

# **Effects Of Strategic Management Practice On The Performance Of Public Universities In Ghana: A Case Of Selected Technical University, In Ghana.**

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## **Abstract**

*The main purpose of this study was to examine the effects of strategic management practice on the performance of Technical Universities in Ghana. The study used descriptive survey design and quantitative approach. The researcher used simple random sampling technique to select a sample size of 210 respondents for the study. The study used questionnaire to gather primary data to address the research questions. The frequency and percentages, Linear multiple Regression were used to analyse the data collected. The study found that strategic management practices have statistically significant positive effect on performance of Accra Technical University. This study contributed to knowledge by establishing that the strategic management practices of strategy formulation and evaluation significantly influence organisation performance Accra Technical University. The study also found that the University should systematically conducts both internal and external environmental analyses to identify the competitors' strength and weaknesses.*

**Keywords:** *Organisational performance, environment scanning, strategy formulation, strategy implementation, strategy evaluation*

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## **I. Background To The Study**

In the 21st century, Technical University Education has become paramount among the services widely sought for by students and employers in the industry due to hands on experiences, job related skills (Singh & Blessinger, 2024). For public Technical Universities to remain efficient and effective in the changing and competitive environment, it has become a basic requirement for them to adopt strategic management practices in their operations (Emmanuel, Esther, Attayi & Taiwo, 2023). This necessitates the adoption of strategic management practices that support plans, choices, and decisions that lead to competitive advantage, profitability, success, and wealth creation (Alukonya, 2021).

Strategic management practices play a critical role in determining the performance and sustainability of organizations, especially in public institutions such as universities. Public universities face unique challenges, including limited funding, increased enrollment, and the demand for higher standards in teaching and research (Agyapong, 2021). In Ghana, the technical universities have the additional task of bridging skill gaps in the workforce, making effective strategic management practices essential for meeting their objectives. The alignment of strategic management with institutional goals helps these universities remain competitive, efficient, and responsive to changing external conditions (Kumah et al., 2023).

Strategic management practices encompass processes such as environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and control (Gyasi, 2022). Environmental scanning allows universities to understand both internal and external factors affecting their operations, which, in

turn, informs their strategic choices. Strategy formulation enables them to design actionable plans that align with their goals, while implementation is essential for actualizing these strategies in day-to-day operations (Ansah & Mensah, 2020). Finally, strategy evaluation and control are critical for assessing the effectiveness of implemented strategies and making necessary adjustments for continuous improvement (Adjei, 2021).

Despite the recognized importance of these practices, Ghanaian technical universities still struggle with effective strategic management, partly due to inadequate resources and shifting government policies (Amankwah & Tutu, 2023). This study, therefore, seeks to investigate the impact of strategic management practices on the performance of selected technical universities in Ghana, with a focus on how environmental scanning, strategy formulation, implementation, and evaluation influence institutional performance.

### **Statement of the Problem**

The performance of public universities in Ghana, particularly technical universities, is increasingly scrutinized as they strive to provide relevant education and skills training. Despite significant efforts to improve strategic management practices, many universities face challenges that hinder optimal performance (Agyeman & Owusu-Ansah, 2022). Previous studies have highlighted that ineffective environmental scanning and poor strategy implementation contribute to suboptimal results in terms of teaching quality, research output, and institutional sustainability (Nyarko & Asare, 2023).

In technical universities, the lack of a systematic approach to strategy formulation, implementation, and control further compounds the challenges, leading to inadequate performance in achieving institutional goals. For instance, issues such as inconsistent evaluation mechanisms and ineffective control processes create gaps that limit the universities' ability to adapt to environmental changes and government directives (Owusu-Addo et al., 2021). Consequently, there is a need to assess the impact of specific strategic management practices on university performance to identify areas for improvement.

This study aims to address this gap by examining the effects of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and control on the performance of selected technical universities in Ghana.

### **Purpose of the Study**

The main purpose of this study was to investigate the effects of strategic management practices on the performance of Technical University, Ghana.

### **Specific Research Objectives**

The specific objectives of this research were to:

1. Examine the effect of environmental scanning on performance of Technical University
2. Examine the effect of strategy formulation on Performance of Accra Technical University
3. Examine the effect of strategy implementation on Performance of Technical University
4. Examine the effect of strategy evaluation and control on Performance of Technical University

### **Research Hypothesis**

1. H<sub>0</sub>: Internal and external environmental analysis has no significant impact on the aggregate performance of Performance of Technical University.
2. H<sub>0</sub>: Strategic formulation has no significant influence on the performance of Performance of Technical University.
3. H<sub>0</sub>: Strategic implementation has no significant effect on the performance of Performance of Technical University.
4. H<sub>0</sub>: Strategic evaluation and control has no significant influence on the organizational performance of Performance of Technical University

## **II. Literature Review**

### **Conceptual Review**

There is no single precise definition for strategic management. Strategic management is an activity concerned with determining an enterprise's fundamental goals and objectives to be achieved in the long term, selecting courses of action, and allocating necessary resources to fulfill the stated purposes (Chandler, 1962). Strategic management practices involve strategies that are to be executed by the employees of the organisation. Some of the strategic management practices involved motivating the employees. This gives the employee a sense of belonging in the organisation which the cognitively and intuitively reciprocate in the form of more commitment to the organisation. Increased commitment on the other hand improved the performance of the organisation (Alansaari et al., 2019; Hunt, 2021; Osman et al., 2017).

The strategic management process can be seen as an expression of best practices in management. Strategy formulation focuses on the long-term strategies for the successful management of environmental opportunities and threats, in light of the company's strengths and weaknesses (Aguinis, Edwards, and Bradley, 2017). It comprises defining the company's mission, establishing attainable goals, devising strategies, and adopting policy standards. Strategy implementation is the process of putting strategies into action across the organization through the derivation of short-term goals from long-term goals and also drafting operational techniques from the organizational strategy. Management can use this method to determine the particular, immediate actions needed in key functional areas to put the organization's business strategy into practice (Khan & Qianli, 2017).

### **The Environmental Scanning**

Environmental scanning refers to the process of collecting and analysing information about internal and external factors that may affect an organization (Zidan, 2023). By monitoring and analysing these factors, organizations can anticipate opportunities and threats, and adjust their strategies accordingly (Kabeyi, 2019; Zidan, 2023). There is evidence that strategic environmental scanning can have a significant impact on organizational performance (Palanisamy et al., 2022; Sirajuddin et al., 2017; Zidan, 2023). The environmental scanning is vital management tool used by well-performing higher educational institutions (Okwemba & Njuguna, 2021). It includes collecting information within the organization's internal, industrial, and external environment that affect performance (Okwemba & Njuguna, 2021).

### **Strategy formulation**

According to Wheelen and Hunger (2012), Strategy formulation, commonly described as strategic planning (long-range planning), is a component of strategic management that deals with crafting an organization's mission (purpose), objectives, strategies, and policies. It is the process of deciding what to do to achieve institutional goals and objectives. Strategic management involves the formulation of strategies for the achievement of organisational short- and long-term objectives (Khalid and Nusari, 2020). Formulated strategies must be implemented to be meaningful. Strategy implementation involves gathering the resources of an organization and motivating the staff for achieving the goals (Mohamed et al., 2019).

Once strategies are formulated by organisations and implemented, they need to be evaluated in order to identify the area of strength and weaknesses and where corrective actions are required to achieve the overall aim of the organisations (Gure and Karugu, 2018). Strategy formulation was found to have significant influence on organisational performance (Kanano and Wanjira, 2021). Other studies also found significant relationship between strategy formulation and organisational performance (Addae-Korankye & Aryee, 2021; Aldhafer et al., 2020; Khalid and Nusari, 2020). Strategy implementation is also found to have significant effect on organisational performance (Kanano and Wanjira, 2021).

### **Strategy Implementation**

Strategy implementation is the third practice in the strategic management process in putting the crafted strategy into action. Hitt et al. (2014) describe the strategy implementation phase as initiating organizational practices and policies, as defined in the strategy during the formulation. Strategy implementation is the process of translating formulated strategic plans into actions that achieve the desired goals and objectives of an organization. Effective strategy implementation is essential for the success of any organisation, and a growing body of research has explored various factors that can impact strategy implementation and organisational performance. Similarly, Mathore (2016) also found that right strategy implementation has relationship with organisational performance.

### **Strategy Evaluation and Control**

The final stage strategy development process is Strategy evaluation. Strategy evaluation and control are when organizational undertakings and performance results are assessed to compare actual results with aimed performance (David, 2011; Wheelen & Hunger, 2012). Strategy evaluation and control is the process of comparing actual performance to desired performance. An important part of strategy evaluation is the establishment of monitoring systems to check on the progress made by the implemented strategies, as well as to provide feedback so that any necessary adjustments may be made (Khan & Qianli, 2017).

Strategy evaluation is also an important strategic management practice that is reported to influence organisational performance. The study of Kanano and Wanjira (2021) indicated that strategy evaluation has significant effect on organisational performance. This involves tracking progress, identifying areas for improvement, and making necessary adjustments to ensure that strategic plans are being implemented effectively. For example, Adeniji and Ogunnaike (2019) found that effective monitoring and evaluation were positively associated with successful implementation of strategic plans in public sector organizations.

### **Organisational performance**

Performance is the key interest of every business manager or owner. The overall performance of the organisation depends on proper management of the three levels, which fall within the jurisdiction of top, middle and lower management. Ghana's higher education institutions have to fulfill the four work performances called "missions of higher education institutions." These missions are comprised of producing graduates, conducting research, providing academic service to society and maintaining arts and cultures (Wahyudi, 2022). Technical Universities in Ghana are required to create new body of knowledge and innovation in order to increase competitive competency of the country based the philosophy of sufficiency economy (Office of the Higher Education Commission, 2007).

Ghana's higher education institutions have to fulfill their four missions and duties i.e. teaching and learning to produce favorable graduates, conducting research to create new body of knowledge, providing academic service to build a good relationship with the communities and societies, and maintaining arts and cultures to conserve Ghana heritage for the present and next generations (Ministry of Education of Thailand, 2011; Royal Thai Government Gazette, 2003). Producing graduates means teaching students to have knowledge, skill, capability, ethics and social responsibility so that they can apply knowledge gained from higher education institutions to develop their life quality, the community and society they are living in. Conducting research means applying systematic approaches to find facts and create a new body of knowledge based on the previous researches, concepts and theories. Academic service means performing academic activities for the benefits of the community to strengthen the society and build a good relationship with the community.

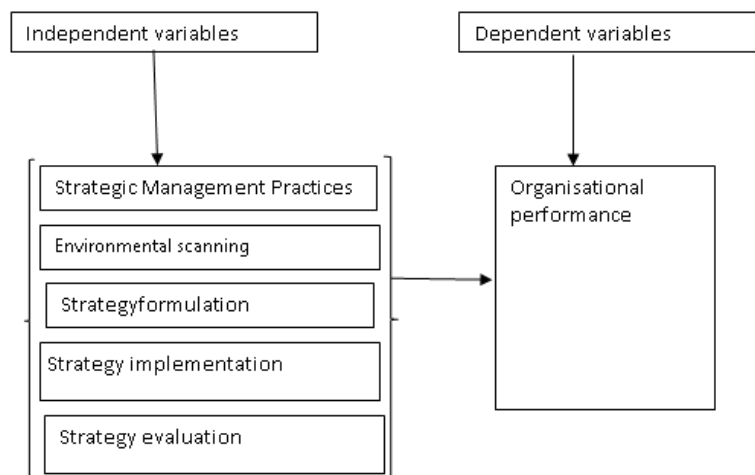
### **Effect of strategic management on organizational performance**

Mohamed et al (2019) investigated the impact of strategic management implementation on organisational performance of Abu Dhabi police UAE. Using quantitative survey design strategy with questionnaire instrument to elicit 423 usable responses, they found significant relationship between strategic management implementations (strategy, structure, and human resources) and Abu Dhabi police performance. Strategic management practices is very critical to the performance of every organisation. Failure to formulate, implement and evaluate effective strategies in linked to poor performance of organisations (Mohamed et al., 2019).

The influence of strategic management practices on organisational performance is also studied by (Langat and Wainaima, 2019). Using quantitative means, they found that strategic management practices have positive effect on organisational performance. The findings added that organisational structure and employee competence have significant effect on organisational performance. Similarly, Chungyas and Trinidad (2022) also investigated the effect of strategic management practices on business performance

### **Conceptual framework**

A conceptual framework is a diagrammatical representation of the link amongst the study variables (Mugenda & Mugenda, 2009). The Conceptual Framework of the research was developed the review of related literature and relevant theories. The framework postulated that strategic management practices (Environmental scanning, strategy formulation, strategy implementation and strategy evaluation) influence organisational performance directly. The conceptual framework illustrating the relationships between variables is shown in Figure 1.



Source: Andoh (2024)

### **III. Empirical Review**

Padmakusumah, Kusumah and Ismail, (2024) examined the strategic management process in higher education institutions in Indonesia. This research is a qualitative case and data was collected through interview. The research findings indicate that the strategic management practices such as environmental analysis, strategy formulation, strategy implementation, and evaluation control have statistically significant positive effect on organizational performance..

Udeh (2023) evaluated the strategic management practices and performance of non-teaching staff of state-owned universities in south east, Nigeria. The population of the study was three thousand two hundred and fifty (3250). The study used the survey approach and stratified random sampling to select the respondents. Structured questionnaire was used to gather data. The hypotheses were analyzed using Pearson coefficient correlation (r) statistics tools and Linear Multiple regression. The study concluded that environmental scanning, operational planning and strategic implementation had positive significant relationship with the quality of service, the punctuality and the output of non-academic staff of State-Owned Universities.

Nnia, Ugbam, Emmanuel and Benedict (2023) explored the impact of strategic management practices on the performance of hospitals in Nigeria. A sample of 286 respondents from the University of Nigeria Teaching Hospital participated in the study. A structured questionnaire was used in collecting quantitative data from the respondents. Linear Regression analysis was used to analyse the data collected. The findings showed that environmental scanning, strategy formulation, strategy implementation, and strategy evaluation all have significant positive effects on hospital performance in Nigeria.

Nyagaki, Munga and Nzioki (2021) determined the influence of strategic management practices on organizational performance, a case study of commercial based parastatals in Nairobi County, Kenya. This study adopted descriptive research design and Quantitative approaches and targeted 129 employees of commercial based parastatals in Nairobi County, Kenya. The study was carried out through a census; a questionnaire was used in data collection. Quantitative approaches were used for data analysis whereby descriptive and inferential statistics such as Linear Multiple Regrsson. The result indicated that collectively environmental scanning has the highest positive influence on organization performance, followed by strategy evaluation, strategy formulation and strategy implementation. The study concluded that predictors collectively influence organization performance. The findings are expected to be of value to the management and decision makers to form a basis for improving implementation of strategies.

### **IV. Research Methodology**

The study used descriptive survey design. The descriptive survey therefore enabled the researcher to make accurate observations of the natural situation. The design was, therefore, appropriate for the current study as it sought to establish the effect of strategic management on organisational performance. A cross-sectional survey strategy was utilized for collecting quantitative data from respondents in targeted universities. This study used quantitative approach. The study adopted quantitative approach to respond to research questions requiring numerical data and supported by positivist paradigm (Mohajan, 2017).

#### **Population**

The target population for the study were 616 comprised of Vice Chancellors, Pro-vice chancellors, Registrars, Lecturers Administration, deputy directors, managers, and senior administrators were selected the respondents.

#### **Sample and Sampling Procedures**

This study used 10 public universities that are currently operating in Kenya as its sample frame. A stratified random sampling procedure was used to choose respondents from among the 10 public universities that are active in Ghana. The sample size of 210 was selected using Yamane's (1967) formula for sample size determination. Accordingly, samples from participating universities were selected based on the staff numbers. A simple random sample procedure was used in this study to select the respondents. The use of simple random sampling technique was based on the fact that each member had an equal chance of being included in the sample from the target population (Gill & Phil, 2011; Bryman, 2012).

#### **Data Collection Instrument**

The Structured questionnaire was used in collecting data for the study. Specifically, closed-ended questions on the questionnaire were used. The items on the questionnaire were measured on Likert 5 - points Scale, ranging from 1 representing strongly Disagree, 2 = Disagree 3 = Neutral, 4 = Agree and 5 = Strongly agree. A 5-point Likert scale is used because it relatively easy to construct, it facilitates quantifications of the responses, enables ranking of items. The questionnaire consisted of two parts. Part covered the demographic

information of the respondents such as age, experience, gender and educational qualification. Section B covered the items on Strategic practices and organisational.

**Validity and Reliability of the Research Instruments**

The reliability test was conducted with Cronbach’s Alpha coefficient. The results showed that reliability of the items was above the threshold of 0.7 and this was considered as reliable and used in gathering data for the study. The results are presented in Table.

**Table 1: Cronbach Alpha results**

Variables	Number of items	Cronbach Alpha
Environmental scanning	4	.805
Strategy formulation	4	.872
Strategy implementation	5	.798
Strategy evaluation	3	.854
Organisational performance	7	.963

Source: Field Survey, (2024)

**Data Collection Procedure**

The researchers personally administered the questionnaire to the respondents to ensure high return rate of the instruments. This was done to enable the researcher to collect the data for the study. Respondents were also assured of confidentiality of any information given by them on the questionnaire. The questionnaires were administered to respondents on the second week of 5<sup>th</sup> June, 2024 and ended in 20<sup>th</sup> July, 2024 and it is expected to be returned in two weeks’ time.

**Ethical Considerations**

The study was upheld the highest ethical standards with regard to issues such as informed consent, confidentiality, privacy and anonymity.

**Data processing and Analysis**

The data collected was edited to correct errors, check for nonresponses, and accuracy. Coding was done to facilitate a comprehensive analysis of the data. Statistical Product for Service Solutions (SPSS) version 22 was used to enter the data collected. The descriptive statistics such as frequencies and percentages, mean and standard deviation will be used to analyse the data. Multiple regression analysis was used to establish effect of strategic management practices on organizational performance in Technical University

The regression model specification; Org perf=  $\beta_0 + \beta_1ES + \beta_2SF_t + \beta_3SI_t + \beta_4SE_t + \varepsilon_t$

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

Y: Organisational performance

X1 = Environmental scanning

X2 = Strategy formulation

X 3= Strategy implementation

X4= Strategy evaluation

$\beta_1$  = Coefficient of the variable

$\varepsilon$ = Error term

$\beta_0$  = is the regression coefficient

$\beta_1, \beta_2, \beta_3, \beta_4,$  are the slopes of the Regression equation

**V. Results And Discussions**

**Demographic Data of Respondents**

The demographic factors that were considered appropriate for the study were gender of respondents, age, number of years of services, and educational qualification of respondents. The results are presented in Table 1 below.

**Table 1: Demographic Characteristics of Respondent**

Gender of Respondents	Frequency	Percentages %
Female	56	26.7
Male	154	73.3
<b>Total</b>	210	100
Age of respondents		
Below 20 years	11	5.2
20-29	46	21.9
30-39	66	31.4

40-49	39	18.6
50-59	43	20.5
60 years and above	5	2.4
<b>Total</b>	<b>210</b>	<b>100</b>
<b>Number of years of service</b>		
1-5	62	29.5
6-10	57	27.1
11-15	33	15.7
16-20	30	14.3
21 years and above	28	13.3
<b>Total</b>	<b>210</b>	<b>100</b>
<b>Educational qualification</b>		
SSCE/O' Level	24	11.4
GCE 'A' Level	20	9.5
Diploma	42	20
Bachelor Degree	58	27.6
Master's Degree	66	31.4
<b>Total</b>	<b>210</b>	<b>100</b>

Source: Field Survey (2022)

The results presented in Table 2 showed that out of the 210 respondents, 154 respondents representing (73.3%) of the respondents were males while the remaining 52 representing (26.7%) were females. This suggests that there were more male respondents in the study. The results further indicate that out of the two hundred and ten respondents, 66 (31.4%) were between the ages of 30-39 years, 46 (21.9%) were between the ages of 20-29 years and 43 (20.5%) were between the ages of 50-59 years. 39 (18.6%) of the respondents, 11 (5.2%) of the respondents and 5(2.4%) of the respondents fell between the age range of 40-49 years, below 20 years, 60 years and above respectively.

The results further show that 62 (29.5%) respondents reported 0-5 years of working experience, 57 (27.1%) reported 6-10 years of working experience, 33 (15.7%) reported 11-15 years working experience, and 30 (14.3%) respondents reported 16-20 years of working experience. The remaining 28 (13.3%) of the respondents reported 21 years and above working experience.

Also, the study sought to examine the educational qualification of the respondents. The results from Table 2 showed that 66 (31.4%) of the respondents were master's degree holders, 58 (27.6%) had Bachelor's degree, 42 (20.0%) were diplomats, 24 (11.4%) respondents, and 20 (9.5%) respondents had GCE 'A' Level and SSCE/O' Level respectively. This implies the respondents were literate, hence could read, understand and be able to provide the necessary information being sought by the researcher.

### **Relationship between the strategic management and organization performance.**

#### **Correlation analysis**

Pearson correlation was conducted to find out the relationship between the strategic management and organisational performance. Pearson's correlation coefficients show the degree of interdependence between two variables. Pearson's correlation coefficient  $r$  can take on values from +1 to -1. A value of 0 means that there is no relationship between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable (Stevens, 2009). A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. In this study, Pearson's correlation coefficient,  $r$ , was used to show the degree and significance of the relationship between variables.

		Organisational performance	Strategy formulation	Strategy implementation	Strategy evaluation and control	Internal & external environmental analysis
Organisational performance	Pearson Correlation	1	.615**	.652**	.575**	.471**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	210	210	210	210	210
Strategy formulation	Pearson Correlation	.615**	1	.606**	.375**	.350**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
Strategy implementation	Pearson Correlation	.652**	.606**	1	.585**	.256**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
Strategy evaluation and control	Pearson Correlation	.575**	.375**	.585**	1	.336**
	Sig. (2-tailed)	.000	.000	.000		.000

	N	210	210	210	210	210
Internal & external environmental analysis	Pearson Correlation	.471**	.350**	.256**	.336**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Field Survey (2024)

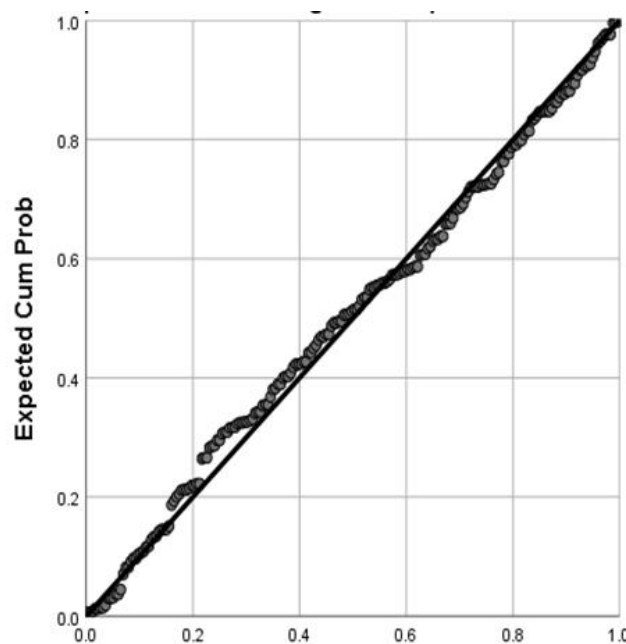
The study examined the relationship between strategic performance of Technical Universities in Ghana. The study found that environmental scanning has strong correlation with organisational performance ( $r = .471^{**}$ ,  $p < 0.05$ ), the study found that strategy formulation has strong correlation with organisational performance ( $r = .615^{**}$ ,  $p < 0.05$ ), there was a strong correlation between strategy implementation and organisational performance ( $r = .652^{**}$ ,  $p < 0.05$ ), there was a strong correlation between strategy evaluation and control, organisational performance ( $r = .471^{**}$ ,  $p < 0.05$ ). The finding agreed with Kumar (2015) found significant and positive association with firm performance. The findings support that of Abu and Kamol (2018) whose findings showed that the findings also support a statistically significance negative effect on organizational performance.

**Effect of strategic management on performance of Technical Universities in Ghana**

The study further employed Multiple Linear Regression analyses to examine the effect of strategic management on performance of Technical Universities in Ghana. In order to conduct the regression analyses, regression assumptions such as normality test, multicollinearity, autocorrelation were checked to avoid inaccurate interpretation of the data. The study checked the normality test assumption using histogram as shown in Figure 2.

**Normality Test**

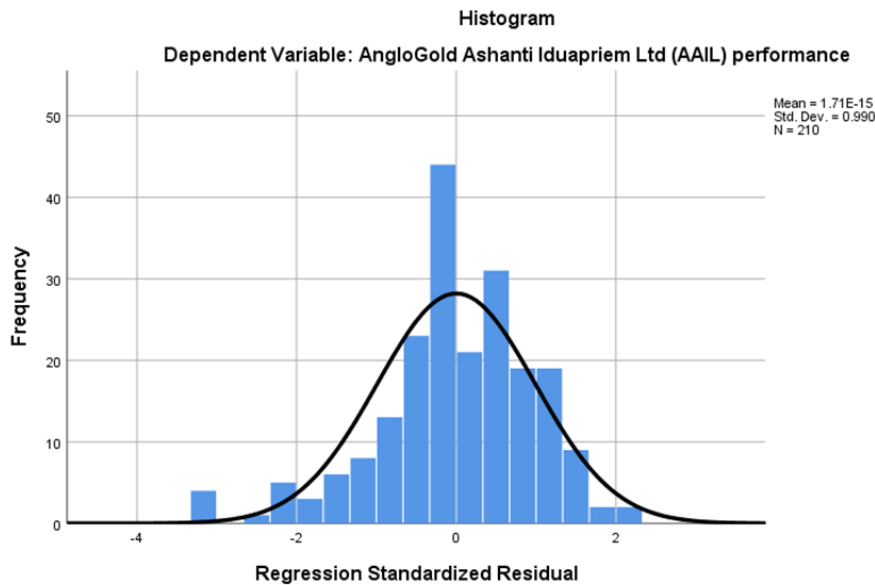
Normality test was carried out to determine whether the dataset was normally distributed. The regression model assumes that the data is normally distributed such that the data was obtained from a normal population. In this study, Q-Q plot test was conducted to assess whether the data was normally distributed. As the results on Figure 4 portray, all the variables had normally distributed data as evidenced by the shape of the plots which do not follow any regular pattern. This is an indication that the data was normally distributed, hence fit for the regression model analysis, subject to the other assumptions.



**Figure 2: Observed Cum Prob**  
Source: Field Survey (2024)

The results showed that the data is normal. The graph revealed that the points spread around the diagonal line and therefore follows the direction of the diagonal line and the points do not move away from the diagonal line.





**Figure 3: Regression standardized residual**  
**Source: Field Survey (2024)**

The histogram showed that the data was normally distributed and does not violate the regression assumption. The study also used the normal probability plot.

**Durbin Watson Test to check the normality of the data**

Durbin-Watson is a test statistic that is used to check and detect whether there is autocorrelation problem. The Durbin-Watson for all variables is 1.720 which showed that there was no autocorrelation problem. The Durbin-Watson value should be between 1.7 to 2.5 as indicated by (Alseed, 2005).

**Multicollinearity test**

The variance inflation factor (VIF) was used to measures the multicollinearity among the variables in a regression model. Study conducted Multicollinearity Test to ensure the regression assumption of Multicollinearity is not violated and the results shown in Table 7

**Table 6: Multicollinearity Test**

Variables	Tolerance	Variable inflation Factor
Internal & external analysis	.580	1.724
Strategy formulation,	.612	1.633
Strategy implementation	.618	1.618
Strategy evaluation and control	.619	1.614

Source: Field Survey, (2024)

The results in Table 7 showed that model summary

Table 7: Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772 <sup>a</sup>	.596	.588	1.62582	1.281
a. Predictors: (Constant), internal and external analysis, strategy formulation, strategy implementation and Strategy evaluation and control					
b. Dependent Variable: Performance of Technical Universities in Ghana					

The study conducted Regression analyses to examine the effect strategic management on Performance of Technical Universities in Ghana. The results are shown in Table 8. The results of the study showed that, the coefficient of determination R-Square was .596 indicating that independent variables (internal & external environmental analysis, strategy formulation, strategy implementation, strategy control and evaluation) explained 59.6 percent of the variation in Technical Universities performance. This means that 40.4 percent of Technical Universities performance can be explained by other factors not captured in the study. The findings support the study of (Alharthy, Rashid, Pagliari& Khan, 2017; Chijioke, Vu & Olatunji, 2018; Mohamed, Nusari, Ameen, Raju &Bhaumik, 2019; Tawse&Tabesh, 2021) whose findings showed that internal & external

environmental analysis, strategy formulation, strategy implementation, strategy control and evaluation have statistically significant positive effect on organizational performance.

The results in Table 8 showed the ANOVA results at 95% level of significance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	799.293	4	199.823	75.596	.000 <sup>b</sup>
	Residual	541.874	205	2.643		
	Total	1341.167	209			

a. Dependent Variable: Technical Universities performance  
 b. Predictors: (Constant), Strategy evaluation and control, Internal & external environmental analysis, Strategy formulation, Strategy implementation

Source: Field survey (2023)

The analysis of variance was conducted to examine the significance of the model as shown in Table 6. The results showed that  $F(4, 205) = 75.96, P < 0.05$ . The results implied that strategic management has significant statistical positive effect on Technical Universities performance in the Western Region. The findings of the study aligned with (Addae-Korankye & Aryee, 2021; Bassey & Isayas, 2022) Ramadan & Safavi, 2022) who found that strategic management practices such as scanning the environment, strategy formulation, strategy implementation, and strategy evaluation have a significant impact on organization performance

The regression results are presented in Table 9

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.737	.683		2.544	.012		
	Internal & external environmental analysis	.541	.118	.224	4.591	.000	.825	1.212
	Strategy formulation	.214	.046	.270	4.684	.000	.591	1.691
	Strategy implementation	.210	.045	.300	4.692	.000	.482	2.075
	Strategy evaluation and control	.149	.038	.223	3.962	.000	.620	1.612

a. Dependent Variable: Technical Universities performance

Source: Field Survey (2024)

The study conducted the multiple regression analysis to examine the effect strategic management on Technical Universities performance.

The Multiple Regression Model was as follows:

$$ORGOBJ_t = \beta_0 + \beta_1 En_t + \beta_2 SF_t + \beta_3 SI_t + \beta_4 SE\&C_t + \varepsilon_t(3)$$

$$Y = 2.593 + .541X_1 + .214X_2 + .210X_3 + .149X_4 + e$$

It was evident in the results that when all holding and other variables are constant, on employee performance would be at 2.593. The beta value of internal & external analysis (B=.541,  $t = 4.591, p < 0.05$ ). The results mean that 1 unit increase in internal & external analysis while holding all other factors constant would lead to .541 unit increase in Technical Universities performance. This was statistically significant since  $p < 0.05$ . The results imply that internal & external analysis has statistically significant positive effect on Technical Universities performance

The results also showed that the beta value strategy formulation is ( $\beta = .214, t = 4.684, p < 0.05$ ). This means a 1 unit increase in strategy formulation holding all other factors constant would lead to .214 increase in Technical Universities performance. This result was statistically significant since the  $P < 0.05$  indicating strategy formulation has statistically significant positive effect on Technical Universities performance.

The results also showed that the beta value of strategy implementation is ( $\beta = .210, t = 4.692, p < 0.05$ ). This means a 1 unit increase in strategy implementation holding all other factors constant would lead to .210 units increase in Technical Universities performance This result was statistically significant since the  $P < 0.05$  meaning that strategy implementation has statistically significant positive effect on Technical Universities performance.

The results also showed that the beta value of evaluation and control is ( $\beta = .149, t = 3.962, p < 0.05$ ). This means a 1 unit increase in evaluation and control holding all other factors constant would lead to .149

increases in Technical Universities performance. This result was statistically significant since the  $P < 0.05$  meaning that strategy evaluation and control has statistically significant positive effect on Technical Universities performance. This implies that the Technical Universities performance ability to evaluate and control the well strategy formulated leads to better performance. The findings support that of Hieu and Nwachukwu (2019) whose findings showed that strategy evaluation has statistically significant positive effect on organisational performance. The findings are similar to that of Kihara, Bwisa and Kihoro (2016) who found that strategy formulation implement, evaluation and control has statistically significant effect on organisational performance. Mustafa et al. (2020) found that strategy implementation had a significant positive impact on the successful implementation of corporate social responsibility strategies. Study by Wanjiru (2016) showed that strategy evaluation has a significant influence on the performance of Sarova town hotels. Similarly, Maroa and Muturi (2015) findings showed that evaluation had a significant influence on the performance of flower firms. Kumar (2015) found significant and positive association with firm performance. Abdul Najib Bin Abdul Majid and Mas Bambang Baroto (2016) that strategy evaluation has a significant and positive impact on strategic planning process, while strategic planning process has a positive impact on Malaysian SMEs' business. Studying Sarova Town Hotels in Kenya, study by Wanjiru (2016) showed that strategy evaluation has a significant influence on the performance. Similarly, Maroa and Muturi (2015) findings showed that evaluation had a significant influence on the performance of flower firms.

### **Summary of the key Findings**

The strategy formulation has statistically significant positive effect on Technical Universities performance. The study findings established that, strategy implementation has statistically significant positive effect on Performance of Technical University. The findings showed that the Technical Universities performance maintains a policy manual that serves as guide to strategy implementation, the Technical Universities performance frequently update the strategic plans and policies of the organization, has developed strategic plans and policies that are relevant to enable the organisation achieve their activities implemented. The study further established that strategy evaluation and control has statistically significant positive effect on Technical Universities performance. The research found a significant positive relationship between strategic management practices and Technical Universities performance overall performance.

## **VI. Conclusion**

The following conclusions were drawn based on the findings:

In conclusion, the main objectives of this research have been achieved and may also represent an important contribution to the literature in this field. The study concluded that well strategies formulation, implementation, evaluation and control contribute TO Technical Universities performance. The study concludes that crafted strategic plan becomes useless if it is not successfully implemented, evaluated and controlled. For the effective implementation of the strategies, Organizations' leaders should communicate well the mission, vision and strategies to all the employees in organizations. This will make the employees more committed to their implementation processes leading to high overall performances.

### **Recommendations**

The study makes the following recommendations based on the findings of the study.

1. The study recommends that the Management of Technical Universities performance should pay attention to strategic management practices since the strategy formulation, implementation, evaluation and control have significant effect on organisational performance and involve all the stakeholders in strategy formulations and its implementations.
2. The study recommends that the Management of Technical Universities performance should always ensure that the employees are educated on the organisation's vision, mission to enable them have better understanding of the strategic direction of the organisation, this will make employees become more committed to strategy implementation process.
3. The study recommends that Management of Technical Universities performanceshould train the staff / employees on effective strategy implementation and evaluation.

### **Suggestions for Further Research**

The study investigated the effect of strategic management on organizational performance using quantitative approach. The study used only questionnaire in gathering data to address the research questions and could be repeated together with secondary data (e.g. income statement) at the end of every strategic period for comparative analyses on progress in performances.

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