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Influence of Sustainable Strategic Management Practices on the Performance of Technical and Vocational Education and Training: A Literature Based Review

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Abstract

The study examined the influence of sustainable strategic management practices on the performance of technical and vocational education and training in Kenya. The specific objectives was to investigate the effect of strategic planning, Strategy formulation, strategy implementation and strategy monitoring & evaluation on the performance of technical and vocational education and training in Kenya. The study was anchored on two theories: Balanced scorecard model and the theory of change. Based on the literature reviewed, it was found that strategic management practices included strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation. The study also found that sustainable strategic management has been identified as a veritable tool for improving the competitiveness, performance levels and structural development of organizations.. The study also established that sustainable strategic management not only gives a firm a competitive advantage but also improves its performance. . The study concluded that a positive and significant relationship was found to exist between strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation and performance. Sustainable strategic management involves understanding the strategic position of an organization, strategic choices for the future and managing strategy in actions. The study recommended that sustainable strategic management practices need continuous and sustained supervision, improvement and proper implementations if an organization desire to achieve any organization growth. The study also suggested institutions develop and select the most appropriate courses of action to accomplish its defined goals and objectives will, in turn, enhance its performance.. The study recommended that the technical and vocational education and training should ensure that all the components of strategic management practices (strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation) are evaluated from time to time. .

Keywords: *Strategy planning, Strategy formulation, strategy implementation, strategy monitoring & evaluation, performance, TVET, Kenya*

1.0 INTRODUCTION

1.1 Background of the Study

Organizational performance measures of how organizations achieve its stipulated goals as outlined in organization strategic plans (Kuria & Juma, 2017). Performance is one of the critical measures of profitability and sustainability. A good performance is significant in sustaining the operations of an organization (Ahearne, Lam & Kraus, 2014). Declining performance weakens the capacity of organizations to operate efficiently. The organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share (Nnamani, Ejim & Ozobu, 2015). Most investors are concerned with the organization's performance since profits are the core of the business. Baini and Mwasiaji (2018) stated that one of the essential questions in business has been why some organizations succeed and why others fail. Thus, organizational performance is a significant predictor on the sustainability of an organization (Jenatabadi, 2015). However, the performance of the organizations is greatly influenced by the strategic management practices (Birinci & Eren, 2017; Gitau, 2015; Issack & Muathe, 2017; Bauml, 2014; Sopha & Kwasira, 2016).

Strategic management practices involve the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objective (Owich, 2018). Sustainable strategic management provides overall direction to the enterprise and specifies the organization's goals, policies and plans designed to achieve objectives (Maroa & Muturi, 2015). Many authorities and researchers believe that strategic management aim at helping managers to achieve sustainable competitive advantage for the organization (Engert, Rauter & Baumgartner, 2016). This position has also been advanced by Porter (1981). Thus, importantly, strategic management is critical to the development and expansion of all organizations, as it aligns the mission and vision with operations. Strategic management incorporates several interlinked activities, including strategy planning, strategy formulation, strategy implementation and strategy monitoring and evaluation (Abesiga, Netswera & Zziwa, 2015; Adetowubo-King & Adetayo; 2018; Agwu, 2018).

Strategic planning is one of the most valued management tools for turning organizational dreams into reality (Aboramadan & Borgonovi, 2016). It is the overall planning of operations for effective implementation of policies (Yosandi, 2017). According to Sasaka, Namusonge and Sakwa (2015), strategic planning is the game plan of an organization. The purpose of strategic planning is to assist the firm in anticipating and forecasting imminent environmental changes accurately (Abesiga, Netswera & Zziwa, 2015). Strategic planning should entail strategic analysis, strategic choice, and strategic implementation. Strategic planning can also be defined as an organization's process of setting its strategy, or direction, and making decisions on allocating its resources to pursue this strategy (Ahearne, Lam & Kraus, 2014). It is here that priorities are set. It may also extend to control mechanisms for guiding the implementation of the strategy (Abubakar, Elrehail, Alatailat, & Elçi, 2019).

Strategy formulation is developing long-range plans for the effective management of environmental opportunities and threats, considering corporate strengths and weaknesses (Akpan, 2015). It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines. The plan created should be in line with the purpose and direction where the company is heading. The grand strategy section matrix of Pearce & Robinson (2000) explains how to access the internal and external environment and

gives alternative strategies that can be adopted in case of either weakness or strength in both internal and external environment. In strategy formulation, strategic leadership involves managing an organization's strategy-making process to create a competitive advantage (Ongeti & Machuki, 2018; Sasaka, Namusonge & Sakwa, 2017; Wu, Straub & Liang, 2015). The strategy-making process involves the selection and the subsequent implementation of a set of strategies that strive for achieving a competitive advantage (Hill, Jones & Schilling, 2014).

Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term goals (Al Khajeh, 2018). It further involves obtaining functional tactics from the business strategy. This process helps management identify the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce & Robinson, 2008). The process also involves mobilization of resources, restructuring systems and processes, policy, leadership and technological changes (Alusha, 2018). Additionally, strategy implementation may involve significant budgetshifts, impacting human resource and capital expenditure (Audia, Brion & Greve, 2015; Changezi, & Saeed, 2014).

Strategy evaluation and monitoring is the process of comparing the actual performance against the desired performance (Engert, Rauter & Baumgartner, 2016). Strategy evaluation involves continuous review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Hitt, Xu & Carnes, 2016; Mailu, Ntale & Ngui, 2018). At this stage, strategies that prove not to be working are gradually dropped or reviewed at the same time, new strategies that seem more favourable to the situation at hand are adopted (Kasera, 2017). This procedure is undertaken continuously throughout the process until the firm can accomplish its purpose (Olanipekun, Abioro, Akanni, Arulogun & Rabi, 2015). Managers create strategic control systems to help them monitor and evaluate if their strategies and structure are working as planned, how the strategy could be improved, and how they should be improved or modified if they are not useful (Hill, Jones & Schilling, 2014).). The tools of strategic management that are used in the strategic evaluation include the PESTEL and SWOT analyses. These tools are used in determining the organization's competitive advantage by examining their internal and external operating environments (Mayne, 2015; Mukhezakule & Tefera, 2019; Mutindi, Namusonge & Obwogi, 2013).

1.2 Statement of the problem

Most technical and vocational education and training centres in Kenya have been performing dismally, resulting in some to shut down due to low enrollment rates and high cost of operations (Adhiambo, 2015). Also, due to emphasis put on professional courses and other factors, there is under-enrollment into technical courses; thus, the training centres suffer from under-funding and inadequate avenues for revenue generations (Magut & Kihara, 2019). According to Luhombo, Mukanzi and Senaji (2019), there is a consistent decline in the quality of training offered in training centres because of the declining number of quality trainers and a lack of modern and efficient machine and equipment. Thus, it can be ascertained that most of the technical and vocational education and training in Kenya is performing poorly and thus forms the foundation of conducting the current literature-based study.

However, knowledge gaps on the effect of sustainable strategic management practices and organizational performance were evident. There was an inconsistency of findings on the

relationship between sustainable strategic management practices and organizational performance. For instance, a positive effect between sustainable strategic management practices (strategic planning, strategy formulation, strategy implementation, strategy monitoring & evaluation) and performance was found in these studies (Birinci & Eren, 2017; Mumba, 2015; Waithaka & Waiganjo, 2017; Mureithi, Kinyua & Mburugu, 2019) among others. However, a negative effect of between financial innovation sustainable strategic management practices (strategy planning, strategy formulation, strategy implementation, strategy monitoring & evaluation) was also found in the following studies (Sumra, 2017; Karanja, 2017; Owolabi & Makinde, 2018; Owich, 2018; Wanjohi, Kagema, Kimiti & Kimosop, 2019). Besides, most empirical studies dwelled on strategic management practices and performance without illustrating how to enhance or promote sustainable strategic management among organizations. Therefore, there was a justification for conducting the current study that examined the influence of sustainable strategic management practices on the performance.

1.3 Research Objectives

- i. To examine the effect of strategy planning on performance of technical and vocational education and training in Kenya
- ii. To determine the effect of Strategy formulation on performance of technical and vocational education and training in Kenya
- iii. To explore the effect of strategy implementation on performance of technical and vocational education and training in Kenya
- iv. To determine the effect of strategy monitoring & evaluation on performance of technical and vocational education and training in Kenya

2.0 LITERATURE REVIEW

2.1 Theoretical review

2.1.1 Balance Score Card Model

Balanced Scorecard is a tool developed by Robert Kaplan and David Norton in 1990 which helps to clarify the organization's mission, and to implement the strategy in appropriate actions (Cobbold & Lawrie, 2002). With the Balanced Scorecard, business unit performance measurement is not only expressed in financial measures but towards further elaboration into measures to encourage business units to create value for the company that is now and in the future. In addition to improving the internal capabilities such as the effectiveness of investment in human resources, systems and procedures are needed to obtain better performance in the future (Fattah & Syaripudin, 2016). Many organization start using the balanced score card in strategic management and to evaluate the performance of their strategic plans to determine where they are and how they will be in future.

Balanced Scorecard is a useful strategic management tool which aims to achieve performance. Kaplan and Norton (1992) define the Balanced Scorecard (BSC) as a methodology to solve challenges in balancing the multiple perspectives demanded of strategy with its execution. BSC attempts to move business from monitoring to measurement; from measurement to management and from management to direction setting (Kaplan & Norton, 2007). In the original version, using the Balanced Scorecard, the organization's strategy is transposed into four perspectives: financial perspective; customer perspective; internal business perspective; learning and growth perspective (Muda & Erlina, 2018). These perspectives must be adapted to the specific of the

organization. In the case of the public organizations, which are generally nonprofit organizations, their mission is essential to the society. It would be advisable, in this regard, including a distinct perspective that would monitor the mission through the outcomes generated for the targeted external stakeholders of the mission.

The BSC offers policy makers with four different angles from which they select measures within their organizations. The BSC supplements conventional financial indicators with measures of performance for customers, internal processes, innovation and improvement of activities (Kaplan & Norton, 1998). The balanced scorecard translates the strategy into relevant operational terms and reflects the organization's detailed understanding of the causal linkages between measures and quadrants. It is the groundbreaking provided by recording achieved results (lag indicators) and the illustration of expected results (Park, Lee & Chae, 2017). A properly executed scorecard process requires that every level of the organization has a clear and agreed understanding of the fundamental goal of the organization, the values of the organization, the critical measures that will make a real difference to the organization's performance, who the stakeholders are and how their views can be collected and reflected in the respective quadrants of a balanced scorecard and, finally, how the scorecards and measurements link together to ensure the organization moves towards its strategic goals and objectives. Therefore, the model was relevant to the current study.

2.1.2 Theory of Change

Carol Weiss developed the theory of change in 1995. The theory was developed from evaluation planning methods such as the logic models and was designed to be more valuable in planning composite interventions than other methods since it indicates a more detailed causal model to explain why the intervention will function (Rogers, 2014). The theory is focused on describing all the essential and sufficient prerequisites required to bring about a particular long-term result (Mayne, 2015). According to Kail and Lumley (2012), the theory of change describes the change that an organization wants to make and the phases that are involved in making that change happen. It outlines how to create a change in an organization (Weiss, 1995). It also portrays the assumptions on which a particular way of reasoning is based on and these assumptions are usually backed up by evidence where possible. According to Anderson (2006), a theory of change is essentially an explanation of how a group of stakeholders expects to reach a commonly understood long-term goal (Funnell & Rogers, 2011).

Further, the theory of change reveals whether an organization's activities make sense considering the goals; whether there are things the organization does not help it achieve its goals; the specific activities and outcomes that can be achieved alone and which cannot be achieved alone; and how to measure the organization's impact (Lutz, Smith & Da Silva, 2013). The theory of change is applicable in strategy formulation, planning, monitoring and evaluation. The theory conveys the anticipated processes and results that can be reviewed over time and this lets organizations evaluate their contribution to change and to revise their theory of change (Funnell & Rogers, 2011). Theory of change allows organizations to communicate their chosen change process to internal and external partners. Theory of change was relevant to this study. In sustainable strategic management, the theory of change helps organizations to outline the change process and its expected results and enables planning, formulation, implementation and evaluation. Theory of change can be used in sustainable strategic management to identify the current situation in terms of organization's needs and opportunities, the proposed situation and what needs to be done to

move from one situation to the other. In this way, an organization can create more realistic goals, clarify accountabilities and develop a common understanding of the strategies to achieve the goals.

2.2 Empirical Review

2.2.1 Strategy Planning and Performance

Mumba (2015) sought to establish the influence of strategic planning on the Performance of the University of Nairobi. The study used a case study design, which involved an in-depth investigation of strategic planning and performance of the University of Nairobi. Primary data was collected by using an interview guide was used to meet the study's objective. The respondents were College Principals, Deans and Directors. Since the data collected was qualitative, a thematic content analysis was used in the data analysis. From the results, the study established that the University of Nairobi has a strategic plan, which is reviewed every five years. The study also found that strategic planning helps the University of Nairobi to improve its performance. In addition, the strategic plan's plans and budgets are used as the basis for the annual performance contracts. The use of a strategic plan has helped the University of Nairobi to improve on its competitiveness both locally and globally and hence it has been in a position to establish strategic partnerships and sign Memoranda of Understanding (MoUs) with other reputable Universities all over the world. The study, therefore, recommended that the management take a keen interest in each of the aspects of strategic planning to ensure that the accumulative and multiple effects are enhanced and harnessed in the entire strategic planning practice. The study also recommended that the University of Nairobi ensure the inclusion of all stakeholders in the strategic plan. Stakeholders should include the teaching staff, non-teaching staff and the students' body.

Waithaka and Waiganjo (2017) examined factors influencing the implementation of strategic plans in public universities in Kenya. The objectives of the study were to assess whether managerial support, resource allocation, performance appraisal system and organizational culture constitute factors affecting the implementation of strategic management plans in public universities in Kenya. The study focused on JKUAT. Data was gathered through a structured questionnaire, which was pretested on a 10% sample randomly selected from the study population to ensure the tools' reliability and validity. The data collected in the descriptive research design was analyzed using statistical package software for social sciences, SPSS. The stratified sampling technique was conducted to select the sample. The results revealed that all the variables had a positive and statistically significant effect on the implementation of strategic plans in public universities in Kenya. The study concluded that all the variables significantly affected strategy implementation in public universities in Kenya. Therefore, it was recommended that the universities implement a management support system and increase resources for strategy implementation, including hiring competent staff and offering regular training to the existing employees to ensure that they are updated on the new management principles.

Kinara (2014) explored the determinants of technical efficiency of technical training institutions in Kenya. The study analyzed the efficiency of 34 TVET institutions. The results from the data envelopment analysis showed that many of the TVET institutions were not efficient because they have efficiency scores of less than 1. Moreover, findings from the efficiency scores suggested that TVET colleges could improve performance by using the same resources. In addition, the mean annual total factor productivity growth was positive and increased by 42.2 percent and was

entirely due to technical change accounting for 38.2 percent. The study recommended that policies to ensure effective management and operations of TVET institutions should be implemented. This may include greater decentralization of public TVET institutions' management structures to give college managers more discretion in allocating resources. Secondly, the study recommended that the assessment system in TVET institutions be restructured to ensure improvement in the low pass rates by implementing a competency-based assessment framework that is more valid for skills development.

Mureithi Kinyua and Mburugu (2019) determined the influence of organizational leadership on the implementation of strategic plans in Universities in the Mount Kenya Region. A descriptive cross-sectional survey research design was used in this study. The study's target population was 295 heads of departments from the 8 universities in the Mount Kenya Region. Stratified sampling and purposive sampling techniques were used incorporating the sloven's formula to get a sample size of 170 respondents. The findings indicated that organizational leadership had a moderate and significant relationship with the implementation of strategic plans. The study revealed that the leadership attributes that influence implementation of strategic plans in Universities include communication effectiveness, strategic plan availability, commitment towards the strategic plan, explaining the benefits of the strategic plan to employees, and delegating power to employees in decision making. The study concluded that organizational leadership influences the implementation of strategic plans in Universities in the Mount Kenya region. The study recommended that further studies be carried out on external factors like the organizational environment and type of industry to give a better aspect of these factors.

Sumra (2017) examined the influence of strategic management practices on Islamic banks Performance in Kenya. The following specific objectives guided the study: to determine if Islamic banks in Kenya practice strategic management, to determine if strategic management influences Islamic banks' Performance in Kenya, to analyze challenges faced by Islamic banks when implementing strategic management practices. The research design that was adopted was descriptive. The study worked with a sample of 60 respondents from two commercial banks offering Islamic Banking products and one Islamic bank in Kenya. The sampling technique employed was stratified random sampling because of the heterogeneous nature of the population. Primary data was collected through questionnaires that comprised both closed and open-ended questions that sought to measure the strategic response for effective customer retention. The findings of the study revealed that strategic management practices have a insignificant effect on performance. The study also revealed that time taken in discussing and verifying strategic issues is a challenge that negatively influences the performance.

Muthaa (2018) investigated the effects of the strategic values on performance concerning enrolment, resources, quality and efficiency among the technical training institutions of Meru County. The study used a cross-sectional descriptive survey research design. The study was conducted with the top, middle and lower level management in the three Technical training institutions of Meru County. Questionnaires were used for data collection. Instruments were tested for reliability by using Cronbach's alpha and a correlation coefficient of 0.75 was obtained. Data was analyzed using both descriptive and inferential statistics and presented by the use of tables and figures. The study established that the strategic values had a significant influence on the performance of technical training institutional. The introduction of the government policy has a moderating variable improved the model on strategic importance. The

researcher recommended the institutional philosophy's alignment to the institutional strategic values that could enhance the Performance of Technical Training Institutions.

Ndichu (2014) examined whether the Chartered Private Universities in Kenya have applied the Ansoff growth matrix as a tool for strategic growth and performance in their operations. Miles and Snow growth matrix was used in the study to back up the Ansoff growth matrix. The study was anchored on open system theory and resource-based view (RBV) theories, among other theories. A descriptive survey design was adopted in the study. The study population targeted was all chartered private universities in Kenya. The study data was gathered by employing both closed and open-ended questionnaires. Quantitative data were analyzed using correlation data analysis to determine the degree of association between strategy and performance. The study found that there existed a positive relationship between the strategy and performance of chartered private universities in Kenya, which is demonstrated by the recent growth of chartered private universities in terms of students' enrollment, size and scope of these institutions and quality offering aimed at ensuring sustainable growth and performance.

Mukokho (2018) sought to examine the influence of strategic planning on the performance of public universities in Kenya in the case of the University of Nairobi. The strategy is an essential management tool for achieving a firm's performance through strategic initiatives. The research design was a case study. The areas of interest in this study were the various college departments, schools and institutes, and the central administration departments forming an integral part of the University. The researcher used secondary data from various existing publications, both administrative and financial reports, including government reports. The findings of the study revealed that strategic planning had a positive and significant effect on performance. The study concluded that strategic planning influenced the Performance of the University of Nairobi positively. The study recommended that there is need for the University to emphasize on the commitment to goals, more staff training, workshops on strategic planning, increased financing, complete decentralization of operations, committed and qualified human resource and increased participation and consultation of all stakeholders and this will improve performance.

2.2.2 Strategic Formulation and Performance

Nnamani, Ejim and Ozobu (2015) investigated the effect of strategy formulation on organizational performance in a case of Innoson manufacturing company Ltd Emene, Enugu. The objectives of the study were to find out the extent of the relationship between strategy formulation and organizational structure and also to examine the effect of strategy formulation on workers behaviours. The researcher adopted survey research. A total sample size of 100 was obtained from a total population of 185 workers using the freund and Williams formula. The study revealed that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization and secondly, that behavioural and systematic resistance to strategic changes renders formulation ineffective. The researcher recommended that top management should take more responsibility in reducing uncertainties by improving performance for the organization through strategy formulation by this, they can gain back their customers through product line diversification strategy and strategic technological changes.

Sasaka, Namusonge and Sakwa (2015) examined the effect of strategic management practices on the performance of corporate social responsibility of Parastatals in Kenya. Four specific objectives formed the basis of study and these are to examine: the effect of strategic competitive practice, strategic formulation, strategic planning practice and strategic total quality management

practice on the performance. The findings of the study showed that strategic competitive practice, strategic formulation, strategic planning practice and strategic total quality management practice had a positive and significant effect on performance. The study recommended that parastatals in Kenya should adopt strategic management practices to facilitate improvement in their corporate image and reputation and ultimately, general performance in the global arena.

Sopha and Kwasira (2016), examined the influence of strategic management practices on performance of small-scale enterprises in the county government of Trans Nzoia County. The variables of the study included strategic formulation, competitive practices, strategic planning and strategic innovation. The descriptive research design was used. A sample size of 98 respondents was used. Questionnaires were used as the means for data collection. The study found that strategic formulation, competitive practices, strategic planning, and strategic innovation have a positive effect on performance. Njagi (2017) studied strategic management practices and performance of TotoHealth in Kenya. The research design was a case study limited to the company, TotoHealth in Kenya and data was collected with the aid of interview guides. The interviewees consisted of top-level management individuals who are thematic leaders within the company. The study used the primary data collected through interviews conducted by the researcher. The findings of the study revealed that management practices influence the performance of the organization positively.

Owich (2018), conducted a study on the influence of strategic management procession organizational performance of listed companies at the Nairobi Securities Exchange. The study was based on positivism research philosophy and explanatory research design. The study found that organizational performance was positively and significantly correlated with strategy formulation. Using regulation as the moderator, strategy formulation was found to have no significant effect on organizational performance but had a substantial impact on organizational performance when the regulation was not a moderator. The organizational performance was positively and significantly correlated with strategy implementation. The results for multiple linear regression model with and without regulation as a moderator showed that strategy implementation had a negative but insignificant effect on organizational performance. The organizational performance had a positive and significant correlation with strategy evaluation. With regulation as a moderator and without a moderator, the study found that strategy evaluation had a positive but insignificant effect on organizational performance. The study particularly concentrated on strategic management in the listed companies at the Nairobi Securities Exchange in Kenya. This paper intends to study sustainable strategic management and its impact on organizational performance across firms irrespective of the sector and how the application of sustainable strategic management compare across organizations in various sectors. . Moreover, how to enhance sustainable strategic management procession and performance of listed companies at the Nairobi Securities Exchange was not elaborated in the study.

Kimani (2018), established the effect of strategic management practices on organizational performance of Fintech companies in Africa. The study employed a descriptive correlational research design where it targeted the strategic management team at Cellulant Corporation (country managers, finance managers, product development team managers and implementation engineers). A probability (simple random) and non-probability (cluster) sampling techniques were used to select study participants. The sample size for the study was 39 from a total population of 43. The questionnaire was the central data collection tool, where the researcher used Google Forms to administer it for data collection. The study found that strategy

formulation, implementation and evaluation had a positive effect on performance. Bryson, Crosby and Bryson (2019) examined the impact of strategic planning and strategy formulation on performance. The findings of the study showed that strategic planning and strategic formulation had a positive effect on performance

2.2.3 Strategy Implementation and Performance

Donna and Wanjira (2018) conducted a study to examine the influence of strategy implementation on organizational performance among higher learning institutions in Kiambu County. The study's specific objectives were to investigate the effect of resource allocation, strategic leadership, strategy communication, and monitoring performance. The theories that guided the study were resources and capabilities, agency, institutional and balanced scorecard. A descriptive study design of cross-section in nature was used because it allowed effective data collection to test hypotheses concerning the variables under study. The target population were heads of both academic and non-academic departments. The sample of 174 respondents was selected through stratified random sampling. Primary data was collected through semi-structured questionnaires through drop and pick the method of administration. The findings established the existence of a significant influence of strategic resource allocation, monitoring and control of strategies, strategic leadership, and strategic communication on the performance. The study recommended that institutions create innovative communication channels, such as online feedback platforms, to guarantee that all stakeholders are aware of the strategies implemented and feedback for improvement. Further, it is suggested that the management of higher learning institutions should have deliberate programs to monitor and control the strategy implemented and results given to the management for further action depending on the outcome.

Alando (2016) sought to examine the coping strategies adopted by private universities in response to increased demand for higher education. Notably, the study aimed to investigate the influence of learning and e-learning, the adoption of state-funded programs, and the adoption of physical expansion in response to increased demand for higher education. The study utilized the descriptive research design and was conducted during June and July 2016. The target population were students and faculty staff. Data for the study was collected through emails send to some respondents and others a face to face interview was carried out. The questionnaires had open-ended and closed questions. The study found out that these strategies (learning and e-learning, adoption of state-funded programmes, and physical expansion) have been adopted by private universities and have facilitated the enrollment of more students. Three private universities are in the initial stages of e-learning, while one institution has embraced distance learning and e-learning. The private universities do have plans in place to enroll state-funded students into their institutions, this will be done as per available capacity. The main challenge facing private universities is the shortage of faculty. Several concerns were raised like the overall government's slow process and bureaucratic system. The adopted strategies have been effective and have aided in increasing enrollment levels. This study recommended that providing affordable education is the sole responsibility of the government. Private institutions should work very closely with the government to streamline policies regarding funding for state-funded students to ensure that state-funded students' studies are not affected by the delayed release of funds. The study recommended that institutions continuously look at future enrollment levels and ensure that strategies are revised to accommodate more students.

Karanja (2017) examined the impacts of effective strategy implementation on private universities' performance in a case study of United States International University (USIU). This study aimed to determine the influence of strategic financial allocation, human resource competence, and organizational culture on Kenya's private universities' performance. The study adopted a descriptive research method in gathering, analyzing, interpretation, and presentation of information. The descriptive research design helped in focusing on the strength of the relationship between strategy implementation and performance. Correlation analysis and regression analysis were used to determine the impact of effective strategy implementation on the performance of private universities. The study revealed that a negative correlation was found to exist between strategy implementation and performance. The study concluded that strategy implementation was insignificantly related to performance.

Chedeye (2015), looked at the challenges of strategy implementation on the performance of Zetech university in Kenya. The study collected data from various staff within the university who were primarily involved in strategy implementation and formulation processes of strategic management. This included deans of faculties, heads of departments and divisions within the university as well as lecturers. The data collected involved structured and unstructured interviews, and it was aimed at approaching the subject with an open mind. The study's findings established that the poor communication system negatively influenced the effective implementation of the strategies. The result of the study was that the organization needs to deepen communication across all organization levels to enhance strategy formulation and implementation.. Above all, there is a need to invest in human resources and further motivate them to get them to put forth the required levels of effort to make the whole process successful. The organization mitigates the challenges through proper sensitization about its strategies and uses a participatory approach to strategy formulation and implementation.

Owolabi and Makinde (2018) examined the effects of strategic planning on corporate performance in university education in the case of Babcock University. Primary and secondary data were used for the study. The study made use of the questionnaire to elicit information from employees of Babcock University. Data collected were analyzed using descriptive and inferential statistics. The hypotheses were tested using Pearson's Product Moment Correlation Coefficient to establish the significance of the relationship between the various variables used in measuring performance. The results of the hypotheses revealed an insignificant correlation between strategic planning and corporate performance. Therefore, the study concluded that strategic planning is not much beneficial to organizations in achieving set goals when not well monitored.

Okwako (2017) investigated the influence of strategic planning on public secondary schools' performance in Rarieda District, Kenya. This study's objectives were to establish strategic planning practices in public secondary schools in the Rarieda district and determine the influence of strategic planning on performance. Using a cross-sectional descriptive survey design and structured questionnaires, the researcher collected primary data from 27 public secondary schools in the Rarieda district. The data was analyzed using both inferential and descriptive statistics to determine the strength of the linear relationship. The key findings of the study were: most schools practice formal strategic planning and strategic planning is positively correlated to performance. Besides this, it was also established that management does not carry out thorough environmental analysis and does not involve stakeholders to a large extent as required and more still, the strategic plans developed are not fully implemented. The main recommendation in this study was for the policy developers through the ministry of education to enhance strategic

planning in public secondary schools and the top school management to invest resources, time and energy in implementing the strategies.

2.2.4 Strategy Monitoring & Evaluation and Performance

Maroa and Muturi (2015) examined the influence of strategic management practices on performance of floriculture firms in Kenya. A descriptive survey design was used with a target population of 21 floricultural firms, out of which ten firms were selected by simple random sampling and five respondents from each of the ten firms purposively chosen. Structured questionnaires were used to collect primary data. Chi-Square test was used to test the four hypotheses to establish the significance of the association. The findings found that majority of the firms conduct strategy evaluation and evaluation on their strategic management practices. The study concluded that formulation, implementation, evaluation and monitoring had a significant influence on the performance of flower firms. The researcher recommended that top-level managers should seek more input from the lower-level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long- and short-term objectives of the organization.

Birinci and Eren (2017) conducted a study to examine the effect of strategic management practices on the performance of universities in Turkey. The research investigated whether strategic management processes were implemented in universities in Turkey or to what extent they were implemented and the effects of these processes on the performance of the universities tested by means of a model which was developed. The findings of the study showed that effective strategic management practices improved the performance of the universities positively. Kuria and Juma (2017), sought to examine the influence of strategic management practices on the performance of private universities in Kenya. The study targeted 30 private universities in Kenya both chartered and those with the letter of an interim authority. The study applied correlational research design. The author used judgmental procedures to select 120 representatives from the following categories of individuals in private universities. Results showed that service culture, service quality, customer experience and feedback are critical determinants of performance in Kenya's sampled private universities. Owich (2018) examined the influence of strategic management practices on performance. Specifically, the study sought to analyze the effect of strategy formulation, strategy implementation and strategy evaluation on organizational performance of companies listed at NSE. The findings of the study showed that strategy formulation, strategy implementation and strategy evaluation influenced the performance when undertaken appropriately. The study concluded that an insignificant relationship existed between strategy formulation, strategy implementation, strategy evaluation and performance. The study recommended that to achieve the organizational vision and consequently enhance the performance of companies listed at the NSE and other securities exchanges should put appropriate measures that ensure effective strategy formulation, strategy implementation and strategy evaluation.

Gitau (2015) sought to assess the adoption of strategic management practices in Kenyatta University. This research study adopted a descriptive survey design which was deemed appropriate because the main interest was to establish how strategic management practices have been adopted in Kenyatta University. The study targeted the management staff of the university, making 91 respondents. Primary data was gathered directly from respondents. A semi-structured questionnaire was utilized. Secondary data was also collected for this study. Quantitative data

collected using questionnaires was analyzed using descriptive statistics and presented through percentages, means, standard deviation and frequencies. The study also found that commitment of top management affects strategic management at Kenyatta University. The study recommended a review of the strategic management practices by Kenyatta University by making a positive contribution on communication, commitment, creating awareness or understanding of the strategy, aligning organizational systems and resources and better coordination, and sharing of responsibilities.

Issack and Muathe (2017) sought to examine the influence of strategy formulation, strategy implementation and strategy evaluation on the performance of public health institutions. The study adopted a mixed research design method. The study targeted one hospital administrators from each of the five (5) Sub-county Hospitals, Two (2) staff from Mandera Referral Hospital (Director of Medical Service and Administrator), nineteen (19) Health Administrators from each Health Centres and twenty-five (25) nursing officer in charge of dispensaries thus totalling to Fifty one (51) respondents. The findings revealed that strategy formulation, strategy implementation, strategy evaluation and performance of public health institutions in Mandera County are positively and significantly related. Correlation analysis showed that strategy formulation, strategy implementation and strategy evaluation are significantly and positively associated with the performance of public health institutions in Mandera County. Based on the findings, the study concluded that strategy formulation, strategy implementation, strategy evaluation affects the performance of public health institutions positively. The study recommended that public health institutions formulate strategies that can enable them to define their corporate mission, specifying achievable objectives, develop strategies and setting policy guidelines.

3.0 RESEARCH GAPS

The literature reviewed was based on strategic planning and performance, strategy formulation and performance, strategy implementation and performance and strategy monitoring & evaluation and performance. The researcher conducted studies based on a global perspective, regional perspective and local perspective. Reviewing studies from different contexts was essential for making comparisons and having a comprehensive understanding of the verdicts of other scholars.. However, knowledge gaps on the effect of sustainable strategic management practices and organizational performance was evident. There was an inconsistency of findings on the relationship between sustainable strategic management practices and organizational performance. For instance, a positive effect between sustainable strategic management practices (strategic planning, strategy formulation, strategy implementation, strategy monitoring & evaluation) and performance was found in these studies (Birinci & Eren, 2017; Mumba, 2015; Waithaka & Waiganjo, 2017; Mureithi, Kinyua & Mburugu, 2019; Sumra, 2017; Muthaa, 2018; Nnamani, Ejim & Ozobu, 2015; Sopha & Kwasira, 2016; Donna & Wanjira, 2018; Alando, 2016; Chedeye, 2015; Maroa & Muturi, 2015; Issack & Muathe, 2017) among others.

However, a negative effect of between sustainable strategic management practices (strategy planning, strategy formulation, strategy implementation, strategy monitoring & evaluation) and performance was also found in the following studies (Sumra, 2017; Karanja, 2017; Owolabi & Makinde, 2018; Owich, 2018). Moreover, most empirical studies dwelled on strategic management practices and performance without illustrating how to enhance or promote sustainable strategic management. Moreover, driving sustainable strategic management varies

across organizations and countries and this is attributed to different leadership styles that exist in different companies and institutions.

4.0 CONCLUSIONS

Based on the literature review, sustainable strategic management practices entail strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation. Most of the studies showed that all the strategic management practices (strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation) were positively and significantly related to performance. Sustainable strategic management involves understanding an organization's strategic position, strategic choices for the future, and managing strategy in action.. Sustainable strategic management also entails exploring and management of a corporate organizational strategy. It also involves modeling and analyzing the overall corporate strategy of the system to include the strategic position of the organization.

TVETs are said to be operating in a turbulent and hyper-competitive environment, and it is their desire to continue to operate successfully by creating and delivering superior value to their customers/students while also learning how to adapt to a continuous and dynamic business environment. Empirical evidence shows that sustainable strategic management positively impacts on the performance. Sustainable strategic management has been identified as a veritable tool for improving the competitiveness, performance levels, and structural development of organizations. Therefore, sustainable strategic management is an essential condition since it involves developing and formulating strategies to meet competition and ensure long-term survival and growth.. This will, in turn, ensure that competitive advantage is created so that the company will not only outperform competitors but also guide it successfully in all the changes in the environment. This study has been established that indeed sustainable strategic management does not only gives a firm a competitive advantage which makes it outperform competitors in the industry but also go a long way in enhancing organizational performance.

Strategic evaluation entails the review of internal and external aspects, which are the pedestals for existing organizational strategies, measurement of performance, and carrying out restorative activities that affect organizations' performance. . Strategic planning is not always aimed at improving the performance of ongoing programs. Often, it redefines performance to meet new challenges. Developing and integrating a detailed vision of sustainability in long term strategic planning to create lasting value and generating credibility is a common challenge to all kinds of organizations. The use of new management strategies, such as organizational aesthetics, could help organizations to cope with the risks and challenges of the market, and of workers, consumers, and public demands for protecting the environment for present and future generations.

5.0 RECOMMENDATIONS

Based on the findings of this study, it is therefore recommended that sustainable strategic management practices need continuous and sustained supervision, improvement, and proper implementations if an organization desire to achieve any organization growth. Thus, TVETs should have a well-conceived sustainable strategic vision to drive organizational goals. The procedures by which the institutions develop and selects the most appropriate courses of action to accomplish its defined goals and objectives will, in turn, enhance its performance. The procedure by which an organization develops its vision, mission, analyses its external and

internal environments and finally, creates and selects long-term strategic objectives to accomplish its defined goals has a positive impact on the organizational performance.

Driving sustainable strategic management in an organization requires competent management. There is a need for visionary leadership driven by social, economic, and organizational responsibilities. Leadership in an organization is crucial in creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational goals effectively and efficiently, along with directing and coordinating the efforts and corporate activities. . Organization performance and implementation sustainable strategic management depend on effective leadership in several aspects such as organizations development, work function and effective performance. Therefore, the efficacy of any organization thus lies on the leader. Leadership style is viewed as a combination of different characteristics, traits and behaviors used by leaders for interacting with their subordinates.

The study also recommended that the technical and vocational education and training should ensure that all the components of strategic management practices (strategic planning, strategy formulation, strategy implementation and strategy monitoring & evaluation) are evaluated from time to time. This will enable the institutions to come with the most plan that will help the institution and drop out those strategies that are not effective.

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