

# INFLUENCE OF STRATEGIC PLANNING PRACTICES ON PERFORMANCE OF TVET INSTITUTIONS IN UASIN GISHU COUNTY, KENYA

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**Abstract:** Technical and Vocational Education and Training institutes grants central accountability in guaranteeing that the youth obtains technical expertise wanted for job occupation and national expansion. The government of Kenya has put first TVET as a way of handling youth unemployment and bond the expertise gap within labor market. Nevertheless, in the face of policy backing and augmented public investment, a lot of TVET institutions endure to face insistent performance difficulties amongst them lower student registration, disorganized resource use, insufficient funding, and weaker stakeholder commitment. Therefore, this study investigated the influence of influence of strategic planning practices on performance of TVET institutions in Uasin Gishu County, Kenya. A descriptive design was applied. The target population was 144 respondents obtained from 24 chosen public TVET institutions in Uasin Gishu County through stratified sampling technique. The sample size was 44 respondents of the chosen institutions which comprised the institutional administrators and board team. The data collection instrument was a structured questionnaire. The investigation of quantitative data was by descriptive measurements. The inferential assessment approaches were correlation and multiple regression assessments. The study established that the strategic planning practices ( $\beta=0.521$ ;  $p=0.002$ ) of TVET institutions had contributed to a positive significant influence on their performance. The concludes that strategic planning practices provides a clear outline for objective setting, effective resource allocation and alignment of educational programs with local industry demands. The study recommends that the strategic planning practices can be improved through adoption of a comprehensive strategy that includes stakeholder commitment, capacity building, and data-led decision-making process.

**Keywords:** Strategic Planning Practice, Organizational performance.

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## 1. INTRODUCTION

The level of how an organization is performing is based on three particular aspects of output namely; monetary, product marketplace and shareholder value, highlighting the importance of not just financial profitability, but also how well the organization performs in its market and its impact on shareholders (Richard *et al.*, 2009). The performance of an organization as seen through Balanced Scorecard (BSC), is a performance dimension structure that goes further than the customary financial pointers to contain four viewpoints: financial, the client, interior business processes and learning and growth, emphasizing a well-adjusted, strategic approach that links performance to ongoing improvement and alignment (Kaplan & Norton, 1992).

In India, Kumar (2021) shared that strategic management practices allow managers to assess the competitive landscape of an institution which is key in shaping performance. Kumar (2021) further points out that the practices adopted for managing strategies had contributed to considerable performance enhancement. Evidence in Ukraine by Syvak, Makarenko, Berdanova, Iyzevovych, Rachynska, Antonova and Maksymova (2021) point out that institutions are under intense pressure

to refine and redefine their strategic management practices for superior performance. Evidence within the context of Bangladesh indicates that better performance of institutions is influenced by how they formulate, implement and control their strategies in view of the changing business environment (Ali & Qun, 2019). Within the context of Malaysia, it emerged that an organization seeking to achieve better performance should seek to safeguard a successful execution of articulated strategies, evaluated and controlled (Gurcharanjit, Hanafiah, Senik and Roshayati, 2021). In Ukraine, the most important strategic management practices that are imperative for excellent performance include strategy implementation and control.

Evidence from a regional front include Addae-Korankye and Aryee (2021) who focused on Ghana and observed that the process of formulating, implementing and evaluating was important management of strategic practices that most institutions operating in the country have adopted to achieve better performance. Within the context of Zambia, Ng'andu (2022) said that managers working among institutions in the country achieve better performance by formulating greater tactical aims that take account of acceptance of technology and invention, firm's efficiency and worthy customer provision. In Tanzania, Pandisha, Kombe and Kayunze (2023) observed that situational analysis, formulation of strategic plan and performance review are key strategic management practices that institutions have adopted to achieve better performance. Thus, literature on a regional scale indicates that strategy formulation, strategy and strategy evaluation, situational analysis, formulation of strategic plan and performance review and adoption of technology are some of the most important strategic management practices which contribute towards better performance.

In Kenya, success in implementation of strategic management practices is strongly influenced by adoption of latest technological platforms (Ali & Wambua, 2019). According to Gabow (2019), it is important to effectively formulate, implement and control strategies for better performance. The views shared by Gure and Karugu (2018) were that lower price, leadership, differentiation, focus and integration approaches forms key strategic management practices when it comes to performance. Evidence by Maina (2019) shows that strategic planning, governance, strategic staffing, and financial stability are key strategic management practices that institutions should leverage to improve their performance. According to Daudi and Mbugua (2018) strategy formulation, strategy implementation, strategy evaluation are important strategic management practices that managers working with institutions should have in place to improve performance of their institutions. According to Nyongesa, Makokha and Namusonge (2017), strategic leadership is an important strategic management practice that provides clear articulation of goals to employees thus would in turn contribute towards better performance.

Numerous investigations have underlined that strategic management practices lead considerably to institutional proficiency and effectiveness. For example, a study by Waweru and Omwenga (2021) viewed that TVET institutions applying stronger strategic management structures experienced higher frequency rate in student enrollment, enhanced industry connections, and advanced graduate employability. But, there is partial empirical proof on how diverse strategic administration practices impacts TVET institutions' performance within Kenya, requiring extra research to link this information gap. The current research hence, inspects strategic management practices of TVET institutions within Kenya and how they have caused their performance of. By recognizing best practices and parts of enhancement, the outcomes would contribute on way to framing policies, and augmenting strategic administration outlines within TVET sector.

Strategic management practice is process of formulating, implementing and evaluating a strategy to enhance organizational performance and competitiveness (David, 2011). These practices enable institutions to align their goals with environmental dynamics, ensuring sustainability and efficiency (Pearce & Robinson, 2013). Simba et al., (2015) assessed causes of strategic administration together with significance of manufacturing fish processors within Kenya applying strategic planning practice, technology effectiveness, competitive marketplace and company procedures. Uzel, Namusonge and Obwogi (2014) measured drivers for managing strategies adopted by the Kenyan hotel industry management to enhance their performance based on management of client relationships, competitive strategic standing, structure, planning, knowledge and ICT.

Strategic planning entail procedures on organizational definition of direction and making choices on distributing resources to pursue this strategy. In TVET institutions, strategic planning ensures that institutional goals are aligned with national skills development priorities and labor market demands. Effective planning helps institutions remain relevant and responsive to changing economic and technological trends, thereby enhancing performance outcomes such as student enrollment, program quality, and employment rates (Bryson, 2018). Strategic planning focuses on inventing lifelong purposes, gauging inside and outside environs, and shaping strategies to realise organizational aims (Mintzberg, Ahlstrand,

& Lampel, 2005). It aids institutions in anticipating challenges, allocation of resources successfully, and improved making of choices (Miller & Cardinal, 1994).

Uasin Gishu County is in Kenya's Rift Valley area, hosts several TVET institutions that provide a variety of programs meant for arming students with hands-on skills in line with job market. There are 91 TVET institutions in Uasin Gishu County; 66 Private and 24 public. Out of the Public institutions, we have 1 National Polytechnic which is Eldoret Polytechnic, 12 Technical and Vocational Colleges and 11 Vocational and Training Colleges. These institutions are endorsed by Technical and Vocational Education and Training Authority (TVETA), ensuring they meet the required standards for technical education within Kenya.

## 2. STATEMENT OF THE PROBLEM

TVET institutes have key part of furnishing youth with hands-on abilities needed for employment and national development (Afeti, 2009; UNESCO, 2016). In Kenya, the government has prioritized TVET as an approach to addressing youth joblessness and bridge skills gap in the labor market (MOE, 2019). However, despite policy support and increased public investment, many TVET institutions continue to face persistent performance challenges such as low student enrolment, inefficient resource utilization, inadequate funding, and weak stakeholder engagement (Mutembei, 2024; Moige, 2024). In Uasin Gishu County, the performance of numerous TVET institutions rests unpredictable and badly allied with national development goals. Pointers like graduate employability, institutional sustainability, and stakeholder satisfaction are less than anticipated levels, rising worries concerning strategic administration capability of TVET (Maina, 2019; Gure & Karugu, 2018). Practices for handling strategies including forecasting, governance, resource apportionment, and stakeholder contribution are fundamental in cultivating institutional efficacy and longstanding achievements (Bryson, 2018; Freeman, 2010). Hitherto, there is partial empirical proof on how such practices are executed and whether they influence performance enhancements of TVET institutions within the region.

## 3. LITERATURE REVIEW

### Theoretical Literature Review

The Balance Scorecard (BSC) model is a deliberate performance administration structure established by Kaplan and Norton (1992). It aids organizations to interpret their vision and policy within quantifiable purposes within numerous viewpoints, past monetary performance. It measures performance based on financial metrics like profitability, income progress, Return on Investment (ROI), and cost efficiency (Kaplan & Norton, 1992). It centers on client fulfilment, retention, market portion, and service quality to assess how well an organization meets stakeholder needs. It examines the proficiency and value of internal tasks, innovation, and quality control to ensure optimal performance. It evaluates employee development, skills enhancement, organizational culture, and innovation capacity to sustain long-term success.

BSC provides a holistic view of performance, balancing financial and non-financial measures, it aligns everyday events with the firm's strategic vision, and it enhances decision-making by integrating multiple performance indicators and encourages continuous improvement and innovation (Kaplan & Norton, 1996). A (TVET) institution can embrace Balanced Scorecard (BSC) framework to align its strategic goals with measurable outcomes.

### Empirical Literature Review

Taiwo and Idunnu (2010) examined the strategic planning process used by the First Bank of Nigeria, Plc (FEN) in improving its performance and existence. The major focus was re-assessment of planning performance and how it was associated with performance. The pertinent literature was comprehensively assessed and three hypotheses developed and examined. The survey approach was applied. The respondents were 100 in total and were given questionnaires to obtain data from them. The results specified that the strategic based planning enhanced performance significantly, ultimately impacting considerably the longer existence of the bank.

Njoroge and Katuse (2018) identified how the firms in Nairobi Central Business District were carrying out strategic planning to improve their performance applying descriptive design. The population was a total of 60 firms in the sector that made up 30% of the sector. The methodology applied was purposive approach to obtain a sample. The questionnaire was applied in the process of gathering data. The descriptive measurements were used on quantitative assessments of data while content analyses were applied on qualitative examination of data. The outcomes intensely recognized that strategic planning was the base that recovers the firm procedures and in the long run decreases the internal operations expenditures operation.

Katui and Kimencu, (2019) explore drivers of strategic planning and their extent to which they had influenced performance of public health hospitals operating within Kitui County guided by explanatory design. Specifically, planning was conceptualized in terms of; distribution of resources, guidance, structuring structure and rules. The path goal and RBV theories supported the research. The study sample was determined through stratification technique since respondents were obtained from a diverse functional units of the hospitals. A total of 310 employees was identified. The assessment of data was achieved through application of descriptive and inferential statistics measurements. The outcomes designated that resource apportionment had the uppermost effect on the hospitals' level of performance compared to the other measures used.

#### 4. RESEARCH METHODOLOGY

A descriptive design was applied. The target population was 144 respondents obtained from 24 chosen public TVET institutions in Uasin Gishu County through stratified sampling technique. The sample size was 44 respondents of the chosen institutions which comprised the institutional administrators and board team. The data collection instrument was a structured questionnaire. The investigation of quantitative data was by descriptive measurements. The inferential assessment approaches were correlation analysis and multiple linear regression analysis.

#### 5. FINDINGS

The descriptive statistics results on strategic planning practices are presented in Table 1.

**Table 1: Strategic Planning Practices**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	St.dev
Our institution has a clearly documented strategic plan.	11.1	6.1	2.1	36.6	44.1	4.25	0.75
Staff members are actively involved in the strategic planning process.	3.2	4.1	1.3	39.1	52.3	4.51	0.49
The strategic plan is reviewed regularly to reflect current needs.	13.3	9.3	0.0	37.2	40.2	3.89	1.11
The strategic plan guides most institutional decisions and operations.	17.5	12.1	5.3	34.6	30.5	4.01	0.99
Updates of the strategic plan are clearly communicated to staff.	5.4	2.6	0.0	31.5	60.5	4.59	0.41
<b>Aggregate score</b>	<b>10.1</b>	<b>6.8</b>	<b>1.7</b>	<b>35.8</b>	<b>45.5</b>	<b>4.25</b>	<b>0.75</b>

**Source: Survey Data (2026)**

The result indicates that most of respondents had a positive perception regarding the strategic planning practices of these TVET institutions, with majority of average strongly agreeing (45.5%) and agreeing (35.8) that the practices were successfully implemented. The higher aggregate mean score of 4.25 within agreement level based on likert scale is a pointer that most respondents generally expressed positive assessment, whereas the relatively low standard deviation of 0.75 proves that the responses were relatively consistent amongst the respondents, showing a mutual perception of proper strategic planning by these institutions. However, there was a small proportion of the respondents who stood neutral (1.7%) and 6.8% disagreeing and 10.1% strongly disagreeing showing that there were some of the respondents who perceived that these institutions had not achieved an optimal implementation of strategic planning practices.

#### Multiple Linear Regression Analysis Results

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.867	0.752	0.706	0.419

**Source: Survey Data (2026)**

The results show an adjusted R square value of 0.706, meaning that around 70.6% of TVET performance variations could be attributed by the strategic planning practices. Therefore, the difference of 29.4% represents other practices of these TVET institutions not factored not examined.

**Table 3: Analysis of Variance**

Model		Sum of Square	df	Mean square	F.	Sg.
1	Regressions	70.213	1	70.213	121.869	0.003
	Residuals	21.317	37	0.576135		
	Total	91.53	38			

**Source: Survey Data (2026)**

The finding demonstrated a significance value is 0.003, less than threshold of 0.05, and an F value of 121.869, which over the mean square value at 70.213, additionally backing up the model's significance.

**Table 4: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.701	0.182		3.852	0.003
	Strategic planning practices	0.777	0.226	0.521	3.438	0.002

**Source: Research Data (2025)**

The results of regression coefficients table indicate an intercept of 0.701, demonstrating the projected value of the performance of TVET institutions when strategic planning practices are zero and serves as a foundation from which the influence of every independent variable on dependent variable could be measured. The final regression model equation is expressed as;

Performance = 0.701 + 0.521(strategic planning practices).

The result demonstrates that strategic planning practice significantly positively determined performance of these TVET institutions, as given by beta coefficient of 0.521 and a p-value of 0.002, representing a stronger and statistically significant relationship. The finding show that improvement on strategic planning practice would cause a 0.521 improvement on performance of these TVET institutions.

## 6. CONCLUSIONS

The strategic planning practices provides a clear outline for objective setting, effective resource allocation and alignment of educational programs with local industry demands. The adoption of comprehensive strategic planning by these institutions enhances curriculum significance, improves the quality of training and nurtures partnerships with businesses, eventually boosting the rate of student employment and reputation of these institutions. The strategic planning assists in establishing gaps, handling of risks and guaranteeing sustainability, thus contributing to better performance results based on enrollment, graduation rates, and general contribution to economic growth within the County.

## 7. RECOMMENDATIONS

The strategic planning practices can be improved through adoption of a comprehensive strategy that includes stakeholder commitment, capacity building, and data-led decision-making process. These institutions can partner with industry players, government entities, and community members during planning process to warrant alignment with local economic and employment market needs. The training of institutional personnel on contemporary strategic planning procedures and establishment of clear, quantifiable goals could enhance the institutional effectiveness. These institutions can also carry out frequent monitoring, evaluation and flexibility to adjust plans grounded on feedback and varying circumstances for enhanced performance.

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