ORGANIZATIONAL ORIENTATION AND PERFORMANCE OF TECHNICAL AND VOCATIONAL EDUCATION TRAINING AUTHORITY INSTITUTIONS IN NAIROBI CITY COUNTY, KENYA

Stansilaus Mutiso.
MBA Student, Kenyatta University, Kenya
Reuben Njuguna
Lecturer, Kenyatta University, Kenya.

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ABSTRACT

The Technical and Vocational Education Training Authority (TVETA) institutions have been experiencing numerous challenges leading to their poor performance. The TVETA institutions have continued to experience low enrolments over the years. TVETA enrolments are perceived to be for the failures, those who did not manage good grades. TVETA is currently working on increasing students' enrolment in TVETA institutions by 30% by the year 2030 owing to the low enrolment in TVETA institutions. The purpose of this study was to examine the organizational orientations influencing performance of TVETA institutions in Nairobi City County. The study sought to answer the following research questions: How does strategic and market orientations affect the performance of TVETA institutions? The study adopted descriptive study design. The study instrument was a questionnaire because the data that was collected was quantitative nature. The target population for the study was the two hundred and nineteen (219) institutions established in Nairobi City County. A sample of sixty-one (61) TVETA institutions was selected through a stratified sampling method. Primary data for the study was collected by administration of a closed ended questionnaire. Statistical Package for Social Sciences (SPSS) was used to aid the processing and analysis of the received data. The study concluded that strategic and market orientations had a positive and significant influence on the performance of TVETA Institutions located in Nairobi City County. It was further concluded that for purposes of survival, TVETA institutions in Nairobi City County have to select and adopt organizational orientation to attain maximum performance. The study recommended that TVETA Institutions should effectively utilise their core competences to achieve their strategic objectives. This study further recommended adoption of leadership styles that enhances institutional performance, strategy formulation by all TVETA institutions and the environmental scanning.

Key words: **Organizational Orientation, Performance, Strategic Orientation And Market Orientations**

INTRODUCTION

The skills development, Technical and Vocational Education and Training Authority (TVETA) institutions are becoming of critical importance on the national and international policy agenda (Bakari 2016). For a case in point, UNESCO advocates for training from TVET, they argue that technical and vocational education is informed by needs and demand of the market hence more reliable in creating employment and generating income for the less privileged (Adams, 2011).

In Finland, since the 1960s governments have supported and actively regulated the role of educational institutions in economic development. This policy has remained in place to the present day, when schools are viewed as central actors in the Finnish knowledge-based economy and core components of the Finnish innovation system, all of which are expected to contribute to long-term economic growth, job creation, and national competitiveness (Biggar Economics 2017).

In Danish higher education, evaluative processes are common. External evaluation of educational programs was adopted in the late 1980s and institutionalized in the 1990s, initially as a soft national system to support local quality development, but from 2007 onwards as a hard control-oriented accreditation system, requiring approval of every bachelor's and master's program, new and established (Hansen 2011). The system is currently being modified to one that is dependent on the approval of the institutions' internal quality systems. Institutions are not authorized to start new educational programs if clearance is denied, and current programs must be accredited.

Following the end of apartheid in 1994, the government of South Africa took a number of steps to restructure the country's tertiary education system (Mouton et al., 2012). One of these strategies was to ensure that everybody, regardless of ethnicity or socioeconomic background, have equal access to higher education. Although much progress has been made in this area, the same cannot be said for the quality of graduates (Chaka and Govender, 2017). The desire to enrol as many students as possible in higher education sometimes takes priority over the requirement for high-quality instruction and learning outcomes. Majority of students attending for the first time do not have the necessary knowledge and skills for university education (Tewari, 2016).

In Nigeria, Amadi (2011) tertiary education is defined as education provided beyond secondary school at institutions such as colleges of education, polytechnics, monotechnics, universities, and other schools that provide correspondence courses. However, due to a variety of problems such as restricted infrastructure, low funding, bad personnel, bad record keeping, and socio-political interferences, the practice of postsecondary education in Nigeria has so far failed to meet the expectations of the aforementioned goals and objectives. As a result of these issues, low-quality outputs, a lack of international competitiveness, and output comparability have occurred.

The Kenyan education system faces numerous challenges including inadequate number of trainers and high cost of education despite education being a social equalizer. Sang, Muthaa and Mbugua, (2012), acknowledged that technical skills as the foundation for enhancement of productivity, development, transformation and industrialization. Sagwe (2012), noted that students have a bias against technical courses since they perceive them to be less dignifying as compared to the professional courses which are expected to give higher paying jobs and higher social status. Kenya has few and unevenly distributed technical training institutions which are mostly concentrated in economically gifted counties and very few institutions in the arid and semi-arid areas of the country.

TVETA institutions are aimed at produce adequately skilled and employable graduates who can help drive aspirations of vison 2030. The Institutions have however continued to experience low enrolment attributable to the poor public perception and lack of awareness of TVETA education. Mouzakitis (2010), noted that until the twentieth century, vocational education was considered as suitable for the lower social class and jobs such as carpenters, bricklayers, electrical/electronic technicians, plumbers, welders are looked at as options or meant for failures yet, as a result of globalization there is demand for more specialized labour, advanced levels of abilities and varied vocational education.

The Technical and Vocational Education Training Authority (TVETA) act (2013) established TVAT as an authority, regulator, accreditor and coordinator for all technical and vocational training and education in Kenya. Howard, (2014) refers to vocational training as an after secondary school education for work which is intended to provide the learners with abilities and knowhow to assist them transition to the job market. Dike (2005) noted that the Technical and vocational education in Nigeria was fundamental for the strategic developments as it was found to have a direct effect on productivity and economic development.

According to UNESCO, TVETA, in addition to overall education, its studies should focus on technologies, relevant sciences and should lead to the transfer of practical skills, attitudes, knowledge and understanding applicable in different sectors of the economy. Pavlova (2014), established that there is a relationship between TVETA students at colleges and per capita income and concluded that TVETA is a means for enhancing productivity while eradicating poverty. Further, there are differences between TVET education subject on the level of growth in the country with those who are developed focusing on quality improvement, development plans, assessment and evaluation of TVETA while the less developed countries focus on the implementation and the cost of enrolment for TVET (Pavlova, 2014). Pavlova (2014), noted that skilled human capital are assets to different countries yet unskilled workforce remains the main challenge facing businesses.

Cho and Dansereau (2010) argued that organization performance is the evaluation of actual results achieved by the organization against its set goals and objectives. It can also be said to be a comparison of actual outcomes against the organization's expected outcomes (Tomal & Jones 2015). According to Randeree and Al Youha (2009), the prosperity of any business is determined by its ability to implement planned strategic actions. Olson, Slater & Hult (2005) argued that the managers' skills and experience in conceptualization and decision making is a key determining factor for organizational success.

According to Avci, Madanoglu and Okumus (2011), financial results, remain the main means for measuring organisational performance despite the numerous challenges associated with obtaining financial information due to their sensitivity and confidentiality fears and is also limited to comparison of revenue, profits and organisation's cash flows. Gupta and Zeithaml (2006), acknowledged the essence of using non-financial means of assessing organisation's performance including industry comparison procedures especially service and the public sectors. Moira (2016), noted that training institutions use non-financial means when measuring performance which include graduation rate, research grants, student to teacher ratio, books to student ratio among others.

Laitinen (2002) established that non-financial performance centres on the impact that an organization causes in the market by focusing on customer and employee satisfaction, improving efficiencies in business operations, invention and innovation which are critical for sustainable growth. According to Turk (2006), the efficiency of an organisation is a vital aspect in assessing performance and can be classified into operational, technical and allocative efficiencies and the performance indicators are productivity, profitability and operational efficiencies.

Orientation as an 'aim or interests of an organization' (Nzioka, 2017). Dhewanto, Wawan and Sohal, Amrik (2015) hold the view that customer and innovation orientations are driven by the technological developments and its commercialization. New products, technological changes and innovation surface more frequently.

Problem Statement

Education's critical role in determining and enhancing individuals' labor market outcomes is well documented in the literature. Human capital theory suggests that individuals and firms undertake education and training as an investment to increase their earnings and productivity (Bhurtel, 2015). Evidence around the world shows that technical and vocational training can enhance employability skills and increase the chance of obtaining a stable job in the private sector. Moreover, well-designed TVET system reduces skills gap and mismatches by tying skills acquisition to current and expected industry demand (Zimmermann *et al.*, 2013).

Countries such as Germany, Switzerland, Austria, Netherlands, Denmark and Finland that have placed TVET at the core of their education and training system, both in term curriculum review and financing, have ultimately succeed in attaining structural transformation and industrialization, maintaining low youth unemployment rates and attain prosperity. In these countries TVET is the first option for most parents and students and TVET graduates makes more than 50 percent of all graduates with most of TVET graduates earnings relatively higher than those with university degrees.

Several studies in Sub Saharan Africa (SSA) have also shown this to be the case, by showing that education and training play an important role in supporting workers finding good and decent jobs (i.e. transition into employment) or acquiring new skills to boost their labour market earnings (Twumasi, 2013). Besides these, the existing TVET programs in most of these countries are often perceived as an unattractive option that lead to dead-end jobs and an inferior alternative to general education (Zimmermann *et al.*, 2013).

Following the preference on professional programs and university degrees among other factors, technical and vocational training institutions are experiencing under enrollment and hence the reduction in the number of trained technicians; the institutions are struggling to survive with under funding and the reduction in numbers making it difficult to fund their budgets (Sagwe. 2012). There is evidence of gaps in the organizational orientation influencing the performance of TVETA institutions in Kenya given the important role played by the TVETA institutions in the education sector. None of the studies focused on how organizational orientation influences the performance of TVETA institutions in Kenya. This study therefore seeks to fill the research gap by determining how organizational orientation effects the performance of TVETA institutions in Nairobi City County, Kenya.

Research Objectives

To establish the influence of organizational orientations on the performance of TVETA regulated institutions.

Specific Research Objectives

i. To establish the effect of strategic orientation on the performance of TVETA institutions in Nairobi City County.
ii. To establish the effect of market orientation on the performance of TVETA institutions in Nairobi City County.

LITERATURE REVIEW

Theoretical Literature Review

Resource Based Theory

Resource Based View (RBV) theory was created by Wernerfelt in 1984. It is used to test the impact of organization resources and capabilities on competitive advantage. Wernerfelt (1984) argues that for an organization to be competitive it should examine its internal environment and identify sources of competitive advantage it can use. The competitive advantage so achieved helps the organization to earn returns higher above the average. The possession of unique, inimitable, relevant and valuable organizational resources are the sure means to achieve sustainable competitive advantage. The organisation must however deploy its resources efficiently and effectively to attain the desirable competitive advantage. The resource perspective is depended on strategic choices and the manner in which organizational resources are deployed with a view to maximize returns (Machuki & Aosa, 2011).

According to Machuki and Aosa (2011), the triumph and success of an organization is based on her ability to obtain and deploy its unique, valuable, inimitable and scarce resources. Barney (2001) indicated that organizations apply their physical, organizational and human assets to develop sustainable competitive advantage for superior organizational performance. Organizational advantages such as entrepreneurial abilities, market survey and orientation and organizational knowledge management are unique and hard for rivals to duplicate and are helpful in developing sustainable competitive advantage (Kropp, Lindsay and Shoham, 2006). According to Wiklund and Shepherd (2003), organisations have strategic orientations that inform their strategic direction and strategic fit and therefore the organisations deploy resources to facilitate planning and achievement of the strategic goals.

According to Newbert (2007), organisational resources are not sufficient on their own to enable the acquisition of sustainable competitive advantage and superior performance therefore, an organisation should be able to convert resources to abilities and consequently positive performance. Accordingly, organisations reach superior performance because of their distinctive resources and competencies as well as competitive advantages. This theory is relevant as it indicates the importance of organisational strategic orientation in market positioning as compared to its competitors. The education sector is highly competitive and the only institutions that are able distinguish themselves are the ones with adequate and appropriate resources and clear strategic orientations.

Stakeholder Theory

Stakeholder theory was developed by Freeman (1984). It states that an organization should be managed in a way that satisfies a variety of element. Friedman (2006) noted that an organisation is a grouping of different stakeholders whose actions may affect the organisation and hence the need to manage the stakeholders' interests. The managers ought to run the organizations for the advantage of all stakeholders in a manner that upholds their rights and enables them to partake in decision making processes. This theory holds that the purpose of organizations is to create value for its stakeholders who include employees, suppliers, customers, shareholders and the general community in which the organisation operates (Friedman, 2006).

Freeman (2004) acknowledges stakeholders as those vital groups or individuals who are critical for survival and the success of an organization and added that where an organizations actions affect the stakeholders negatively then the affected can bring action against the directors for failure to exercise duty of care. Organisational management is entrusted with the daily operations and may abuse the trust in favour of their interests but at the expense of the other stakeholders (Achmad, 2008). The function and character of the organizations and managers roles remain unclear and has been constantly changing over the years.

Freeman (2004) argued that the stakeholders' theory is premised on control mechanisms which are aimed achieving operational efficiencies for the benefit of stakeholders. This control mechanism is important to filling the gaps and mitigating the challenges that are attributed to the separation of ownership and control. This theory is relevant to this study for it describes the structures that an organization requires for easy and efficient management of different stakeholders. The TVETA regulated institutions have various stakeholders including the students, employees, the government and the shareholders and all need to work together to achieve desired outcomes.

Empirical Literature Review

Strategic Orientation and Performance

Oloishorua (2015), carried out a research on the effect of strategic orientation on performance of 335 small and medium enterprises (SMEs) in Kenya and established that strategies such as entrepreneurial, market orientation, learning and technology orientation, product, resource and customer orientations were the most popular strategic orientations and that they were important for survival and development of strategic competitive advantage, he further established that an entity would apply strategic orientation to attain competitive advantage and better performance based on the scarce resources that it controls and its distinctive competences. The study did not establish how strategic orientations affect performance of the SMEs.

Ayele (2012) undertook a study to examine the positioning strategies used by five star hotels in Nairobi, Kenya to remain competitive in the highly competitive market of the Kenyan hospitality industry. The study was carried out among seven 5-star hotels in Nairobi, Kenya which were bestowed the 5-star rate honour by the ministry of tourism of Kenya in year 2003. The outcomes of the study showed that the hotels had embraced various poisoning strategies including individual contact positioning, leadership positioning and widespread staff training positioning strategies. The hotels have also applied other positioning strategies with a view of remaining competitive and relevant in the industry including increasing the range of services offered, physical attractiveness, unique product features, quality customer service, information technologies, safety and security systems. This study did not establish how different strategic positioning affected performance in the hospitality industry.

Choy (2008), undertook a study to determine the different dimensions of strategic orientation including defensiveness, analysis, aggressiveness, reactiveness, futurity and riskiness at the business entity manager's level of analysis. It can be said that some of these measurements are dominant in nature and that some of these measurements are attributable to strong business performance. Further, these groupings differ considerably across business departments of the similar organization found in different parts of the world. The entities in this study were both risk averse and low in aggression, yet strong in business performance. Aggressiveness and defensiveness with high group means were clearly associated with lower business performances. The study established that aggressiveness was attributable to riskiness and that aggressiveness has no effect on growth but had a weighty negative effect on lucrativeness. Riskiness, on the other hand is negative and insignificant with growth, but negative and significant with profit. Both measurements were apparent in companies motivated by development and bigger market share, where pushing an aggressive growth agenda would involve a definite amount of risk.

Market orientation and performance

Mose (2015), examined the effect of industry competition on the performance of hotel firms in Kenya covering the threat of new market entrants, the bargaining power of buyers, the availability of substitute, bargaining power of vendors and rivalry among industry players on the performance of firms in Kenya involving 209 hotels registered with the Kenya Association of Hotelkeepers and Caterers. The researcher used a descriptive cross-sectional survey where the relevant primary data were collected from senior managers and chief executives using semi-structured questionnaire and established that industry competition had significant effects on the performance of any organization. The study did not highlight the different strategies applied in competition and their effects on performance of the organizations, the sample was picked among hotels.

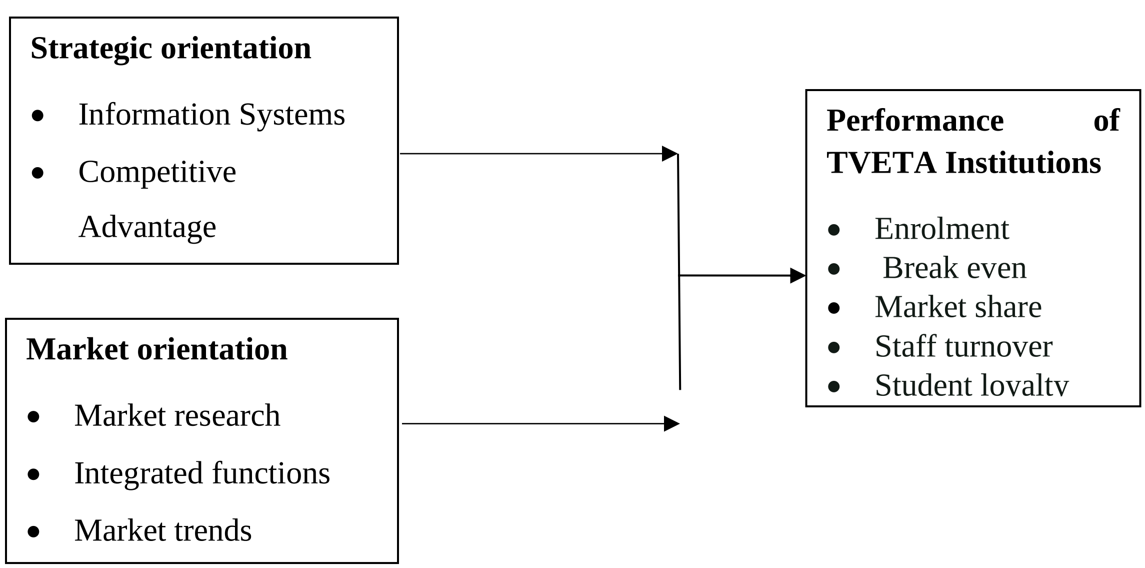
Webster (2014), had a study on market orientation effects on business school performance with a sampled population of 247 students and established that organizations market orientation is the spirit by which everyone in the organization commits to serve the customers, how it relates with its stakeholders and how the organization adapts and positions itself to fulfil the ever varying needs of the customers. Webster (2014), further described market orientation as the means to achieve superior customer value through customer focus, inter-functional coordination, market and competitor intelligence. The study done in USA and did not establish how market orientations affects performance.

Udoyi (2014), carried out a study on the relationship between market orientation and performance of commercial banks in Kenya, the study involved 43 commercial banks in Kenya and uses Descriptive statistics in which primary data was gathered with the aid of a questionnaire and identified a linkage between market orientation and organizational performance. The study also established that market orientation is useful in collecting market information, collecting resources to supply greater customer value by satisfying customer needs and understanding the business environment. The study fell short of determining how market orientations affect performance.

Šályováa, Táborecká-Petrovicovaa, Nedelováa, and Ďaďo (2015), sought to establish and evaluate the extent of marketing orientation in businesses from foodstuff industry in Slovakia and establish connection between marketing orientation and business performance. The study applied behavioural outlook for marketing orientation measurement using MARKOR scales as a base. The positive impact of marketing orientation on selected performance indicators (employee commitment, customer satisfaction, market share, overall business performance, sales, profits and ROI) was confirmed at all performance indicators except non-financial indicator of market share. This indicated the fact that growing on the market share is as a product of effects of marketing orientation within longer period of time, longer than three years that we had followed in our research. The study was however limited to market orientations and failed to consider non-market factors that affect performance.

Conceptual Framework

Organizational orientations influencing performance of TVETA institutions



Independent variables **Dependant Variable**

RESEARCH METHODOLOGY

Descriptive research design was adopted targeting TVETA Institutions located in Nairobi City County. According to a TVETA (2018), nine hundred and seventy-nine (979) institutions accredited to offer technical and vocational training in Kenya out of which two hundred and nineteen (219) are located in Nairobi City County. A sample of sixty nine TVETA institutions was selected from among the TVETA institutions located in Nairobi City County. Primary data was collected through administration of structured questionnaires. The questionnaire was designed by the researcher to suit the research objectives. The questionnaires were structured based on a 5 Likert scale questions which was closed ended to allow the respondents limited options for response. The 5 Likert scale comprised of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree with what was be described in the statement. The pilot testing was done on monkey surveys that were issued to the individual respondents. Results obtained for the pilot study was used to modify the questionnaire.

The study used internal consistency method because it is more stable as compared to other methods (Cooper & Schindler, 2011). Content validity was used. Questionnaire was created based on research objectives being studied. This study used descriptive and inferential statistics to examine data with the support of SPSS Version 21. The questionnaires were be prepared for data analysis. The data was presented using pie charts, bar charts and frequency tables for simple, easy analysis and interpretation. The presentation of data was in form of charts, tables and graphs only where it provides successful interpretation of the findings. The relationship between the dependent and independent variable were established and the non-financial performance of the TVETA institutions measured against the effects of strategy orientation, and market orientation. The model of the organizational orientations influencing the performance of TVETA institutions.

The regression equation is expected is $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$

Where Y = Institutional Performance;

$\beta_0, \beta_1 \ldots \beta_4$ represents the coefficients of independent variables,

X_1 represents leadership orientation,

X_2 represents cultural orientation,

ε represents the Error Term.

RESEARCH FINDINGS AND DISCUSSION

From the results, 51% of the respondents were male while 49% of the respondents were female. A majority of 52% of the institution had been in existence for over 11 years, 26% had been in existence for 1-6 years while 22% had been in existence for 6-10 years. On ownership, 59 % of the respondents came from private institution while 41% of the respondents were from public institutions. On distribution of the respondents, 26% of the respondents came from National Polytechnics, 63% from Technical and Vocational Colleges while 11% of the respondents were from Vocational Training Centres. On experience, 52% of respondents have worked for the institution for more than 11 years, 26% of respondents have worked for the institution for 1-5 years and 22% of respondents have worked for the institution for 6-10 years

Strategic Orientation

The first objective of the study was to establish the effects of strategic orientation on the performance of TVETA institutions in Nairobi City County, Nairobi. The respondents were asked to respond to the strategic orientation statements.

Strategic Orientation

Strategic Orientation	SA	A	N	D	SD
Information system supports decision making and analysis	29.40%	37.30%	17.60%	9.80%	5.90%
There is forecasting and formal tracking of significant key trends	25.50%	56.90%	9.80%	5.80%	2%
The institution has a competitive advantage in introduction of new courses and programmes	31.40%	37.30%	17.60%	9.80%	3.90%
The institution seeks maximise learning rather than Breakeven	35.30%	25.50%	33.30%	3.90%	2%
The TVETA Institution has unique strategies that are difficult to imitate by its competitors	21.60%	27.50%	31.40%	13.70%	5.80%
Resource scarcity contributes to the achievement of your organization's Strategic Plans	13.70%	35.30%	17.60%	17.70%	15.70%

TVETA institutions utilize their core competences to increase their performance	41.20%	52.90%	3.90%	2%	0%

Results revealed that 66.7% of respondents agreed that the institutions has information system that support decision making and analysis. Findings are similar to a study done by Nakola (2015) which showed that technological orientation impact on performance of the SMEs and that technological orientation also helps organizations make decision that will help them achieve a competitive advantage.

The study showed that 56.9% of respondents agree that there is forecasting and formal tracking of significant key trends. Results are similar to a study done by Mahon (2002) which showed that an organization that scan both external and internal environment is able to respond quickly to changes that are taking place. The organization will also be able to make required responses before events occur and gain a competitive advantage.

It was revealed that 37.3% of respondents agree that the institution has a competitive advantage in introduction of new courses and programmes. The findings are in line with a study done by Ayele (2012) who stated that hotels have increased the range of services offered to remain competitive in the industry.

The study showed 35.3% of respondents agreed that the institution seeks maximise learning rather than breakeven. Findings are in agreement with a study done by Oloishorua (2015) who found that organizations use learning so as they can survival in the industry.

It was also revealed that 31.4% of respondents could not reach an agreement on the TVETA Institution uses unique strategies that are difficult to imitate by its competitors. Findings are in contrast to a study done by Kropp *et al.*, (2006) showed that organizations that have unique strategies such as; entrepreneurial abilities, market survey and orientation and organizational knowledge management are unique and hard for rivals to duplicate and are helpful in developing sustainable competitive advantage.

It was revealed that 35.3% of respondents agree that resource scarcity contributes to the achievement of the organization's strategic plans. Findings are in agreement with findings of Oloishorua (2015) who established that an entity would apply strategic orientation to attain competitive advantage and better performance based on the scarce resources that it controls and its distinctive competences

The study showed that 52.9% of respondents agreed that TVETA institutions utilize their core competences to increase their performance. This is in line with a study done by Barney (2001) it was indicated that organizations apply their physical, organizational and human assets to develop sustainable competitive advantage for superior organizational performance.

Market Orientation

The second objective of the study was to establish the effects of market orientation on the performance of TVETA institutions in Nairobi City County, Nairobi. Respondents were asked to respond to the market orientation statements.

Market Orientation

Market orientation	SA	A	N	D	SD
The Institution management continuously monitors and counter competitor strategies	31.40%	56.90%	5.80%	3.90%	2.00%
We continuously carry our market research and surveys to identify customer needs and trends	37.20%	25.50%	27.50%	5.90%	3.90%
All departments work together every semester to review the market trends and create strategic plan	17.60%	52.90%	21.60%	3.90%	3.90%
Competitors' strategies are shared immediately with all the other department	3.90%	52.90%	35.30%	5.90%	2.00%
The Institution has integrated its functions within departments to proactively respond to customer needs	33.30%	45.20%	13.70%	3.90%	3.90%
Organizations should evaluate their internal strengths and weakness	51.00%	33.30%	7.90%	3.90%	3.90%

Source: Researcher, 2019

Results revealed that, 56.9% of respondents agree that the institution management continuously monitors and counters competitor strategies. Findings are in line with a study done by Hilman (2009) who indicated that competitor orientation is where an organization understand strengths and weaknesses of its competitors and also monitor its behavior so as to meet needs of its customers.

52.9% of respondents agree that competitors' strategies are shared immediately with all the other department. Results are similar to a study done by Nyarangi (2018) which revealed that all business function and top management regularly discuses competitors strengths and strategies.

The findings showed that 37.2% of respondents agreed that the institutions continuously carry out market research and surveys to identify customer needs and trends. Results are in line with a study done by Hemsley and Oplatka (2010) who established that market orientation is premised on the ability to fully understand their target markets, create and provide value and quality over time by collecting relevant and reliable information about the environment, student and other stakeholders.

Majority of respondents of responded 45.2% agree that the institutions have integrated its functions within departments to proactively respond to customer needs and 52.9% agree that all departments work together every semester to review the market trends and create strategic plan. Findings are similar to a study done by Webster (2014) noted that market orientation as the means to achieve superior customer value through customer focus, inter-functional coordination, market and competitor intelligence.

Majority of respondents 51% agree that organizations should evaluate their internal strengths and weakness. Results are consistent with a study done by Kaplan and David (2006) who argued that organizations should continually evaluate and monitor their eexternal opportunities, threats, strengths and weaknesses to be able to implement their strategies effectively

Performance of the Institutions

The study also sought to assess the performance of TVETA institutions located in Nairobi City County, Kenya. The respondents were asked to respond to statements on performance.

Performance of TVETA Institutions

Performance of the Institutions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Institution is able to breakeven	29.4%	54.9%	5.9%	3.9%	5.9%
There is incremental student enrolment in the institution	33.3%	37.3%	17.6%	3.9%	7.9%
Our student, guardians and parents have expressed great gratification with our services	33.3%	37.3%	17.6%	5.9%	5.9%
Student retention and loyalty has substantially increased	29.4%	35.3%	17.6%	9.8%	7.9%
There is very low staff turnover in the Institution	13.7%	41.2%	13.7%	21.6%	9.8%
There is efficiency and effectiveness in service delivery in the Institution	25.5%	37.3%	21.6%	7.8%	7.8%

Source: Researcher, 2019

Results in Table 4.6 shows that 54.9% of respondents agreed that their institutions were able to breakeven, 37.3% of respondents agreed that there is incremental student enrolment in their institution, 37.3% of respondents agreed that the student, guardians and parents had expressed great gratification with their services, 35.3% of respondents agreed that student retention and loyalty had substantially increased in their institutions, 41.2% of respondents agreed that there is very low staff turnover in their Institution and 37.3% of respondents agreed that there was efficiency and effectiveness in service delivery in the Institutions.

Regression Analysis

The study did a correlation analysis to determine the relationship between organizational orientation and performance.

Correlation between Organizational Orientation and Performance

Correlations						
		Performance	**Strategic orientation**	**Market orientation**	**Leadership orientation**	**Cultural orientation**
Performance	Pearson Correlation	1	.988**	.978**	.991**	.986**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
strategic orientation	Pearson Correlation	.988**	1	.975**	.990**	.979**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
market orientation	Pearson Correlation	.978**	.975**	1	.980**	.977**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researcher, 2019

Findings shows that there was a positive and significant relationship between strategic orientation and performance ($r=.988^{**} p<0.000$), there was a positive and significant relationship between market orientation and performance (r=.978** p<0.000), This shows that with every improvement on organizational orientations there is an increase in performance.

Regression Analysis of Organizational Orientation and Performance

The R^2 was 0.986 which indicates that 98% of performance is determined by organizational orientation.

Regression Organizational Orientation and Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993[a]	0.986	0.985	0.13213

Source: Researcher, 2019

Strategic, market, leadership and cultural orientation explain 98.5% of the performance of TVETA Institutions. This is represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 1.5% of organization performance.

An ANOVA analysis was done between organizational orientation and performance.

ANOVA of Organizational Orientation and Performance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.048	2	14.262	816.859	.000[b]
	Residual	.803	47	.017		
	Total	57.851	49			
a. Dependent Variable: Performance						
b. Predictors: (Constant), strategic, market,						

The significance value is 0.000 which considered to be less than 0.05. Therefore, the model is seen as being statistically significance in predicting how strategic, market, leadership and cultural orientation influenced performance of TVETA Institutions. At 95% confidence level, the F value=816.859, P<.000). Results on F calculated shows that the model was significant this is because the F calculated is greater than the F critical (p value = 2.105).

Coefficients of Organizational Orientation and Performance

Coefficients of Organizational Orientation and Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.054	0.062		-0.879	0.384
	Strategic Orientation	0.384	0.137	0.356	2.809	0.007
	Market Orientation	0.134	0.108	0.112	1.236	0.223

a. Dependent Variable: Performance

The findings indicates that strategic orientation has a positive and insignificant effect on performances (β= 0.356, p>0.007), market orientation has a positive and insignificant effect on performances (β= 0.112, p>0.223).

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The major objective of this study was to investigate the organizational orientations influencing the performance of TVETA institutions in Nairobi City County, Kenya. The study was guided by the following research questions; How does strategic orientation affect the performance of TVETA institutions? How does market orientation affect the performance of TVETA institutions? Does institution's cultural orientation affect the performance of TVETA institutions? How does institutional leadership orientation and the performance of TVETA institutions?

This study used a descriptive design approach. The target population of this study was 69 top or middle management employees of the TVETA institutions in Nairobi City County, Kenya. A specifically designed structured questionnaire was the tool used to collect primary data for the study. The collected data was analysed using descriptive statistics including frequencies and percentages for easier interpretation. Pearson correlation and regression analysis were then used to show how the independent variables influence the dependent variables. The data was thereafter analysed using the Statistical Package for Social Sciences (SPSS) and the findings were presented using figures, tables and charts.

Conclusions

The main purpose of this study was to study the organizational orientations influencing the performance of TVETA Institutions in Nairobi City County, Kenya. Based on the study findings, the study concluded that strategic orientation had a positive and considerable influence on the performance of TVETA Institutions located in Nairobi City County. Similarly, the study concluded that Market orientation affected the performance of TVETA institutions in Nairobi City County. Leadership orientation and cultural orientation also greatly influenced the performance of TVETA institutions. Following the responses given by the respondents participating in the study, it was concluded that for TVETA institutions in Nairobi City County to survive, they had to adjust their institutions in such a way to obtain sustainable competitive advantage and attain maximum performance.

Recommendations

This study recommends that the TVETA Institutions should effectively utilise their core competences to achieve their strategic objectives. This study further recommends strategy formulation by all TVETA institutions. The study also recommends that all the TVETA institutions regardless of their sizes should formulate their strategies, undertake the Strength Weakness, Opportunities and Threat (SWOT) analysis as well as the environmental scanning which are critical for organizations growth. Strategy implementation is challenging and its best to involve employees to ease the challenges faced by them in the process.

The study further recommends that the TVETA Institutions ensure that their leadership style enables the improvement of and better performance of those institutions. This can be achieved by use of transformational leadership tools and systems. The policies of the institutions should match the implementation of the strategic plans, this helps stream line the strategy implementation process, therefore the top management should take charge of the strategic institutional strategies.

Based on the research findings, the study recommends that sufficient supervision and regulation within the education industry is needed to ensure healthy competition among the TVETA Institutions especially due to the crucial role of the industry plays in the economy. TVETA Institution have had to develop positioning strategies such as quality customer service, physical attractiveness, and range of programs, information technologies which would enable them to perform and survive in the industry. It was also recommended that operational efficiency could lead to a large market share

The study also recommended that a blend of organization Culture that allows for greater organization of the functions of the TVETA Institutions and ensured efficient and easier way of corporation and coordination among different stakeholders should be adopted. It was crucial to ensure that the number of people to be consulted before a decision was made was few, formal guidelines for every activity was needed and that great emphasis on the implementation of the set standards was highly emphasized in the industry since customer retention and loyalty was greatly embedded in the quality of service. There was a need to ensure increased specialization among TVETA institutions so that the needs of various students were dealt with in a unique and a more comprehensive way.

The study also recommended that it was important for the TVETA institutions to constantly monitor the strategies employed by their competitors. There is need to constantly engage students and gather comprehensive information before decisions that directly impact on the students are reached. Information sharing needed to be strengthened across all functional departments to ensure that all employees were involve in pushing for better performance of the business. The sharing of information needed to be prompt and constant meetings to discuss key developments were needed to ensure better performance.

Suggestion for Further Studies

This study focused on organizational orientations influencing performance of TVETA institution in Nairobi City County however, the research did not exhaust all factors affecting the organizational performance. There is need to carry out further research to determine other factors that may influence performance. This research was only carried out on the TVETA Institutions; further research can also be carried out on a different industry, on listed companies and the small and medium enterprises (SMEs). The geographical scope of the study was limited to Nairobi City County thus; the findings might not be a representative of all other parts of the country or the world. There is need therefore to undertake a further study covering a wide geographical are including the TVETA institutions outside Kenya as well as a comparative study to examine the how different organizational orientations affect performance in different organizations in distinct categories in the economy.

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