

**ORGANIZATIONAL ORIENTATION AND PERFORMANCE OF TECHNICAL
AND VOCATIONAL EDUCATION AND TRAINING INSTITUTIONS IN
KENYA: A CASE STUDY OF WOTE TECHNICAL AND TRAINING
INSTITUTE**

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ABSTRACT

The general objective was to examine the organizational orientation and performance of technical and vocational education and training (TVET) institutions in Kenya with specific objectives being to establish the effects of strategic orientation on the TVET's performance at Wote TTI and to examine the effects of market orientation on the TVET's performance at Wote TTI. The following theoretical pillars served as the study's guide: Resource-Based View Theory, Dynamics Capabilities Theory, and Stewardship Theory whereby the Resource-Based View Theory Served as the Anchor Theory and it was complemented by Dynamics Capabilities and Stewardship Theories. The study targeted a population of 1100 and used a descriptive research approach. A sample size of 110 respondents were chosen using stratified random sampling technique. Questionnaires were used to gather data. The findings indicate that organizational orientation and the performance of TVET have a significant relationship ($p < 0.05$, $P = 0.00$). Predictor variable statistically showed significant values with $p = 0.05$, implying that increasing the mean index of predictor variables will improve the performance of TVET. According to the model, strategic orientation was the predictor variable that had the greatest impact on the performance of TVET, followed by market orientation. The conclusion was that the performance of TVET may be accounted for by a change in each of the predictor factors; the other 42.7% is explained by the variations of the elements not taken into account in this analysis. The findings indicated the greatest impact on the performance of TVET is strategic orientation. According to the study's advice, it was recommended that Wote TTI and other institutions should use their core skills wisely to accomplish their strategic goal. This research also suggested that all TVET institutions in Kenya should develop their own strategies in order to remain competitive. The report also suggested that all TVET institutions regardless of size, develop their plans, carry out the crucial SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), as well as environmental scanning. Further suggestions were

that, it was vital to include employees in strategy execution to lessen the difficulties which were encountered by the management of Wote TTI.

Keywords: *Strategic Orientation, Performance, Market Orientation, Organizational Orientation, WOTE TTI and Technical and Vocational Education and Training.*

BACKGROUND

Intense competition makes it very challenging for businesses, organizations, and higher education institutions to compete with and surpass their rivals in the majority of industries. Institutions should acquire a competitive edge to outperform rivals (Zehir, Can, & Karaboga, 2016). To gain such a competitive edge and higher performance, several strategies can be applied (Obeidat, Al-Suradi, Masa'deh, & Tarhini, 2016). According to Masa'deh, Tarhini, Al-Dmour, and Obeidat (2018), organizations work to increase performance by creating and putting into action business strategies that take advantage of market possibilities while leveraging available resources and skills. The structure, the activities, the investments, the relationship to the market, and the commercial success of a company can all be significantly impacted by its strategy. A problem-solving instrument that simultaneously develops new skills and enhances performance is a strategy (Grant, 2016). Assembling specialized assets, and spotting opportunities to offer customers providing those goods and services for increased profits while providing quality products in the marketplace are all made possible by a strategy (Al-Ansari, Bederr, & Chen, 2015). However, not all businesses adapt to environmental changes in the same manner.

Organizational Orientation

According to Nzioka (2017), orientation is an organization's "goal or interest." According to Dhewanto, Wawan, and Sohal, Amrik (2015), technology advancements and their commercialization are what motivate consumer and innovation orientations. Innovation, new goods, and technical advancements are increasingly common. Organizational orientation, according to Lynch et al. (2012), is the way an organization decides to do business. It may also be referred to as the managerial philosophy, and it influences the firm's tactics. Organizational orientation may be the basis of an organization's competitive advantage in the market or sector, according to Zhou and Li (2019), who argue that organizational orientation influences decisions about the acquisition, allocation, and usage

of resources. According to Morton et al. (2018), an organization may use a combination of orientations to achieve higher organizational performance. This may lead to varying organizational performance at various stages of growth, which influences the strategies an organization chooses to employ at those stages.

Organizational orientations are traits-like approaches to work that employees take in modern companies. The measurements listed below are intended to gauge how much a person uses one or more of these orientations in their workplace. The Eastern Communication Association's 2003 congress was where these measures were initially introduced in a paper. These orientations seem to be closely related to workers' organizational communication practices and to be linked to job satisfaction in the research that has been done so far. Three orientations exist. Even though each one of them may be measured independently, the orientations will not be fully revealed. Below are the measurements as individual scales. The three scores can alternatively be calculated independently after being presented randomly as a single scale. As soon as it became available, normative data was presented here. College students have been the subjects of the fundamental studies in this area. In both for-profit and nonprofit companies, research is currently being conducted with non-student personnel.

Frameworks that examine the link between organizational orientation and its antecedents, results, and moderating circumstances have been used in studies on the topic. The widely used model by Jaworski and Kohli (2018) examined how a multidimensional organizational orientation construct (Jaworski & Kohli, 2018) related to three different types of antecedents: top management, organizational systems, and interdepartmental interactions. Their research, along with those of other researchers, yielded conflicting results on the moderating effects that environmental turbulence, competitive intensity, and technical turbulence might have on the link between market orientation and performance (Kirca et al., 2015). Additionally, the meta-analysis allowed for variations in the organizational orientation-performance relationship's strength based on the types of measurements utilized, the type of company, and the cultural environment of the workforce.

Strategic Orientation

According to the institution's strategic direction, responses to the operational environment may be divided into several categories (Al-Ansaari, Bederr, & Chen, 2015). The research has highlighted the benefits of adopting a market orientation, but it has also been noted that enterprises must pursue complementary strategic orientations since market orientation alone may not be adequate for achieving a competitive advantage (Hamisi & Ibrahim, 2023). Firms are encouraged to exercise strategic orientation as well as ensure that various organizational capability sets are aligned to seek continuous innovation for long-term success (Al-Ansaari, Bederr, & Chen, 2015). Since innovation fosters organizational growth, fuels future success, and is the tool that enables businesses to preserve their viability, it is seen as the ideal course of action for competing in the twenty-first century (Masa'deh, Tarhini, Al-Dmour, & Obeidat, 2018).

Institutions now embrace innovation as a key component of their corporate strategy as a result of the different difficulties they encounter. Shorter innovation cycles, technological fusion, and worldwide information access are a few of these issues (Masa'deh, Tarhini, Al-Dmour, & Obeidat, 2018). Significant factors that affect an organization's dynamic capabilities, which have an impact on its competitive advantage, include both incremental and radical breakthroughs. Therefore, one of the primary problems for practitioners is improving the efficacy of radical and gradual improvements. In an increasingly complicated and technologically advanced market, stalled businesses that are unable to innovate to accommodate change to changing conditions may eventually lose their competitive advantage (Al-Ansaari, Bederr, & Chen, 2015). Consequently, it is widely established that innovation is a key factor in determining competitiveness, profitability, and productivity (Zehir, Can, & Karaboga, 2016).

Market Orientation

The guiding concepts that direct an institution's marketing and strategy-making efforts are known as strategic orientations. They stand for the organizational culture's tenets that govern interactions with clients and rivals in the market (Morgan, Vorhies, Mason, & College, 2019). When a business unit establishes a plan to fulfil consumer demands and

then carries out that plan by paying attention to the requirements and desires of customers, such a strategy is said to be market-oriented. Market orientation is the creation of market information at the organizational level about present and future consumer demands, its diffusion across departments, and the company as a whole's reaction to it (Nyarangi, 2016). According to Morgan, Vorhies, Mason, and College (2019), market orientation is made up of two long-term decision factors, profitability and focus, as well as three behavioural traits, including inter-functional cooperation, competition orientation, and customer orientation. More than anybody may imagine, market orientation has a long history. The marketing idea is the cornerstone of market orientation, which explains why.

The management notion, which gained popularity in the 1950s of the previous century, is where the marketing concept originates. Following that, a lot of academics paid close attention to consumer focus and customer happiness are the two main tenets of market orientation (Nyarangi, 2016). Customer satisfaction, financial performance, staff satisfaction, and long-term development are all positively and significantly correlated with market orientation. Market orientation is a technique in an organization that entails tactics to collect information on customers and rivals that should be shared inside the firm, and then use that information to generate value for customers. Numerous empirical findings from research have revealed that there is no relationship between effectiveness and market orientation. These results highlight the need for more research to fully comprehend the relationship between a focus on the market and success.

STATEMENT OF THE PROBLEM

When an institution is trying to increase performance, having a functioning plan may help them solve their issues, develop new skills, and enhance the ones they already have. The option or decision a company makes to perform exceptionally well is known as a strategic decision. The old traditional, hierarchical top-down management practices are no longer successful in the modern, dynamic company world (Stacey, 2017). According to Eisenhardt and Sull (2016), as a result, businesses now utilize and rely more on culture, straightforward norms and regulations, and strategic direction to drive the activities and practices of individual players.

The term "strategic orientation" refers to these guiding principles and activities. The adaptation and positioning of a firm's internal resources, capabilities, and activities which are embodiments of environmental benevolence as well as combinations of these, in response to threats and to take advantage of opportunities present in the firm's external environment are all part of the strategy (Rothaermel, 2018). In this context, it is possible to propose that environmental generosity can reduce the impact of strategic orientation on TVET institutions' performance.

Because many TVET programs provided by different training institutions do not satisfy the needs of the private sector leading to a mismatch of programmes, businesses across all industries are having difficulty filling job opportunities with qualified applicants (Samuel, 2017). Increased underfunding and overspending on TVET institutions in Kenya have posed a challenge to the growth of TVETs. Since TVETs are considered for the lower social class and low-paying jobs meant for failure there have been low transition rates and increased staff turnover. Students who despise TVET programmes as a last resort with low standing in society disagreed with professional ones because of the poor reputation and lack of social attractiveness of TVET institutions in Kenya. TVET programmes are seen as an unappealing choice that results in dead-end occupations and a subpar substitute for general education.

Other problems which affect the performance of performance of TVET institutions are; a fragmented TVET ecosystem, resource constraints, limited adoption of technology, and negative perception about TVETs among Kenyans as well as limited certifications among the informal sector workforce. Additionally, the number of private middle schools has increased across the nation; nevertheless, many of them have finally shut down even before making a profit (Ng'ang'a, 2016). Strategic disorientation has been blamed for these failures and subpar performance (Gituku, 2015). However, empirical research has revealed contradictory findings (Kellermanns et al., 2005, quoted in Ogunkoya and Shodiya, 2013). Performance improvement is not always the result of strategic direction (Hao & Song, 2016). This is supported by the finding that there are intervening factors that regulate or mediate the link between strategic orientation and institutional performance (Zheng, Yang,

& McLean, 2016). The findings of these studies together have invoked the need for filling the existing methodological, conceptual and empirical gaps in the literature by interrogating the effect of strategic orientation on the performance of WOTE TTI.

SPECIFIC OBJECTIVES

- i. To establish the effects of strategic orientation on the TVET's performance in Kenya.
- ii. To examine the effects of market orientation on the TVET's performance in Kenya.

LITERATURE REVIEW

THEORETICAL LITERATURE REVIEW

Resource-Based View

This theory was created by Penrose in 1959, but Wernerfelt's research in 1984 made it more well-known for its use in examining institution and organization performance (Kozlenkova, Samaha, & Palmatier, 2014). Wernerfelt asserted that the institution's internal resources are the real forces behind performance, productivity, and profitability. The term "resource-based view" refers to the perspective that values organizational resources. According to Kozlenkova, Samaha, and Palmatier (2014), Penrose's research is responsible for the early grasp of the RBV. The RBV viewpoint's advantages were furthered by Barney (1991), whose work has since gained traction. He outlined the key internal resource characteristics and their connection to competitive advantages in his 1991 study, "Institution Resources and Sustained Advantages." When an institution can produce more economic value than its closest rival in a given market, it has a competitive advantage (Kozlenkova, Samaha, & Palmatier, 2014).

Kozlenkova, Samaha, and Palmatier (2014) claim that RBV refers to the use of a variety of the institution's accessible real and intangible resources. These resources must be diverse for any institution to convert its organizational strategy into long-term economic gain. The RBV clarifies how a business can outperform its competitors. The RBV theory places a focus on the organization's internal resources when implementing its strategy. RBV theory proponents like Jensen, Cobbs, and Turner (2016) contend that for businesses to perform

better, it is preferable to repurpose current resources as opposed to trying to acquire new resources or skills for every opportunity. There are two categories of these resources. According to the theory, an institution must identify its special resources and decide where to use them to maximize profits. RBV also contends that organizational resources are important performance indicators that enhance an institution's competitiveness and performance and can establish and maintain a competitive advantage (Hitt, Xu, & Carnes, 2016).

Although internal resources are significant drivers of organizational performance, the RBV theory is constrained by its exclusive emphasis on the internal environment as a means of maximizing an institution's superior performance (Gillis, Combs, & Ketchen, 2014). The RBV has an external environment that affects the institution's performance and competitive advantage. The truth is that outside factors have an equal impact on how an institution performs in the market. How businesses operate in the market is influenced by external factors such as laws and regulations, taxation, sectorial policies, and compliance measures. When examining elements that can influence the strategies it can use, external resources must also be taken into account. To study strategies that produce superior performance, it is vital to consider both external factors and an institution's internal resources, as suggested by RBV (Hitt, Xu, & Carnes, 2016). RBV is still a crucial theory for describing how an institution can use the resources at its disposal to improve performance.

According to Fahy (2000), a resource-based view includes three basic components: durable competitive advantage and outstanding management; advantage-generating resources; and strategic decisions made by the higher echelons. The objective of a resource-based view is to harness internal sources and core skills to build long-term competitive advantage, which leads to organizational growth (Mahdi, Almsafir, & Yao, 2016). A resource-based view will direct management attention to the company's internal resources to find resources, skills, and talents that might provide the business with a competitive edge. An organization's strategic direction and choices should be influenced by the resources available to it and the combination of these resources to help the business achieve the

desired growth. For this study, the variables that are supported by this theory include strategic orientation and market orientation.

Dynamics Capabilities Theory

Ambrosini and Bowman (2009) asserted that this theory was developed in 1990 and is an improvement on the resource-based theory, which held that resources are uncommon, valued, fully imitable, and perfectly substitutable. This notion was expanded upon by Ambrosini and Bowman (2009) to describe how the environment in which these resources are found is always changing and how the business must adapt to maintain its position as a leader in its sector. The theory of dynamic capabilities was created to address these limitations because the resource-based view has been criticized for not describing how resources are used to gain a competitive edge, as well as neglecting to consider the influence of the dynamic of the market environment (Morgan, Vorhies, Mason, & College, 2019).

According to the dynamic capabilities theory (Teece, Pisano, & Shuen, 2007), since the market and business environment are dynamic and ever-changing rather than heterogeneous in a firm's resource endowment, it refers to the skills necessary for a company to acquire and use its resources in a manner that will satisfy the demands of its market. A corporation's capability becomes dynamic when it can implement new strategies to reflect evolving market circumstances by integrating and adjusting its available resources in unique and creative ways (Morgan, Vorhies, Mason, & College, 2019). Complex, coordinated arrangements of knowledge and skills that gradually get ingrained in organizational procedures are required for the competencies (Grant, 2016). They set themselves apart from other organizational procedures by outperforming their competitors, Pisano, & Shuen, 2007).

Strong dynamic abilities inside an organization are not valued by markets at their worth to the buyer when the buyer possesses complementary and, in particular, specialized assets. An organization may therefore get unusual returns. Fundamentally, resources, skills, and flexible capabilities are things that must be created rather than bought. As was previously said, dynamic capabilities assess the capacity to realign, realign, integrate, and reintegrate

resources and competencies to adjust them to the business environment. Sensing, seizing, and altering are three specific organizational traits that enable them to adapt and co-evolve with the business environment. Long-term profitability depends on these qualities (Ambrosini & Bowman, 2009). However, the institution's dynamic abilities will determine if it is now producing the correct items and concentrating on the right market sector, as well as whether its future goals are effectively related to customer requirements and technical and competitive possibilities.

Top management in particular needs to develop theories, test them, and realign resources and skills to meet shifting demands if the organization is to have dynamic capabilities (Grant, 2016). They make it possible for the business to effectively coordinate its assets, competencies, and other resources. This study shows that although resources are important, uncommon, unique, and non-replaceable, they also need to be used in habits that contest the current business environment to improve institution recital (Teece, Pisano, & Shuen, 2007). The study adopts this theory because it supports the notion that organizational orientation can be influenced by strategic orientation and market orientation.

Stewardship Theory

Donaldson and Davis established this theory in 1989. According to this theory, stewardship maximizes and protects shareholders through performance. Stewards are managers or executives who work for shareholders to maximize earnings and safeguard their assets (Subramanian, 2018). Employees take responsibility for their tasks and work tirelessly with them to ensure the success of the organization. The idea takes a different approach than agency theory in that organizations serve a larger societal purpose rather than maximizing shareholder income. It asserts that companies and institutions are social entities that affect the welfare of stakeholders who engage with the institution as well as the organizational objectives (Keay, 2017). According to Subramanian (2018), stakeholders have both moral and legal rights and play an important role in institutional success. As a result, the institution's leadership must consider stakeholder claims when conducting business and making choices affecting stakeholders. While defining stakeholder theory, Donaldson and Preston (1995) stated that the institution is a system of stakeholders that functions within a

wider system that provides the required market and legal infrastructure for the organization's operations. The institution's goals and objectives are to create money or generate value for its stakeholders.

Blair (1995) agreed, describing the objective of directors and institutional management as creating and increasing wealth for the institution. When it comes to including stakeholders in decision-making, institutions employ either proactive or reactive methods. When an institution does not include its stakeholders in decision-making, it takes a reactive approach, which results in a mismatch between stakeholder demands and institutional goals (Keay, 2017). According to Adams (2010), the theory remains the foundation for legislation and regulation in the institutional decision-making process and establishes necessary governance structures. This theory enables analysis of how institutional leadership orientation put in place facilitates empowerment structures rather than institutional leadership orientation and controls, as suggested by other theories that interfere rather with steward motivation by ensuring the agent (management) and stakeholder interests are aligned to promote the effectiveness of the agent in pursuit of improved institution performance in the long term.

CONCEPTUAL FRAMEWORK

The study was guided by a conceptual framework that presents and defines the viewpoints that attempt to explain the research problem under the study.

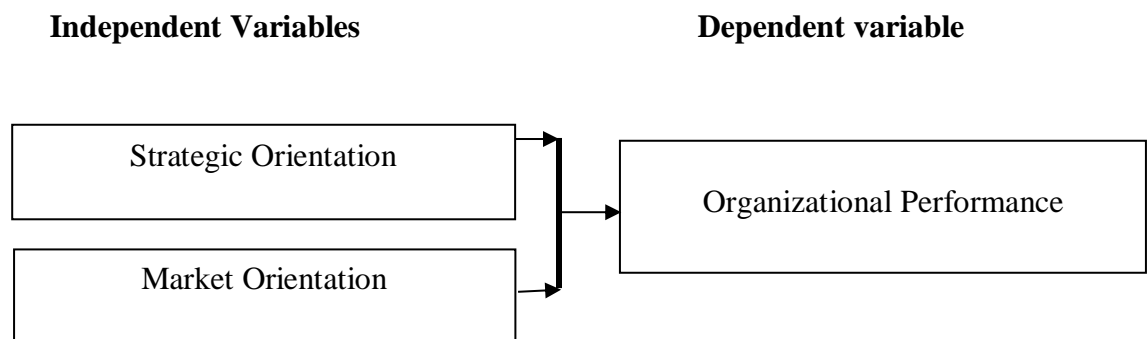


Figure 1 Conceptual Framework

The study employed a descriptive research approach. The objective of the descriptive study approach was to describe behaviour without in any way modifying it. Before applying quantitative research designs, the design is typically used to find useful cues about the variables that will be examined (Bordens & Abbott, 2017). The research study employed a quantitative research design since the main objective is frequently to better understand the research study, thus the findings should be able to be used across a wide range of institutions.

The study used stratified random sampling, which Creswell and Creswell (2018) found to be objective and give all populations an equal chance of being chosen. Stratified random sampling was used, which Creswell and Creswell (2018) found to be objective and give the entire population an equal chance of being chosen. Kothari and Garg (2015), a sample is the division used in representing a large unit to reflect the features of the population. Cooper and Schindler (2018) noted that to prevent biases, the study sample size should be random and 1-10% of the target population is regarded as a suitable size, according to Saunders, Lewis, and Thornhill's (2018) recommendation. This study adopted 10% of the target population of 1100 which is 110 participants.

Questionnaires are preferred by the researcher since the study that has used them and questionnaires are recommended to be economical and they are easily administered as well as time-saving (Saunders, Lewis, & Thornhill, 2018). The questionnaire in the study is preferred based on other researchers who have used them in the same subject area. Questionnaires are considered to be cheaper instruments of data collection and the researcher can obtain volumes, however, noted that the questionnaire's only disadvantage is cannot be administered to illiterate respondents not able to read and write (Creswell & Creswell, 2018). The researcher used questionnaires because it makes it possible and easy for correlation, descriptive, and inferential statistical analysis as echoed by Saunders, Lewis, and Thornhill (2018). These questions also will aid in enriching the qualitative methodology effectively. The questionnaire further provides anonymity as most respondents don't prefer their identity revealed. Primary data was collected using

questionnaires while secondary data used in the literature review is collected from documented sources such as journals, monographs, articles, books, and company reports.

The qualitative data were analyzed using simple statistics and SPSS. The raw data gathered from the field was coded before the generalization of the findings was made. The results were analyzed using descriptive statistics and presentations were in tables. Inferential statistics were used to show the connection that exists between the study variables. The study used the Pearson correlation matrix was used. Pearson correlation helped in predicting and describing the association between the variables in terms of magnitude and direction. The correlation test at a 5% level of significance with a 2-tailed test was conducted. Analysis of variance (ANOVA) was adopted to disclose the complete model significance. The calculated f statistic was compared with the tabulated f statistic. A critical p-value of 0.05 was used to determine whether the overall model was significant or not.

RESEARCH FINDINGS AND DISCUSSIONS

The data was analyzed using 95 valid questionnaires. Out of the 95 responses that were used for analysis, males made up the bulk of the research participants, with more than half of the participants. According to Saunders et al. (2018), the respondent's gender determines their views about certain difficulties. In general, gender shows the level of commitment, technical skills, and nature of energy required to carry out specific functions. The majority indicated an age group of 46 years and older, followed by respondents aged between 40 and 45 years. A good variety of ages can be seen in the respondents' responses, with the bulk of them in the middle of their lives. Kothari and Garg (2015) assert that a respondent's age affects how they react to particular concerns. In general, a person's age indicates their maturity. Most of the participants had attained a bachelor's degree, followed by respondents with master's degrees. The responses were appropriate for their educational level.

According to Saunders, Lewis, and Thornhill (2018), attitudes as well as how individuals perceive and understand any specific social issue are also important. Investigations of the respondents' educational diversity and information about their educational attainment. The majority of the participants had worked long and, therefore, were able to comprehend its

dynamics. Kothari and Garg (2015) claim that respondents with extensive experience in an organization are better able to comprehend its dynamics and provide authoritative answers to research questions. And finally, the academic staff were the majority of respondents who took part in the study.

Inferential Statistics

TABLE 1: PEARSON’S CORRELATION COEFFICIENT

Variables		Performance of TVET	Strategic orientation	Market orientation
Performance of TVET	Pearson Correlation Sig. (2-tailed)	1		
Strategic orientation	Pearson Correlation Sig. (2-tailed)	.759** 0.000	1	
Market orientation	Pearson Correlation Sig. (2-tailed)	.623** 0.000	.433** 0.000	1

Table 1 shows that strategic orientation was connected and substantially related to the Performance of TVET ($r = .759$, $p = 0.000$). This suggested that because strategic orientation had a good and significant impact, an improvement would result in imperformanceormance of TVET, Market orientation was associated with the Performance positive and substantial way, as shown by ($r = .623$, $p = 0.000$). This also suggested that because market orientation had a favourable and significant impact, improving it would result in better performance of TVET.

TABLE 2: MODEL SUMMARY FOR STRATEGIC ORIENTATION

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.824 ^a	.679	.645	.35909

a. Predictors: (Constant), Strategic orientation

Table 2 shows strategic orientation as the predictor component and Performance of TVET. Regression analysis findings revealed that strategic orientation and Performance of TVET are related, with $R = .824$ demonstrating a high connection with $R^2 = .679$ indicating that a

variation in strategic orientation can account for 67.9% of the variation in Performance of TVET.

TABLE 3: ANOVA RESULTS FOR STRATEGIC ORIENTATION

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.598	1	6.875	48.411	.000 ^b
1 Residual	11.211	94	.471		
Total	35.809	95			

a. Dependent Variable: Performance of TVET

b. Predictors: (Constant), Strategic orientation

The values of $F = 48.411$, as shown in Table 3, imply that strategic orientation has a big impact on the Performance of TVET, demonstrating shows the model fits the data well and that strategic orientation significantly affects the Performance of TVET. The regression model strongly predicts the dependent variable with a.000 significance level, which is less than 0.05.

TABLE 4 REGRESSION COEFFICIENTS FOR STRATEGIC ORIENTATION

Model	Unstandardized		Standardized	t	Sig.	95.0% Confidence	
	Coefficients	Std. Error	Coefficients			Interval for B	Lower Bound
(Constant)	1.133	.431		4.119	.001	.449	1.752
Strategic orientation	.679	.179	.822	8.658	.000	.521	.855

a. Dependent Variable: Performance of TVET

Projects for Performance of TVET = $1.133 + .679$ (Strategic orientation), Table 4 illustrates that strategic orientation has a considerable favorable influence on the Performance of TVET. According to the data, strategic orientation has a strong link, $p < 0.05$ ($P = 0.01$). The value of strategic orientation is statistically significant ($t = 8.658$, $p < 0.05$), meaning that a 67.9

unit (67.9%) increase in the mean index of Strategic orientation should enhance the Performance of TVET by 67.9%. The regression model that explains the Table 2 results is as follows: Projects for Performance of TVET = 1.133 + 0.679 (strategic orientation). The model highlights the influence of strategic orientation on the Performance of TVET.

TABLE 5 MODEL SUMMARY FOR MARKET ORIENTATION

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	.620	.379	.6599

a. Predictors: (Constant), Market orientation

In a regression study, the dependent variable was the Performance of TVET, and the predictor component was market orientation. R = 0.795 was found by regression analysis to be the association, which indicates that market orientation and Performance of TVET are inextricably linked, and R² = 0.620 shows that a change in market orientation can explain 62.0% of the variation in Performance of TVET. Table 5 summarizes the findings.

TABLE 6 ANOVA RESULTS FOR MARKET ORIENTATION

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.224	1	4.114	55.940	.000 ^b
1 Residual	10.681	94	.431		
Total	30.905	95			

a. Dependent Variable: Performance of TVET

b. Predictors: (Constant), Market orientation

F = 55.940 indicates that market orientation has a considerable influence on the Performance of TVET, demonstrating that the model matches the data nicely market orientation has a significant impact on the Performance of TVET. Table 6 demonstrates that, at a significance level of .000, and less than 0.05, the regression model well predicts the dependent variable.

TABLE 7 REGRESSION COEFFICIENTS FOR MARKET ORIENTATION

Model	standardized Coefficients		ndardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	1.480	.345		3.993	.000	.759	2.063
Market orientation	.620	.095	.795	7.480	.000	.473	.814

a. Dependent Variable: Performance of TVET

According to the study's findings, enhancing market orientation significantly improves the Performance of TVET. Market orientation has a substantial association with the Performance of TVET, according to the data ($p < 0.05$; $P = 0.00$). The values of market orientation are therefore statistically significant ($t = 7.480$, $p = 0.05$) meaning that a 62.0 % increase in the mean index of market orientation should boost the Performance of TVET. The regression model that explains the Table 7 results is given by: Performance of TVET = 1.480 + 0.620 (market orientation). The model shows that market orientation positively affects the Performance of TVET.

TABLE 8 REGRESSION COEFFICIENTS FOR MULTIVARIATE ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.1580	.367		1.504	.001	.876	2.281
strategic orientation	.559	.118	.329	3.027	.000	.123	.592
Market orientation	.407	.114	.274	2.697	.000	.081	.623

As a result, the regression model for the study is: $Y = \beta_0 + \beta_1 X^1 + \beta_2 X^2 + e$

Performance of TVET = .1580 + .559 (strategic orientation) + .407 (market orientation)

The results of the study showed that the predictor factors had a strong influence on the

performance of TVET. The findings indicate that organizational orientation and the performance of TVET have a significant relationship ($p < 0.05$, $P = 0.00$). Predictor variable statistically significant values with $p = 0.05$, implying that increasing the mean index of predictor variables should improve the performance of TVET. The outcomes are summarized in Table 8. According to the model, strategic orientation was the predictor variable that had the greatest impact on the performance of TVET, followed by market orientation.

CONCLUSION AND RECOMMENDATIONS

The study established that strategic orientation was connected and substantially related to the performance of TVET, which suggested that strategic orientation had a good and significant impact; an improvement would result in improved performance, and it can be concluded that strategic orientation affects the performance of TVET, and the variation in strategic orientation can account for 67.9% of the variation in performance. It was also established that market orientation was associated with performance positively and substantially, and it can be concluded that market orientation has a significant impact; improving it would result in better performance of TVET. The finding showed that cultural orientation was shown to be associated with and substantially related to the performance of TVET, and the study concluded that cultural orientation and the performance of TVET are fundamentally connected, and cultural orientation can explain 52.2% of the variation in the performance of TVET.

The WOTE TTI and other institutions should use their core skills wisely to accomplish their strategic goals, according to this study's advice. This research also suggests that all TVET institutions develop strategies. The report also suggests that all TVET institutions, regardless of size, develop their plans, carry out the crucial SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), and do environmental scanning. It is vital to include employees in strategy execution to lessen the difficulties that they encounter. Additionally, the report advises the WOTE TTI to make sure that their leadership style supports the development and enhanced performance of such institutions. The application of systems and techniques for transformative leadership can help with this.

Therefore, senior management should be in charge of the strategic institutional strategies. Institutional policies should be in line with the implementation of the strategic plans since this helps streamline the strategy implementation process.

Based on the research findings, the paper advises that enough oversight and regulation within the education sector be required to guarantee healthy competition among TVET, particularly given the significant role the industry plays in the economy. A variety of programs, information technologies, physical beauty, and excellent customer service are only a few positioning tactics that WOTE TTI must establish to perform and remain in the sector. It was also suggested that high operational efficiency may result in a significant market share.

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