



THE INFLUENCE OF ORGANIZATIONAL STRUCTURE ON IMPLEMENTATION OF STRATEGY AMONG VOCATIONAL TRAINING CENTRES IN BUNGOMA COUNTY, KENYA

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ABSTRACT

With the current governments focus on skills development, Vocational Education is the future of social economic growth of any economy. However, the Vocational Training Centers have not been embraced as one would think making it a potential issue of research. The purpose of the study was to examine determinants of implementation of strategy in vocational training centers (VTCs) in Bungoma County, Kenya. The specific objectives were to evaluate the influence of organizational structure on implementation of strategy among VTCs in Bungoma County, Kenya. This research was anchored on contingency theory of leadership. A descriptive study design was employed. The study population was principals and departmental heads of the 36 registered government VTCs in Bungoma County, totaling to 193 respondents. Since the study population was homogenous it was sampled using Yamane's sampling formula to get 130 respondents. Data was collected by help of questionnaires. A pre-study was done to measure how valid and reliable the study tools were. Validity tested content, functional and criterion validity by help of experts while reliability was measured by Cronbach alpha test, at a threshold of 0.7. Descriptive statistics was measured using frequencies and percentages and inferential statistics was measured using correlation as well as regression coefficients. The analyzed data was presented using APA tables. There is evidence that the relationship between Organizational structure and Strategy implementation in VTCs which was linear; the correlation coefficient (R) of 0.813 indicated a strong positive linear relationship. This implied that Organizational structure has a significant and strong relationship with the strategy implementation. It came out clearly in this research work that Strategy implementation is determined and influenced by several factors which are dependent on the type of determinants a firm has. Therefore, there is a significant relationship between determinants and Strategy implementation. The study recommended that, Vocational training centers should prioritize establishing perquisite management, technical and operational structures for effective service delivery. Secondly, county governments should establish and build the capacity of leadership in vocational training centers for enhanced performance. Thirdly, every vocational training center should develop and cultivate their organizational culture to enhance branding and competitive advantage.

Key Words: Organizational Structure, Strategy Implementation, Vocational Training

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INTRODUCTION

Implementation of strategy is many times viewed as a craft and not as a science whose study history has been inconsistent according to Noble (2019). A developed strategic framework has no influence on any organizational processes until it has been fully implemented to realize its originally intended goal. A study by Muchira (2013) on determinants of implementation of strategy and banks performance in Kenya brings out the importance of ensuring fully implementation of planned interventions since it influences achievement of results as well as improvement in attainment of organizational goals, business profitability and even competitive edge over competitors. Implementation of strategy was also found to influence organizational performance since it enhances business excellence, operational management and corporate image. However, the current study covered the sector of education and not education as the previous referred to study did.

In the global review Kineur (2017) did a survey on determinants of implementation of strategies in Faith based health care institutions in America. The study used mixed methods approach with use of structured questionnaires with multiple regressions. A relative sample of 456 respondents was employed. The results findings showed that organizational culture HR practices and organizational structure had a positive correlation with implementation of strategies in an organization. It further found that the culture of an organization has a greater influence on implementation of strategy over organizational structure. The study did not consider resource allocation as a variable. It used a relatively larger sample and the current study endeavored to use a relatively smaller sample to see the difference in results.

According to Mwadebele (2017) who conducted research on determinants of implementation of strategy in Nigeria reveals that effective implementation of a strategy will definitely positively influence organizational performance. The study asserts that many times firms allocate

time and to go through the strategic planning process and develop superb documents only to end up with them on the shelves after making classy prints. This culture has become cliché with many firms and managers need to liberate themselves from this manage if they have to realize any meaningful progress at their places of work and remain competitive in their market and industry.

Karemungena (2014) works on determinants of implementation of strategy among public VTCs in Rwanda using correlation research design with multiple regression analysis on a sample of 453 respondents established that a good strategy can only be measured and evaluated using the ultimate result from its implementation. Findings further showed that several public VTCs have developed strategic plans which are not being implemented. These findings are in agreement with the previous works of Mwadebele show showed that organizations are keen to develop and print good strategies but are not keen to see them fully implemented. Muendo (2015) in a similar work on determinants of implementation of strategy among Colleges in Tanzania describes implementation of strategy as the mother of strategic management since it's the action stage during strategic management.

In Kenya, Wanjiru (2014) did a study on determinants of strategy management in Kenya. It employed descriptive survey design using structured questionnaires with a relative sample of 456 respondents. Findings insist that implementation of strategy involves organizing an organizations people, process and resources toward an identified course. According to Njagi and Kombo (2014) in a research on the determinants of implementation of strategy among public corporations revealed that the most fragile segment of strategizing is in implementation and the scariest result of implementation of strategy is failure. The findings conclude that winners in strategizing win on the platform of effective implementation. This study reviewed implementation of strategy determinants including organizational culture,

structure and resources utilization as discussed in the literature

There have been growing government interventions in the education sector including improvement in government spending on TVET and training i.e. 4.3% of the gross education budget between 2012/13-2018/19 (Economic survey 2018). The expenditure increases in the years 2017/18 and 2018/19 was focused on facilitating recruitment and capacity building of instructors, establishment of new training institutes certifying TVET institution, new curriculum development and issuance of grants for development. TVET learners also qualified for bursary of 30,000/- annually with a HELB loan of 40,000/=. The big four agenda have given emphasis on skills acquisition and development and thus the need for VTCs to meet the gap in skills caused by formal education the current study (MoE, 2018). VTCs have been devolved in the new Constitution of 2010 and are under county governments.

Most county governments have devolved them under their education ministries with some countries housing them in the vocational training education departments. However, there has been a public outcry on the limited funds and inadequate personnel VTC have due to constraint budgetary allocations for the county governments. According to the county department of education records of Bungoma County, Bungoma county has 36 registered VTCs with only 157 instructors across its 47 wards with every ward having not less than two (2) VTCs (County Government of Bungoma, 2019). This has put a lot of pressure on the VTC to deliver under a limiting environment. This research work shall endeavor to evaluate the determinants of implementation of strategy among VTCs in Bungoma County.

Statement of the Problem

Effective engagement of dynamic interventions empowers a firm above its prevailing market competition thus any firm that wishes to have a competitive edge must endeavor to implement robust strategies (Noble, 2019). Most successful VTCs have been known to have implemented

structured frameworks of ensuring results across the world. However, according to the ministry of education (2018) in Kenya VTCs have a myriad of challenges due to lack of implementation of developed strategies. Most VTCs go through a comprehensive planning process with the aim of enhancing its working environment only to stagnate at the implementation phase due to identified challenges like inadequate finances and limited human resources (MoE, 2018). This has incapacitated most of them despite their significant role in empowering the community by creating a sustainable skill base for the growing economy.

Various studies conducted in this area give contrasting findings. Langereis (2016) reviewed the determinants of implementation of strategy in Netherlands Municipalities. The researcher found that effective enacting planned interventions is determined by not just implementation of strategy but also social- economic, cultural and ecological factors. The study further did not consider organizational structure and culture as variables unlike the current study. Karemu & Gongera (2014) researched on determinants of Implementation of strategy among colleges and universities in Kiambu County using correlation research design and found that performance of colleges and universities is influenced by leadership, communication resource allocation and monitoring. Implementation of strategy was found to enhance performance or organizations. However, the study did not consider organizational structure and culture as factors (Karemu & Gongera, 2014). The study also did not use descriptive research design hence the need for a study using this research design. Since the findings in this study were inconclusive, this study will examine the gap established in the current study by examining the determinants of implementation of strategy on organizational performance of VTC's in Bungoma County. It's agreeable to say that no study has been done on organizational structure and implementation of strategy in vocational training centers in Bungoma County.

Objectives of the Study

The objective of this study was to determine the effect of organizational structure on implementation of strategy in vocational training centers in Bungoma County, Kenya.

The study was guided by the following hypotheses:

- H_{01} : Organizational structure has no significant effect on implementation of strategy in vocational training centers in Bungoma County, Kenya.

LITERATURE REVIEW

Contingency Theory of Leadership

This theory was developed by Fred Edward Fiedler in the years 1964. The theory was developed after the author studying several works and work environments on leadership and its influence on the organization and its people. The theory insists that a good leader is only defined by their ability to match situations with relevant styles of leading. The earlier model of this theory focused on leadership in organizations. The current model has even relationships of the leaders, their style of leading and the organization. The author defines leadership dimensions in three focuses of leader to member; extend of roles and structure and leader's authority. A leader is deemed to be effective only if the three scenarios are seen to be high. According to Scott (2010) this theory is all about the following propositions that the leaders' style of leading is determined by the working environment. Effective implementation of developed strategies can ensure performance of an organization. This theory was employed to explain the objective on organizational structure and strategy implementation as to its relevance to the underlying concepts on leadership and strategy implementation.

Empirical Review

Organizational structure describes the aligning of human resources to their respective tasks, power, authority and responsibilities at the work place (Greenberg, 2011). An organizational structure highly influences the way a strategy is implemented

in an organization. Drazin and Howard (2009) assert that it's important that the managers of an organization give priority to aligning the structure of the human resource in line with the developed strategy to ensure that the business or organization in general attains full results.

The structure of an organization is fundamentally the principle pillars upon that organization is built and it's greatly influential in the way such a business performs. Organizational structure is not just limited to the physical designs of building but also extends to the way the human resources and the organization in general operates to ensure achievement of their set goals and objectives. Design an effective organizational structure can at times be very daunting due to the need for a complex blend of appropriate size, relevant technology, external environment and intervention (John and Meier, 2011).

Tran and Tian (2013) researched on the influence of organizational structure and strategy implementation on a firm in Russia. Correlation design was used. Questionnaires and interview schedules were also used. Findings showed that employees collectively together meet on a platform to surrender their individual dreams and pursue collective team goals of the organization to ensure achievement of the organizations vision and mission. This relationship is typical definition of organizational structure. The findings further noted that a well-designed organizational structure has the potential to enhance the performance of such an organization. Findings concluded that design a proper structure gives the managers a chance to identify missing and needed talents and find a better way to place them. In a case where the goals of individual human resources differ with the overall goal of the organization, organizational goals cannot be attained effectively.

Sieyel and Kagiri (2017) researched on the influence of organizational structure on strategy implementation among non-profit organizations in Chad. The study embraced both qualitative and

quantitative techniques of questionnaires and document reviews. The study used correlation research design and data was analyzed using both descriptive and inferential statistics. The study results revealed that organizational structure correlated with strategy implementation. The findings insisted that proper organizational structuring enhances performance of the said organization. The study further found that the way an organization designs its structure greatly influence the level of value it can derive from its people, processes and resources. According to the study, real strategy is in the design of the structure of the organization as well as aligning its people, processes and resources to the organizational goals.

Mwanthi (2017) examined the determinants of implementing a strategy in universities in Uganda. Correlation research design was used. 3452 respondents were considered using questionnaires, interview schedules and focused group discussion guides as tools of data collection. The study findings indicated that universities that ensure utmost implementation of their developed strategies end up enjoying better results and realizing ultimate growth compared to those that only develop strategies but to lay on the shelves. The findings further insisted that organizational structure is the mother of strategy implementation and organizations that wish to enjoy competitive advantage ought to put emphasis on it. The study however only reviewed communication and organizational structure as determinants of strategy implementation. The current study will review up to including resource utilization, and organizational culture thus gaps for the current study.

Keter (2016) evaluated the determinants of strategy implementation in Safaricom Ltd in Kenya. The study embraced use of descriptive survey design with questionnaires and focused group discussion guides as tools of collecting data. The survey findings indicated that many organizations are faced with a myriad of challenges in their endeavor to ensure strategy implementation. Some of the identified challenges were organization structure,

systems and leadership. The study findings further showed that strategy implementation is essential in realizing organizational goals and planned actions ought to be implemented as by the plan. However, this study did not consider resource utilization as a variable thus a gap for the current study.

METHODOLOGY

The researcher used descriptive research design. This is due to its capacity to enable the study to describe object of research and their relationship to the environment. It was chosen because of its ability to allow the researcher to systematically collect data using questionnaires, collate it, present it, analyze it using SPSS and interpret. The study area for this study was Bungoma County. The study population was 193 people comprising of 36 principals and 157 departmental heads. The researcher adopted Yamane's (1967) formula of determining the sample size from the population. According to Yamane, for a precision or margin of error of 5%, size of sample was,

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

Where;

n=minimum sample size

N=Population size

e=Level of precision set at 95% (5%=0.05)

In this study, N is 193 and e=0.05

$$n = \frac{193}{1 + 193(0.05)^2} = \frac{193}{1 + 0.4825} = \frac{193}{1.4825} = 130$$

The research sample size was 130 respondents as in the above substitution

The researcher gathered primary data using structured questionnaires to ensure that respondents were out answering beyond the scope of the study. The questionnaire adopted a likert scale ranging from 1-5. The questionnaire had sections as per objective.

The study measured the content and criterion validity using a team of supervisors, defense panelists and other experts in the field. Cronbach's alpha (1951) coefficient of reliability was employed to determine the internal consistency in the study tools; reliability was measured at 0.7 and above where 0.7 and above was said to be reliable. A pilot study was done among 13 respondents among VTCs in Kakamega County to ensure accuracy and minimize errors in data collection'. The suggestions were incorporated in the tools before actual data collection.

Study data was analyzed by SPSS version 24 after careful sorting, collating and coding to ensure errors free data. Descriptive data was in form of frequencies, percentages, medians, modes, means, standard deviations and variance of variables. Inferential statistics was informed of correlation and regression analysis coefficients. Study data after analyzing was presented in APA tables.

The regression equation below was adopted.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

In which:

Y is implementation of strategy

β_0 is Constant

X_1 is organizational culture

X_2 is organizational structure

X_3 represents organizational leadership

X_4 is resource utilization

ϵ is the error term

β is the variable regression coefficients

FINDINGS

Descriptive statistics for Organizational Structure and Strategy Implementation

The study assessed descriptive statistics of the structure of organization among vocational training centers in Bungoma County. Results were as depicted below. *Descriptive Statistics of Organizational Structure among the selected vocational training centers in Bungoma County.* 5= Strongly Agree (SA), 4= Agree (A), 3= Somehow Agree (SHA), 2=Disagree (D), 1=Strongly Disagree (SD).

Table 1: Descriptive Statistics of Organizational Structure

Statement	SD	D	SHA	A	SA	Mean	Std. dev
The organizational structure clearly outlines duties of staff in the organization.	69 57%	9 7%	11 9%	8 7%	24 20%	2.248	1.634
Communication between senior management and staff as well as amongst the staff themselves is smooth	68 56%	8 7%	17 14%	19 16%	9 7%	2.116	1.415
Roles and responsibilities are aligned with VTC goals	5 4%	8 7%	80 66%	24 20%	4 3%	3.116	.744
The chain of flow of authority that shows how communication is disseminated is clear	3 2%	75 62%	16 13%	9 7%	18 15%	2.702	1.145
The current structure improves flexibility	8 7%	81 67%	10 8%	6 5%	16 13%	2.512	1.134
Adoption of technology cuts costs of operation and increases on returns in the organization	64 53%	13 11%	17 14%	18 15%	9 7%	2.132	1.390
Employees are regularly trained	68 56%	8 7%	17 14%	19 16%	9 7%	2.116	1.415
Average level of Organizational structure effectiveness	Mean(%Mean) 2.420(48.4%)	Std. Dev. 1.012	Std. Error of mean .092	Minimum 1.571	Maximum 5.000		

Source: Field Data (2020)

The findings of above showed that most of the respondents 57%(69) strongly disagreed that the

organizational structure in the selected VTCs clearly outlined duties of staff in the organization,

this implied that roles of various employees are not clearly stated to them and hence causing a problem with implementing of the formulated strategies.7%(9) of the respondents disagree that the VTCs structure clearly outlines the duties of staffs .9%(11) of the respondents somehow agreed that the organizational structure clearly outlines duties of each staff in it.7%(8) of the respondents were in agreement that there was an organizational structure that clearly outlines duties of each staff in an organisation.20%(24) of the respondents strongly agreed that there was an organizational structure clearly outlining duties of each staff in the selected VTCs.

The study also sought to investigate whether Communication between senior management and staff as well as amongst the staff themselves is smooth, majority 56%(68) strongly disagreed that communication between senior management and staff as well as amongst themselves is smooth, this implies that strategies are only formulated at the top and lay on shelves, they are not communicated to lower employees who are strategy implementers, therefore communication among different levels in VTCs is paramount to improve operations.7%(8) of the respondents disagreed that there was smooth communication between senior management and staffs as well as amongst themselves.14%(17) of the respondents somehow agreed that there was smooth communication between the top management and the staffs as well as amongst the staffs themselves.16%(19) of the respondents agreed that there was a smooth communication between senior management and the staffs as well as amongst themselves.7%(9) of the respondents strongly agreed that there was smooth communication between senior management and the staffs as well as amongst the staff themselves.

Organizational roles and responsibilities are aligned with VTC goals, majority 66%(80) somehow agreed that roles and responsibilities are aligned with VTCs goals, this implied that roles and responsibilities are

well allocated and well informed but an improvement was needed in all the selected VTCs in order to improve the daily operations of the VTCs under study.7%(8) of the respondents disagreed that roles and responsibilities are aligned with the VTC goals.4%(5) of the respondents strongly disagreed that roles and responsibilities are aligned with the VTC goals.20%(24) of the respondents agreed that the roles and responsibilities are aligned with VTC goals.3%(4) of the respondents strongly agreed that roles and responsibilities are aligned with VTC goals. The chain of flow of authority that shows how communication is disseminated is clear, 62% disagreed that the chain of flow of authority that shows how communication is disseminated is clear. 67% disagreed that current structures of their respective organizations improves flexibility. Most of the respondents, 53% and 56% strongly disagreed that adoption of technology cuts costs of operation and increases on returns in the organizations, and employees are regularly trained respectively.

On average, the overall level of satisfaction in the organizational structure among the selected vocational training centers in Bungoma County was 48.4% (Mean = 2.420, Std. dev = 1.012) rated moderate. These indicate that organizational structure of majority of the vocational training centers in Bungoma County are not effective thus need for improvement.

Inferential results Organizational structure and Strategy implementation

On examining the effect of organizational structure on strategy implementation among the vocational training centres in Bungoma County, the study tested the following null hypothesis (H_{01}):

H_{01} : Organizational structure does not have significant effect on implementation of strategy in vocational training centers in Bungoma County, Kenya.

The linear regression findings on testing the first null hypothesis (H_{01}) are as depicted below.

Table 2: Linear Regression of Organizational Structure on the implementation of strategy in vocational training centers in Bungoma County, Kenya

Model Summary						
Model	r	r-square	Adjusted r-square	Std. Error of the Estimate		
1	.813	.661	.658	.38198		
ANOVA						
Model	Sum of Squares	df	Mean Square	F	p-value	
1 Regression	33.906	1	33.906	232.380	.000	
Residual	17.363	119	.146			
Total	51.269	120				
Coefficients						
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	p-value	
(Constant)	1.660	.090	Beta	18.365	.000	
Organizational Structure	.525	.034	.813	15.244	.000	

Source: Field Data (2020)

The ANOVA test findings as shown in table 2 showed that F-Statistic is significant, $F(1, 119) = 232.380$, $p\text{-value} = 0.000 < 0.05$; these meant that there was a good fit in linearly predicting the strategic implementation of a vocational training center in Bungoma when given its organizational structure. The adjusted r-square was 0.658; this portrays that the model (organizational structure) was able to explain 65.8% of the variation in the implementation of strategy among vocational training centers in Bungoma County. The unstandardized beta coefficient for the organizational structure was found to be significant; $\beta = 0.525$, $t = 15.244$, $p\text{-value} = 0.000 < 0.05$. Null hypothesis was rejected and conclusion made that organizational structure had a significant positive influence on the implementation of strategy among vocational training centers in Bungoma County. The constant in the linear regression model was found to be statistically significant; $\beta = 1.660$, $t = 18.365$, $p = 0.000 < 0.05$; an indication that besides the organizational structure, there are other factors not covered in the model that significantly affect implementation of strategy among vocational training centers in Bungoma County. To predict the

level of implementation of strategy among vocational training centers in Bungoma County when the level of effectiveness of organizational structure, the following model would be used;

$$\text{Strategy Implementation} = 1.660 + 0.525 \text{ Organizational Structure}$$

The above findings were supported by Sielel and Kagiri (2017) who researched on the influence of organizational structure on strategy implementation among non-profit organizations in Chad. The study embraced both qualitative and quantitative techniques of questionnaires and document reviews. The study used correlation research design and study results disclosed that organizational structure correlated with strategy implementation. The findings insisted that proper organizational structuring enhances performance of the said organization. The study further found that the way an organization designs its structure greatly influence the level of value it can derive from its people, processes and resources. According to the study, real strategy is in the design of the structure of the organization as well as aligning its people, processes and resources to the organizational goals.

Strategy Implementation

The dependent variable of this study was strategy implementation. The research assessed descriptive statistics of the strategy implementation among vocational training centers in Bungoma County. The findings were as shown in table 3 below. Descriptive Statistics of Strategy implementation among the selected vocational training centers in Bungoma County. 5= Strongly Agree (SA), 4= Agree (A), 3= Somehow Agree (SHA), 2=Disagree (D), 1=Strongly Disagree (SD). The findings of table 3 showed that for majority of the respondents, 59%

somehow agreed that there were well-developed strategic plans for their respective VTC programs and projects representing (71) of the respondents; this was an indication that most of the strategic plans were not well developed to the expectation of the stakeholders. 3% (4) of the respondents strongly disagreed. 11% (13) of the respondents disagreed that there was a developed strategic plan in vocational training centres. 8% (10) agreed that there was a well-developed strategic plan in VTCs. However, 19% representing (23) strongly agreed that there was a well-developed strategic plan for VTCs in Bungoma County Kenya.

Table 3: Descriptive Statistics of Strategy Implementation

Statement	SD	D	SHA	A	SA	Mean	Std. dev
There is a well-developed strategic plan for our VTC programs and projects	4 3%	13 11%	71 59%	10 8%	23 19%	3.289	1.004
Sensitization on the strategic plan contents and provisions has been conducted	4 3%	69 57%	26 21%	9 7%	13 11%	2.653	1.047
Periodic performance appraisal are always conducted	14 12%	72 60%	17 14%	6 5%	12 10%	2.421	1.086
Students enrolment turnout is on a rise over the past years	5 4%	11 9%	71 59%	28 23%	6 5%	3.157	.817
Students complete their academic work within the stipulated timeframe	5 4%	7 6%	72 60%	30 25%	7 6%	3.223	.811
Top Leadership formulate and implement all the planned projects	10 8%	64 53%	20 17%	16 13%	11 9%	2.620	1.105
There are adequate financial resources to influences implementation of strategy	5 4%	11 9%	71 59%	28 23%	6 5%	3.157	.817
Average level of Strategy implementation	Mean(%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum		
	2.932 (58.64%)	.654	.059	1.571	5.000		

Source: Field Data (2020)

The views also established on whether sensitization on the strategic plans, contents and provisions had been conducted. From the results, 57%(69) of those who responded disagreed that Sensitization on the strategic plan contents and provisions has been effectively conducted in their respective VTCs, This indicated that most employees of VTCs were not well informed on what the institution wants to achieve in a given financial year.3% (4) strongly disagreed that there was sensitization of the developed strategic plan contents for the VTCs.21% (26) were undecided on whether there was sensitization on strategic plan contents .7% (9)

generally agreed that there is periodic sensitization of the VTCs strategic plan contents and programs it intends to cover. 11% (13) strongly agreed that there was sensitization on the strategic plan contents and provisions in there vocational training centres.

The researcher determined whether periodic performance appraisal was always conducted. Majority of the respondents 60% (72) generally disagreed that periodic performance were always conducted in their respective VTCs, this generally implied that top management does not make

adequate supervision and thorough check of performance by employees to ensure quality service provision. 12% (14) strongly disagreed periodic performance appraisal area always conducted at the VTCs. 14% (17) of the respondents somehow admitted that periodic performance appraisal was always conducted. 5% (6) of the respondents agreed that periodic performance appraisal is always conducted in VTCs in Bungoma County Kenya. 10% (12) of the respondents strongly agreed that there was a periodic performance appraisal in their VTCs.

The study sought to establish whether there was a positive improvement on the student enrolment turnout among the selected VTCs in Bungoma County Kenya, majority 59%(71) of the respondents somehow agreed that the student enrolment turnout has been on the rise over the past few years,9% (11) of the respondents generally disagreed that students enrolment turnout was on the a rise over the past years in VTCs in Bungoma County. 4% (5) of the respondents strongly disagreed that student enrolment was on a rise over the past years in VTCs. 23% (28) of the respondents agreed that student enrolment has been on the rise among VTCs in Bungoma County. 5% (6) of the respondents strongly agreed that student enrolment among VTCs in Bungoma was on a rise over the years due to improved service delivery by the stakeholders.

Respondents were asked to state whether students complete their academic work within the stipulated time and 60% (72) of the respondents generally somehow agreed that students complete their academic work within the stipulated time frame among the selected VTCs in Bungoma County, this implies that there was variations in completion rates in different years depending on how strategy implementation is achieved among them. 6% (7) of the respondents disagreed that student complete their academic work within the stipulated time amongst the selected registered VTCs in Bungoma County Kenya. 4% (5) of the respondents strongly disagreed that students complete their academic

work within the stipulated time frame amongst the selected VTCs. However, 25% (30) of the respondents generally agreed that indeed students complete their academic work within the stipulated time frame. 6% (7) of the respondents strongly disagreed that students complete their academic work within the stipulated time among VTCs in Bungoma County Kenya.

The researcher also wanted to establish whether top leadership formulate and implement all the planned projects, Majority of the respondents 53% (64) generally disagreed that top leadership formulate and implement all the planned projects, this implied that there was significant gap between strategy formulation and strategy implementation among the selected VTCs in Bungoma County Kenya. 8% (10) of the respondents strongly disagreed that top leadership of the selected VTCs formulate and implement all the planned projects. 17% (20) of the respondents were undecided on whether top leadership formulate and implement all the planned projects. 13% (16) of the respondents agreed that top leadership formulates and implements all the planned projects. 9% (11) of the respondents strongly agreed that top leadership formulate and implement all the planned projects.

The researcher sought opinions on whether there were adequate financial resources to influence implementation of strategy and majority 59% somehow agreed that there are adequate financial resources to influences implementation of strategies in their respective VTCs in Bungoma County. This implied that there is allocation of financial resources on the process of strategy implementation but there is need for an increment in order to ensure quality implementation.9%(11) of the respondents disagreed that there was adequate financial resource to influence implementation of strategies.4%(5) of the respondents strongly disagreed that financial resources to influence implementation of strategies was present.23%(28) of the respondents agreed that there was adequate financial resources to influence implementation of strategy while 5% (6)

of the respondents strongly agreed that there was adequate financial resources to influence implementation of strategy.

On average, the overall level of strategy implementation among the selected vocational training centers in Bungoma County was 58.64% (Mean = 2.932, Std. dev = 0.654) rated moderate. These indicate that strategy implementation among the selected vocational training centers in Bungoma County was not much effective hence need for improvement.

In support of the above findings, Karemu and Gongera (2014) reviewed the influence of implementing developed strategies on strategy implementation of a firm. The study found that an effective strategy is determined at implementation. The essential elements of a strategy implementation are why strategic plans should not lay on shelves without ultimate implementation. They insist that a strategic plan should give a roadmap for a firm or an organization to systematically enact actions aimed at improving the work environment. This can be achieved through implementing that ensures profitability at the work place. A strategic plan should be able to provide a conclusive approach to enhancing results as by the set goals. However, the document in its self is not adequate to ensure results. There has to be a deliberate effort by the human resource of an organization to ensure that what is written translates into their daily actions, activities and operations thus profitability. It's not agreeable to assume that strategy is implementation knowing very well that they are two complimentary processes that ought to be implemented both in isolation as well as in conjunction to ensure maximum returns. Business that wishes to enjoy a competitive edge over their competitors must ensure that they implement strategies they have developed (Njagi and Kombo 2014). Abass et al. (2017) did a similar study. The study employed the use of quantitative techniques and regression. The results revealed correlation between strategy implementation and strategy implementation.

CONCLUSIONS AND RECOMMENDATIONS

The findings showed that 57% (69) generally strongly disagreed that an organizational structure outlining duty of staff was present. As indicated by the high percentage of 56% (68), majority strongly disagreed that communication between senior management and staff as well as amongst the staff themselves was smooth. As indicated by the moderately high percentage 66% (80), majority were undecided that roles and responsibilities are aligned with VTC goals. Generally, 62% (75) of respondents disagreed that the chain of flow of authority that shows how communication is disseminated is clear. Moderately high percentage of the current structure improving flexibility of 67% (81) implied that flexibility is important in effective decision making in an organization. Majority, 53% (64), strongly disagreed that adoption of technology cuts costs of operation and increases on returns in the organization. Generally majority, 56% (68), strongly disagreed that employees are regularly trained. It was found out that structure of the organization has moderately strong positive and significant relationship with implementing strategies ($R = 0.813$; $p < 0.05$). It was noted that improving structure of the organization by 1 unit enhances implementing strategies by 0.813 unit ($\beta = 0.525$, $t = 15.244$, $p\text{-value} = 0.000 < 0.05$). It was noted that 65.8% of the variation in implementing strategies in VTCs is attributed to structure of the organization ($R\text{-square} = 0.667$).

The findings indicated that majority, 59% (71), somehow agreed that there was a developed strategic plan for our VTC programs and projects. The majority, 57% (69), were in general agreement that sensitization on the strategic plan contents and provisions had been conducted. Generally, 60.0% (72) of respondents disagreed that periodic strategy implementation appraisal was conducted. The majority, 59% (71) somehow agreed that student enrolment turnout was on the rise over the past years. Respondents were to give their views on whether students completed academic work within the stipulated time, majority 60% (72) somehow

agreed indeed students completed their academic work within the stipulated timeframe. However, 6% (7) generally disagreed that students finished their course in time. Majority 53% (64) of the respondents disagreed that top leadership formulates and implements all the planned projects. The majority, 59% (71), somehow agreed that availability of adequate financial resources influences implementation of strategy.

It was concluded that structure of the organization positively and significantly influences implementation of strategies in VTCs in Bungoma County.

The study recommended that vocational training centers should venture in having prerequisite administration, hi tech and realistic structures to ensure quality delivery in services.

Suggestions for Further Studies

Inadequate research the influence of determinants of strategy implementation in VTCs has been conducted. This study suggests that an evaluation of the determinants of Strategy implementation of non-educational institutions be carried out. Other determinants of strategy implementation should also be examined. Lastly, similar studies should be conducted in a different geographical setting.

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