

Environmental Strategic Planning Practice And Performance Of Tvet Institutions In Western Kenya

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Abstract: Strategic planning practice has always been used as a management tool in many institutions across the world. The use of environmental strategic planning in TVET Institutions necessitates decisions to be made in order to achieve the intended objectives and ensure continuity and relevance. The aim of the study was to establish the influence of environmental strategic planning practice on performance. The study was guided by Survival-Based Theory which explains how institutions can come up with ways and means to ensure that they achieve their objectives and remain relevant. The target population included administrative staff, tutors and students in sampled TVET Institutions of Western Kenya. Structured questionnaires and Interview guides were used for data collection. The instruments were checked for both reliability and validity by use of Cronbach's alpha and construct validity index respectively. Descriptive design was used to find out the relationship between the variables. Simple Linear Regression model of 5% level of significance was used to explain how the practice influenced performance. The values of the regression coefficients was $b = 1.33$. Environmental strategic planning influenced performance however, the practice was not statistically significant. The study recommends that TVET Institutions should embrace environmental strategic planning practice for socio-economic sustainable development.

Keywords: Environment, Strategic Planning Practice and Institutional Performance.

I. INTRODUCTION

Strategic planning has always been used as an important tool in management by many organizations across the world. This necessitates decisions to be made so as to ensure continuity and relevance. Environmental strategic planning as a practice is important in striving to meet institutional goals and give overall direction (Ansoff & McDonnell, 2001).

Environmental strategic planning practice is the process of making decisions on the use of environment and allocating available resources for social-economic sustainable development. The vision, mission and objectives enable institutions to know where they are headed, how to get there and why to get there. It also includes monitoring and evaluation (Thompson & Strickland, 2004).

Studies have highlighted the function of strategic planning practice in institutions which include setting of vision, mission, objectives and implementation. More studies

have also been conducted to demonstrate that environmental strategic planning practice influences performance of institutions (Murega, 2011).

African countries have had both success and failures on planning and implementation of environmental strategies in institutions. In South Africa, Botswana is among the countries that have experimented on environmental strategic planning in small and medium enterprises which have had a resounding success in performance. The findings of the study reveal that managers without sufficient knowledge on environmental strategic planning can face a big challenge (Mackay, 2006; Engela & Ajim, 2010).

TVET Institutions in Western Kenya have progressively and steadfastly tried to embrace environmental strategic planning practice in the management in an effort to improve their performance. However there is scanty information on environmentally strategic planning practice on performance by TVET Institutions especially in Western Kenya. Therefore,

there is need for the study to focus on environmental strategic planning practice and performance in TVET Institutions in Western Kenya.

STATEMENT OF THE PROBLEM

Institutions can be in a position to realize improved and superior performance by establishing a competitive edge over their competitors and adopt a way of using environmental strategic planning in order to improve their performance (Porter, 2003; Johnson & Scholes, 2010).

Environmental strategic planning practice is necessary for institutions to be able to adapt to the immediate environment in order to remain sustainable. It is also important for institutions to have a sense of direction and this can only be achieved through environmental strategic planning practice that is geared towards improving performance for socio-economic development (Ansoff & McDonell, 2004; Thompson & Strickland, 2004).

Kenya faces challenges that impact negatively on the environment such as increased climate change, desertification, deforestation, rapid urbanization, decline of biological resources, pollution, overharvesting of resources, increased water among others and these have led to poor economic performance among the Institutions especially in Western Kenya (UNEP, 2008; Chiotha, 2010; Lozano, 2011).

TVET Institutions have diverse environmental resources including fresh air, land, flora, fauna and water together with their aesthetical qualities (Republic of Kenya, 2008). However there is inadequacy in planning for environmental maintenance by the Institutions to reduce environmental risks like poor waste management, utilize environmental resources encompassing large land parcels for agro-forestry and agribusiness, take advantage of their great bio-diversity to attract domestic and foreign tourism and capture the local and international market opportunities for environmental innovative products and services (Republic of Kenya, 2008).

Studies have been conducted on strategic planning and how they influence performance of institutions. Murega (2011) conducted a study on the importance of applying strategic planning in institutions in order to achieve their objectives, whose findings revealed that strategic planning practices have influence on performance especially in the banking sector. However, there remains scanty information on environmental strategic planning practice on performance by TVET Institutions in Western Kenya, which the study is endeavored to address.

GENERAL OBJECTIVE

The main objective is to establish how environmental strategic planning practice influences performance of TVET Institutions in Western Kenya.

STUDY HYPOTHESIS

- ✓ H_{01} : Environmental strategic planning practice does not influence performance of TVET institutions in Western Kenya

II. LITERATURE REVIEW

THEORETICAL REVIEW

This was anchored on the notion that environmental strategic planning practice plays a critical role as it influences performance of institutions. The study was therefore guided by Survival -Based Theory.

SURVIVAL-BASED THEORY

The theory was developed by Herbert Spencer (Miesing & Preble, 1985). It is rooted in Darwinism theory of natural selection. In the belief that institutions need to continuously adapt to fast changing competitive environment, the study used Survival Based Theory to explain how institutions can come up with ways to ensure that they remain relevant and competitive in the fast changing environment by strategically planning for their environment in order to remain sustainable and develop their socio- economic development.

Institutions need to deploy strategies that focus on running very efficient operations and should be in a position to rapidly respond to the fast changing competitive environment. Therefore, the administration needs to ensure that the vision, mission and objectives are achieved efficiently and effectively as per the planning (Khairuddin, 2005).

ENVIRONMENTAL STRATEGIC PLANNING PRACTICE

Africa faces a myriad of challenges that impact negatively on the environment (UNEP, 2008). These challenges include, increased climate change vulnerability, desertification of arid areas, deforestation, rapid urbanization, decline of biological resources such as habitat loss, overharvesting of selected resources and other illegal activities which have led to increased water scarcity, soil infertility, widespread poverty and generally poor economic performance.

Western Kenya has seven public TVET Institutions which include, Kitale National Polytechnic, The Siagalagala National Polytechnic, Matili Technical Training Institute, Kisiwa Technical Training Institute, Sang'alo Technical Training Institute, Shamberere Technical Training Institute, Bushiangala Technical Training Institute and Kaimosi Technical Training Institute which offer a wide range of training programs from Artisan to Higher National Diploma certificate (TVET Act, 2013). In the discharge of their functions and exercise of their powers under the TVET Act of 2013, the implementing authorities shall be guided among others by the principle of protection of the environment and the common heritage of the country. TVET Institutions have diverse environmental resources including fresh air, land, flora, fauna and water among others (Republic of Kenya, 2008).

However, there is inadequacy in planning for environmental maintenance by TVET Institutions in order to reduce environmental risks by managing poor waste, utilization of environmental resources by encompassing large land parcels for agro-forestry and agribusiness, taking advantage of their great bio-diversity to attract domestic and foreign tourism and capture the local and international market

opportunities for environmental innovative products and services. Therefore it is imperative to examine the strategies that can be innovatively adopted to utilize the environmental opportunities to promote socio-economic sustainable development through planning.

Strategic planning practice involves setting of vision, mission and objectives that would be carried out by institutions is an important step towards the implementation process. Vision and mission are established based on where the institutions want to go, why they exist, what the institutions can do and how they can achieve performance. Objectives can easily be laid down using a number of strategic analysis tools such as PESTEL and SWOT analysis. The practice creates a linkage with performance since the results are seen in terms of sustainability of socio-economic development of the societies.

Strategy implementation is very critical in environmental strategic planning process in any given institution. This is the process of putting formulated strategies into action and involves putting the results of planning into reality. It is therefore important for institutions to align the operations in order to adjust to the fast changing environment (Johnson & Scholes, 2008; Aladwani, 2003; Olson, Slater & Hult, 2005).

Implementation is the changing of the strategic plan on paper into meaningful action in order to ensure that the vision, mission and objectives of the institutions are achieved. Most institutions fail to implement strategic plans for many reasons such as failing to link the strategies with the available resources, employee involvement and motivation among others (Thompson & Strickland, 2004; Hendry, 2011).

Monitoring and evaluation of environmental strategic plan has an influence on performance because it provides an early warning for the institutions to realize the challenges that are associated with their implementation. In South Africa, monitoring and evaluation is greatly embraced and has positive impact on institutional performance. Therefore institutions need to come up with ways of monitoring and evaluating the performance such as ISO 9001: 2015 Quality Management Systems, in order to achieve their objectives (Engela & Ajim, 2010; Mackay, 2006; ISO 9001: 2015 Standard).

INSTITUTIONAL PERFORMANCE

This is an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible, in pursuit of its operational goals. Growth is only but one of the many indicators of performance. Therefore, performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. It is only through performance that institutions are able to grow and progress (Griffins, 2006).

III. METHODOLOGY

STUDY DESIGN

According to Mugenda and Mugenda (2003) study design is a plan of action, design, strategy or process that studies

choose and use in order to get the desired outcomes. The study employed descriptive survey design because the design provides a picture of a situation as it naturally happens. Qualitative study design was also applied especially on data obtained through interview guides that was administered on administrative staff (Kothari, 2004; Mugenda & Mugenda, 2003).

STUDY AREA

The study was conducted in sampled TVET Institutions of two Counties in Western Kenya which borders Uasin Gishu in Rift Valley to the east, Uganda to the West, Kakamega to the South and to the North, it shares a common border with West Pokot area in Northern Rift Valley. The study area lies within longitudes 34.675250 and latitudes 0.550432 approximately (Mynasadata, 2017).

The Counties of Bungoma and Kitale were purposively sampled for the study because among them, they have a mix of manufacturing, agricultural and commercial activities being undertaken hence, enabling them to have a diversified source of revenue for TVET students. The Counties have one National Polytechnic and five Technical Institutes. Kitale National Polytechnic, Endebess Technical, Matili Technical, Kisiwa Technical and Sang'alo Technical were sampled for the study.

TARGET POPULATION

Data was collected from the administrative staff, employees and students of the sampled institutions in Trans Nzoia and Bungoma Counties from Kitale National Polytechnic, Endebess Technical, Matili Technical, Kisiwa Technical and Sang'alo Technical.

INSTRUMENTATION, VALIDITY AND RELIABILITY

The study used structured and semi structured questionnaire which were designed based on the main concepts and constructs that led to environmental strategic planning and performance of TVET Institutions in Western Kenya. Construct validity was checked by use of content validity index and recorded the results of 0.65, while reliability was checked by using Cronbach's alpha coefficient which was found to be 0.75 and that was reliable enough.

SAMPLE SIZE DETERMINATION

The total sample size for the study was computed using Krejcie and Morgan (1970) table, the total population of the respondent was 400 and therefore a total of 196 respondents were sampled to make meaningful inferences from the findings of the study.

SAMPLING PROCEDURE

The purposive sampling was used in order to ensure that the information from the respondents will be critical to be able to answer the objectives of the study since they have good understanding of day to day running of TVET institutions in

western Kenya. Stratified sampling technique was used in order to select respondents from various categories in the TVET institutions which included 16 administrative staff, 70 tutors and 110 students.

IV. DATA ANALYSIS

Data analysis was done using SPSS software version 22. Simple Linear Regression analysis was used to establish the extent to which environmental strategic planning influenced performance of sampled TVET Institutions in Western Kenya. The value of regression coefficient of determination was used to establish the percentage of variations in the performance that were caused by variations in environmental strategic planning practice in sampled TVET Institutions in Western Kenya.

ETHICAL CONSIDERATIONS

The study ensured that anonymity and privacy of the respondents was assured at all times and served the respondents with a letter of introduction showing the purpose and intent of conducting the study.

V. RESULTS AND INTERPRETATIONS

The interpretation of statistical significance was given based on the p-value based on 5% level of significance. It was also interpreted that the higher the value of the regression coefficient, the higher the influence that the independent variable had on the dependent variable as follows.

REGRESSION ANALYSIS OF ENVIRONMENTAL STRATEGIC PLANNING PRACTICES AND PERFORMANCE

NORMALITY TESTS SHOWING SHAPIRO-WILK TEST

The essence of carrying out normality test was to ensure that data was normally distributed before relevant statistical tests are performed. The findings of the Shapiro-Wilk test indicated that data was normally distributed and therefore it was proper to use simple linear regression test.

Model summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|----------------------------|
| .830 | .6889 | .5736 | .46396 |

a. Predictor (Constant) Environmental strategic planning practice

b. Dependent variable: Institutional performance

Table 4: 1: Environmental strategic planning and institutional performance

The essence of analysis of variance (ANOVA) table in regression analysis was to explain the variations that were caused both by the residuals (errors) and those that were attributed to the regression model.

| Source of variation | Sum of Squares | Df | Mean Square | F | Sig. |
|---------------------|----------------|----|-------------|------|------|
| Regression | 2360.34 | 4 | 189.95 | .992 | .067 |
| Residual | .000 | 0 | | | |
| Total | 2360.34 | 4 | | | |

a. Predictors: (Constant), Environmental strategic planning practice

b. Dependent Variable: performance

Regression coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|----------------------------------|-----------------------------|------------|---------------------------|---|------|
| | B | Std. Error | | | |
| (Constant) | 4.31 | 5.66 | 0.761 | . | . |
| Environmental strategic planning | 1.33 | 1.4 | 0.95 | . | . |

a. Dependent Variable: performance

From the table, the model summary indicated r squared value of 0.6889 which indicated that 68.89% of variations in the institutional performance were caused by variations in the environmental strategic planning practice (Explained variation), while 31.11 % were caused by other factors (Unexplained variation).

The ANOVA results indicated a p-value of 0.992 which concluded that the practice was not significant because the value was more than 0.05 level of significance. The regression coefficient value was 1.33 indicating that an increase in the value of environmental strategic planning by one unit was associated with an increase of 1.33 units in institutional performance.

VI. CONCLUSIONS AND RECOMMENDATIONS

These were made on the basis of the objective of the study which focused on how environmental strategic planning practice influenced performance in sampled TVET Institutions in Western Kenya.

CONCLUSIONS

- ✓ Environmental strategic planning of TVET Institutions in Western Kenya seems to strongly influence performance in the sampled institutions.
- ✓ However, the practice is not statistically significant to the performance of TVET institutions.

RECOMMENDATIONS

TVET Institutions in Kenya need to put more emphasis on environmental strategic planning practice in order to improve their socio-economic development and achieve better performance to enable sustainability.

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