

**STRATEGIC MANAGEMENT PRACTISES AFFECTING THE GROWTH
OF MIDDLE LEVEL TRAINING INSTITUTIONS IN MACHAKOS
COUNTY**

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DECLARATION

This Project is my original work and has not been presented for a degree in any other University.

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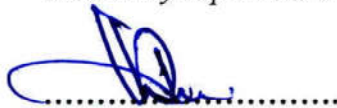

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DEDICATION

This work is dedicated to my family specifically my wife Juliet K. Mutua, My daughter Laura Mutua and my Son Bendict Mutua for their patience and understanding during my study. I thank you all for your moral support.

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I wish to acknowledge various people who have contributed to this research project proposal either directly or indirectly. First and foremost, I thank my supervisors, Dr. Susan Nzioki and Dr. Jacinta Kinyili for their professional guidance in this research project proposal. They have been committed and always found time to offer wise counsel on the direction and shape of this project despite their busy schedule. Their advice enabled me to widen my understanding and appreciate the importance of research in identifying and addressing issues affecting the training institutions in Kenya.

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TO YOU ALL THANK YOU!

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ACRONYMS/ABBREVIATIONS

- BOM** -Board of Management
- CEO** -Chief Executive Officer
- IO** -Industrial Organization
- RBV** -Resource-Based View
- SI** -Strategy Implementation
- SPFP** -Strategic Planning Formation Process
- SWOT** -Strengths, Weaknesses, Opportunities and Threats
- TQM** -Total Quality Management
- UPE** -Universal Primary Education

OPERATIONAL DEFINITION OF TERMS

Growth: The term growth in this context can be defined as an increase in size or other objects that can be quantified or a process of changes or improvements (Shepherd and Wiklund, 2009).

Growth of Training Institutions: This can be defined as the increase in number of students, number of new branches, and increase on number of teaching staff and non teaching staff to the institution (Ghoshal, Halm and Moran, 2002).

Strategy: A Strategy is a long term plan of action designed to achieve a particular goal, most often winning (Olson, 2005).

Strategy Formulation: Involves three steps which are: performing a situation analysis, self-evaluation and competitor analysis: internal and external; micro-environmental and macro-environmental, Concurrent with this assessment, objectives are set. (Olson et al., 2005).

Strategic Implementation: Involves allocation and management of sufficient resources (financial, personnel, time and technology support), establishing a chain of command or some alternative structure (such as cross functional teams), assigning responsibility of specific tasks or processes to specific individuals or groups (Volberda, 2014).

Strategy Evaluation: Refers to measuring the effectiveness of the organizational strategy. It is extremely important to conduct a SWOT analysis to figure out the strengths, weaknesses, opportunities and threats (both internal and external) (Johnson & Scholes, 2013).

Strategic Management: Is the art, science and craft of strategy formulation, implementation, evaluation and control in an Organization (Pearce & Robinson (2007).

Training Institutions: Organized systems aimed at imparting information and instructions to improve the recipient's performance help attain a required level of knowledge or skill (Penrose, 1995).

ABSTRACT

The aim of the study was to determine the Strategic Management practices affecting the growth of training institutions in Machakos County. The objectives of this study was to assess the effect of strategy formulation on the growth of the training institutions in Machakos County, to investigate effect of strategy implementation on the growth of training institutions in Machakos County, to establish how strategy evaluation affects the growth of training institutions in Machakos County. The study findings were expected to be beneficial to the government as well as to the stakeholders in the training institutions in Kenya. The design was a descriptive survey. The target populations were the Board of Management, Principals, Teaching staff and Support staff from 6 training institutions within Machakos County: 192 respondents were selected from a population of 368 using stratified random sampling. The data was collected using questionnaires which had closed ended and open ended questions. Descriptive and regression statistics was employed in the analysis. The study employed both quantitative and qualitative data analysis and data was presented using tables. The study found that majority of institutions followed Situational Analysis procedure in strategy formulation. Further the study found that Inadequacy of Information Systems used to monitor strategy formulation; Poor planning; lack of support and Poor coordination, and poor communication were challenges of Strategy Formulation which affected growth of training institutions. Based on the findings, on strategy formulation it can be concluded that strategy formulation should be well developed for it to work very well. To permit success, training institutions management should establish complete strategy that is carefully formulated in order to achieve the objectives and goals of the institutions. The study recommended that the management should make an effort to improve further on Strategic management in order to raise the level of performance of training institutions. In addition, training institutions which are implementing their strategy formulation should develop effective strategic communication in order to attain their objectives. The training institutions should also give more attention to enhancement of teamwork and human resource management.

CHAPTER ONE: INTRODUCTION

This chapter presents the background of the study, the statement of research problem, objectives of the study, research questions, Justification of the study, the scope of the study and limitation of the study.

1.1 Background of the Problem

Strategic Management practices have been viewed as one of the effective management tools in strengthening organization and growth of the training institutions and performance, through effective decision making and systematic strategy formulation and implementation. Although Strategic Management was more prevalent in the private training institutions sector since the concept was first developed, the interest of applying Strategic Management practices in the public training institutions sector has increased over the last decade (Smith, 2014). Since 1980's there have been a series of reforms taking shape in the training institutions, resulting from increased awareness on the importance of quality in the training institutions globally.

According to Osborne and Gaebler (2012), Strategic Management practice appeared to be part of a package of management innovations designed to reinvent or modernize the public training institutions sector. Strategic Management was found to be an effective management tool in transforming a bureaucratic public sector to a more responsive and innovative administration. In many nations of the world Nigeria included, there has been continuous effort for improved educational

systems, which resulted in educational planning and specific efforts on the part of the governments to develop policies for transforming education.

Strategic Management is an act of managing the process of strategy formulation, implementation, evaluation and control in an organization. Strategic Management has two major phases that is, strategy formulation and strategy implementation (Ogutu, 2014). According to Pearce and Robinson (2007), Strategic Management is a theory based on four concepts which are decisions and functions, formulation, implementation and objectives. This definition is echoed by Harvey (2008) who has described Strategic Management in four concepts which are formulation, implementation, evaluation and objectives.

Strategic Management is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its long term objectives (David, 2009). It is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve objectives and then allocating resources, to implement policies, plans, projects and programs.

The origin of Strategic Management has been linked to the military. The term strategy emanated from the word “strategos”, which translates to “general.” Literally, it means “leader of the army.” Military strategy often deals with planning and execution in a war setting, while taking into account the strategy and tactics required to implement the plan. Defeating the enemy in a “chess-like” play situation entails critically thought-out plan with emphasis on the plan’s execution.

coined at a conference at Pittsburgh University in 1977 (Lyles, 2010; Pettigrew, 2006).

The conference renamed “Strategic Management” and defined it in conjunction with Schendel and Hofer’s (2009) definition as follows: Strategic Management is a process that deals with the entrepreneurial work of the organization, with organizational renewal and growth, and more particularly, with developing and utilizing strategy to guide the organization’s operations.

According to Nag et al. (2007), the field of Strategic Management deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources to enhance the performance of the firms in their external environments. Hence, these elements make up the consensual definition of the Strategic Management field. (Rumelt, Schendel and Teece, 2014) note that the field of Strategic Management deals with the question of how to achieve and sustain competitive advantage. Porter (2011) also indicates that asking why firms succeed or fail is perhaps the central question in strategy.

Strategic Management is indispensable for a company to be more proactive than reactive in molding its own future. It makes an organization to initiate and effect activities so that it can exert control over its own destiny. At present, the benefits of Strategic Management have begun to be recognized and realized by more and more people, be they small business owners, chief executive officers, presidents and managers of many for-profit and non-profit organizations (Fred, 2011).

Strategic Management is the highest level of managerial activity. Strategies are typically planned, crafted or guided by the Chief Executive Officer, approved or authorized by the Board of Directors, and then implemented under the supervision of the organization's top management team or senior executives. According to this logical incrementalism perspective (Quinn, 2014), the top management teams set the corporate strategy and sub-units develop specific strategies and tactics needed to respond effectively to environmental challenges (Spencer, 2015).

Strategy of an organization is the roadmap towards attainment of its long term goals and objectives. Strategic Management is the process of operationalization of the firm's strategy. This process integrates different functions of the organization. For an organization to be successful, it is very important to chalk out a sound strategic system. Strategic Management helps in the formulation of effective organizational goals (Schendel and Hofer's, 2009).

The effective formulation and implementation of Strategic Management techniques can lead an organization to the path of success. The pitfalls in the strategic planning can be overcome with successful implementation of Strategic Management techniques. An effective Strategic Management process is imperative for gaining sustainable competitive advantage in the market (Quinn, 2014).

1.1.1 Training Institutions in Kenya

At independence Kenya inherited training and education system that was skewed in terms of race and regional disparities. The greatest resources went to the so-called 'white', national, provincial and district schools in that order. Performance

followed the same order as a result of biased pupil selection, human and resource allocation. It had been a system that exacerbated inequality among pupils and communities. The post-colonial state had been committed in the expansion and accessibility of training and education system for all (Okumus, Altinay, & Chathoth, 2010).

In 1963, the government declared a fight against three enemies of development; ignorance, disease and poverty. In light of this, the government adopted a policy of Universal Primary Education (UPE). The government's effort to expand educational opportunities was informed by research by certain commissions. The key ones being the Okumus, Altinay, & Chathoth, (2010).

Locally training institutions especially Kenyan universities and colleges, have always planned but their planning has been lacking the concept of Strategic Management because, the planning has always been the traditional one that followed the government's five year planning cycle. It is common knowledge that government's five year planning cycles mostly involved adjusting plans for inflation and political changes especially to accommodate the whims of the ruling regime. The planning was never seriously focused on the long term. This was the case until the advent of performance contracting that demanded that planning address Strategic Management levels (Lewa, Mutuku & Mutuku, 2009).

The Kenyan training institutions Sector has since the year 2003 embarked on plans to institute reforms at all levels (Mutuku and Mutuku, 2009). This requires development of a Strategic Management practice orientation and execution of strategies capable of moving the training institutions to their desired future states. In short, colleges must engage in practical Strategic Management. Strategic Management practices involve making choices and decisions about the long-term future of an organization (Chemwei, (2014). The process results in Strategic Management that require execution or implementation under the stewardship of strategic behaviour norms.

Institutions of higher education are characterized by vagueness in their educational mission statement and a tendency toward anarchy. The absence of a political environment signifies confusion in the internal governing structure. The organizational structure is generally bifurcated between academic and administrative components. One of the strong values of the academic component is the "academic freedom" where it may not tolerate any interference from outside sources. The pressure of factors such as tenure creates a unique situation at higher education institutions (Chemwei, (2014).

Training institutions have many stakeholders who must be involved in the Strategic Management process. Apart from administrators, faculty, staff, and students, the institutions also need to account for the interests of students' parents, government agencies, benefactors, alumni, and the community.

Each of these stakeholders make demands upon the institution and the Strategic Management must bring these stakeholders into the Strategic Management process to maximize client satisfaction (Lewa, Mutuku & Mutuku, 2009).

Strategy is a tool that training institutions can use to find their competitive advantage and place within the ever turbulent operating environment. Kenya training Institutions must bring about the needed institutional redesign and devise an effective strategic planning system that will guide their operations. The recent guidelines issued by the Ministry of Education, seem to suggest that by pursuing a greater mission differentiation and reallocation of resources they will be better positioned to respond to the changing needs of their constituencies (Pearce and Robinson, 2007).

1.2 Statement of the Problem

The difficulties associated with Strategic Management practices in the public training institutions globally have led to serious managerial problems. This is because either the management in training institutions is not aware of such difficulties, don't have the necessary change management initiatives to overcome such difficulties, or more importantly do not determine the external and internal barriers to the Strategic Management process (Bell, 2012).

Bakar, (2011) examined the practice of strategic management in building companies in Malaysia the study used survey design. The findings of the research found that many of the organizations practicing strategic management had a clear

objective, a winning strategy to attain the goal and a mission statement to guide the firm in achieving success.

Chemwei, (2014) studied on factors that Impede the Implementation of strategic plans in Secondary Schools in Baringo District, Kenya. Wambui, (2010) researched on factors influencing successful implementation of strategic plans of public sector Sacco societies within Nairobi region, Lewa (2009) studied Strategic planning in the higher education sector of Kenya, the study revealed that Kenyan public universities are essentially traditional in orientation. Out of the aforementioned studies it is evident that limited or no study has been undertaken in Machakos county on the Strategic Management practices affecting the growth of training institutions, a gap which this study is motivated to fill.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the Strategic Management practices affecting the growth of training institutions in Machakos County.

1.3.2 Specific Objectives

The specific objectives of this study were:

- i. To assess the influence of strategy formulation on the growth of the middle level training institutions in Machakos County.
- ii. To investigate the effect of strategy implementation on the growth of the middle level training institutions in Machakos County.

- iii. To establish how strategy evaluation affects the growth of the training middle level institutions in Machakos County.

1.4 Research Questions

This study aimed at answering the following research questions:

- i. How does strategy formulation affect the growth of the training institutions in middle level Machakos County?
- ii. What are the effects of strategy implementation on the growth of the training institutions in middle level Machakos County?
- iii. How does strategy evaluation affect the growth of the middle level training institutions in Machakos County?

1.5 Justification of the study

Kenya is working toward attaining its Vision 2030 of becoming industrialized economy, middle level employees will be core to its actualization of the economy pillar to develop. This study will help to enhance the performance of training institution which in turn will contribute to the strategic Vision. This study will provide solutions and answers to the research problems identified in the previous studies. Therefore, the purpose of this study is to uncover the strategic management practices affecting the growth of middle level training institution in Machakos County.

1.6 Significance of the Study

Training Institutions and Other Organisations

Training institution and other organisations will benefited learning how to formulate, implement, evaluate and review their Strategic Management practices as tools for competitiveness in the face of the changing business environment.

Managers

The study will also be of value to managers for it will be a blue print on how Strategic Management should be formulated, implemented and evaluated.

The Kenyan Government

The Kenyan Government will gain from this study in formulating policies and measures that would stifle Strategic Management of training institutions hence stimulate growth in the institutions.

Academic Fraternity

The study will enhance the work of other scholars on the Strategic Management practices affecting the growth of training institutions in Machakos County. The study will also provide a base upon which further studies can be conducted on the effects of Strategic Management practices on the growth of other institutions.

1.7 Scope of the Study

The scope of this study focused on training institutions in Machakos County. The county was choosen since the researcher comes from within Machakos County and it was convenient for data collection. The study was zeroed downed on the

Strategic Management practices affecting the growth of training institutions in Machakos County.

Target population of interest was 368 which comprised of Board of Management, Principals, Teaching and Support staff of 6 training institutions within Machakos County namely; Technical Development Center; Kenya Medical Training College-Manza; St John Teachers Training College; Machakos Teachers Training College and Machakos technical institute for blind. The respondents were chosen since they are the people who hold relevant information regarding the topic of the study. The institutions were chosen since they had been providing training in Machakos County for the longest period. The study was conducted for a period of six months.

1.8 Limitations of the Study

Unwillingness to Reveal Information

Some of the training institutions stakeholders were not willing to reveal information about how Strategic Management practices affected their growth. This limitation was overcome by administering the questionnaires together with the introductory letters with specific information on the purpose of the research and the confidentiality of information provided. The letter detailed the fact that the information collected was used specifically for academic purposes.

Lack of Cooperation Among Respondents

The researcher mainly engaged the respondents in a brief interview before issuing the questionnaires as a strategy to avoid lack of cooperation. The researcher

obtained more information from websites, written materials from the library, journals and publications on the topic of study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical review, Empirical literature, Literature overview and Research gaps.

2.2 Theoretical Review

Theoretical review provides a research with the lens to view the world clearly (Marriam, 2011). Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge, within the limits of the critical assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists (Marriam, 2011). Among the theories that form the foundation of Strategic Management include; the resource based theory, the agency theory and the contingency theory.

2.2.1 The Agency Theory

Agency Theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and the agent is supposed to advance the principal's goals. The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization, through the agent because he/she is in charge of the vast resources of the organization. Laffort and Martimost (2012) contend that the Agency Theory of Strategic

Management is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals) in which the researcher agrees with. Hence, the agents' role in strategic formulation and the overall Strategic Management process cannot be underestimated.

The Agency theory holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior. Ross (2010) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract which is among the emerging issues in Strategic Management. It therefore explains the behavior of principals and agents relationships in performance contracting in management.

The Agency Theory also gets a lot of support from Alchian and Demsetz (2012), Jensen and Meckling, (2010) as a framework for Strategic Management as they say that this theory focuses on accountability by correction for opportunistic behavior that can result from exploiting asymmetric information-one part has an economy of knowledge about something which the other part does not have.

Mintzberg (2013), Joseph (2013), and James (2013), contend that strategies emanate from the Agency Theory as it is the agents who are charged with the responsibility of strategic formulation by other stakeholders who have direct control over the firm. Gibbons (2014) calls the Agency Theory the simplest possible theory of Strategic Management; one boss (or principal) and one worker

(or 'Agent'). In his response he says that the Agency Theory of Strategic Management rests on the firm's shareholders as the principal and the CEO to be the agent but it is on this context that he says that one can enrich this modality in analyzing a chain of command in organizations. This theory instigates the first objective which is to assess the influence of strategy formulation on the growth of the training institutions in Machakos County

2.2.2 Contingency Theory

Contingency Theory has been one of the most influential theory applied in strategy and organizational studies (Hofer, 2011) and also the one, which is widely adopted in Strategic Management (Khairuddin, 2015). Contingency Theory is the most nominated theory by scholars as important from other 110 organization theories.

According to Donaldson, (2011) changes in contingencies, such as size or strategy, would render the structure to be unfit with the organization and lead to lower performance. Hence, adjustment to the structure is needed to regain the fit condition, which would lead to higher performance. These researches on contingencies and organization structure were later known as structural contingency theory.

In an article on Porter's generic strategy based on contingency approach, the viability of each of Porter's strategy was tied to the presence of a number of environmental preconditions. Meaning the viability of generic strategies would be influenced by the existence of some preconditions on the external factors.

According to Miller (2012), as supported by Kim and Lim (2009), differentiation strategy is more likely to create sustainable competitive advantage in dynamic environment, while cost leadership would be able to achieve competitive advantage in stable environment. Industry conditions would also influence the effect of whether one chosen strategy would produce greater competitive advantage compared to another. Further, changes in industry conditions would force the strategy to be re-evaluated and adjusted accordingly, as argued by (Gilbert & Strebel, 2007). The theory is relevant since it emphasizes on changes in contingencies, such as strategy, and how the changes affect organization's performance. This theory is in support of the second research objective which investigate the effect of strategy implementation on the growth of the training institutions in Machakos County

2.2.3 Resource Based theory

The objective of strategy building is to make a low cost or differentiated competitive position that leads to a competitive advantage that can be maintained over a period of time. The resource-based theory explains that in Strategic Management, the primary sources and drivers to organization competitive advantage and greater performance are mostly connected with the characteristics of their resources and capabilities which are valuable and costly-to-copy (Barney, 2011). Building on the assumptions that strategic resources are heterogeneously circulated across organizations and that these differences are steady eventually, Barney (2011) researched the relation between firm's resources and sustained competitive advantage.

In Barney (2011), Organization resources comprise all assets, capabilities, organizational processes, firm attributes, information, knowledge. Controlled by a firm that allows the organization to visualize and apply strategies that improve its efficiency and effectiveness.

An organization is supposed to encompass a competitive advantage when it is implementing a value creating strategy not concurrently being implemented by any present or possible competitors. In addition, a organization is said to have a sustained competitive advantage when it is implementing a value creating strategy not concurrently being implemented by any existing or possible competitors and when these other organization are incapable to make a copy the importance of this strategy (Barney, 2011).

The resource-based Strategic Management viewpoint of the organization has emerged in current years as a accepted theory of competitive advantage (Wernerfelt 2014). Fahy, (2008) the importance of this involvement is apparent in its being awarded the Strategic Management publication best paper prize in 1994 for reasons such as being an early report of a vital tendency in the area in Fahy, 2008) has reasoned that the principal contribution of the resource-based theory of the organization has been as a theory of competitive advantage. This theory instigates the last objective of the study which established how strategy evaluation affects the growth of the training institutions.

2.3 Empirical Literature

Ofunya (2013) investigated the correlation of strategic management practices and organization performance in Post bank in Kenya. The study used descriptive research design. The study found that the strategies adopted by Post bank so as to cope with the competitive environment integrated vital pursuit of cost reductions, giving exceptional customer service, improving operational efficiency, amongst others.

Mwangi (2013) investigated strategic management practices and performance of large pharmaceutical organizations in Kenya. The study used survey design. The study findings found that organization that were using strategic management practices were most ready to innovate and to take risks and were more proactive than competitors.

Muogbo (2013) investigated the impact of strategic management on firm growth and development of manufacturing firms in Anambra State the study used descriptive survey research design. Findings from the analysis shown that strategic management was not the same among the manufacturing organization in Anambra State but its implementation had major significant effect on competitiveness and influences on manufacturing organizations.

Taiwo and Idunnu (2010) investigated the impact of strategic planning on firm performance this study used a causal research design. The study examined the planning-performance affiliation in organization and the extent to which strategic planning affected performance of First Bank of Nigeria. The findings found that

planning forms superior firm performance, which in the long term impacts its survival.

Bakar, (2011) examined the practice of strategic management in building companies in Malaysia the study used survey design. The findings of the research found that many of the organizations practicing strategic management had a clear objective, a winning strategy to attain the goal and a mission statement to guide the firm in achieving success.

Njagi and Kombo (2014) established the effect of strategy implementation on performance of commercial banks in Kenya the study used a descriptive research design. The study found out that there was a strong connection among strategy implementation and organizational performance.

Ondera (2013) investigated strategic management practices in Mbagathi District Hospital, Nairobi, Kenya the study used a descriptive research design. The study found that, the hospital implements and evaluates the work strategy by including all employees working at the hospital and that the administration allocated finances based on the plan to help the procedure of strategy implementation.

2.3.1 Conceptual Framework

A conceptual framework is a structure that consists of some abstract blocks which signify the observational, the experiential and the process of system being investigated. In this study, the dependent variable is growth of training institutions, while the independent variables in the study are Strategy formulation, Strategy implementation and Strategy evaluation.

Independent Variables

Dependent Variable

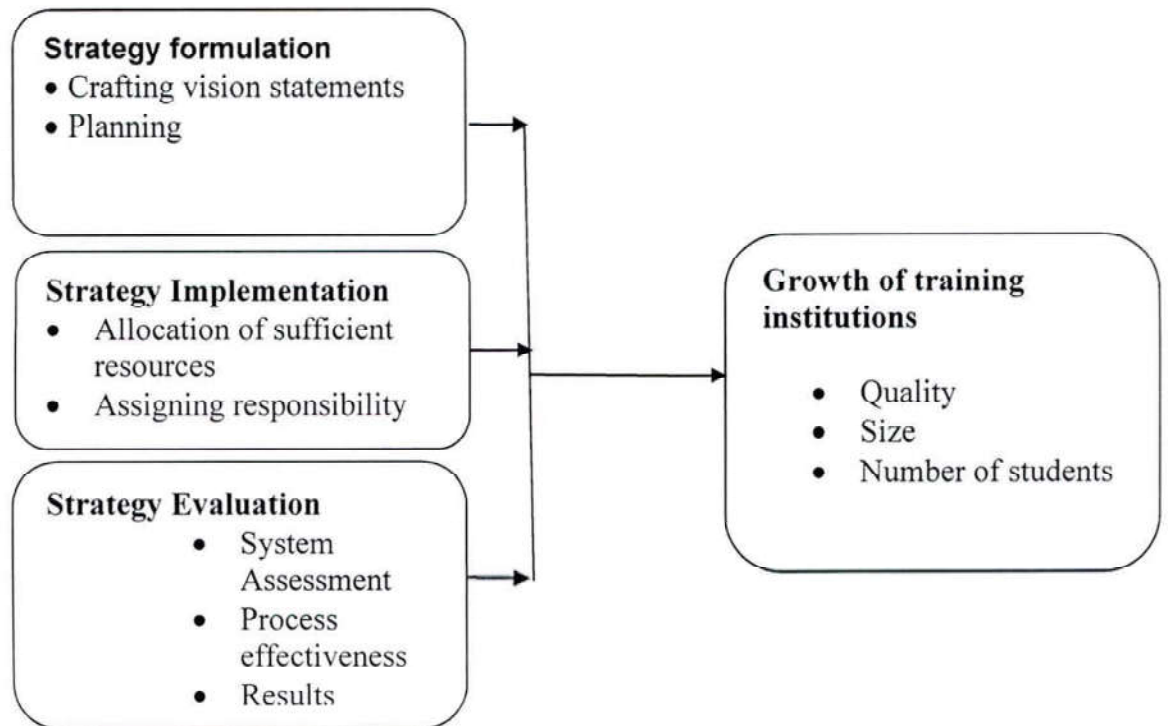


Figure 1. 1 Conceptual Framework

2.3.1.1 Strategy Formulation

Strategy formulation includes the procedure of developing a vision and mission, identifying environment investigation for an organization, examining specific objectives, coming up with option strategies, and selecting specific strategies to track achievement. Knowledge strategy formulation shows the method and events to attain objectives. The appraisal of strategy formulation procedure is important for professionals in order to accomplish and assess various formulation procedure (Olson, 2015).

These strategy formulations must be, in the objective of the circumstances analysis, propose a strategic plan. The plan provides the particulars of how to attain these objectives. This three-step strategy formulation procedure is referred to as determining where you are now, establishing where you want to go, and then establishing how to get there. These three questions are the essence of strategic planning, (Taiwo and Idunnu, 2010).

With the rising level of competition in many competitive environments, a body of research shows the capability to formulate and implement a formulated strategy as an similarly significant basis of competitive advantage. The rate of change in both internal and external environments of training institutions is raising, which necessitate that improved awareness be paid to strategic planning and strategy formulation. Strategies are formulated by firms so as to attain a additional positive position (Taiwo and Idunnu, 2010).

According to Carpenter and Sanders (2007) strategy formulation is a procedure of making a decision on what to do. The evaluation of strategy formulation processes is important for practitioners alike so as to find and assess various formulation procedures (Olson, 2015). Strategy formulation includes three steps which are: performing a situation analysis, self-evaluation and competitor analysis: internal and external; micro-environmental and macro-environmental, simultaneous with this appraisal, goals are determined. These goals should be in line with the timeline; some are in the short-term and others on the long-term.

This involve coming up with vision statements, mission statements, overall corporate objectives, strategic business unit objectives, and tactical objectives, Identification of the institutions vision and mission is the first process of any strategic planning process for example one asks what and how the business is conducted (Thompson, 2008). This is important in helping the institution with a sense of purpose and direction and giving it a mission.

To allow the big institutional victory, the administration must create a true whole strategy that is cautiously formulated so as to attain the objectives and goals of the institution. The chain of command of the strategy is a element of the strategy formulation. Strategy formulation comprises of corporate strategy, business strategy and functional strategy. All three are used in a organization strategic administration. The various strategies should maintain and complete each other in order to be efficient (Wheelen & Hunger, 2006).

2.3.1.2 Strategy Implementation

Strategy implementation includes the firm's resources and inspiration of the employees to achieve objectives. The environmental conditions facing most organization have changed quickly. Today's global competitive situation is difficult, dynamic, and mostly unpredictable. To cope with this unprecedented level of change, a lot of thoughts have been shared into the matter of how strategies are greatest formulated. Strategic Management is about supervision the future, and effective strategy formulation is vital, as it direct the concentration and

actions of an institution, even if in some cases real implemented strategy can be very unusual from what was originally planned, planned (Volberda, 2014).

A strategy is only as excellent as its execution. Though the procedure are not as simple as planned. The difficulty is that the firm has to face the challenge to inspire workers during an institution to work with delight and keenness towards achieving the set goals. Strategic implementation include allocation and supervision of adequate resources for example financial, personnel, time and technology support, examining a chain of command, assigning responsibility of exact tasks to specific individuals or groups, involves supervision the procedure.

This involves monitoring outcome, comparing to benchmarks and better practices, examining the effectiveness and efficiency of the procedure, controlling for differences, and creation adjustments to the procedure as essential and finally while implementing exact project, this includes having the essential resources, developing the procedure, preparation, procedure trying, records, and mixing with legacy processes (Quinn, 2008).

2.3.1.3 Strategy Evaluation

Strategy evaluation is the last phase in Strategic Management practices. Managers desperately need to know when exact strategies are not functioning well; strategy evaluation is the crucial way for getting this information. Strategy evaluation is measuring the success of the organizational strategy.

It's very vital to conduct a SWOT analysis to build out the strengths, weaknesses, opportunities and threats of the entity in question. This might need to take precautionary steps or even to change the whole strategy (Porter, 2010).

Strategic evaluation is element of the strategy procedure but it is very important in analyzing the level of achievement of the selected strategy. The procedure of Strategy evaluation has the following steps (Rosen 1995): Fixing benchmark of performance: While fixing the benchmark, strategists encounter questions such as; what benchmarks to set, how to set them and how to express them. In order to establish the benchmark performance to be set, it is necessary to realize the particular requirements of performing the main task.

The performance indicator that best recognizes and expresses the particular necessities might then be determined to be used for assessment. Among the Qualitative factors are subjective evaluation of factors such as skills and competencies, risk taking potential and flexibility, King (2002). While dimension of performance one has to put in mind that the standard performance is a bench mark with which the real performance is to be compared.

The first action in strategy evaluation is investigated the fundamental basis of organization strategy. Next, comparing predictable outcome with real consequences and finally taking corrective actions. After completion period, the question how can we know whether the result is good or not? is addressed therefore we cannot skip assessment. It is a procedure in which organization activities and performance outcome are monitored so that real performance can be

compared with preferred performance. Performance is the last result of activities. It involves the real outcomes of the strategic management procedure (Wheelen & Hunger 2006)

Strategic evaluation include not only evaluating strategy for deviation from planned course but also for flexibility towards responding to the new challenge and establishing the efficiency and the pace of the implementation (Johnson & Scholes, 2013).The institution should measure current performance against previously set expectations, and consider any changes or events that may have impacted the desired course of actions. The revised plan must take into consideration emergent strategies and changes affecting the organization's intended course.

According to David (2008) the strategy evaluation is becoming increasingly difficult today because of the following trends: A dramatic increase in the environment's complexity. The increasing difficulty of predicting the future with accuracy. The increase in the number of both domestic and world events affects the organization. The decreasing time span for which planning can be done with any degree of certainty.

The evaluation of management and strategies is as a outcome of performance management systems which happen throughout and after the accomplishment of plans and strategies. Though, this step has been considered as one step in the SPFP as the result of evaluating the strategies will be used as an input to expand and formulate strategies and strategy.

While relating the strategy cycle approach, the desired result of this step is to preserve good strategies, adjust or remove less successful ones, and assess policies, strategy, and projects to make a decision on the suitable course of act (Bryson, 2004).

2.3.1.4 Growth of Training Institutions

The term growth in this context can be defined as an increase in size or other objects that can be quantified or a progression of changes or development (Penrose, 2007). The organization size is the result of growth over a period of time and it must be noted that growth is a procedure while institution size is a status (Penrose, 2005).

The growth of a institution can be determined by provision of capital, labour and suitable administration and opportunities for savings that are profitable. The influential factor for a organization growth is the accessibility of resources, number of students, number of new branches, number of teaching staff and raise of student population to the institution (Ghoshal, Halm and Moran, 2002).

Training institutions it includes training in general and skills growth in particular, not only play a essential role in individual, institution and overall national economic growth but are integral part of Human Resource Development (HRD). Skill growth may be defined as a procedure to acquiring and sharpening capabilities to execute a variety of functions associated with their present and future roles Tripathi (2003).

Moreover, literature suggests that human capabilities can be improved through better education and training Haq (2002). Improved skills allow persons to be more creative and produce more money. It not only raise the rate of return on investment and increase employability but also ensure the execution of a variety of growth projects in the time Booth and Snower (1996) and O'Conner and Lunati (1999).

2.4 Literature Overview and Research Gaps

Strategic Management process can be divided into three phase, for example the formulation phase is a strategy that aims at ensuring that institutions attain their objectives (Certo and Peter, 2011).

David (2009) has stated that strategy formulation include making decision which business to follow, how to assign resources without hostile takeovers and whether to go into global markets. He also added that strategy formulation phase include development of a mission statement, identification of external opportunities and threats, establishing of internal strengths and weaknesses, establishing long-term objectives, having option strategies, and having the best strategy to be executed. Second, is the implementation phase that initiates activities in agreement to strategic plans (Sharplin, 2015).

This needs organization to set up objectives, devise policies, inspire employees, and assign resources to carry out formulated strategies. Certo and Peter (2011) affirmed that without the successful strategy implementation, organizations are unable to gather the importance of performing an organizational analysis,

examining organizational direction, and formulating organizational strategy. Lastly, is the assessment and control phase that require in order to be obtained on strategic performance and comparing it with obtainable principles (Certo and Peter, 2011).

The essential advantage of Strategic Management has helped institutions prepare sound strategies by using the more systematic, rational and rational approach to strategic choice (Fred 2011).

To be specific, the advantages include financial importance and non-financial benefits. Financial benefits include increase in sales, profitability and productivity. A good Strategic Management can attain the mission, objectives of the organization; the profits will come naturally (Fred, 2011).

A study by Okumus (2010), found that the major challenge to the Strategic Management comprise of lack of management and support from other levels of management and resistance from lower levels and poor planning activities. Meldrum and Atkinson (2008) found out a number of Strategic Management challenges such as isolation, lack of stakeholder commitment, strategic drift, strategic deteriorating, and strategic division, failure to understand progress, initiative exhaustion, impatience, and not celebrating success.

Resource insufficiency is another strategy management challenge. This may be as a due to lack of resources which include financial, human and indivisibility of resources. Institutions may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be not

capable of enough funds to invest in the new resources that are needed and their cost base will be too high (Johnson and Scholes, 2012).

Sterling (2013), identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy; application of insufficient resources; timeliness and distinctiveness; lack of focus; and bad strategy/poorly conceived business models. When activities are not well coordinated in terms of proper planning, scheduling and allocation it results to poor output compared to expected results.

The studies quoted in the literature review show that managers at all levels of the firm interact in planning and implementation therefore accurate assessment of strategy formulation on organization. This view can no longer yield in the growth of the training institutions because firms are found to grow as they turn to specialization and division of labour. According to Berry, (2015), the objectives of strategy formulation should be parallel to a timeline; some are in the short-term and others on the long-term. This objective of strategy formulation is found to have a weakness as it does not put into consideration other factors like competition and other economic factors that need to be addressed for strategy formulation.

Strategic Management is managing the future, and efficient strategy formulation is vital, as it gives direction to the attention and actions of an organization. However, the current nature of working environment stress that Strategic Management involves managing the present and the future and efficient and timely strategy formulation. The studies shows in the literature review that industries other than

the training institutions and were also done in the developed countries. Most of the studies also do not give the relationship between the Strategic Management practices and the growth of the institution where the practices are applied.

The Strategic Management practices can be summed up to be in the formulation, implementation, evaluation and control. Strategy formulation is a process of making a decision on what to do while strategy implementation is a process executing what the organization has planned. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. From the above literature non has been done on the Strategic Management practices affecting the growth of training institutions in Machakos County, which creates a gap the current study is trying to fill by conducting a study on the Strategic Management practices affecting the growth of training institutions in Machakos County.

CHAPTER THREE: METHODOLOGY

This chapter deals with techniques and ways of collecting the data, analyzing and presenting the compiled data in tables or graphs.

3.1 Research Design

This is a descriptive survey study. A descriptive study is concerned with finding out the what, where and how of a phenomenon (Kothari, 2008). Descriptive research design is a scientific method, which involves observing and describing the behavior of a subject without influencing it in any way. The descriptive survey study was chosen since the study targeted several training institutions within Machakos County and the study involved the investigation in which quantitative data was collected and analysed in order to describe the specific phenomenon in its current trends, events.

3.2 Target Population

A population is the 'aggregate of all cases that conform to some designated set of specifications (Paton, 2002). The target population of the study comprises Boards of Management, Principals, Teaching staff and Support staff from 6 training institutions within Machakos County. According to Ministry of Education Report (2015), Machakos County has 13 training institutions. Which formed the population of the study: The target population was drawn from the population and was as shown in the Table 3.1.

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Table 3. 1 Target Population

Name of College	Principal	BOM	Teaching staff	Support staff	Total
Technical Development Center	1	9	25	20	55
Kenya Medical Training College- Manza	1	9	25	24	59
St John Teachers Training college	1	9	27	30	67
Machakos Teachers Training College	1	9	30	28	68
Kenya Medical Training College- Machakos	1	9	25	25	60
Machakos Technical Institute for Blind	1	9	25	24	59
Total	6	54	157	151	368

3.3 Sampling Frame

The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2013). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). The sampling frame constituted list of principals, teaching staff, support staff and Board of Management staff of selected training institutions.

3.4 Sample Size

The sample size was determined using Yamane's formula (1967) shown below. According to the formula, **n** is the sample size, **N** is the population size and **e** is the margin of error. A 95% confidence level and $e = 0.05$ are assumed for the equation.

$$n = \frac{N}{1 + N(e)^2}$$

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of 253 as shown below:

$$n = \frac{368}{1 + 368(0.05*0.05)} = 192$$

Stratified random sampling technique was used to draw the sample from the population. This technique was preferred because it ensures that all units in the population have an equal and independent chance of being included in the sample.

Table 3. 2 Sample Size

Name of College	Target Population	Multiplier	Sample Size
Technical Development Center	55	0.522	27
Kenya Medical Training College- Manza	59	0.522	31
St John Teachers Training college	67	0.522	35
Machakos Teachers Training College	68	0.522	35
Kenya Medical Training College- Machakos	60	0.522	31
Machakos technical institute for blind	59	0.522	31
Total	368	0.522	192

3.5 Data Collection Instruments

According to Cooper and Schindler (2013) there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results. This is because each tool and instrument collects specific data. The primary data was collected through the use of a structured questionnaire.

The questionnaire consisted of both open and closed ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The open-ended questions provided additional information that could not be captured in the close-ended questions. The questionnaires were advocated for because they are easy to administer and simple to respond and yet gave enough information required for the study.

3.6 Data Collection Procedure

The first step in data collection was researcher obtaining introduction letter from the School of Business & Economics for permission to collect data. Before the actual data collection, research teams were trained as research assistants the research teams assisted in the distribution of questionnaires in the field of study.

The data was collected using the drop method to allow the respondents fill the questionnaires at their convenient time who in charge of administering the questionnaires for the first time. The rationale of this is to save on time and cost of research. The questionnaires were collected immediately upon completion and upon getting appointment when to pick dully filled questionnaires. The respondents board of management were kindly requested to respond to all interview questions, with consistency and freedom of expression. Mugenda and Mugenda (2003) and Amin (2005) observe that interview is useful since they fetch variety of ideas needed for the study.

3.7 Pilot test

Pilot study is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows one to make necessary revisions prior to the implementation of the instruments (Saunders, 2007). Pilot study was to pre-test pre-testing was conducted with people who resemble those to whom the questionnaire is finally given. The pilot test data was not be included in the final study. The rule of thumb is that 1% of the sample should constitute the pilot test (Cooper & Schilder, 2013).

The pilot study was used to familiarize the researcher with the administration of the questionnaires therefore improving the instruments and procedures (Nachmias & Nachmias, 2008). The purpose of testing at this stage was to establish how to phrase each questions meaning and to check whether the range of responses alternatives was sufficient. The information to be gained from the questionnaire development was used where necessary to shorten the questionnaire, reorder questions and finalize the skip patterns. The pre-testing was conducted with people who resemble those to whom the questionnaire were finally given.

3.8 Data Processing and Analysis

The research was quantitative in nature. This implied that both descriptive statistics and inferential statistics was employed. Once the data was collected it was checked for completeness for analysis. Data collected through the questionnaire, were coded; edited and then subjected to description statistical analysis techniques. This was eventually tabulated, arranged and presented in

tables. This further reduced, summarized and interpreted the numerical information.

Mugenda and Mugenda (2008) pointed out that researcher uses regression analysis to find whether independent variable easily makes predictions on dependent variable. Multiple regression model was used since its appropriate to test the effect of group of independent variables on one dependent variable (Mbwesa, 2006).

This model was ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$).

Where, Y= Growth of training institutions

β_0 =Constant term

$\beta_1, \beta_2, \beta_3, \beta_4$ =Beta coefficient

X_1 = Strategy formulation

X_2 = Strategy implementation

X_3 = Strategy evaluation

ϵ = Error term

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation following the research objectives. The main purpose of this study was to establish the Strategic Management practices affecting the growth of training institutions in Machakos County. This is in the light of the fact that in Kenya, training institutions have started to get serious about Strategic Management practices and growth of training institutions since they are required by the government to carry out Strategic Management practices (GOK, 2015).

This study sought to investigate how the existing Strategic Management practices affect growth of training institutions in Machakos County; To assess the influence of strategy formulation on the growth of the training institutions in Machakos County; To investigate the effect of strategy implementation on the growth of the training institutions in Machakos County; To establish how strategy evaluation affects the growth of the training institutions in Machakos County.

In this study, both closed ended questions and open ended questions were used in collecting data where the respondents were required to explain briefly. The collected data was analyzed using both descriptive and inferential statistics using the statistical package for social scientist (SPSS).The sample target was the Board of Management, Principals, Teaching staff, Support staff and Students from 6 training institutions within Machakos County making a sample of 192 respondents.

4.2 Response Rate

The sample of the study comprised of 192 respondents. The research instruments were administered to the respondents. Out of 192 questionnaires that were administered, 174 were duly filled and returned. This was a response rate of 90.63%. This response rate was excellent and conforms to Mugenda and Mugenda (2003) argument that a response rate of above 70% is excellent for generalization of findings to the whole population.

Table 4. 1: Response Rate

	Questionnaires administered	Questionnaires filled & returned	Percentage
Respondents	192	174	90.63%.

Table 4.1 shows that (90.63%) of the questionnaires were returned by the respondents. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants the intended study and utilized a self-administered questionnaire which respondents completed and picked shortly afterwards and made follow up calls to clarify queries as well as prompted the respondents to fill the questionnaires.

4.3 Study Variables

4.3.1 Strategy formulation

The first objective for this study was to assess the influence of strategy formulation on the growth of the training institutions in Machakos County. The respondents

were first required to state level of agreement (or disagreement) with respect to the following aspects of strategy formulation as applied by institutions.

According to the findings, 50% of the respondents strongly agreed; 34.1% agreed; 7.1% disagreed; 1.6% strongly disagreed. 43.7% Majority of the respondents strongly agreed that their institutions follows Situational Analysis procedure in strategy formulation 19.5% agreed 14.3% were neutral 18.4% disagreed while 4.1% strongly disagreed on statement regarding Self-evaluation 74.6% agreed; 15% strongly agreed; 6% were neutral; 2.4% disagree; 2% strongly disagreed on Competitor analysis as a procedure in strategy formulation 40.8% of the respondent strongly agreed; 31% agreed; 15.9% were neutral 8.2% disagreed while 4.1% strongly disagreed and On statement regarding Micro and Macro environment as a procedure in strategy formulation of 26.5% were neutral; . 22.1% strongly agreed; 33% agreed; 8.2% disagreed while 10.2% strongly disagreed. as shown by mean of 3.5, 4.4, 4.4, and 4.1 respectively.

These findings relate with the literature review where Olson, (2015) found out that Strategy formulation involves three steps which are: performing a situation analysis, self-evaluation and competitor analysis: internal and external; micro-environmental and macro-environmental, Concurrent with this assessment, objectives are set. The study infers that strategy formulation helps institutions employees to take action to accomplish assigned tasks provided also it plays an important role in motivating employees to achieve superior performance.

Table 4. 2: Strategy formulation and growth of training institutions

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean
	%	%	%	%	%	
Situational Analysis	50	34.1	7.2	7.1	1.6	3.5
Self evaluation	43.7	19.5	14.3	18.4	4.1	4.4
Competitor analysis	15	74.6	6	2.4	2	4.4
Micro and Macro environment	40.8	31	15.9	8.2	4.1	4.1

4.3.1.1 Challenges of Strategy Formulation

The study sought to find out Level of agreement with statements regarding the Challenges of Strategy Formulation on the growth of training institutions in Machakos County. The respondents were therefore presented with statements which they were required to rate. As shown in table 4.3 below.

From the study respondents agreed that insufficiency of information systems used to monitor strategy Formulation; poor planning; Lack of support and Poor coordination, and poor communication was a Challenges of Strategy Formulation on the growth of training institutions as indicated by a mean of 4.11, 4.04, 3.78, 3.78 and 3.63 respectively. These findings were in conformity with findings by Njoroge (2013) who established out that there is positive connection between Strategic Management practices and the growth of training institutions in Machakos County.

Table 4. 3: Challenges of Strategy Formulation

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean
	%	%	%	%	%	
Insufficiency of information systems used to monitor strategy Formulation	20	17	25	37	37	4.11
Planning	26	7.4	29	14	48.1	4.04
Support	27	11	29	29	29	3.78
Coordination and communication	3.7	7.4	22	40	25	3.78

4.3.2 Strategy Implementation

The second objective for this study was to find out the effect of strategy implementation on the growth of the training institutions in Machakos County. The researcher sought to find out the respondent's view on whether strategy implementation affect the growth of the training institutions in Machakos County. The results were presented in Table 4.4.

According to the findings, 54.3% of the respondents strongly agreed; 32% agreed; 4% were neutral; 6.2% disagreed; 3.5% strongly disagreed that strategy implementation is set within the budget; 39% of the respondents strongly agreed that strategy implementation affects Stake holder satisfaction and accountabilities ; 41% agreed; 8% were neutral; 10% disagreed; while 2% strongly disagreed. Majority 45.1% of the respondent strongly agreed that the strategy should be implemented with set timeliness 38.6% agreed; 8.3% were neutral; 6% disagreed

while 2% strongly disagreed and 30.7% strongly agreed that coordination and sharing of tasks positively affects strategy implementation on the growth of the training institutions in Machakos County 33% agreed; 14.2% were neutral; 18% disagreed while 4.1% strongly disagreed as indicated by the mean 3.8, 3.5, 4.1, and 4.0 respectively.

Table 4. 4: Strategy implementation on the growth of the training institutions

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean
Within set financial plan	54.3	32	4	6	3.5	3.8
Stake holder approval and accountabilities.	39	41	8	10	2	3.5
In terms of time appropriateness	45.1	38.6	8.3	6	2	4.1
Management and allocation of tasks	30.7	33	14.2	18	4.1	4.0

These results correlates with the literature review where Quinn, (2008) found out that Strategic implementation involves allocation and management of adequate resources (monetary, human resources, time and technology support), finding a chain of authority or some option structure allocating responsibility of particular tasks or procedure to exact persons, it also includes administration the procedure. This shows that strategy implementation factors to a large extent affect the growth of the training institutions in Machakos County.

4.3.2.1 Challenges of Strategy Implementation

The study sought to find out level of agreement with statements concerning the challenges of Strategy Implementation on the growth of training institutions in Machakos County.

The study sought to find out the level of agreement with statements concerning the Challenges of Strategy Implementation on the growth of training institutions in Machakos County. From the findings respondents agreed to the statement that Leadership style; Uncertainty and organizational structure; Information availability and accuracy; and Poor Organization Structure as indicated by a mean of 4.37, 3.93, 3.89 and 3.78 respectively. These findings agrees with findings by Rutere (2012) who found the many Challenges of Strategy Implementation such as poor management, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and unmanageable environmental factors.

4.3.3 Strategy Evaluation

Table 4. 5: Strategy evaluation and growth of training institutions

	Strongly %	Agree %	Neutral %	Disagree %	Strongly %	Mean
Management procedure	55	22	14	5.2	4.0	3.7
Constantly review	14	3	21	45	17	3.9
Provision of helpful and timely information	2.5	6.1	4.1	22	65	4.3
Strategy evaluation organization should be explained	14.3	4.1	18	34	28	3.6

According to the findings, 55% of respondents strongly agreed to the statement that management procedure as strategy evaluation affects growth of training institutions in Machakos County 22% agreed; 14% were neutral 5.2% disagreed; and 4.0% strongly disagreed. Majority of the respondents 45% disagreed that constantly review as a strategy evaluation affects growth of training institutions in Machakos County 14% strongly agreed; 3% agreed; 21% were neutral and 17% strongly disagreed. 65.3% strongly disagreed that provision useful and timely information affects growth of training institutions 2.5% strongly agreed; 6.1% agreed; 4.1% were neutral; and 22% disagreed; as shown by a mean of 3.7, 3.9, 4.3, and 3.6 respectively.

Table 4. 6: Challenges of Strategy Implementation

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean
	%	%	%	%	%	
Leadership style	23	3.7	22	51	22	3.93
Uncertainty and organizational structure	18	19	7.4	48	44	4.37
Information accessibility and correctness	13	3.7	33	33	29	3.89
Poor Organization Organization	14	11	29	29	29	3.78

These findings are in agreement with the literature review where Johnson & Scholes, (2013), found that Strategic evaluation includes not only evaluating strategy for deviations from planned course but also for flexibility towards responding to the new challenges and establishing the efficiency and the pace of the implementation.

4.3.3.1 Challenges of Strategy Evaluation

From the results respondents agreed that inadequate of resources; worker resistance; uncertain strategy evaluation procedure and Keeping follow up of development of activities are the Challenges of Strategy evaluation and growth of training institutions in Machakos County as indicated by a mean of 3.7, 3.9, 4.3, and 3.6 respectively.

These results were in conformity with study by Njoroge (2013) who found out that there is positive connection between Challenges of Strategy evaluation and growth of training institutions.

Table 4. 7: Challenges of Strategy evaluation and growth of training institutions

Challenges of Strategy evaluation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean
	%	%	%	%	%	
Lack of resources	30	20	25	37	37	3.7
Employee resistance	38	7.4	29	14	48	3.9
Unclear strategy evaluation process:	31	11	29	29	29	4.3
Keeping of progress of activities	3.7	7.4	22	40	25	3.6

4.4.4 Growth of Training Institutions

Table 4. 8: Growth of Training Institutions in Machakos County.

	Strongly agree	Agree	No effect	Disagree	Strongly disagree	Mean
Employees have a clear understanding of the quality and of work expected from them	21	30.1	17.2	17.1	14.1	3.8
Teaching employees performance contributes to the overall Growth of the training institutions	33.7	29.5	14.3	14.4	8.1	4.3
One of the most often used tools to develop growth of the institutions is the quality of training offered	25	64.6	4	3.4	3	4.2
Board of Management involvement in decision increases Growth of the training institutions	30.8	41	14.9	9.2	4.1	4.1

According to the results, 30.1% of respondents agreed that employees have a clear understanding of the quality of work expected from them; 21% strongly agreed; 17.2% were neutral; 17.1% disagreed while 14.1% strongly disagreed.

On the statement concerning teaching employees performance as its contribution to the overall Growth of the training institutions 33.7% of majority strongly agreed; 29.5% agreed; 14.4% disagreed; 14.3% were neutral and 8.1% strongly disagreed; On the statement regarding on whether the most often used tools improved growth of the institutions is the quality of training offered majority of the respondent with 64.6% agreed; 25% strongly agreed; 4% were neutral; 3.4% disagreed; while 3% strongly disagreed; Board of Management in decision increases Growth of the training institutions 30.8% strongly agreed; 41% agreed; 14.9% were neutral; 4.9% disagreed and 4.1% strongly disagreed; as shown by mean of 3.8, 4.3, 4.2, and 4.1 respectively. These results correlates with the literature review where Becker, Antuar & Everett, (2011) shows that growth of the training institutions depends on the quality of the training factors which are strategy implementation, remuneration, leadership style, career advancement and goal setting.

4.4 Regression analysis

The linear regression analysis models presents the relationship between the dependent variable which is growth of training institutions in Machakos County and the independent variables which are strategy formulation, strategy implementation and strategy evaluation.

The coefficient of determination R^2 and correlation coefficient (r) show the degree of association between the Variables and growth of the training institutions in Machakos County. The results of the linear regression indicate that $R^2=.955$ and $R= .975$ this is a suggestion that there is a strong relationship between strategy formulation, strategy implementation, strategy evaluation and the growth of the training institutions.

Table 4. 9: Model Summary

Model	R	R Square
1	.975	.955

Table 4. 10: ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	494.594	18	123.648	362.058	.000 ^b
1	Residual	28.687	174	.342		
	Total	523.281	192			

a. Dependent Variable: Growth of the training institutions

Table 4.10 indicates that P value = 0.000 which is less than 5%. This finding shows that the overall model is significant. It further implies that strategy formulation, strategy implementation, and strategy evaluation have a significant influence on the growth of the training institutions in Machakos County.

Table 4. 11: Multiple Regression Analysis

Model		Unstandardized	Standardized	t	Sig.
		Coefficients	Coefficients		
		B	Beta		
1	(Constant)	2.962		0.168	0.867
	Strategy formulation	0.873	0.071	1.849	0.056
	Strategy Implementation	0.581	0.008	1.210	0.004
	Strategy evaluation	0.713	0.213	4.141	0.000

a. Dependent Variable: Growth of the training institutions in Machakos County

The researcher conducted a multiple regression analysis so as to examine the relationship between y and the four variables. As per the SPSS generated table 4.10, the equation

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon)$ becomes:

$$Y = 2.962 + 0.873X_1 + 0.581X_2 + 0.713X_3 + \varepsilon$$

Where Y is the dependent variable (growth of the training institutions in Machakos County), X_1 is the strategy formulation variable, X_2 is strategy implementation, X_3 and strategy evaluation variable.

According to the regression equation established, taking all factors into account (strategy formulation variable, strategy implementation, and strategy evaluation) constant at zero, growth of the training institutions in Machakos County was 2.962.

The data analysis also show that taking all other independent variables at zero, a unit increase in strategy formulation led to a 0.873 increase in growth of training institutions in Machakos County; a unit increase in strategy implementation led to a 0.581 increase in growth of training institutions in Machakos County, a unit increase in strategy evaluation led to a 0.713 increase in growth of the training institutions in Machakos County. This shows that strategy formulation contribute more to the growth of the training institutions in Machakos County followed by strategy evaluation.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to investigate the Strategic Management practices affecting the growth of training institutions in Machakos County

5.2 Summary of the Findings

According to the regression equation established, taking all factors into account (strategy formulation variable, strategy implementation, and strategy evaluation) constant at zero, growth of the training institutions in Machakos County was 2.962. The data analysis also show that taking all other independent variables at zero, a unit increase in strategy formulation led to a 0.873 increase in growth of training institutions in Machakos County; a unit increase in strategy implementation led to a 0.581 increase in growth of training institutions in Machakos County, a unit increase in strategy evaluation led to a 0.713 increase in growth of the training institutions in Machakos County. This shows that strategy formulation contribute more to the growth of the training institutions in Machakos County followed by strategy evaluation.

5.2.1 Strategy Formulation

According to the findings, 50% of the respondents strongly agreed; 34.1% agreed; 7.1% disagreed; 1.6% strongly disagreed. 43.7% most of the respondents strongly agreed that their institutions of training follows Situational Analysis process in strategy formulation 19.5% agreed 14.3% were neutral 18.4% disagreed while 4.1% strongly disagreed on statement regarding Self evaluation 74.6% agreed; 15% strongly agreed; 6% were neutral; 2.4% disagree; 2% strongly disagreed on participant analysis as a process in strategy formulation 40.8% of the respondent strongly agreed; 31% agreed; 15.9% were neutral 8.2% disagreed while 4.1% strongly disagreed and On statement concerning Micro and Macro environment as a process in strategy formulation of 26.5% were neutral; . 22.1% strongly agreed; 33% agreed; 8.2% disagreed while 10.2% strongly disagreed. as shown by mean of 3.5, 4.4, 4.4, and 4.1 respectively.

5.2.2 Strategy Implementation

According to the results, 54.3% of the respondents strongly agreed; 32% agreed; 4% were neutral; 6.2% disagreed; 3.5% strongly disagreed that strategy implementation is put on the budget; 39% of the respondents strongly agreed that strategy implementation affects Stake holder achievement and answerability ; 41% agreed; 8% were neutral; 10% disagreed; while 2% strongly disagreed. Most 45.1% of the respondent strongly agreed that the strategy should be implemented with set appropriateness 38.6% agreed; 8.3% were neutral; 6% disagreed while 2% strongly disagreed and 30.7% strongly agreed that management and sharing of

responsibilities absolutely affects strategy implementation on the growth of the training institutions in Machakos County 33% agreed; 14.2% were unbiased; 18% disagreed while 4.1% strongly disagreed as indicated by the mean 3.8, 3.5, 4.1, and 4.0 respectively.

5.2.3 Strategy Evaluation

According to the results, 55% of respondents strongly agreed to the findings that Control procedure as strategy evaluation impacts growth of training institutions in Machakos County 22% agreed; 14% were neutral 5.2% disagreed; and 4.0% strongly disagreed. Majority of the respondents 45% disagreed that constantly appraisal as a strategy evaluation affects growth of training institutions in Machakos County 14% strongly agreed; 3% agreed; 21% were neutral and 17% strongly disagreed. 65.3% strongly disagreed that providing cooperative and suitable information affects growth of training institutions 2.5% strongly agreed; 6.1% agreed; 4.1% were neutral; and 22% disagreed; as shown by a mean of 3.7, 3.9, 4.3, and 3.6 respectively.

5.3 Conclusion

Based on the study, on strategy formulation it can be concluded that strategy formulation should be developed for it to work very well. To authorize this big success, training institutions management should set up a in fact whole strategy that is cautiously formulated in order to attain the objectives of the institution and hierarchy of the strategy is a part of the strategy formulation.

The study found that most of the training institutions in Machakos County had a strategic formulation and that all the institutions had a mission and vision statements, institutional goals and process on policy development in their strategic formulation. In addition, the study findings show that most of the training institutions in Machakos County show their strategic formulation within a short interval of time of 1-3 years. As such, the findings revealed that Principals, and Teaching staff were the mostly involved in strategy formulation with the assistance of board of management. Further, majority of the respondents indicated that strategic formulation influence Principals, and Teaching staff. Variables testing established that strategy formulation has significant influence on the Principals, and Teaching staff.

From the findings of this study the researcher concluded that Strategic Management practices affects the growth of training institutions in Machakos County. This is because every institution has some systems or internal processes to support and implement the strategy and run day-to-day affairs. This implies that there is a strong positive correlation between strategic management practices and strategy implementation.

The study findings established that most training institutions in Machakos County implement strategies as planned. Additionally, on average the study findings revealed that most of the training institutions in Machakos County implemented their short-term goals within 3 months. Principals, and Teaching staff were found to be the most responsible for strategy implementation.

The results established that strategy implementation influences growth of the training institutions in Machakos County. Variables testing revealed that strategy implementation has significant influence on the growth of the training institutions in Machakos County.

All respondents indicated that their training institutions conducted a strategy evaluation hence 100% response rate, and on another question 77.27% of the respondents agreed that strategy evaluation influenced the growth of training institutions in Machakos County while 22.73% had no idea on. Therefore, strategy evaluation influenced the growth of training institutions in Machakos County.

5.4 Recommendations

The Strategic Management practices in the training institutions has influenced positively implementation of the strategy. It is therefore recommended that the management of training institution should make an attempt to get better further on this variable in order to raise the level of performance of training institutions. In addition, training institutions which are implementing their strategic formulation should build up effective strategic communication so as to achieve their objectives. The training institutions must give more notice to improvement of teamwork and human resource management. In terms of policy development, the training institutions should put in consideration, formulation, implementation and evaluation in place.

In addition, more attempts must be made to improve process guiding strategy implementation procedure. It is also recommended that training institutions which

are implementing their strategies must have successful strategic ability in terms of human resources, organizational culture and policies.

The training institutions must get better on its capacity to respond to major changes in the external environment and allocating resources to new strategy. Training institutions in Kenya must consider strategic flexibility throughout the strategy formulation, implementation and evaluation to make sure that they attain the growth of the training institutions in Machakos County.

5.5 Recommendations for Further Research

The findings put emphasis on the Strategic Management practices affecting the growth of training institutions in Machakos County which include strategy formulation, strategy implementation, and strategy evaluation. Accessible literature shows that avenue of research there is need to research on the Strategic Management practices affecting growth in other sectors in order to establish if there is relationship between the Strategic Management practices on growth and those sectors.

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APPENDICES

Appendix i: Questionnaire

(A) Strategy formulation

1. What is your level of agreement (or disagreement) with strategy formulation statements as indicated below

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Strategy Formulation						
1	Situational Analysis					
2	Self evaluation					
3	Competitor analysis					
4	Micro and Macro environment					

The following are the outputs of strategic formulation process

2. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategic formulation process as applied by your organization. Use a tick (☑) to indicate your choice.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Strategic formulation process						
1	Strategy					
2	Vision					
3	Vission					
4	Objectives					

The following are the Challenges of Strategy Formulation

3. What is your level of agreement (or disagreement) with Challenges of Strategy Formulation statements as shown below. Use a tick (☑) to indicate your choice.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Challenges of Strategy Formulation						
1	Inadequacy of information systems used to monitor strategy Formulation					
2	poor planning					
3	lack of support					
4	Poor coordination, and poor communication,					

What are some of solution to solve challenge of strategy formulation

.....

(B) Strategy implementation

4. What is your level of agreement (or disagreement) with the following statements regarding strategy implementation as indicated below.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Strategy implementation						
1	Within set Beget					
2	stake holder satisfaction and accountabilities					
3	In terms of timeliness					
4	coordination and sharing of					

	responsibilities					
--	------------------	--	--	--	--	--

5. What is your level of agreement (or disagreement) regarding strategic implementation process as shown below.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
	Strategic implementation process					
1	Strategy implementation plan					
2	Accountabilities					
3	Deadlines and ownership					
4	Monitoring system					

6. What is your level of agreement (or disagreement) with following statements regarding Challenges of Strategy Formulation?

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
	Challenges of Strategy Formulation					
1	Leadership style					
2	Uncertainty and organizational structure					
3	Information availability and accuracy					
4	Poor Organization Structure					

What are some of solution to apply to solve challenge of strategy implementation

.....

(C) Strategy evaluation

7. What is your level of agreement (or disagreement) with statements regarding strategy evaluation as shown below

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Strategy evaluation						
1	Control processes					
2	Continuously review					
3	Providing useful and timely information:					
4	strategy-evaluation system should be elaborative and detailed					

8. What is your level of agreement (or disagreement) with respect to the following strategic evaluation process statements.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Strategic evaluation						
1	Stakeholders and client satisfaction					
2	High performance					
3	Less school unrest during the school calendar					
4	Effectiveness and efficiency					
5	Transparency and credibility					

9. What is your level of agreement (or disagreement) with following statements regarding Challenges of Strategy evaluation.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
Challenges of Strategy Evaluation						
1	Lack of resources					
2	Employee resistance					
3	Unclear strategy evaluation process					
4	Keeping track of progress of activities					

What are some of solution to apply to solve challenge of strategy evaluation?

.....

THANK YOU FOR YOUR COPERATION!!!!!!

APPENDIX II: INTERVIEW GUIDE

The purpose of the questionnaire is to explore the Strategic Management practices affecting the growth of training institutions in Machakos County. Please answer the questions by writing a brief note in the blank spaces provided.

NOTE:

1. **All your responses will be handled in most strict confidence**
2. **In case you need a copy of the findings, give your name or address or email anywhere in this questionnaire.**

EMAIL..... PHONE.....

WEBSITEADDRESS.....

1) Please Briefly explain What is Strategic Management?

.....
.....
..... Using examples what are some
of strategic management practices implemented in your institution?
.....
.....
.....

2) Do the institution stakeholders get satisfied with the way strategic management practices are implemented in your institution?

.....
.....
.....

3) As Board of Management what are the challenges do you encounter in the process of implementing strategic management practices? Please explain your answer

.....
.....
.....

4) Based on the experience what are the importance of having strategic management practices implemented in training institutions? Kindly explain.

.....
.....
.....
.....

5) Do you think there is something special which draws training institutions to have strategic management practices implemented in their training institutions? Kindly explain your answer.

.....
.....
.....
.....

6) What are strategic management practices affecting growth of training institutions to you? Please explain your answer.

.....
.....
.....
.....

7) Do the Machakos county training institutions value the importance of strategic management practices? Yes or No Please explain your answer?

.....
.....
.....
.....

8) How can you rate the growth of Machakos county training institutions Kindly explain your rating.

.....
.....
.....
.....

9) What are some of recommendation you can offer in improving the growth of training institutions? Please explain your answer.

.....
.....

THANK YOU FOR YOUR COPERATIO

Appendix v List of Colleges in Machakos County

Institution Name	Campuses	Category
1. Century Park College	Machakos	College
2. Technical development center	Athi River	College
3. Kenya Medical Training College	Machakos	College
4. Machakos Institutions of Technology	Machakos	College
5. Machakos teachers College	Main	College
6. Eastern Integrated college	Mitamboni	College
7. Baraka technical College	Matuu	College
8. St John Teachers Training college	Kilimambogo	College
9. Sunrise Teachers Training	Athiriver	College
10. Rural Aid Kenya Training Institute	Athiriver	College
11. Eastern Intergreted College	Mitamboni	College
12. Masii ECD Training College	Masii	College
13. Machakos School of Blind	Machakos	College
14. Machakos Institute of Development Studies	Machakos	College