020).

1.2 Statement of the Problem

All over the world, Education and Training are crucial for the growth of human resources. The Technical Vocational Education and Training (TVET) provides human resources growth by ensuring students have relevant skills that meet self-employment and workplace. To support technical, socioeconomic, and transformative change, Kenya has made Technical Vocational Education and Training (TVET) a top priority, especially as it works toward its 2030 Vision (Cheruiyot & Munyi, 2019). TVET Authority implemented its five-year strategic plan for the 2018-2022 and significant achievements were realized during implementation. This is despite the staffing and funding challenges coupled with the devastating impacts of COVID 19 (TVETA, 2023). Nevertheless, the Authority's Strategic Plan (2018–2022) noted that despite government funding the sector is still constrained in areas like Research and Development, online management information systems, training solutions, and Human Resource capacity and retention (Endende et al., 2022).

One of the main issues facing Kenya's Technical Training Institutes (TTIs) is the lack of TVET trainers. A study also showed that the trainers' exposure to industry through industrial attachments was negligible. Considering that graduates of Technical Training Institutes (TTIs) must complete considerable practical exposition through industrial attachments, this is a vulnerability in and of itself (Barasa et al., 2023). Another problem facing colleges is the issue of fees. Subsidies have eased financial pressures in the vocational sector; yet many people are being discouraged from enrolling due to the exorbitant fees of Technical and Vocational institutions, which amount to over 15% of annual family expenditures. This explains why the majority of Technical and Vocational Training institutions around the nation have been experiencing poor enrollment rates recently. Potential trainees may not always be able to physically visit Vocational and Technical Colleges (Oroni et al., 2023). The objectives of the 2023–2028 strategic framework are quality and relevance, accessibility, fairness and inclusion, leadership and oversight, funding and financing, technology and knowledge management (TVETA, 2023). These areas are crucial for ensuring improved TVET performance in Kenya and must be implemented effectively.

Researchers have attempted to investigate strategy implementation and how it impacts organizational performance. Donna and Wanjira (2018) investigated how strategy implementation affected Institutions of Higher Learning (IHLs) in Kiambu County. They discovered that strategy implementation significantly affected organizational performance. Nwachukwu et al., (2019) investigated the association concerning elements of strategy implementation and the strategic performance of Nigerian mobile telecommunications firms and discovered a positive correlation among the two. Inyang and Jaramillo (2020) analyzed the effects of salespeople's implementation of strategy on performance and reported that salespeople's performance improved when they incorporate sales strategy into their business operation. The study focused only on sales. Existing studies on this subject matter have displayed insufficient attention to the specific context and implications of the Authority. Furthermore, methods and approaches employed in these studies have lacked comprehensiveness. Consequently, it is evident that there is a dearth of research concerning the effect of execution and output, particularly within TVETA realm. Therefore, this research bridged this gap by providing in-depth examination of this relationship. The study was guided by the following objective;

i. To determine effects of resource allocation on implementation and organizational performance at TVETA

ii. To establish the effect leadership on implementation and organizational performance at TVETA.

2. Literature Review

2.2 Theoretical Review

It was founded on institutional, Resource- Based View and Balance Score Card theories.

2.2.1 Resource-Based View Theory

Penrose introduced it in the 1950s, offering a model for productive possibilities, diversification strategy, and efficient resource management for enterprises. RBV hypothesis, posits must satisfy multiple prerequisites before it may yield a competitive advantage, was further developed by Barney (1991). Worth, scarcity, reproducibility, and structure are some of these prerequisites. When a company can seize opportunities and defend itself against dangers, its assets and competencies are valued. Because of these resources, the corporation is able to fulfil its mandate. The rarity factors a valuable resource among competitors is closely related to its scarcity (Peteraf, 1993). In his investigation into the benefits of focusing on a company's resources rather than its products, Wernerfelt (1984) proposed that growth-share matrices and entrance barriers should be compared to the notions of resource status impediment and resource-product charts.

Then, by making use of these resources, new strategic opportunities that invariably arise from a resource viewpoint are revealed, offering the foundation upon which the RBV theory is based. This perspective elucidates significant skills controlled in distinguishing its industry counterparts (Baumol et al., 2009). Resources encompass various aspects, such as monetary value denoted by total assets, expertise of key personnel, overall sufficient workforce and relevant items (Bhide, 2000).

Furthermore, according to Barney (1991), the assets of the company can be divided into three groups: human, organizational and physical resources. Physical assets consist of firm's machinery, plant, setting, access to raw materials, and the tangible technology used. The human capital resources additionally encompass the expertise, knowledge, decision-making, connections, and understanding that come from employees, such as administrators and personnel. Lastly, within the context capital resources encompass formal and informal systems in a firm. These systems encompass the mechanisms for organizing, managing, and coordinating work, as well as the informal relationships that exist between different divisions within the organization (Utami & Alamanos, 2023). According to various Resource-Based View scholars (Bhide, 2000; Peteraf & Barney, 2003; Foss & Knudsen, 2003), these ensure effective execution of strategic plans, which subsequently influences its overall growth. The theory was the foundation for organizational structure, culture, resource allocation and strategic leadership as well as performance.

2.2.3 Balanced Score Card Theory

In 1992, Norton & Kaplan put forward the Balanced Scorecard (BSC), a management strategy model. The idea was presented in response to criticism that performance is evaluated in financials terms. All an organization's strategic goals are combined into a single, well-balanced framework by the BSC theory (Kaplan & Norton, 2003). The idea is an extension of the 1950s-proposed business study (Lewis, 1955). The interactions among these extra organizational goals ensure excellent overall organizational performance. According to Kaplan (2005), when one purpose is at odds with the others, the total performance of the company suffers. A further focus of the balanced scorecard method is supporting goals. Managers can develop and communicate their strategy, set priorities for strategic activities for reporting, oversee the strategy's execution, and align shared services and business units for synergy by using the perspectives of the balanced scorecard (Neely & Adams, 2002). In order to tailor the process to the unique circumstances encountered in the lower-level units, the BSC is first applied by top management and then cascaded down. Every unit is in line with the organizational strategy as well as one another (Kaplan, 2006). There is a significant increase in the likelihood of successful strategy implementation when structure, systems, and strategy are closely integrated. As a result, the BSC can be seen as a practical and useful tool for keeping an eye on and managing organizational

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

variables and procedures in order to implement targeted strategies and attain superior performance. The balanced scorecard theory provided the foundation for organizational performance.

2.3 Empirical Literature

It critically scrutinizes and analyzes existing empirical research studies and literature as a way of identifying the research gaps. As indicated, most investigations conducted on the subject were relevant to the study. However, there are gaps that existed in each of the research that needed to be addressed which prompted this study. Contextually several researchers discussed the subject but the geographic location that they used possessed divergent socio-economic realities hence making their application in other regions difficult. For example, the research carried out by Ahmed, *et al* (2018) was applicable to realities in Pakistan. Also, Hantiro and Maina (2020) focused on realities in Tana River County. Based on the contextual gap this study was based on realities in Nairobi County Kenya.

From a methodological perspective, worth noting some of the existing literature employed mixed research designs, but there were gaps in terms of sample selection and analysis methods. For instance, Donna & Wanjira (2018) utilized a cross-sectional study design, while Oyula et al. (2021) employed random sampling techniques to select their respondents. In contrast, this current study utilized a census sampling method. With regards to the context and study variables used, some of the literature covered only aspects of the study. For instance, Ngetich (2018) only placed emphasis on organizational structure which was just an aspect of strategy implementation. Table 1 below describes the reviewed empirical studies and the associated research gaps that this study sought to fill.

Table 1: Summary of Empirical Literature Reviewed and Research Gaps

Author & Year	Topic of Study	Key Findings	Research Gaps	Focus of Current Study
Abdi (2020)	Examined methods resource allocation affected the Wajir County Road construction projects' success rate.	Plans for the efficient distribution of resources helped managers get ready to manage and allocate resources to the implementing strategies.	The respondents were drawn from participants of projects in Wajir County	This study respondents were from Nairobi County.

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

Ntongai (2020)	Studied connection culture and bank performance in mediating strategy operationalization.	The results showed that the organizational culture impacted on performance (Return on assets).	The study focused on organizational culture	This study looked at resource allocation, strategic leadership & organizational structure.
Oyula, *et al* (2021)	Determined strategy implementation affected the organizational performance in Western Kenyan Sugar Milling Companies.	Showed a numerically impact in how well Kenyan sugar milling companies performed.	The study target population consisted of staffs of ten sugar milling factories in Western Kenyan	This study involved employees of the Authority only.
Ntoiti and Makau (2022)	Investigated the relationship between resource allocation and performance	Showed supply allocation had a beneficial effect on output	Focused on Meru employees	This study focused on employees of Authority.
Kinyua and Yatich (2023)	Analyzed how KPLC performance has affected by strategy implementation obstacles.	Organizational structure is critical in determining how well KPLC	The study was centered on (KPLC.	It focused on Technical and Vocational Education and Training Authority, Nairobi County, Kenya.

Source: Own Construction (2024)

3.0 Research Methodology

This study followed a descriptive research design which allows a researcher to conduct a survey without altering or influencing the study environment. The context of interest consists of 70 employees holding positions in TVETA. A unit analysis encompassed directors, senior-level staff, and administrative staff within the Authority. The study employed a census sampling technique. A census method aimed to gather information from every individual in the population. In this case, a sample size of seventy (70) employees in TVETA was applied this study to represent the entire population (Saunders et al, 2012). The study was administered questionnaires to 8 respondents from the TVET Authority for pilot analysis selected through random sampling. To observe the respondents' reactions and attitudes, Sekaran and Bougie (2010) recommended conducting the pre-tests of the questionnaire through personal interviews. Robinson (2011) stated that it's the ability to correctly measure the intended construct. It assesses extent to which the instrument produced truthful results. In this study, content validity was utilized to assess the generalizability and meaning of the computed scores. Furthermore, criterion validity was

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

evaluated to ascertain the extent to which the instrument's scores accurately predicted a known outcome. The researcher sought the views and feedback of experts from the Strategy and Planning Department in the TVET Authority. Livingston, Carlson, & Bridgeman (2018), stated that the reliability of test scores shows the extent of consistency observed across different testing occasions. To assess reliability, the research instrument was piloted with participants in the sample. In order, to determine its construct Cronbach alpha model was applied. Collis & Hussey (2014), opined that values between 0.7 and 0.9 are generally considered acceptable for research instruments, indicating good reliability. Introductory and authorization letters issued by NACOSTI and Kenyatta University were obtained as part of ethical considerations. To ensure ethical compliance, clearance was sought from NACOSTI. Additionally, authority was obtained from TVETA, indicating their approval and cooperation. Furthermore, informed consent was sought, and that participation was entirely voluntary. After obtaining the letter the researcher visited the TVETA offices to obtain the required information. Open and closed ended questionnaires was applied to targeted population.

Sekaran and Bougie (2011) stated that analysis involves organizing and categorizing data to obtain answers to research questions. First, the study applied content analysis entails describing phenomena, classifying them, and examining the interconnectedness of concepts. Secondly, the data collected was compared with theoretical frameworks and literature cited in the literature review. Information was organized into themes that aligned with the study objectives and analyzed using Statistical Software and Ms Excel. These software tools assisted in generating mean, frequencies, percentages as inferential statistics. Descriptive statistics was employed to discuss the general features of research. Additionally, a multiple regression was utilized in analyzing data. Specific details and equations of the logistic regression model was included in the analysis as follows:

$$OP = \beta_0 + \beta_1 RA + \beta_2 OC + \beta_3 SL + \beta_4 OS + \varepsilon \qquad (1)$$

Where:

OP= Organizational Performance

$\beta0$= Constant (The intercept of the model)

β= Coefficient of the X variables (independent variables)

RA = Resource Allocation

OC= Organizational Culture

SL = Strategic Leadership

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

OS= Organizational Structure

ε= error term

Table 2 below shows the target population and the sample size of the study.

Table 2 Target Population

Category	Population (N)	Percentages
Directors	5	6%
Senior Level Staff	16	23%
Administrative Staff	49	71%
TOTAL	70	100%

Source: TVETA, 2024

4. Results and Discussion

In this section, the results are carefully aligned with the original research objectives, offering a clear picture of the discoveries made. Furthermore, the responsiveness and quality of the data provided by participants were assessed to ensure the validity in findings. The response rate of 80% reported in Table 3 indicated a strong level of engagement among participants in the study, as a response rates above 70% are generally considered acceptable, while rates exceeding 80% are often viewed as excellent, providing a robust dataset for analysis (Dillman *et al.*, 2014).

Table 3: Response Rate

Rates	Frequency	Percent
Response	56	80%
Non-Response	14	20%
Total	70	100

Source: Field Survey (2024)

The reliability of the questionnaire used in this study was critically assessed to ensure that the measurement tools accurately capture the constructs related to TVETA performance. The Cronbach's Alpha values indicate that strategic leadership (0.809) demonstrate strong reliability, suggesting that these dimensions are measured consistently among respondents and impacted outcomes. Organizational performance itself also shows good reliability at 0.802, reflecting a solid understanding of the factors contributing to effective performance within the authority. Resource allocation, with a Cronbach's Alpha of 0.765, indicated moderate reliability, while

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

respondents generally agree on its importance, there may be some variability in perceptions, highlighting its role in shaping the work environment and influencing performance. Table 4 shows reliability analysis results.

Table 4: Reliability Analysis

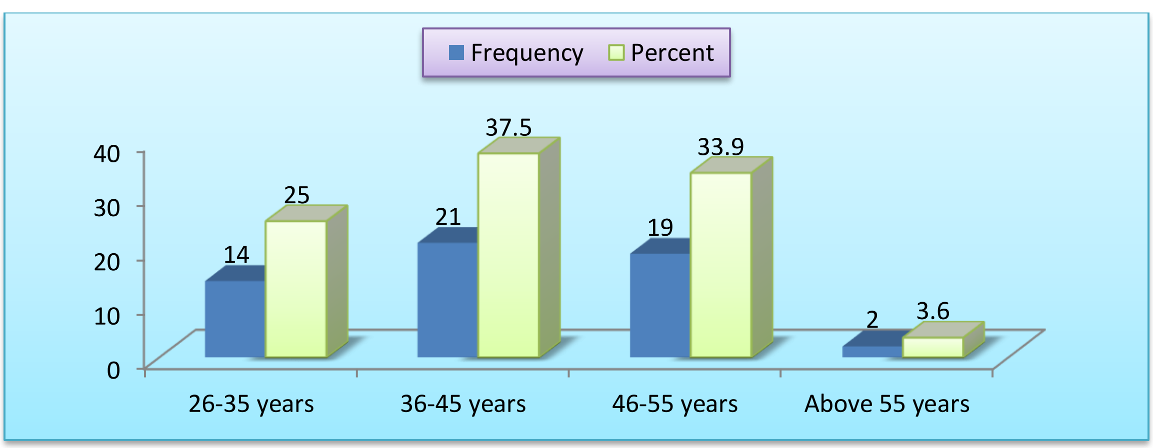
Variables	Reliability Cronbach's Alpha
Organizational Performance	0.802
Resource Allocation	0.765
Strategic Leadership	0.809

Source: Field Survey (2024)

4.2 Demographic Information

The demographic of participants was vital in contextualizing that results are accurately reflect the diverse perspectives within the organization. This demographic analysis included factors such as age, gender, educational qualifications, years of experience, which significantly influence the perceptions and insights shared by the respondents. For instance, Figure 1 illustrated that of the total participants, 25% fell within the 26 to 35 years' age bracket, 37.5% were aged 36 to 45 years, and 33.9% were between 46 and 55 years. Additionally, only 3.6% of respondents were over 50 years old. The outcome concurred with Ng and Feldman (2015) who highlighted that mid-career professionals often possess a wealth of experience and skills that contribute significantly to performance.

Figure 1: Age of the Respondents



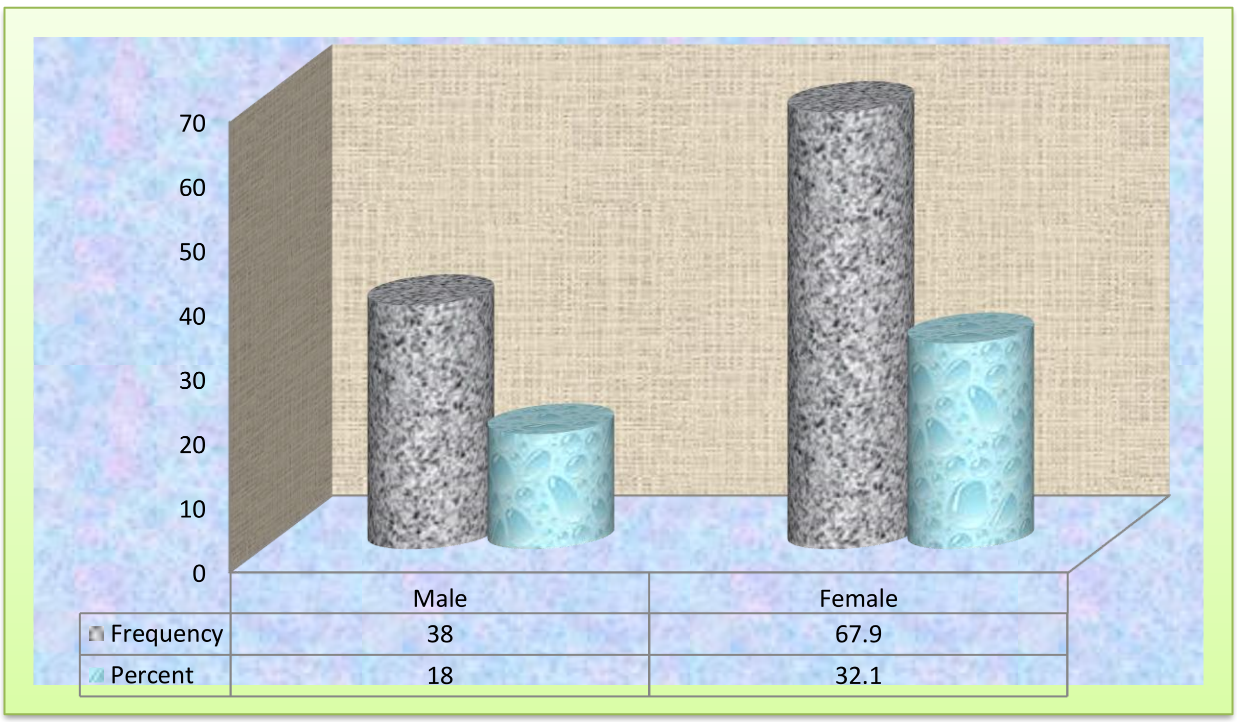
Source: Field Survey (2024)

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

Regarding gender distribution, Figure 2 uncovered that male constituted 67.9% of the respondents with the female counterpart representing 32.1%. The outcome could be linked to the fact that the technical and vocational education sector has traditionally been male dominated, with a larger percentage of men pursuing careers in this field. This historical trend may be reflected in the gender composition of TVETA's workforce, leading to a higher representation of male employees in the study sample. Wang et al. (2020), noted historical patterns in gender representation typically led to a predominance of male employees in technical and vocational fields, reflecting entrenched societal norms.

Figure 2: Gender of the Respondents



Source: Field Survey (2024)

Similarly, Table 5 indicated that 76.8% of the respondents have 1 to 5 years of working experience. The next largest group, accounting for 21.4% of respondents, has 6 to 10 years of experience. Interestingly, no respondents reported having 10 years only 1.8% is less than 1 year. Notably, concerning the respondents' education level, the results indicated that there were no respondents with certificate qualifications, and only 3.6% held diploma qualifications. Those with degrees comprised 42.9% of the participants, while master's degree holders accounted for 53.6%, with no respondents classified as having postgraduate qualifications. It is evident that TVETA's employs a highly educated workforce capable of driving innovation and strategic

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

decision-making. The predominance of master's degree holders suggests that the Authority values advanced knowledge and skills, particularly in areas such as education policy, curriculum development, and training methodologies. Kivistö *et al.* (2021) noted that organizations that emphasize hiring employees with advanced degrees, especially in education-related disciplines, are more capable of implementing effective educational policies and curricula, thereby improving overall educational quality. Similarly, Wang *et al.* (2019) highlighted the importance of having staff with advanced qualifications for adapting training methodologies to address the evolving demands essential in ensuring high-quality outcomes.

Table 5: Respondents' Years of Working Experience

Work Experience			Education Levels		
	Frequency	Percent		Frequency	Percent
Less than 1 year	1	1.8	Certificate	0	0
1-5 years	43	76.8	Diploma	2	3.6
6-10 years	12	21.4	Degree	24	42.9
More than 10 years	0	0	Masters	30	53.6
			Postgraduate	0	0
Total	56	100.0		56	100.0

Source: Field Survey (2024)

4.3 Description of Resource Allocation Capabilities

Resource allocation is a fundamental component of organizational management, as it determines how financial, human, and physical resources are distributed to various departments and programs. The outcome demonstrates that half of the respondents (50.0%) agreed with the statement, suggesting strong belief that resources are prudently utilized to improve performance. The outcome concurred with Hsu *et al.* (2020) who found that positive perceptions of resource allocation within organizations significantly correlate with enhanced performance outcomes, indicating that effective utilization of resources is viewed favorably by employees. The results also denote that a significant 57.1% of respondents agreed with the statement, indicating a strong belief that resource capabilities are well-aligned with the strategic goals and objectives of TVETA. An outcome agrees Kearns and Sabherwal (2020) who found that organizations with a strong alignment between resource capabilities and strategic objectives tend to experience enhanced performance outcomes, reflecting positive employee perceptions regarding resource utilization.

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

Regarding the statement that the Authority's human resources are adequate to achieve its goals, a significant 33.9% of respondents were uncertainty about the adequacy of human resources. An equal 33.9% substantial stakeholders believe that human resources are adequate to meet goals. The results conform with Kyndt *et al.* (2016) who unveiled that stakeholders often express a positive perception of human resource adequacy, recognizing existing strengths while also identifying areas needing enhancement, which aligns with the findings at TVETA. Concerning whether employees motivated, competent and rewarded accordingly received 39.3% stakeholders believed that TVETA is making efforts to ensure motivated, competent, and appropriately rewarded employees. The findings corroborated Deci and Ryan (2020) who emphasized that positive perceptions of employee motivation significantly correlate with enhanced performance, suggesting that organizations that foster motivation can improve overall effectiveness.

Stakeholder perceptions regarding the adequacy of resource allocation by the management team recorded that 30.4% of respondents are uncertainty regarding the adequacy of resource allocation. Also, it is noted further that 30.4% of respondents agreed with the statement, indicating that a significant portion of stakeholders believes that the management team allocates adequate resources. The outcome consented with Kareem (2019) who emphasized that organizations perceived as having adequate resource allocation. With respect to the effective and efficient use of resources, 48.2% indicated that nearly half of the stakeholders believe resources are utilized effectively. The outcome agreed with Jabbour (2021) who established that organizations that demonstrate effective and efficient resource utilization receive positive feedback from stakeholders regarding their operational capabilities. The outcome aligns with the outcome Hantiro and Maina (2020) who emphasized on the need for the needed capabilities as it is a crucial function that enables effective implementation. This is supported by Chen and Huang (2020) who emphasized the need for fairness in resource distribution through informed decision-making processes that consider both performance outcomes and cost-effectiveness. Table 6 indicate the description of resource allocation.

Table 6: Descriptive Statistics of Resource Allocation Capabilities

Item	Responses n=56					Mean	St. Dev
	SD %	D %	N %	A %	SA %		
Resources allocated are prudently utilized to improve performance	3.6	7.1	8.9	50.0	30.4	3.96	1.008
Resources capabilities are aligned to strategic goals and objectives	0	7.1	10.7	57.1	25.0	4.00	.809

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

The Authority's human resources is adequate to achieve its goals	3.6	12.5	33.9	33.9	16.1	3.46	1.026
Are employees motivated, competent and rewarded accordingly	3.6	10.7	32.1	39.3	14.3	3.50	.991
The management team allocates adequate resources to all the departments in the Authority	4.5	19.6	30.4	30.4	14.3	3.29	1.107
There is effective and efficient use of resources in the Authority	7.1	14.3	10.7	48.2	19.6	3.59	1.172
Av. Mean = 3.6339; Av. St. Dev =1.01898							

Source: Field Survey (2024)

4.4 Strategic Leadership

Regarding the influence of strategic leadership on organizational performance, none of the respondents strongly disagreed with the statement that strategic decisions influence performance. A substantial 82.1% of respondents strongly agreed with the statement, reflecting a robust belief among the majority that strategic decisions significantly influence performance. The outcome agrees with Boal and Hooijberg (2020) who emphasized that strategic leadership significantly impacts organizational performance by aligning resources and capabilities with strategic goals. The role of leadership in promoting innovation and learning recorded 57.1% of respondents strongly agreed with the statement reflecting a strong belief among the majority that leadership effectively promotes innovations and learning. The outcome aligns with Afsar *et al.* (2019) who unveiled that effective leadership is crucial for fostering an innovative culture within organizations, as leaders play a key role in continuous improvement. Concerning the recognition of employee roles by leadership, 48.2% of respondents agreed with the statement, indicating that a substantial portion of stakeholders believes that leadership does recognize the roles played by employees. The outcome is consistent with Grant and Parker (2021) who highlighted that when leaders actively recognize the contributions of employees, it leads to increased job satisfaction and a stronger sense of belonging within the organization. Employee devotion to organizational goals and objectives documented a notable 39.3% of respondents agreed with the statement, indicating that a significant portion of stakeholders believe that employees are committed to the organization's goals and objectives. The findings consented with Saks (2019) who uncovered that when employees feel a strong connection to their organization's mission, it fosters collective dedication and enhances engagement across the workforce.

Employees' understanding of their contributions to the organizational goals recorded a large 37.5% of respondents agreed with the statement, indicating that a significant portion of

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

stakeholders believes they understand their contributions to the organization's goals. The results align with Harter *et al.* (2020) who noted that employees who have a clear understanding of how their work contributes to the organization's mission are more likely to perform effectively and feel valued. The outcome connotes that majority (39.3%) of respondents agreed with the statement, indicating that a significant portion of stakeholders believes that leadership does provide adequate and timely information. The results concur with Men (2020) who emphasized that effective communication from leadership is crucial for enhancing organizational performance, as it fosters trust and clarity among stakeholders. Moreover, the qualitative insights reflect a recognition of the pivotal role that strategic leadership plays in shaping TVETA's performance, while also highlighting areas for improvement in communication and inclusivity to maximize the authority's effectiveness. The views align with Wang *et al.* (2020) who emphasized that robust strategic leadership is crucial for cultivating a positive organizational culture, which in turn encourages innovation, adaptability, and continuous learning. Similarly, Tourish (2020) underlined the importance of effective communication and inclusivity in leadership practices to maximize organizational effectiveness and employee engagement. The generated responses of the participants are depicted in Table 7.

Table 7: Descriptive Statistics of Strategic Leadership

Item	Responses n=56					Mean	St. Dev
	SD %	D %	N %	A %	SA %		
Do you agree that strategic decisions influence performance	0	3.6	0	14.3	82.1	4.7500	.63960
Leadership promotes innovations and learning	3.6	3.6	5.4	30.4	57.1	4.3393	.99593
Leadership recognizes the roles played by employees in the organization	1.8	3.6	16.1	48.2	30.4	4.0727	.79009
Employees are devoted to organizational goals and objectives	1.8	8.9	19.6	39.3	30.4	3.8750	1.01018
Employees understand their contributions to the firm goals	3.6	14.3	12.5	37.5	32.1	3.8036	1.15080
The leadership provides adequate and timely information to boost performance	10.7	5.4	17.9	39.3	26.8	3.6607	1.23989
Av. Mean = 4.0835; Av. St. Dev =0.97108							

Source: Field Survey (2024)

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

4.5 Organizational Performance

Organizational performance is a multifaceted construct that encompasses factors such as efficiency, productivity, quality, and adaptability. Pertaining to the linkage between set goals and organizational performance, majority (55.4%) of respondents strongly agreed with the statement. The findings corroborated with Locke and Latham (2019) who highlighted that clear goal setting is crucial for enhancing performance, as it aligns individual efforts with organizational objectives. These results align with Kaplan and Norton (2020) who pointed out that well-designed objectives are crucial for ensuring alignment with an organization's mission, which enhances overall effectiveness. Concerning the clarity of objectives set for each department or unit, majority (60.7%) of respondents strongly agreed. The outcome aligns with Clampitt *et al.* (2019) who observed that effective communication of objectives is essential for ensuring that employees understand their roles and how they contribute to organizational goals

As pertain to the connection concerning financial capabilities and organizational growth, majority (42.9%) of respondents agreed with the statement, indicating that a large portion of stakeholders believes there is a positive connection between financial capabilities and organizational growth. The outcome is in harmony with Kauffman and Walstad (2020) who noted that adequate financial resources are crucial for facilitating organizational growth, enabling investments in innovation and expansion. As per the importance of customer satisfaction to the growth of TVETA, majority (66.1%) of respondents who strongly agreed with the statement. The 4.2679 score of the mean suggests that respondents generally believe that customer satisfaction plays a significant role in contributing to the authority's growth. These findings are in line with Mazzarol and Reboud (2019) who highlighted that a robust framework with clear goals and relevant objectives significantly contributes to improved organizational performance.

The qualitative responses regarding how strategy implementation influences organizational performance at the TVETA underline numerous important factors. Many respondents emphasize that a well-defined strategy with a clear implementation plan, monitoring and evaluation mechanisms, and alignment with organizational objectives can significantly enhance performance. Supporting the views of the respondents, Kaplan and Norton (2020) emphasized that a well-defined strategy combined with a clear implementation plan is crucial for enhancing organizational performance and achieving strategic objectives. Aligning the views of the respondents, Hsu *et al.* (2021) emphasized that effective personnel and technology, are critical achieving strategic initiatives, enhancing organizational capabilities. The outcome concurred with Mento *et al.* (2020) who observed that effective communication during strategy implementation fosters employee buy-in, which is critical for achieving organizational goals. Outcomes from the participants' displayed in Table 8.

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

Table 8: Descriptive Statistics of Organizational Performance

Item	Responses n=56					Mean	St. Dev
	SD %	D %	N %	A %	SA %		
Set goals are linked to organizational performance	1.8	1.8	0	41.1	55.4	4.4643	.76192
Objectives are geared towards meeting Authority's mandate	0	1.8	3.6	32.1	62.5	4.5536	.65836
Every department/unit has their objectives set out clearly	3.6	3.6	10.7	21.4	60.7	4.3214	1.04633
Financial capabilities are linked to organizational growth	3.6	12.5	12.5	42.9	28.6	3.8036	1.10239
Customer satisfaction is key to Authority's growth	7.1	5.4	7.1	14.3	66.1	4.2679	1.24303
Av. Mean = 4.2821; Av. St. Dev =0.96241							

Source: Field Survey (2024)

4.6 Inferential Analysis Results

Inferential statistics allow researchers to extend findings from a section to a broader population, thereby providing insights that are not merely descriptive but also predictive in nature. The study employed both correlation and regression techniques to explore the connection concerning the key variables, assess the significance of these relationships, and evaluate the overall impact of strategic leadership, resource allocation, organizational culture, and structure on performance outcomes.

4.6.1. Correlation Analysis

Correlation analysis serves as a vital statistical tool for understanding the relationships between various factors the strength and direction of associations concerning factors, thereby revealing patterns that may not be immediately apparent. The outcome unveiled a positive (0.440) resource allocation capabilities linkage with performance which is significant suggesting that effective resource allocation capabilities contribute positively to organizational performance. The outcome corroborates with Hantiro and Maina (2020) unveiled a positive correlation amid resource allocation as well as organizational effectiveness was realized. Organizational performance and organizational culture displayed a strong positive value of 0.638 that is significant which signifies that a positive organizational culture is crucial for enhancing performance. The outcome concurred with Ntongai (2020) who disclosed a positive connection with performance in relation to organizational culture. Organizational performance and strategic leadership connote strong

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

positive value of 0.646 that is significantly strong indicating that effective strategic leadership is vital for organizational success. Donna and Wanjira (2018), showed strategic leadership influences organizational performance in institutions of higher learning. The outcomes aligning to these are unveiled in Table 9.

Table 9: Correlation Results

		OP	RAC	OC	SL	OS
OP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	56				
RAC	Pearson Correlation	.440**	1			
	Sig. (2-tailed)	.001				
	N	56	56			
SL	Pearson Correlation	.646**	.574**	.689**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	56	56	56	56	

Source: Field Survey (2024)

4.6.2. Regression Analysis

The results presented in Table 10 provided a summary of the regression model used to analyze the effect of various strategic implementation factors and organizational performance within the TVETA. As observed in Table 10, the multiple correlation coefficient (R) is 0.794, indicating a strong positive correlation between the independent variables (resource allocation capabilities, and strategic leadership) and the dependent variable (organizational performance) suggesting that resource allocation capabilities, organizational culture, strategic leadership, and organizational structure collectively have a significant impact on the performance of TVETA. The coefficient of determination (R Square) is 0.631, suggesting that approximately 63.1% of the variation in organizational performance can be explained by the combined effect of resource allocation capabilities and strategic leadership.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794[a]	.631	.602	.46522

Source: Field Survey (2024)

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

The Analysis of Variance outcomes obtainable in Table 11 offered depth into the statistical significance of the regression model used to analyze linkages concerning various factors and TVETA performance. The outcome demonstrates an F-statistic of 21.791 with significance value (p-value) less than 0.05, indicating that the regression model is statistically significant at a 95% confidence level. This means that the independent variables (resource allocation capabilities, and strategic leadership) collectively have a significant impact on organizational performance. These findings suggest that resource allocation capabilities, and strategic leadership are crucial factors that significantly influence TVETA's performance.

Table 11 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.864	4	4.716	21.791	.000[b]
	Residual	11.038	51	.216		
	Total	29.902	55			

Source: Field Survey (2024)

The regression outcomes results presented in Table 12 offered detailed analysis of the connection concerning various independent variables—resource allocation capabilities (RAC), organizational culture (OC), strategic leadership (SL), and organizational structure (OS)—and the dependent variable, organizational performance (OP) within the Authority in Nairobi City County, Kenya. The outcomes are showcased in Table 12. The output obtained uncovered that the constant (B = 0.946, p = 0.028) in this model is statistically significant, indicating that even in the absence of the independent variables, TVETA performance holds a baseline value. Resource allocation capacity showed a negative standardized coefficient (B = -0.017) and an insignificant p-value (p = 0.873), suggesting that resource allocation, as modeled, has a minimal and statistically insignificant effect on TVETA performance. The strategic leadership standardized coefficient (B = 0.118) is also positive but, like organizational culture, is not significant (p = 0.398) connoting that leadership alone does not have a major impact on TVETA performance. This signifies that improving strategic leadership would lead to improvement in performance insignificantly. The standout variable is organizational structure, with a significant positive standardized coefficient (B = 0.625) and a very strong p-value (p = 0.000). This further emphasizes the importance of organizational structure, indicating that it is the most influential factor in determining TVETA performance.

Table 12: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.946	.419		2.258	.028
	RAC	-.020	.126	-.017	-.161	.873
	SL	.121	.142	.118	.853	.398
	OS	.599	.135	.625	4.447	.000

Source: Field Survey (2024)

5. Conclusion

The first objective of the study determined effect of resource allocation capabilities on TVETA's performance in Nairobi City County, Kenya where the outcome noted that resource allocation capabilities hold insignificantly inverse effect on TVETA's performance. Its concludes that resource allocation capabilities do not play a major role in enhancing organizational growth. This suggests merely increasing resources does not guarantee improved performance outcomes. This result indicates that the authority may face challenges in effectively managing and utilizing the resources it has, leading to a disconnect between resource availability and actual performance improvements. It highlights the need for TVETA to focus on optimizing resource utilization and ensuring that resource allocation aligns closely with strategic objectives and operational needs.

The effect of strategic leadership on TVETA's performance was determined as the third objective in the study. The generated outcome displayed insignificant positive effect strategic leadership has on results. The conclusion drawn noted that strategic leadership remains an undecided factor in enhancing the performance of a firm. This suggests that while leadership is generally recognized as a vital component of organizational success, its direct influence on performance outcomes may be limited in this context. This result indicates that the strategies and directives set by leadership may not be effectively translating into tangible improvements in performance, potentially due to a lack of alignment between leadership initiatives and the operational realities faced by staff. Additionally, it may reflect challenges such as inadequate support systems, insufficient resources, or competing priorities that hinder the effective implementation of strategic leadership.

5.1 Policy Recommendations

Drawing outcomes obtained from survey, these recommendations were put forward. The government should focus on developing a comprehensive framework for resource allocation that prioritizes efficiency and effectiveness, ensuring that resources are directed towards programs

ISSN: 2455-8834

Volume:09, Issue:10 "October 2024"

and initiatives that yield measurable outcomes in vocational training. This may involve conducting regular assessments of resource utilization, engaging stakeholders in the decision-making process, and establishing clear performance metrics that impact organizational goals. Policymakers should focus on developing a comprehensive leadership development program that equips leaders with necessary knowledge in dealing with organizational performance more effectively. This program could include training on strategic processes, organization change, ensuring leaders remain well-prepared in navigating the complexities of vocational education and training. Additionally, the policy should encourage stakeholder engagement, allowing input from staff, students, and industry partners to identify areas for improvement in the structure. By fostering a flexible and responsive organizational design, TVETA can better facilitate communication, decision-making, and accountability, ultimately leading to improved performance outcomes.

5.2 Suggestions for Future Research

This survey investigated how strategy implementation impacts the performance of TVET Authority; however, the roles of resource allocation, and strategic leadership were not statistically significant. Therefore, there is need for other studies to be conducted to determine the reason for this insignificant effect using both primary and secondary data assessment. Since this investigation was conducted in Nairobi City County, other studies can be performed in other counties to evaluate the strategy implementation on TVETA’s performance in Kenya.

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