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Addis Ababa University
College of Business and Economics

**Assessment of Strategic Management Practices in Service Delivery:
The Case of Job Creation and Vocational Bureau, Oromia Regional
State since 2014**

BY: Degitu Dinsa Dima

May 2024

Addis Ababa, Ethiopia

**Assessment of Strategic Management Practices in Service Delivery:
The Case of Job Creation and Vocational Bureau, Oromia Regional
State since 2014**

**A thesis submitted in partial fulfillment of the requirements for the
degree of Master of Arts in Public Management and Policy**

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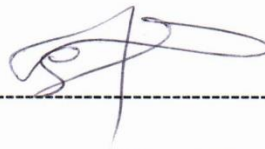
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Declaration

I, the under signee declare that this thesis is my original work. All source of materials used for the thesis have been appropriately acknowledged. I further confirm that the thesis has not been summited either in part or in full to any other higher learning institution for the purpose of earning any degree

Degitu Dinsa

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned above a dashed horizontal line.

Signature

Addis Ababa University

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Abstract

The aim of conducting this research was to assess extent the to which strategic management approach (strategy formulation, implementation, control and evaluation) is practiced in of job creation and vocational bureau of Oromia regional state. Descriptive research approach and thematic analysis was designed to combine mixed method research design (quantitative and qualitative) data collected from primary and secondary source. Data were collected through questionnaire, focus group discussion, interview and other secondary source of document. The sampling strategy utilizes a combination of purposive and random(probability) sampling techniques. The study was targeted 116 staff JCVB from these 90 determined as sample for survey, however out of which 3 respondents did not return the questionnaire and 5 MSE leader and 5 OSS center coordinator from shagar city as sample for focus group discussion, Finally, the main finding show that the practices of strategic management of job creation and vocational bureau of Oromia regional state were not mature merely on process based on fundamental theory RBT and strategic fit theory. The lack of emphasis and commitment internal and external factors and trends and inappropriateness of the bureau's strategy for strategic goals during SP formulation, lack of resource and capability to change strategy into action, low attention given to adjusting evaluation of initial strategies, inadequate resources dedication and fail to develop measurement of customer satisfaction in controlling and evaluation system, lack of specific performance indicators and alignment of strategic planning with service efficiency goals in addition to the challenges of alignment of policy and recourse, budgetary decisions, political interference and lack of clarity and understanding of roles and responsibilities by stockholders, timely revision bureaus corporate statements, swift communication of results and setting of key performance indicators. Therefore, the study recommends that bureaus focus on all components of strategic management practices and the importance of updating and contextualizing the strategic management tools, strategy and policy of the organization and adapting strategic management practices in services delivery Job Creation and vocational Bureau of Oromia Region.

Key terms: Strategy, strategic management, Strategic Management Practices Strategy formulation, Strategy Implementation, Monitoring and Evaluation, Service Deliver

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List of Acronyms and Abbreviations

Acronyms

CDCB -	Center for Development and Capacity Building
GDP -	Gross Domestic Product
MSE -	Micro and Small Enterprises
MSEME -	Micro, Small, and Medium Enterprises
NGOs -	Non-governmental organizations
NPM -	New Public Management
OECD -	The Organization for Economic Cooperation and Development
OPDC -	Oromia Planning and Development Commission
OSS -	One Stop Service Center
PESTEL -	Political, Economic, Social, Technological, Environmental, and Legal
SWOT -	Strengths, Weaknesses, Opportunities, and Threats
TEVET -	Technical Vocational Education and Training
UNCTAD -	United Nations Conference on Trade and Development

CHAPTER ONE

1. Introduction

1.1. Background of the Study

The significance of strategic management practices in the public sector has gained attention in recent years due to new public management (NPM) (Hansen & Rosenberg, 2011; Weiss, 2016). However, there is still limited knowledge about the practical application of strategic management and its potential consequences (Johnsen, 2016). Scholars argue that strategic management provides a structured approach for decision-making, resource allocation, and goal achievement efficiently in the public sector (Poister, 2010). Strategic management helps public sector organizations identify and analyze their strengths, weaknesses, opportunities, and threats through SWOT analysis. This analysis enables them to enhance effective and efficient strategy that leverage their strengths and address their weaknesses, ultimately improving overall performance (Bryson, 2018). Bryson (2018) further emphasizes that it allows public sector organizations to align their objectives with community needs, increase efficiency, and achieve better outcomes.

The debate surrounding the significance of strategic management in the public sector is complex. The majority of arguments support its importance in enhancing decision-making, resource allocation, and goal achievement. However, it is crucial to consider the context, constraints, and objectives of the public sector when evaluating the relevance of strategic management. Moreover, strategic management practices are essential for managing organizational activities, regardless of whether they are in the public or private sector. Strategic management offers a comprehensive framework for organizations, enabling them to make informed decisions, allocate resources effectively, and achieve their goals and objectives (Jeanne, 2020). It is the sum of managerial decisions and actions that have a bearing on the long-term performance of an organization (Andrews, 2010). Strategic management is becoming increasingly important in our contemporary period, as our lives are challenged with continuous change in all aspects. This ongoing process of change, especially in the management domain, is forcing managers to be ready to adapt and rendering traditional management approaches less relevant. Strategic management is needed in situations where traditional management norms are challenged and redefined (Adamu, 2018).

Strategic management includes the formulation, implementation, and evaluation stages of strategy, while strategic planning refers to the formulation of strategy. Strategic management

answers the question of where the organization is, where it wants to go, how to get there, and how to ensure it reaches the desired destination. It provides a clear path for organizations to navigate through change and uncertainty, ensuring they reach their desired destination. Furthermore, strategic management practice in the public sector is about applying strategic thinking to guide organizations toward a larger vision. It helps organizations adapt to change by formulating a mission, considering external factors, developing competitive strategies, and creating effective organizational structures (Ahmad Jamshid Safi, 2022). Strategic management practices enable public organizations to align their activities with the changing needs and expectations of citizens and stakeholders (Mintzberg et al., 1998).

There are four basic elements in which strategic management practices manifest themselves. These are strategic planning, implementation, evaluation, and control (Makanga, 2017). Strategic management practices are also described as the process of strategic management practice. Strategy formulation involves creating plans for effectively managing environmental opportunities and threats, taking into account comprehensive assessment of a company's strengths and weaknesses. It encompasses tasks such as establishing the company's mission, setting realistic goals, creating strategies, and establishing guidelines for company policies.

The issue of service delivery problems results in insufficient service provision, which neglects the interest of the citizen. This directly impacts the lives of individuals and communities, hinders economic development, limits job opportunities, and negatively affects the overall well-being of the population (Humphreys, 1998).

To the best of the researcher's knowledge, no specific study is done on Oromia job creation and vocational bureau about the subject matter of strategic management practices. This is what inspire to conduct the research on strategic management practices in the case Oromia job creation and vocational bureau service delivery. The study aims to fill the knowledge gap regarding the importance of strategic management practices in improving efficient and effective service delivery. By examining the practices of strategic management in job creation and vocational bureaus, the researcher seeks to address the issue of strategic management practices and its effect on public service delivery, which significantly affects the quality of life for individuals in society.

1.2. Problem Statement

Even though the Ethiopian government has developed the Development Micro and Small Enterprise Strategy with the aim of enhancing employment opportunities, reducing poverty, and transitioning the economy from agriculture-based to industrialized, there are still challenges in achieving the expected outcomes. These challenges include a lack of comprehensive planning, inadequate allocation of resources, insufficient monitoring and evaluation mechanisms, and coordination issues which hang to bring expected outcome (Dr. Ricardo, 2019).

The current policy environment in Ethiopia encourages organizations and citizens to contribute to the country's development efforts, particularly in poverty reduction and promoting growth and development (Center for Development and Capacity Building (CDCB), 2015). 'The overarching goal of the Government of Ethiopia is to create employment opportunities and transition from an agriculture-based economy to an industrialized nation'. To achieve this, the government is focusing on specific priority manufacturing sectors that have the potential to generate jobs and enhance the country's competitiveness in the future. Because of this the national government developed its initial small micro enterprise development strategy in 1997 and National Technical Vocational Education & Training (TEVET) Strategy in 2002. For implementation of these strategy the government establish responsible institutions (Dr. Ricardo, 2019).

In addition, the above problem Ethiopia National Employment policy and Strategy (April 2016) state that Ethiopia is on track to achieve poverty reduction through sustainable economic growth, with a focus on creating employment opportunities and managing labor market dynamics. According to this policy employment creation can translate economic growth to poverty reduction to the degree that issues influencing the labor market dynamics are well managed and the policies and strategies are well targeted. The importance of industrial development and the implementation of different policies and strategies, with a focus on Small and medium-sized enterprises (SMEs) development and Technical Vocational Education & Training (TEVET) program, is emphasized by the government. This Policy and Strategy indicate the country's commitment to translating economic development into poverty reduction through a pro-poor growth strategy.

Globally, there have been extensive analyses of strategic management practices in public sector organizations, indicating their positive impact on organizational performance, service delivery, resource management, and overall performance (Bryson et al., 2011; Radnor et al., 2014; Pollitt

& Bouckaert, 2011). Strategic management enables public sector organizations to adapt to external pressures, grasp opportunities, and address complex challenges (Bryson et al., 2011). It facilitates decision-making processes, fosters innovation, and improves overall performance (Radnor et al., 2014; Pollitt & Bouckaert, 2011).

In the context of job creation and vocational bureaus, strategic management allows organizations to effectively plan and allocate resources to maximize service delivery (Smith, 2019). Through strategic planning, job creation and vocational bureaus can identify community needs, set goals for job placement and training programs, and develop strategies to address them, ensuring that services are demand-driven and responsive to the real issues facing job seekers. However, it is important to note that while strategic management provides a framework, successful outcomes are also influenced by factors such as funding, economic conditions, and individual circumstances (Williams, 2015). Implementation and resource support are crucial for the success of strategic plans, and flexibility is necessary to adapt to changing needs (Thomas, 2016).

Whatever strategic management provides a framework; it does not guarantee successful outcomes. Other factors like funding, economic conditions, and individual circumstances also influence job creation and skills development (Williams, 2015). Even the best strategies may fail if not properly implemented or supported with adequate resources. There is also a risk that strategic plans become detached from real-world challenges or do not adapt quickly enough to changing needs. job creation and vocational bureaus require flexibility and the ability to respond organically as well as through strategic direction. Overreliance on rigid strategic management could undermine service delivery (Thomas, 2016).

Inworld wide, the problem of poor service delivery due to inadequate strategic management practices, particularly in towns in developing nations like Kenya,Nigeria ,Rwanda ,Midle East Countries and South Africa investigation was done which show poor strategic management practices and only well-defined strategic plan which lead to inefficient and effective service delivery, is a significant concern, especially in Africa (Besley & Ghatak, 2007). As different literature reviewed that deal with the strategic management practices in service delivery of public sector in developing countries like Makokha, C. N. (2018), Uwanyiligira, J. d. (2021) in Rwanda ,Tamimi, S. A. A., Khalil, S., & Abdullah, H. H. (2018) etc. many studies conducted on strategic management practices in public sector which show poor strategic management practices and only well-defined strategic plan which led to inefficient and ineffective service delivery.

Despite the importance of strategic management practices in public organizations, there is limitation of studies about strategic management practices locally conducted in service delivery public sectors of Ethiopia especially in case of Oromia regional state. Most existing studies in Ethiopia have focused in private companies Amelewark, (2015) Wubshet (2018), Yohannes, (2018), Tegbew (2019) others and only studies on strategic management practices in public sector service delivery like (Ali and Professor Venkata, 2021; Marta, 2021; Bizuayehu, 2021; etc). There is a substantial body of literature on the practice of strategic management and their impact on organizational performance, there is a relative scarcity of research specifically focusing on assessment of strategic management practices in service delivery in the case of government institutions. The majority of existing research concentrates on the private sector or overall organizational performance, with little attention devoted to the public sector and the impact of strategic management practices in service delivery outcomes.

This suggests that there is a gap in the literature regarding the application of strategic management practices in the public sector and their effect on service delivery outcomes. Therefore, further research is needed to explore this area and provide a deeper understanding of how strategic management practices can be used to improve service delivery in government institutions. Particularly in Oromia regional state with focus of Oromia job creation and vocational bureau. Therefore, there is a knowledge gap in understanding how Strategic management practices are essential for organizations service delivery improvement in government institutions. Hence, there is a need for further research to comprehend the of strategic management practices in enhancing service delivery of Oromia job creation and vocational bureau, as there is a lack of understanding in the significancy of Strategic management practices for efficient and effective service delivery outcomes. Because of lack studies about this field in the organization that motivate the researcher to conducted the study to determine the extent of Job Creation and Vocational Bureau practices strategic management in service delivery. This study aims to fill this knowledge gap by assess the extent to which the Job Creation and Vocational Bureau practices strategic management in service delivery, thereby contributing to the existing knowledge about the subject to this organization.

1.3. Objective of the study

1.3.1. General objective of the study

To Assess Extent the to which Strategic Management Approach is Practiced in of Job Creation and Vocational Bureau of Oromia Regional State

1.3.2. Specific Objectives

- To examine practices of strategy formulation process in Job Creation and Vocational Bureau of Oromia regional state
- To Assess Practices of Strategy Implementation in Job Creation and Vocational Bureau Oromia regional state
- To Examine Monitoring and Evaluation Strategies of Job Creation and Vocational Bureau Oromia regional state
- To Examine the extent to which Strategic Management Practices Improve Service Delivery in Job creation and Vocational Bureau
- To Assess Challenges of Strategy Implementation in Job Creation and Vocational Bureau Oromia regional state

1.4. Research question

- How Job Creation and Vocational Bureau practice the strategy formulation?
- What are practices Strategy implementation in Job creation and vocational bureau service delivery?
- what strategic practiced in controlling and evaluation schemes of Job Creation and Vocational Bureau's service delivery?
- what outcome of Strategic Management Practice in Job creation vocational bureau service delivery?
- What are Challenges of Strategy Implementation in Job Creation and Vocational Bureau Oromia regional state?

1.5. The Significance of the Study

The significance of this study, titled "An Assessment of Strategic Management Practices in Service Delivery in Job Creation and Vocational Bureau: Case of Oromia Regional State," holds avital role for the government as a whole. It carries immense importance for both the academic community and organizations. Firstly, it contributes to the existing literature by conducting a

comprehensive analysis of the strategic management practices in job creation and vocational bureaus.

Secondly, the findings and recommendations of the study can be utilized by policymakers and organizational structures to enhance service delivery by strategic management practices in job creation and vocational bureaus. By assessing implementation of strategic management practices in this bureau, the research provides practical recommendations importance of strategic management practices to improve their service delivery. This can ultimately result in better outcomes in terms of job creation and vocational Bureau service delivery, promoting economic growth and social development in the Oromia regional state.

Generally, the significance of this study lies in its potential to drive positive changes in strategic management practices in service delivery within job creation and vocational bureaus. It serves as a valuable resource for policymakers, practitioners, and researchers, contributing to the advancement of knowledge in the field and fostering socio-economic development in the Oromia regional state.

1.6. Scope of the Study

The scope of this study was limited to the Job Creation and Vocational Bureau within the Oromia Regional State and did not encompass other sectors of the region. The assessment focused on the strategic management practices (strategic formulation, implementation, evaluation and control) in service delivery within the Job Creation and Vocational Bureau in Oromia Regional State, since 2014. The study delimitation primarily concentrated on assessing the strategic management practices in service delivery within the Job Creation and Vocational Bureau of the Oromia regional state. The researcher allocated a maximum period of 4 months, from February to May 2023, to gather the necessary information, data, and compile the final report. Geographically, the study was delimited to the Job Creation and Vocational Bureau in the Oromia regional state.

1.7. The Limitation of the study

There were several bureaucratic challenges that made it difficult conduct the interview with directors and vice leader of the organization as they are loaded by many works. The other challenges focus group discussion with MSE (Micro and Small Enterprise) and One Stop Shop Services center (OSS) leaders to conduct focus group discussions. These included time constraints, transportation costs, lack of finance, internet connection problems, and lack of

interest from sub-city officials in creating favorable conditions for focus group discussion. These administrative and logistical barriers posed significant hurdles in directly engaging the target MSE stakeholders as part of the research process. Even though all of this problem I conduct my research by using various methods such as; using video zoom to solve the problem transportation cost and time, by using data for internet connection problem and by using diplomacy for administrative barriers and to conduct interview using out of working time and so on.

1.8. The Organization of the Study

The researcher organized the research into five chapters. The initial chapter covers the study's background, problem statement, objectives (both general and specific), research questions, research significance, study scope, and limitations. The second chapter discusses the theoretical and empirical literature review on strategic management in public and private organization Ethiopia. The third chapter specifically addresses the study's methodology. The fourth chapter focuses on data interpretation and analysis. Lastly, the fifth and final chapter presents the key findings, recommendations, conclusions, and suggestions for future research.

1.9. Explanation of Terminology

Strategic management - Strategic management is the process of analyzing the current and future environments, developing an organization's vision and mission statement, setting objectives, formulating, implementing, and evaluating strategies

Strategy formulation - creating vision and mission statements, identifying external opportunities and threats for an organization, assessing internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and selecting specific strategies to pursue

Strategy implementation - It entails setting annual objectives, creating policies, motivating employees, and allocating resources to ensure the execution of formulated strategies

Strategy evaluation - reviewing external and internal factors that form the basis for current strategies, measuring performance and outcomes, and taking corrective actions if necessary. communities, and regulatory bodies.

Service Delivery: Service delivery is the process of providing a service to customers. It typically includes processes to design, develop, deploy and operate services.

Strategic Management Practices: Strategic management practices are a mixture of actions related to strategic analysis, formulation, and implementation and monitoring in order to achieve any desired objectives.

Enhanced Resource Utilization: Strategic management practices involve allocating resources effectively and efficiently. This ensures that resources are utilized optimally to support service delivery activities.

Customer Focus: Strategic management practices emphasize understanding customer needs and preferences. By aligning strategies with customer requirements, organizations can provide better services and enhance customer satisfaction.

Innovation and Adaptability: Strategic management practices promote a culture of innovation and adaptability within organizations. This enables them to respond to changing customer demands and market conditions, leading to improved service delivery.

Performance Monitoring and Evaluation: Strategic management practices include monitoring and evaluating performance against strategic goals. This helps in identifying areas of improvement and taking corrective actions to enhance service delivery.

Stakeholder Engagement: Strategic management practices involve engaging stakeholders such as employees, customers, and the community in the decision-making process. This fosters a sense of ownership and commitment, leading to improved service delivery.

Continuous Learning and Development: Strategic management practices encourage organizations to continuously learn and develop their capabilities. This enables them to stay updated with industry best practices and deliver high-quality services.

Stakeholder Engagement: Strategic management involves considering the interests and expectations of various stakeholders, including customers, employees, and the others

CHAPTER TWO

2. Related Literature Reviewed

2.1. Introduction

This section presents data and information related to the aim of the study, derived from theoretical and empirical literature on the study area. It encompasses the theoretical foundation, conceptual framework, strategic management process, strategic management practices, and the relationship between strategic management practices and service delivery as discussed by various writers. Additionally, it provides a summary of the knowledge gap in the reviewed literature.

2.2. Theoretical Foundation

In this study, the theoretical orientation revolves around the resource-based theory and the theory of systemic contingency/strategic fit theory which explains the relationship between strategic management practices and service delivery. According to Bayat (2007), a theoretical framework applies a set of concepts from a single theory to explain an event or shed light on a research problem. Several theories have been put forth to justify and explain strategic management practices in service delivery, emphasizing the benefits for stakeholders ranging from the public sector to the economy. The theories that support this research and enhance understanding in public services include the resource-based view theory and the theory of systemic contingency/strategic fit theory.

2.2.1. Resource-Based View Theory

The resource-based view theory asserts that an organization success stems from its internal resources rather than its external positioning. The success of an organization is determined by the distinct resources and capabilities it possesses (Barney, 1995). According to the organizational resource-based view, a company's unique resources and capabilities can provide a competitive edge and lead to better performance. This philosophy suggests that resources can be grouped into three categories: physical assets, human capital, and organizational capital. Physical capital resources refer to the tangible assets a company owns, such as buildings, equipment, and technology. Human capital resources encompass the skills, knowledge, and experience of the organization's employees. Organizational capital resources include the company's culture, processes, and relationships that contribute to its achievement. (Alimuddin et al. 2007; Utami & Alaminos, 2023; Barney, 1991). Physical capital resources refer to the tangible assets owned by a company, such as equipment, plants, access to raw materials, and the geographical location of

its operations. Human capital resources encompass the skills, knowledge, training, and relationships of employees, while organizational capital resources include a company's formal structure, planning and coordination systems, and informal networks within the organization and its environment. The resource-based view theory suggests that organizations with strategic resources possess significant advantages over those that lack such resources (Utami & Alamanos, 2023; Barney, 1991). Government institutions can benefit from applying the resource-based view theory to identify and analyze their strategic resources, such as physical, human, and organizational capital, and use this information to establish long-term goals and priorities for effective service delivery.

2.2.2. Theory of Systemic Contingency/Strategic Fit Theory

The contingency theory emphasizes that there is no universally optimal way to manage organizations. Instead, organizations should develop appropriate managerial strategies based on their specific situations and conditions. The main theories of strategic management serve as tools to support organizations in making strategic and guided managerial decisions throughout the strategy development, implementation, and evaluation process (Omalaja, 2011; Wright & Snell, 2005). Proponents of this theory argue that strategic management techniques can only be successful if they align with the understanding of public organization and the community regarding service delivery. Strategic management activities must consider the specific requirements of both the public institution's service delivery system and its stakeholders (Uwanyiligira, 2021). The theory of strategic fit is also known as the theory of systemic contingency, which highlights the idea that there is no one right way to run organizations. However, regardless of the situation and circumstances, organizations should always develop management strategies (Donaldson & Luo, 2010). Little (2010) states that organizations often face demands that compel them to demonstrate productivity and creativity in their operations to survive and succeed.

According to Wright and Snell (2005), the strategic fit theory/contingency theory suggests that the outcome of strategic management practices in public institutions is contingent upon the alignment of the practices with the institution's service delivery, corporate strategy, and cultural context. This theory emphasizes the importance of aligning strategic management practices with the understanding of public agencies and the community regarding service delivery. It is important to consider factors such as the community, external environments, and organizational processes to ensure strategic management practices are suitable for service delivery.

2. 3. Concepts of Components of Strategic Management practices

2.3.1. Concept of Strategic Management and Strategy

Strategic management refers to the process through which organizational objectives are formulated and achieved, involving the selection of a course of action from various alternatives by top management (MBA Knowledge Based, 2021). The term "strategy" originates from the Greek words "strategies," meaning "army," and "ago," meaning "leading/moving." Strategy encompasses the actions managers take to accomplish one or more organizational goals. It can be defined as "a general direction set for the company and its various components to achieve a desired state in the future. Strategy results from the detailed strategic planning process" (Management Study Guide, 2015). Strategy integrates organizational activities, allocates the scarcity of resource in organizational environment, and aims to meet present objectives. (Wheelen & Hunger, 1987). Strategic management, as described by Will Kenton (2022), Strategic management is a cyclical process that includes setting high-level goals, developing detailed action plans, and efficiently allocating resources to execute those plans.

2.3.2. Strategic Management Practices

Strategic management practices provide frameworks to systematically structure situations, encompassing supplier management, human resources management, and technology adoption. Research has highlighted strategic management as an effective tool for strengthening organizational performance through decision-making, strategic formulation, and implementation (Dr. Wesonga, 2018). The implementation of strategic management practices is widely accepted as a means of enhancing organizational performance and success. Strategic management is a crucial management practice that enables organizations to attain their objectives by harmonizing their resources, capabilities, and activities with their overall strategic vision. This approach ensures that all aspects of the organization are aligned towards achieving the desired outcomes, thereby enhancing the organization's performance and effectiveness. Strategic management practices help organizations assess their current situation, develop strategies, deploy them, and to examine its outcome (Linda Tucci, 2022). Understanding how strategic management is applied in practice and which tools are used is crucial. However, there is a lack of empirical studies on strategy practice and its consequences (Johnsen, 2016). Further research is needed to enhance our understanding of how strategic management is applied in public organizations and its potential consequences (George and Desmidt, 2014)

2.3.3. Strategic Management Practices in Service Delivery

Effective strategic management practices have a significant impact in the service delivery in organizations. When strategic management practices are well-implemented, they can enhance service delivery and improved Efficiency and effectiveness. Strategic management practices help in identifying areas of inefficiency and implementing measures to streamline processes and eliminate bottlenecks. This can result in improved productivity and faster service delivery (Linda Tucci ,2022).

2.3.4. Strategic Formulation

Strategic planning involves developing a comprehensive approach to the organization's future, integrating long-term thinking, goal analysis, and subjective evaluation to provide a complete picture of the organization's aspirations and plans. This approach, as described by Mintzberg, Ahlstrand, and Lampel (1998), helps organizations align their activities with their overall goals and objectives, and make informed decisions that support their long-term success. By undertaking strategic planning, the organization can map out a course of action that will enable it to achieve its objectives, optimize its performance, and create value for the community it serves. This approach can help the organization identify the most effective ways to use its resources, align its activities with its goals, and make informed decisions that support its long-term success. (Poister, 2010; Hansen Rosenberg, 2011; Williams and Lewis, 2008). Introducing strategic formulation and practice is crucial for service institutions to achieve client satisfaction.

2.3.5 Strategic Implementation Practices Data Presentation

Organizational structure plays a key role in creating an environment that contributes to strategy implementation. Strategy about to be implemented is highly influenced by the organizational structure as the impact of strategy implementation is felt across the entire organization, from top management to junior employees (Gutman & Miaoulis, 2017). Awonusi (2022) notes that the implementation stage is a deliberate effort at ensuring that the strategies set out in the formulation stage are executed. The implementation stage involves translating the intended strategy into workable strategies throughout the organization. It requires the organization to work out policies to allocate resource allocation, mobilization, and motivation of managers and employees to support the adopted strategy. Strategy implementation involves effective communication of objectives to staff, allocation of responsibilities, coordination of actions across measurement of progress, and balance based on feedback (David, 2017). Bureaucracy, lack of

accountability, and inadequate funding often hamper implementation in developing country public sectors (Adamolekun, 2002).

2.3.6. Strategic Control and Evaluation

Strategy evaluation is important to determine if a strategy is working as planned and identify the need for modification (Bryson, 2011; David, 2011). The main focus of strategic control is on assessing whether the implemented strategy aligns with the intended results (Schendel & Hofer). The strategy developed in the initial stage may prove to be ineffective, and therefore, the strategic control and evaluation process allows managers to identify when a strategy needs to be modified (Bryson, 2011). David (2011) outlined three essential strategy evaluation actions, including the re-evaluation of the organization environment wherein the strategy is to be implemented. This involves reviewing the environment factors that formed the base of the existing strategies. Evaluation activities encompass measuring performance and taking corrective actions to address any deficiencies or flaws in the strategy (Awonusi, 2022). Schendel, R., & Hofer, C. (2022) state that strategic Control assess the dual question of whether the strategy is executed according to the intended plan, and the outcomes achieved align with the desired objectives. There is typically a time lag between the stages of strategy development and its execution t's important to track a strategy's progress and be aware of any potential problems or changes that may affect its success, which is why a warning system is needed to monitor its implementation.

2.5 Empirical Study on Strategic Management Practices

Strategic management practices become important in the service sector of world, particularly in developing countries like Asia, Africa, and India.

According to the World Bank (2017), effective strategic management can lead to improved service delivery and better outcomes for clients. Strategic management practices can be tailored to be highly effective in the context of vocational training and job creation in developing countries, where they can help address unique challenges and enhance the success of such initiatives. For example, the International Labor Organization (ILO, 2017) found that vocational training programs that are well-aligned with the needs of local employers can lead to improved employment outcomes for trainees. In addition, strategic management practices can help bureaus identify and address any gaps or weaknesses in their service delivery (Kamau, 2018).

A study conducted by Smith et al. (2019) examined the strategic management practices in the vocational bureau of a developing country. The researchers found that the practical

implementation of the application of strategic management principles positively influenced the bureau's ability to create job opportunities and enhance vocational training programs. Khan and Ahmed (2020) examined the impact of strategic management processes on service delivery for job creation in a developing country, with a focus on the role of leadership, resource allocation, and performance evaluation. The research emphasized the importance of effective leadership, resource management, and performance assessment in determining the success of job creation programs. The authors suggest that a well-defined strategic management framework, coupled with effective implementation, can lead to improved service delivery and better outcomes in terms of employment generation. Patel and Joshi (2021) investigated the impact of the implementation of strategic management practices to improve the efficiency and effectiveness of service delivery processes on job creation in a specific developing country. The findings revealed that organizations that adopted strategic management practices demonstrated higher levels of service quality and job creation. The study emphasized the need for continuous monitoring and evaluation of strategic initiatives to ensure the effectiveness of service delivery and job creation efforts. The study emphasized the need for continuous monitoring and evaluation of strategic plan and initiatives to ensure the effectiveness of service delivery and job creation efforts.

A study conducted by Smith et al. (2019) examined the strategic management practices in the vocational bureau of a developing country. The researchers found that the implementation of strategic management practices, such as goal setting, performance measurement, and strategic planning, positively influenced the bureau's ability to create job opportunities and enhance vocational training programs. The study emphasized the importance of aligning organizational goals with the country's economic development objectives and adopting a systematic approach to strategic management. Overall, the literature suggests that strategic management practices are an important tool for job creation and vocational training in Asia, Africa, and India.

Local studies on strategic management include an assessment of strategic management practices of Action for Development by Addisie (2015). The purpose of the research was assessing the strategic plan formulation and implementation in the case of Action for Development. The results indicated that action for development has major drawbacks in the areas of effectively communicating the strategic plan to concerned stakeholders. The researcher recommended that action for development should effectively communicate the strategic plan to concerned stakeholders to ensure the same level of understanding, find sustainable sources of finance to support the implementation of strategies and should work on capacity development of its employees. Research by Amelework (2015), with the title of Assessment of Strategic

Management Practices in Case of Ethiopian Insurance Corporation, the purpose of this study was to describe the strategic management practices of EIC. The study compares these practices with the widely accepted theoretical concepts in the field. The research utilized both qualitative and quantitative data. Quantitative data was collected based on the questionnaires distributed to the management and employees. Secondary sources of data including strategic plans and budget preparation guidelines were also used. A study made on some selected NGO's practices and challenges of formulating, implementing and controlling strategic planning the objective of the study was to examine the practices and challenges of using strategic plan in NGOs operation in Ethiopia. The study was carried out based on the information from the secondary and primary data sources which was administrated using questionnaire, interview and observation of the researcher. Finally, it was found out that NGOs, these days, have good understanding about the benefits of strategic planning thus using it as an important tool that must be applied in their organization. Due to their peculiar organizational purpose which focuses on meeting social objectives, the challenges for implementing their strategic plan are diverse, especially securing funding for their program and involving stakeholders as real partners of their programs. (Tsehay, 2014).

According to Edris and Venkata Ram (2021), Effective strategic management is avital role in the government sector by providing a framework for effective decision-making and resource allocation. In the case of Ethiopian institutions of higher education, strategic management practices are essential for addressing the complex challenges faced in the sector, such as limited resources, increasing demand for quality education, and the need for institutional development. The authors highlight the essential of the practice of strategic management with proper strategic planning, which involves setting clear goals and objectives, analyzing the environment, and formulating strategies to achieve those goals. This process enables institutions to align their activities with their mission and vision, prioritize their resources and make decisions that are grounded in accurate and relevant information. Additionally, strategic management practices facilitate effective monitoring and evaluation of performance, allowing institutions to track their progress and make adjustments as needed to achieve the desired outcome.

In conclusion, the empirical studies reviewed here highlight the importance of strategic management practices in service delivery for job creation and vocational bureaus of developing countries. These practices, including goal setting, strategic planning, resource allocation effectively, and performance measurement, monitor progress, and make necessary adjustments have shown positive effects on employment generation and vocational training programs.

However, it is essential to customize strategic management approaches to the specific context of each developing country and continuously evaluate their impact to maximize their effectiveness.

2.6. Conceptual Framework

The research project examines the assessment of strategic management practices in job creation and vocational bureaus in the Oromia regional state, with a focus on their practices and the extent improve service delivery. The researcher conducted a literature review to identify the existing studies related to the study variables and identified gaps in the literature. The conceptual framework of the study considers strategic management practices as independent variable and service delivery as the dependent variable. The independent variable, strategic management practices, encompasses strategic formulation, strategic implementation, strategic control, and evaluation. The dependent variable service delivery: - includes quality service, quick response, working service delivery charter, program targets and deadlines, proper accountability and responsibility mechanisms and public feedback mechanisms. The conceptual framework also incorporates moderating or intervening variables that may influence both the independent and dependent variables. These variables include government policies, institutional capability, and economic conditions.

Strategic management can be looked at from different angles. A prescriptive approach offers a structured approach to developing strategies, while a descriptive approach concentrates on the practical aspects of implementing those strategies. The two approaches diverge in their emphasis on analysis and comprehensiveness, with one approach prioritizing a thorough examination of all threats and opportunities, and the other viewing strategies as broad guidelines. In addition to strategy development, strategic management includes the deployment of resources, internal analysis, and strategy execution. This study combines prescriptive and descriptive approaches to strategic management, providing a comprehensive understanding of the field. Various theories have been proposed to justify and explain strategic management practices in service delivery. These theories emphasize the important of strategic management in different stakeholders, including the public sector and the economy. The resource-based view theory, the strategic fit theory/contingency theory and institutional based theory are the theoretical frameworks of the study.

The Resource-Based Theory (RBT) of strategic management emphasizes that an organization's unique resources and capabilities can serve as a foundation for sustainable competitive advantage. In the context of job creation and vocational bureaus, this theory highlights how these

institutions can influence their internal resources—such as skilled personnel, established networks, and proprietary information—to enhance their effectiveness in connecting job seekers with employment opportunities. Moreover, the RBT framework suggests that vocational bureaus should continuously assess and develop their internal capabilities. This could involve investing in staff training, adopting new technologies for job matching, and implementing data analytics to track labor market trends. Lastly, the Resource-Based Theory underscores the importance of creating value through innovation and adaptability. Job creation and Vocational bureaus can differentiate themselves by offering innovative services, such as personalized career counseling, mentorship programs, and upskilling workshops. By fostering a culture of continuous improvement and responsiveness to the evolving needs of job seekers and employers, these bureaus can enhance their reputation and effectiveness in job creation. Ultimately, by leveraging their unique resources and capabilities, job creation and vocational bureaus can play a pivotal role in addressing unemployment challenges and contributing to broader economic development.

The Best Fit Theory of strategic management posits that organizations achieve optimal performance when their strategies, structures, and practices align with their external environment. In the context of government job creation efforts and vocational bureaus, this theory emphasizes the need for tailored approaches that consider local labor market conditions, economic trends, and demographic factors. This theory helps the organization under study aligning their strategies with the specific needs of the community they serve, job creation and vocational bureaus can enhance their effectiveness in facilitating employment opportunities.

Finally, the adaptive nature of the Best fit theory encourages vocational and job creation bureaus to remain flexible and responsive to changing economic conditions. As labor markets evolve due to technological advancements or shifts in consumer demand, vocational training programs must also adapt. By continuously monitoring labor market trends and engaging with stakeholders, vocational bureaus can adjust their offerings to meet emerging needs. This proactive approach to job creation not only positions vocational bureaus as essential players in the workforce development ecosystem but also reinforces their role in achieving broader government objectives related to employment and economic growth.

CHAPTER THREE

3. Research Metrology

3.1. Research Design and Research Approach

The purpose of this research study is to assess the strategic management practices in service delivery within the context of job creation and vocational bureau. The study aims to investigate the extent to which strategic management practices and the improvement on effectiveness and efficiency of service delivery in job creation and vocational bureaus. The research explored key strategic management components (strategic planning, implementation, control and evaluation). This research conducted by using descriptive research approach and thematic analysis mixed-methods research design (qualitative and quantitative) to gather comprehensive data and insights. The qualitative component involved semi-structured interviews and focus group discussion with key stakeholders, managers, employees, and beneficiaries, to explore their perspectives on strategic management practices on service delivery. The quantitative component included a survey questionnaire administered to a representative sample of leader, director, and employees within job creation and vocational bureaus to gather data on strategic management practices in their services delivery.

3.2. The rationale for the selection of the Study area

The target area of study was Oromia job creation and Vocational Bureau, Ethiopia. Oromia job creation and Vocational Bureau selected purposely based on the following reasons: first familiarity of the researcher with the Oromia job creation and Vocational Bureau by working there. Second, existing communications was enabling the researcher to get a deeper understanding of the issues and conduct interviews with the selected participating in the Oromia job creation and Vocational Bureau within the available time during the research.

3.3.1. Data Sources

Both primary and secondary conducted a comprehensive study assessing strategic management practices in service delivery of job creation and vocational bureau of Oromia Regional State.

3.1.2. Primary Data Sources

A survey questionnaire designed to collect primary data from key staff involved in strategic management practices in service delivery of job creation and vocational bureau Oromia Regional State. The survey could include job creation and vocational bureau representatives, leaders, directors, employees, and high expert in the structure. The questionnaire administered through distributing survey questioners, face-to-face interviews, group discussion and online. In-depth

interviews conducted with key informants which purposively selected such as, plan, finance etc directors and leaders job creation and vocational bureau. These interviews were though both structured and semi-structured, allowing for flexibility in exploring specific areas of interest. Focus group discussions organized with relevant stakeholders by using random sampling, with representatives from One Stop Services center and leaders Micro and Small Enterprise. These discussions provided a platform for participants to share their experiences, challenges, and suggestions related to strategic management practices and their influence on job creation and vocational bureau. The discussions can be recorded and transcribed and analyzed.

3.1.3. Secondary Data Source

Reports published by the Oromia Regional State about job creation and vocational bureau and its various departments and agencies can concerning job creation and vocational bureau service delivery serve as valuable secondary data sources. These reports include data on employment statistics, vocational training programs, strategic plans, policy documents, and evaluation reports related to service delivery and job creation.

Existing academic studies, research papers, and dissertations that focus on strategic management practices, service delivery and job creation in the Oromia Regional State reviewed. These sources provide theoretical frameworks, methodologies, and findings that support the current study and provide a basis for comparison and analysis. Statistical data and indicators related to job creation, employment rates, economic growth, and vocational training in the Oromia Regional State obtained from official statistical agencies such as the Central Statistical Agency of Ethiopia. These datasets could provide quantitative information for analysis and comparison. Based on analysis by institution such as the organization cooperation and development (OECD - SME policy index) UN conference and development (UNCTAD) others MSEMSE policy normally cover issues such as whether there is structured action plan and other elements in places such as budget on implementation condition public private dialog monitory and evaluation reporting and similarity.

Reports and publications from relevant organizations, including the job creation and vocational bureau, industry associations, and non-governmental organizations (NGOs) working in the zone, Warda and sub cities, provided insights into their strategic management practices, initiatives, and outcomes related to job creation and service delivery. News articles, press releases, and media coverage related to strategic management practices in service delivery and job creation in the Oromia Regional State can be accessed. These sources could provide recent developments, and public opinions that can supplement the study's findings.

3.2. Sampling and sample size

The sampling strategy for this study conducted a combination of random /probability sampling and purposive sampling techniques. For purposive sampling though survey and interview data were collected. and random /probability sampling techniques for focus group discussion

3.2.1. Purposive Sampling

Purposive sampling was employed to select specific key informants who possess relevant knowledge and expertise in strategic management practices and service delivery within the Job Creation and Vocational Bureau. The purposive sampling approach allows the researcher to deliberately select individuals who are considered central to the study's focus. Key informants for this study may include leaders, managers, team leaders and high experts, in strategic management and service delivery within the Bureau. Therefore, the study targeted 116 staff members from JCVB, out of which 90 were determined as the sample for the survey. In order to determine the sample size, this research has used the formula developed by Daniel (1999), $n = \frac{Z^2 P(1 - P)}{d^2}$ Where: n = Sample Size Z = Z statistics for a level of confidence P = Estimated prevalence or Proportion ($P=0.2$ or 20%) d = Precision ($d= 0.05$ or 5%). By using this formula, from total population of 197 of the organization 116 population size were selected. The remaining are recently employed, driver and supporting staff expert with 95% confidence level, 5% error, 20% expected prevalence and 5% precession the sample size of this research was calculated to be 90 bureaus employees.

3.2.2. Random/probability Sampling

Shagar city was selected as the sample for focus group discussion invited participants from one stop service center coordinator five (5) and five (5) from Small Micro and Enterprises leader by using random/probability sampling method. These invited participants were from sub-city of shaggier namely, Sululta, Taffo, Glan, Sabata and Bureyu. This method ensures that every individual in the population has an equal chance of being selected, thus increasing the generalizability of the findings. Random sampling allows for a more comprehensive understanding of the overall strategic management practices in service delivery within the organization.

3.3. Data Collection Procedures

The though the designed structured and Sam- structured questionnaire interviews and focus group discussion from the target population. The structured questionnaire for the survey were administered using distribution of questionnaire for target population. Clear instructions provided to ensure accurate completion of the survey, and participants had the option to remain

anonymous if desired. The interviews were audio-recorded with participants' consent and transcribed verbatim for analysis. Focus group discussions were conducted in video zoom by researcher guided the conversation and ensure active participation from all group members. The sessions had been audio-recorded and supplemented with note-taking for analysis.

3.4. Data Collection Instruments

Data collection procedures involved various methods including interviews, audio recording, transcription, focus group discussions, and structured questionnaires using a 5-point Likert scale. The survey includes questions about service delivery practices (such as the types of services offered, quality of services, and customer satisfaction), job creation efforts (such as the number of jobs created, types of jobs created, and job seeker satisfaction), and strategic management practices (such as strategic planning, implementation, performance evaluation and monitoring). Interview questions explore these topics in greater depth by asking open-ended questions about stakeholders' experiences with service delivery and job creation in their organization. The studies focused on analyzing strategic management practices of job creation and vocational bureau in depth by reviewing documents such annual, quarterly and monthly reports, and performance metrics, different published materials related to service delivery job creation and vocational bureau

3.5. Data Analysis

Quantitative data analyzed using descriptive statistics and qualitative data analyzed using thematic analysis to examine the effectiveness and efficiency strategic management practices in service delivery of job creation and vocational bureau of Oromia regional state. The quantitative data will be analyzed using statistical spss version 26 software to calculate frequencies and percent. The qualitative data analyzed thematically to identify patterns and themes. The findings from both data sources were triangulated to assess strategic management practices in service delivery of job creation and vocational bureau of Oromia regional state.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

In this chapter of the study, data presentation, analysis and interpretation included which was primary data systematically collected from purposively selected employees, directors, team leaders and top management from 116 staff JCVB 90 determined as sample for survey was drawn by using purposive sampling method and 5 MSE leader and 5 OSS center coordinator (one coordinator and one MSE leader) from each five sub-city of shagar city as sample for focus group discussion was drawn by using random(probability) sampling techniques and 2 vice leaders and 3 from directors the sample for interview was drawn by using purposive sampling method with a response rate of 100%. Secondary data bureaus documents such as organizations ten- and five-year's strategic plan and annual strategic plan document and annual published books is also referred. The data collected from the sample respondents was first loaded to SPSS version 26 software and required descriptive output of statistical analysis variability on the major four sub sections, namely demographic characteristics of the respondents, strategy formulation, implementation and strategy monitoring and evaluation as well as the its outcomes in service delivery are produced and construed.

4.1. Background of the Study Area

Oromia is one of the 12 states in Ethiopia, covering an average area of 363,376 km² and comprising 37% of the country's population. As the largest region in the country, Oromia is located in the middle of Ethiopia and borders all regions except Tigray. The region has a diverse geography, with altitudes ranging from 500m to 4300m above sea level. According to the Oromia Planning and Development Commission (OPDC), the region's population was estimated to be around 38,884,906 in 2020, with a male-to-female ratio of roughly 1:1. The region's productive workforce accounts for 54% of the population, indicating a significant potential for economic development.

In terms of economic performance, Oromia has experienced an average annual growth rate of 9.1% over the past decade (2003-2012), with the agricultural, industrial, and service sectors contributing 44.9%, 16.3%, and 40% respectively to the regional GDP. However, the transition from an agriculture-based to an industry-driven economy has been slow, requiring a strategic focus on increasing agricultural productivity and the role of the manufacturing sector. The region faces socioeconomic challenges, such as a per capita income of USD1,004 in 2012, with 21.4% of the population living below the poverty line. The savings and investment rate in the region is

estimated at 30.1% and 21.6% respectively, indicating a need to strengthen these drivers of economic growth.

Additionally, the region grapples with high unemployment, especially in urban areas, which was estimated at 18% in 2012. This highlights the importance of developing an efficient small and medium enterprise (SME) strategy to address the unemployment challenge. The region's traditional economic activities, such as livestock and agriculture, have not been adequately diversified and integrated with other sectors. Furthermore, the community's perceptions and attitudes towards entrepreneurship and business activities, as well as gender-related barriers, pose challenges to the region's economic transformation.

In general, it is vital to explore the Oromia region's economic, social, and cultural dynamics to identify strategies for leveraging its resources and addressing the challenges in transitioning to a more diversified and industry-driven economy, with a particular focus on SME development.

4.2. Characteristics of the Respondent

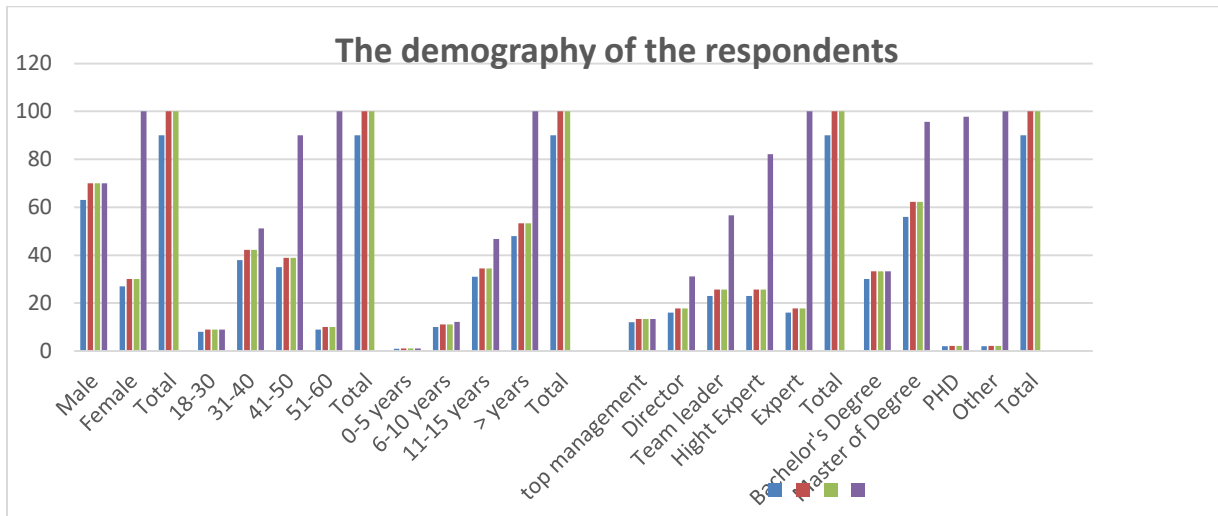
As depicted in Figure 1, 100% of the questionnaires distributed to all of the population who are purposely from the population. The reason for participating all of these selected employees for the survey questionnaire is due to Kapal and Naton, (2005) found a determined variation among strategic ambition and performance arise from a disconnect in most companies between strategy formulation and strategy execution management. Demanding their research which reveals that, on average, 80% of the organization's employees are unconscious, or do not know, its strategy. This indicates if the employees who implement strategy, goal and objective of the organization is not understand about the service delivered not bring expected outcome as preplanned. For this purpose, the researcher extends the survey response from the employees at strategic position in the delivery of services of the organization to make the findings comprehensive and Figure 1. presents the demographic profile of the respondents, including name, Gender, Age, Year of service and current position at the bureau. staff and 95% of the questionnaires distributed to the employees are collected. This implies that the sample addressed is representative of the targeted population.

4.3. The Demography of the Respondent

The sample population was predominantly male, accounting for 70% of the total, while females made up the remaining 30%. The largest age group among respondents was 31-40 years old, comprising 42.2% of the sample, followed by the 41-50 age group at 38.9%. The majority of respondents (53.3%) had more than 15 years of experience at the bureau, indicating a workforce

with substantial tenure. The most common positions were High Expert and Team Leader, each representing 25.6% of the sample, followed by Directors (17.8%), Experts (17.8%), and Top Management (13.3%), suggesting a hierarchical structure within the organization. Regarding education level, the majority of respondents (62.2%) held a Master's Degree, while 33.3% had a Bachelor's Degree, reflecting a highly educated workforce.

Figure 1. The Demography of the respondents



Source: Researcher survey data

4.4. Reliability Test

Reliability refers to the consistency and dependability of a measuring instrument. One of the internal consistency methods of assessing reliability, Cronbach alpha coefficient, was applied to check if it is proper to rely on the outcome of the questionnaires. This coefficient measures the extent to which an instrument yields consistent result. It measures how well items in a set are related to one another. Coefficient of 0.897 or above are nearly always acceptable. In this case the result of the reliability test for the questionnaires to respondents are 0.897.

Table 1. Reliability Test Statistics

Description	Cronbach's Alpha	No. of Items
Strategy Formulation	0.733	30
Strategy Implementation	0.866	25
Strategy Evaluation and Control	0.876	35
Outcome of strategic management practices	0.712	25
All items of tool	0.897	115

4.5. Validity

Validity is the most critical criterion that indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). Among the various forms of measuring validity, the content validity one is established in this case. Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study (Kohtari, 2004). It can also be taken as the extent to which a measuring instrument provides adequate coverage of the topic under study. As per the same author, content validity is good if an instrument contains a representative sample. To ensure content validity, sample represented were those of the organizational employees who know better about the issue to be represented

4.6. Interpretation and Discussion

The basic findings of the study based on the data from survey open and closed ended questionnaires, interview, focus group discussions and document review are presented for the three phases of the strategic management practices and its outcome.

4.6.1 Strategy Formulation

The question raised regarding, Table 2 shows the descriptive results in terms of frequency scores and percent on strategic formulation practices of job creation and vocational bureaus of Oromia regional state. The result is shown in terms of percent which range from 5 to 1 as was the Likert scale used in the questionnaire; values closer to 5 indicate higher agreements with the statement while lower values indicate little agreement with the statement. To those yes or no questions the researcher encoded 5 to yes and 1 for responses meant to say no. AMCES also gave the percent as follows

Table 2. Vision and Missions Articulations

Descriptions		Frequency	Percent	Valid Percent	Cumulative Percent
Has your bureau articulated vision mission and value for the organization?	Yes	90	100	100	100
Is your vision, mission and value Clearly define policies that align with organizational goals and service delivery	Yes	90	100	100	100
When was it last updated	not at all	3	3.3	3.3	3.3
	last (6 to 10) year	7	7.8	7.8	11.1
	last (3 to 5) year	35	38.9	38.9	50
	in the last 2 years	29	32.2	32.2	82.2
	if in the last year	16	17.8	17.8	100
	Total	90	100	100	
is your vision, mission and value statement relevant to the bureau's activities and mandate?	Unknown	5	5.6	5.6	5.6
	less relevant	2	2.2	2.2	7.8
	Relevant	49	54.4	54.4	62.2
	for very relevant	34	37.8	37.8	100
	Total	90	100	100	
How would you rate participation in developing the vision, mission and value statement by the stakeholders?	not involved at all	6	6.7	6.7	6.7
	Unknown	11	12.2	12.2	18.9
	involved sometimes	38	42.2	42.2	61.1

	Involved	27	30	30	91.1
	very involved	8	8.9	8.9	100
	Total	90	100	100	

Source: researcher survey 2016

The analysis of the respondent data provides valuable insights into the articulation of vision, mission and value its relevance to the bureau's activities, and the level of stakeholder participation in developing the vision, mission and value statement. All 80 respondents confirmed that their bureau has indeed articulated a vision, mission and value indicating a recognition of the of having a guiding vision,

mission and value that outlines the desired future state of the organization. When asked about the clarity of the vision, mission and values statement in defining policies that align with organizational goals objectives and service delivery, all respondents (80%) stated that their vision statement does indeed fulfill this purpose. This suggests that the vision, mission and value statements are well-defined and effectively communicate the direction and objectives of the bureau, ensuring that policies are in alignment with the overarching objective and goals and service delivery standards.

In terms of the frequency of updating the vision, mission and value statement, the majority of respondents (32.2%) reported that the statement had been updated within the last two years and 38.9% respond as (3to5) year, 17.8% in the last year, others 7.8% response as updated last (6 to10) years. While the last update or formal discussion of these vision, mission and value statements varied, with some bureaus being well-updated or very well-updated, there is still room for improvement. Regularly reviewing and discussing vision, mission and value statements is crucial to ensure their continued relevance and alignment with organizational mandate. In addition, indicates that the bureaus are conscious of the need to periodically review and refresh their vision mission and values to ensure its alignment with the evolving needs and goals of the organization.

When asked about the relevance of the vision mission and value statement to the bureau's activities and mandate, the majority of respondents (54.4%) stated that the vision, mission and value statement is relevant, while 37.8% considered it to be very relevant. This indicates that the vision, mission and value statement effectively reflect the bureau's activities and overarching mandate, providing a clear sense of purpose and direction. However, a small portion of respondents (5.6%) indicated that they were unsure about the relevance of the vision, mission and values statement. This suggests that there may be a need for further evaluation and clarification regarding the alignment of the vision, mission and value statement with the bureau's activities.

Regarding stakeholder participation in developing the vision, mission and value statement is important to ensure that it reflects the expectations and needs of those involved. A significant portion of respondents (42.2%) reported that stakeholders are involved sometimes, while 12.2% rated as unknown and 6.7% response as stakeholder not involved in developing the vision, mission and value statement. This indicates that there is less recognition of the value of stakeholder input in the vision, mission and values formulation process. In addition,

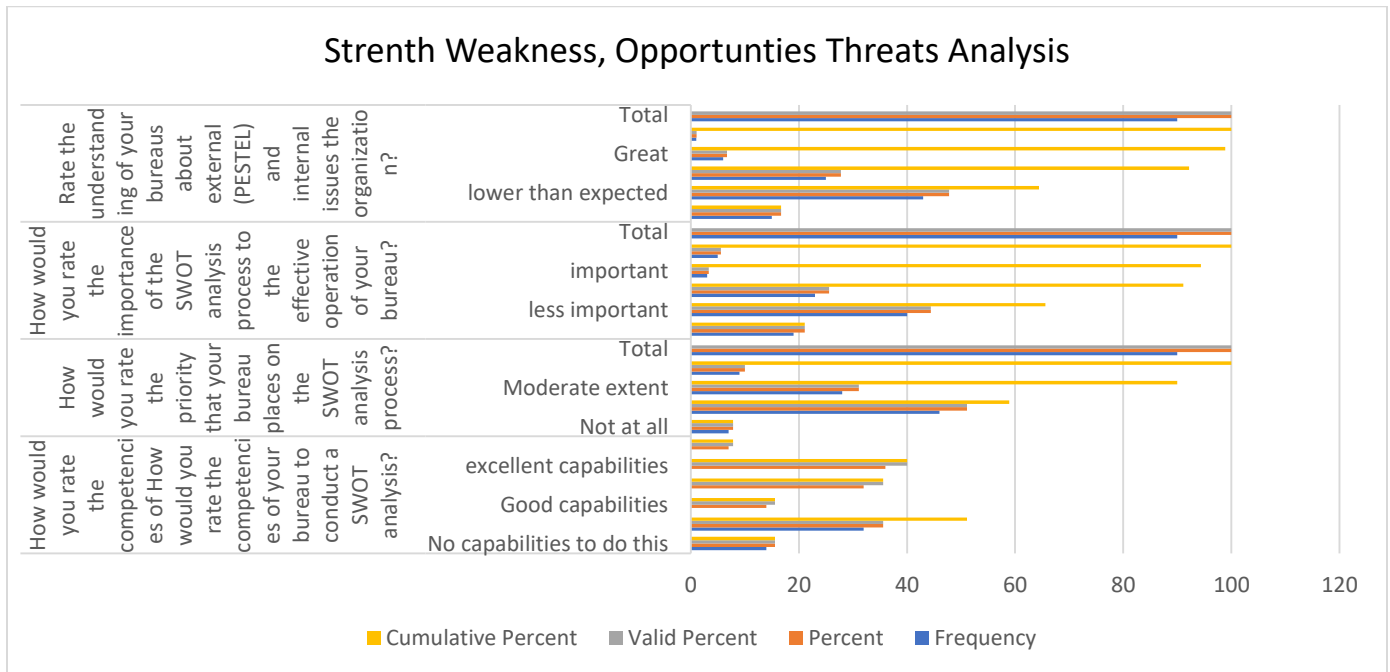
approximately 30% of respondents rate as involved indicated that stakeholders were in the vision, mission and values formulation process.

The understanding of the bureau's vision, mission and value statements by employees and stakeholders. Especially, value statements define the guiding principles and ethical behavior of an organization. It is encouraging to note that all bureaus have defined a set of value statements. Regarding the above issues 5.6% of respondents report as not at all, 21.1% to some extent, 34.4% moderate, 23.3% well, and 15.6% very well. The levels of understanding of the vision, mission, and value statements by stake holder and employees less understanding because more than 61.1% respondents' response as report as not at all, to some extent and moderate which show their understanding less sufficient.

This finding suggests that there is room for improvement in actively engaging stakeholders and employee during the vision, mission and value formulation process. The involvement of stakeholders in the development of the vision, mission and value statement fosters a sense of ownership and commitment, successful implementation, promotes transparency and inclusivity and meaningful engagement.

In summary, the findings from the respondent analysis indicate that the bureaus have articulated a vision, mission and value statement, which is generally considered clear and aligned with organizational goals. The majority of respondents reported that their vision, mission and value statements have been updated within the six to ten years, highlighting the recognition of the need for periodic reviews. While most respondents perceive the vision, mission and value statement as relevant, a small proportion expressed uncertainty about its alignment with the bureau's activities. Moreover, stakeholder and employee's participation in developing the vision, mission and value statement varied, with room for improvement in ensuring consistent and meaningful involvement. These findings emphasize the importance of regularly reviewing and refining the vision, mission and value statement by actively engaging stakeholders and employee to ensure its relevance and alignment with organizational objectives and goals, otherwise as organizations evolve and adapt to new challenges and opportunities, their vision, mission and value remain irrelevant and unaligned with their strategic direction, with the organization's overarching objectives, goal and the current need

figure 2. Strength Weakness, opportunities Threats Analysis (SWOT) and PESTEL Analysis



Source: the researcher survey

The data presented from figure 2 in the questionnaires provides insights into the respondents' views on the competencies, priorities, importance, and understanding of Strength, Weakness, Opportunity and Threat and Political, Economic, Social technological, environmental and Legal analysis within their bureaus. The findings are summarized and discussed in the following

In terms of the competencies of the bureaus to conduct a SWOT analysis, the majority of respondents (40%) rated their bureaus' capabilities as good, while 35.6% considered them to be poor. A smaller percentage of respondents (15.6%) indicated that their bureaus had no capabilities to perform a SWOT analysis. Only a few respondents (7.8%) rated their bureaus' capabilities as very good, and an even smaller percentage (1.1%) rated them as excellent. These results suggest that there is gap for improvement in terms of the competencies of the bureaus to conduct Strength, Weakness, Opportunity (SWOT) and Threat and Political, Economic, Social technological, environmental and Legal (PESTEL) analyses.

When it comes to the priority placed on the SWOT and PESTEL analysis process, the data shows that 51.1% of respondents rated it as of small extent, indicating that it is not a priority for their bureaus activities. A significant portion of respondents (31.1%) considered the SWOT an PESTEL analysis process to be of moderate extent in terms of priority. A smaller

percentage of respondents (10%) rated it as a large extent priority, while a minority (7.8%) indicated that it was not a priority at all. These findings suggest that the priority in SWOT and PESTEL analysis process may not be receiving the necessary attention and emphasis within the bureaus.

Regarding the importance of the SWOT analysis process to the effective operation of the bureaus, the data reveals that 44.4% of respondents rated it as less important. A considerable portion of respondents (25.6%) considered it to be of some extent importance, while a smaller percentage (21.1%) indicated that it was not important at all. Only a few respondents (3.3%) rated it as important, and an even smaller percentage (5.6%) rated it as very important. These findings suggest that there may be a lack of awareness or appreciation for the impact of SWOT and PESTEL analysis on the effective operation of the bureau

Regarding understanding external and internal issues of the organization, the data shows that a significant portion of respondents (47.8%) rated their bureaus' understanding as lower than expected. A considerable percentage of respondents (27.8%) considered their bureaus' understanding to be at a moderate level. A smaller percentage of respondents (16.7%) indicated that there was no understanding at all, while only a few respondents (6.7%) rated the understanding as great. A minority (1.1%) of respondents rated the understanding as a very great level. These findings suggest that there is a need to enhance the understanding of bureaus about both external and internal issues during SWOT analysis.

The findings indicate the data highlights that the bureaus have poor capabilities to conduct a SWOT analysis. The SWOT analysis process does not appear to be a high priority in bureaus activities, and there is a lack of understanding the importance internal issues: Strength, Weakness, Opportunity and Threat (SWOT) and external issues: Political, Economic, Social technological, environmental and Legal (PESTE) analysis for efficient and effective operation of the organizational objective and goal. The findings summarize inadequate understanding of the importance of internal and external environmental analysis, the need of providing training to increase understand and how to prioritizes the (SWOT) and (PESTEL) analyses process

Table 3. Generating Strategic Plan and Long-Term Objective

Descriptions	Value	Frequency	Percent	Valid Percent	Cumulative Percent
Has your association established long term goal and objectives?	Yes	90	100	100	100
How are important long-term goal and objectives for the bureau's success?	not at all	1	1.1	1.1	1.1
	less important	1	1.1	1.1	2.2
	to some extent	4	4.4	4.4	6.7
	Important	42	46.7	46.7	53.3
	very important	42	46.7	46.7	100
Do you think it would have been helpful for the strategic formulation / planning of your organization?	Yes	83	92.2	92.2	92.2
	No	7	7.8	7.8	100
	Total	90	100	100	
Are there strategic decisions made at the top level of your bureau?	Yes	87	96.7	96.7	96.7
	No	3	3.3	3.3	100
	Total	90	100	100	100
What was principal motivation for developing the strategic plan?	legislative requirement	26	28.9	28.9	28.9
	the bureaus own initiatives	38	42.2	42.2	71.1
	An executive mandate from the governor's officer or central executive agency	26	28.9	28.9	100
	Total	90	100	100	
How often is the strategic plan reviewed and updated?	last (6 to 10) year	8	8.9	8.9	8.9
	last (3 to 5) year	29	32.2	32.2	41.1
	last if in the last 2 years	36	40	40	81.1

Descriptions	Value	Frequency	Percent	Valid Percent	Cumulative Percent
	if in the last year	17	18.9	18.9	100
	Total	90	100	100	
Rate your bureau's success / practice of generating strategies to deal with issues.	for never at all	14	15.6	15.6	15.6
	I don't know	21	23.3	23.3	38.9
	Sometimes	38	42.2	42.2	81.1
	Constant	12	13.3	13.3	94.4
	for constantly	5	5.6	5.6	100
	Total	90	100	100	

Source: researcher surve

The data presented in table. 3. provides insights into the respondents' views on long-term goals and objective strategic formulation / planning within their organizations. The findings can be summarized as follows. All 90 respondents (100%) confirmed that their associations have established long-term goals and objectives. This indicates a high level of strategic orientation within the organizations.

The respondents rated the importance of long-term goals and objectives for their bureau's success. The majority (46.7%) considered them to be important, while an equal percentage (46.7%) regarded them as very important. This highlights the significance placed on long-term goals and objectives for achieving organizational success

The majority of respondents (96.7%) reported that strategic decisions are made at the top level of their bureaus. This suggests a centralized approach to strategic management, where important decisions are concentrated at higher levels of the organization without participating employee and stack holder in strategic decisions during strategic planning formulation. A significant proportion of respondents (92.2%) believed that strategic formulation /planning have been helpful for their organizations. This indicates a positive perception of the value and impact of strategic planning processes.

From the table.4. imply that organizations place a great deal of emphasis on long-term planning and strategy. The majority of respondents believe that their organizations' success heavily depends on these long-term goals and objectives. Almost all the respondents confirmed the existence of these long-term goals. The centralized approach to strategic management, with significant decisions being made at the higher levels, points towards a top-down flow of authority. This top-level decision-making power is generally perceived positively, with a large majority acknowledging the helpfulness of strategic formulation and planning for their organizations' success.

Based on the data provided, the respondents were asked about the principal motivation or mandate for developing the strategic plan. The findings indicate that the motivation for developing the strategic plan varied among the respondents. Legislative requirement was reported as the principal motivation by 28.9% of respondents, suggesting that the plan was developed in response to legal obligations imposed on the bureau. The highest response, with 42.2% of respondents, indicated that the bureau's own initiatives were the principal motivation for developing the strategic plan. This highlights the proactive approach taken by the bureau in recognizing the need for strategic planning and voluntarily initiating the process. Additionally,

28.9% of respondents reported that an executive mandate from the governor's office or central executive agency was the principal motivation. This implies that the strategic plan was driven by a directive from higher-level authorities, emphasizing the importance of strategic planning to align with broader government priorities.

Overall, the findings demonstrate a combination of external requirements and internal initiatives driving the development of the strategic plan, indicating a comprehensive and proactive approach to organizational management system however some respondents have less understanding about executive mandate only believe that bureau's own initiatives bureaus. This indicate less understanding about executive mandate in strategic plan formulation.

There is a diverse range of perceptions among the respondents regarding the bureau's practice of generating strategies to deal with issues. A small percentage, 15.6%, rated the practice as "never at all," indicating a perceived lack of success in generating strategies. A significant percentage, 23.3%, selected "I don't know," suggesting a lack of clarity or understanding regarding the bureau's strategy generation. Additionally, 42.2% of respondents rated the practice as "sometimes," indicating an inconsistent or occasional approach to strategy generation. A relatively smaller proportion, 13.3%, rated the practice as "constant," implying a more consistent but still there is the gap in generating strategies. Lastly, only 5.6% of respondents rated the practice as "constantly," indicating a perception of high success in generating strategies. The fact that a significant portion of respondents reported "I don't know" when asked about the bureaus to practice of generating strategies to deal with issues a lack of clarity or understanding regarding this process which hindering the bureau's ability to effectively generate and implement strategic issue. The others say "sometimes," indicate an inconsistent in practice of generating strategies to deal with issues leads loose strategic direction which obstacle for the organization to achieve its goals and objectives.

Table 4. Strategy, Goal and Objectives

Description		Scale	very important / extent levels	Important /extent levels	to some extent / levels	Little Emphasis	not at all	Total
How important is it to generate strategies to deal with issues for your bureau?	Frequency	48	35	4		3	90	
	Percent	53.3	38.9	4.4		3.3	100	
	Percent	9	0	0	0	0	90	
If Yes, Rate the importance of selecting strategic solutions to address issues that confront your bureau	Frequency	90	0	0	0	0	100	
	Percent	0	0	0	0	0	0	
Do think your bureau strategy is appropriate to the attainment of Mission, vision, values, goals	Frequency	1	11	24	50	4		
	Percent	1.1	12.2	26.7	55.6	4.4		
Indicate the extent to which each of the following was involved in	Organization leader	Frequency	30	31	24	0	2.2	90
	Management member	Precent	33.3	34.4	26.7	0	0	100
developing the strategic plan in your bureau	Planning team /executive team	Frequency	24	37	23	3	3	
		Precent	26.7	41.1	25.6	3.3	3.3	
	Employee	Frequency	18	32	38	2		
		Precent	20	35.6	42.2	2.2		
	External stack holder	Frequency						
		Precent		32				100
To what extent do your strategic objectives emphasize	Customer satisfaction	Frequency	9	15	34	32		90
		Precent	10	16.7	37.8	35.6		100
	Improved management	Frequency	6	18	42	24		90

Description		Scale	very important / extent levels	Important /extent levels	to some extent / levels	Little Emphasis	not at all	Total
on each of the following customer services	capacity organizational effectiveness	Precent	6.7	20	46.7	26.7		100
	Employee development	Frequency	3	6	46	33	2.2	
		Precent	3,3	6.7	51.1	36.7		
	Improved operational efficiency and internal process	Frequency	7	32	33	14	4	
		Precent	7.7	35.6	36,7	15.6	4.4	
		Frequency		32	35.6			35.6
Do think your bureau strategy is appropriate to the attainment of Mission, vision, values, goals		Precent	1	11	24	50		
		Frequency	1.1	11.2	26.7	55.6		

Source: researcher survey

The data provided consists of responses from a survey related to strategic planning within a bureau.

In terms of the importance of generating strategies to deal with issues, the majority of respondents (53.3%) considered it important, while 38.9% regarded it as very important.

Regarding the involvement of stakeholders in developing the strategic plan, the organization leader was reported to be involved centrally or very centrally by a combined percentage of 67.8%. The planning team/executive team to be involved centrally 34.4 % and 33.3% very centrally and management members 42.2 % peripherally and 35.6% centrally involved, with varying degrees of peripherally. Employees were involved 44.4% peripherally, with 26.7% reporting their involvement as central. This finding shows low involvement of stakeholders and employees in strategic planning formulation while the management and planning team involved centrally

When it comes to the emphasis on customer satisfaction in strategic objectives, 37.8% of respondents indicated a medium emphasis, followed by 35.6% with little emphasis, 16.7% with strong emphasis, and 10% with very strong emphasis.?

In terms of improved management capacity and organizational effectiveness, 46.7% of respondents reported a medium emphasis, followed by 26.7% with little emphasis, 20% with strong emphasis, and 6.7% with very strong emphasis. For employee development, 51.1% of respondents reported a medium emphasis, while 36.7% indicated little emphasis. Strong emphasis was reported by 6.7% of respondents, and very strong emphasis by 3.3%.

The survey revealed that 92.2% of respondents' organizations require zonal or district officers or functional divisions/units to develop annual or multiyear operational plans that contribute directly to the accomplishment of overall strategic goals and objectives.

Of those organizations, 96.7% reported that the operating plans are submitted to top management for approval to ensure alignment with the organization's plan .In terms of the importance of selecting strategic solutions, 90% of respondents considered it very important however ,when asked about the appropriateness of their bureau's strategy to the attainment of mission, vision, values, and goals, the majority of respondents (55.6%) rated it as less appropriate , medium 26.7%, while 12.2% rated it as appropriate and 1.1% as highly appropriate. There show that focus on improved management capacity, organizational effectiveness the emphasis is medium while employee development too low. The survey reveals a strong culture of strategic planning, with most organizations requiring operational plans to be developed. However, there is a

disconnect between the strategic goals and the perceived appropriateness of the bureau's strategy, with the majority rating it as less appropriate. This suggests that organizations may need to revisit their strategy to better align with their mission, vision, values, and goals

The survey also examined the extent to which strategic objectives emphasize different customer services. The data reveals that customer satisfaction is given varying levels of emphasis. While 35.6% of respondents indicated little emphasis on customer satisfaction, a significant portion (37.8%) reported medium emphasis. Moreover, 16.7% of respondents expressed strong emphasis, and 10% even indicated a very strong emphasis on customer satisfaction. These findings suggest that there is less recognition of the importance of customer satisfaction so it show that there is gap emphasis on customer satisfaction.

The survey explored the extent to which strategic plan, goal and objectives emphasize focus on improved management capacity and organizational effectiveness. The results show that a significant number of respondents (46.7%) reported medium emphasis on this aspect, while some respondents 26.7% of respondents reported little emphasis others 20% expressed a strong emphasis, and 6.7% indicated a very strong emphasis. These findings indicate that there is recognition of the need for enhancing management capacity and organizational effectiveness.

In terms of employee development, the survey data reveals that a majority of respondents (51.1%) reported medium emphasis on this aspect and the next majority respondents report 36.7% little emphasis. Additionally, 6.7% of respondents expressed a strong emphasis, and 3.3% indicated a very strong emphasis on employee development while a small percentage of respondents (2.2%) reported no emphasis on employee development, indicating there are need for greater attention in this area. These findings highlight less attention given to the employee's development within the bureaus as survey show.

Regarding improved operational efficiency and internal processes, 36.7% of respondents reported a medium emphasis, followed by 35.6% with strong emphasis, 15.6% with little emphasis, and 7.8% with very strong emphasis. A significant majority of respondents (87.8%) indicated that their organization's strategic plan has less and medium emphasis in overall improved operational efficiency and internal processes.

In summery survey results indicate a less emphasis on strategic goal and objectives related to management capacity, organizational effectiveness, and employee development within the respondents' organizations. While nearly half the respondents reported a medium emphasis on improving management capacity and organizational effectiveness, a sizable portion also

expressed little to no emphasis in these areas. The focus on employee development shows a similar pattern, with the majority reporting medium emphasis but a significant number indicating little to no emphasis. This suggests potential need in prioritizing and investing in human capital development.

Additionally, the survey reveals that low emphasis on improving overall operational efficiency and internal processes, with only a small percentage of respondents reporting strong or very strong emphasis in this domain. The findings point to the need for the organizations to re-evaluate their strategic priorities and ensure a more balanced and comprehensive approach to enhancing management capacity, organizational effectiveness, and employee development.

The survey also examined the importance of selecting strategic solutions to address issues confronting the bureaus. The data shows that a significant majority of respondents (90%) rated the importance of selecting strategic solutions as very important. This finding underscores the recognition of the significance of effective decision-making in strategic planning processes. However, a small percentage of respondents (3.3%) indicated that selecting strategic solutions was not important, suggesting a potential need for increased awareness of the value of this aspect in the bureaus surveyed

According to respondents of interview there are key gaps regarding the bureau's strategic management formulation process. These findings reveal that there is inadequate utilization and understanding of important components strategic management such as SWOT analysis, vision, mission, values, goals, and objectives, which should inform strategy formulation. Additionally, there is a lack of alignment between the bureau's policies and its mandate. Insufficient emphasis is placed on generating, selecting, and developing strategies, and there is lack of integration of policy alignment in the formulation process. Communication and dissemination of strategic management components across the organization are inadequate and there are challenges in effectively incorporating the bureau's mandate into the process. Furthermore, there is a lack of clarity and consensus on the roles and responsibilities of different components, internal and external factors and trends are inconsistently or incompletely considered.

According to respondents of group discussion from one stop service center (OSSC) there are gap coordination and communication between job creation and vocational bureaus and other relevant stake holder organizations, align and utilize resources effectively and duplication of services, lack of up-to-date strategy and relevant provision of vocational training programs that are aligned with the evolving need beneficiary, comprehensive needs assessment conducted

periodically to gather data on the evolving needs of beneficiaries and stakeholders, lack of, prioritize collaboration with relevant stake holder, such as institutions, industry associations, and community groups as well as employees at different level of its structure. Especially with One Stop Service Center (OSS) to identify potential job opportunity.

4.5.2. The Strategy Implementation Practices

Table 7 shows the descriptive results in terms of frequency scores and Percent on strategic implementation practices in job creation and vocational bureaus refers to the process of translating strategic plan, goal, objectives and initiatives into tangible actions. The "Resource-Based View" theory, as outlined by Jay Barney in 1991, suggests that a public sector organization's ability to achieve superior performance and competitive advantage is primarily driven by its unique and valuable internal resources and capabilities, which should be "valuable, rare, inimitable, and non-substitutable" to truly stand out and generate sustainable benefits compared to other public entities; essentially, it means focusing on what unique assets and skills a public sector organization possesses to effectively implement its strategies and achieve desired outcomes, rather than just relying on external market factors. Strategy is the fit between the firm's external situation and its internal resources and capabilities (Grant, 1991). The data presented is from a survey conducted to analyze strategic implementation practices in job creation and vocational bureaus service delivery.

Table 5. Practices Strategy Implementation

Description	Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Does your bureau have policy manual?	Yes	15	16.7	16.7	16.7
	No	75	83.3	83.3	100
	Total	90	100	100	
Are bureau policies updated on a regular basis	not at all	8	8.9	8.9	8.9
	last (3 to 5) year	29	32.2	32.2	80
	if in the last 2 years	12	13.3	13.3	93.3
	if in the last year 6 to 10 years	35	38.9	38.9	100
	Total	90	100	100	
Rate the relevance of your bureau's policies to current bureau's issue/ activities?	Unknown	44	48.9	48.9	48.9
	to some extent relevant	28	31.1	31.1	80
	Relevant	17	18.9	18.9	98.9
	very relevant	1	1.1	1.1	100
	Total	90	100	100	
Rate the understanding and support to formal policy development and implementation	Directors	not at all	9	10	10
		to some extent	51	56.7	56.7
		Moderate	15	16.7	16.7
		Well	15	16.7	16.7
		Total	90	100	100

Description	Scale	Frequency	Percent	Valid Percent	Cumulative Percent
	Team leaders	not at all	14	15.6	15.6
		to some extent	0	0	0
		Moderate	0	0	0
		Well	0	0	0
		Total	0	0	0
	Employees	not at all	0	0	0
		to some extent	53	58.9	58.9
		Moderate	22	24.4	24.4
		Well	4	4.4	4.4
		Total	90	100	100

From the above data the first question asked whether the bureau had a policy manual. Out of the 90 respondents, only (16.7%) indicated that their bureau had a policy manual, while the majority (83.3%), stated that their bureau did not have. This suggests that bureaus lack of formal policy manual, which could have implications for inconsistency and standardized practices within those organizations.

The second question focused on the regularity of policy updates. The responses indicate that policy updates are not happening frequently. Only 8 (8.9%) respondents reported that policies were not updated at all, and a majority of the respondents indicated that the last policy update occurred within the past 6 to 10 years (38.9%) or 3 to 5 years (32.2%). This suggests that may bureaus operating without reviewing policies, which could result in communication barrier to address current issues and activities effectively within staff

The third question explored the relevance of bureau policies to current issues and activities. The responses varied, with 44 (48.9%) respondents indicating that the relevance of policies was unknown. However, a significant number of respondents, 28 (31.1%), considered the policies to be somewhat relevant, and 17 (18.9%) perceived them as relevant. Only one respondent (1.1%) believed the policies to be very relevant. These findings suggest that there may be a lack of clarity or there is no revised policy that alignment of with current issues and activities.

In summery the survey results indicate a concerning lack of formal policy documentation and regular policy updates within the respondents' bureaus. Only 16.7% of the organizations had a policy manual, suggesting a significant majority of respondent believe that their organization have no policy document operate without this critical policy manual. Moreover, policy updates appear infrequent, with most respondents reporting the last update occurring 6-10 years ago. This raises questions about the bureaus' ability to effectively address current issues and activities. Additionally, nearly half the respondents were unsure of the relevance of their bureau's policies, while only a small fraction considered them fully relevant. This points to a potential misalignment between organizational policies and current issues and activities as well as evolving needs of these bureaus. Collectively, these findings highlight the need for the respondent organizations to prioritize the development, documentation, and regular review of their policy frameworks to ensure consistency, relevance, and responsiveness to their current operating environment.

The fourth question focused on the understanding and support for formal policy development and implementation among directors, team leaders and employees within the organization.

Among the respondent 51 (56.7%) rate the directors understanding to some extent to support and understand formal policy development while 16.7% moderate and 16.7% well. For team leaders, 14 (15.6%) reported no understanding or support, while 45 (50%) had to some extent understanding and support. Among employees, (28.9%) reported moderate. In the final aspect of the survey, the understanding and support for policy development and implementation were further explored. Among all respondents, 5 (5.6%) reported a high level of understanding and support, while the majority had varying degrees of moderate understanding and support. These findings indicate that there is gap the overall understanding and support for formal policy development and implementation within the organization which decrease from the top level to down.

4.5.2.1 Financial capacity implementing Strategic Initiative

Table 6. Financial Capacity in Implementation Strategy Initiative

Questionnaires	Scale						
		High est	High	Medium	Low	lowest	Total
How are budgetary decisions aligned with strategic priorities / organizational goal, objective and every activity?	Frequency	0	2	38	36	14	90
	Percent	0	2.2	42.2	40	15.6	100
Rate the commitment to providing financial resources to support the implementation of strategic initiatives.	Frequency		5	14	30	21	90
	Percent	5.6	15.6	33.3	22.2	23.3	100
Rate the commitment to preserve and support the implementing of strategic initiatives by Director	Frequency	1	9	39	27	14	90
	Percent	1.1	10	43.3	30	15.6	100
Rate the commitment to preserve and support the implementing of strategic initiatives by Employee	Frequency		6	36	34	14	90
	Percent		6.7	40	37.8	15.6	100
Does your strategic plan include the estimated cost of implementing strategic	Scale	Frequency		Percent			
	Yes	27		30			

Questionnaires	Scale						
		High est	High	Medium	Low	lowest	Total
initiatives or achieving strategic goal and objectives	No	63		70			
	Total	90		100			
Implementing particular initiatives or achieving strategic goal and objectives?	Yes	22		24.4			
	No	68		75.6			
	Total	90		100			

Source: researcher survey 2016

Based on the **Table 6** we can assess the strategic management practices in the organization.

Based on the above data, we can assess the strategic management practices in the organization. The first question asked about the alignment of budgetary decisions with strategic priorities and organizational goals. The responses indicate that 15.6% of the respondents felt that budgetary decisions were not aligned at all, while 40% felt that they were less than expected while 42.2% to some extent. Only 2.2% of the respondents believed that budgetary decisions were sufficient. This suggests that there may be a disconnect between budgetary decisions and strategic priorities in the organization, as a significant portion of the respondent’s expressed dissatisfaction with the alignment.

The second question focused on whether the strategic plan includes the estimated cost of implementing strategic initiatives or achieving goals and objectives. The results show that only 30% of the respondents answered affirmatively, while the majority (70%) indicated that their strategic plan does not include estimated costs. This finding suggests that there may be a lack of financial planning and consideration of costs associated with strategic initiatives, which could impact their successful implementation.

In terms of commitment to providing financial resources to support the implementation of strategic initiatives, the responses varied. While 23.3% of the respondents indicated that there was no commitment at all, 22.2 % unknown commitment 33.3% stated that commitment was rarely present. On the other hand, 15.6% felt that the commitment was strong, and 5.6% believed it was very high. These findings suggest that there less commitment to provide adequate financial resources to support strategic implementation and initiatives.

The data also revealed that only 24.4% of the respondents reported implementing particular initiatives or achieving strategic goals and objectives. The majority (75.6%) indicated that they

had not implemented any initiatives or achieved strategic goals. This finding implies that there may be lack of clarity whether implementing particular initiatives or achieving strategic goals and objectives in the organization.

The implications of the data finding on the alignment of budgetary decisions with strategic priorities and organizational goals suggest that there is a significant disconnect between the budgetary decisions and the strategic vision of the organization. The budgetary allocation appears to lack a long-term strategic focus, which may hinder the organization's growth and ability to reach its goals.

Furthermore, the lack of commitment to financial resource allocation for strategic plan and initiatives is a cause for concern. It may hinder the organization's ability to implement initiatives and achieve its goals. Low level of commitment could demotivate employees and impact productivity, especially if employees are not provided with the necessary resources to perform their tasks effectively.

Lastly, the commitment to preserve and support the implementation of strategic plan and initiatives by directors and employees was also evaluated. The responses indicated that directors had a relatively higher level of commitment, with 43.3% rating it as medium and 1.1% rating it as high. In contrast, employees showed 15.6% a lower level of commitment, with 37.8% rating it as low and 40% as medium, only 6.7% rating it as high. The findings of the survey indicate that there is a lack of commitment from employees to preserve and support the implementation of strategic plan and initiatives.

In summery the findings highlight the need for management and employees to increase their commitment to preserving and supporting the implementation of strategic initiatives. Specifically, efforts should be made to engage and motivate employees to ensure the success of strategic initiatives.

Table 7. The Organizational Structure and Human Resource Management

Description	Scale	Strongly Agree	Agree	Medium	Disagree	Strongly Disagree	Total
Rate how appropriate the current structure of your organization is to support the implementation of strategic plan and initiatives.	Frequency	35	16	39	35		90
	Percent	39	17.8	43.3	38.9	82.2	100

Description	Scale	Strongly Agree	Agree	Medium	Disagree	Strongly Disagree	Total
Rate human resource capability to manage and implement a change process or new strategic	Frequency		18	50	21	1	90
	Percent		20	55.6	23.3	1.1	100
What effective leadership skills to ensure strategic implementation	Frequency		23	51	16		90
	Percent		25.6	56.7	17.8		100
Rate the competencies of your staff to plan, manage and implement strategic initiatives	Frequency	1	8	34	47		90
	Percent	1.1	8.9	37.8	52.2		100
Do you think every individual on each unit of work understand their role in ensuring achievement of the strategic plan is communicated well work for that goal.	Frequency	3	16	29	42		90
	Percent	3.3	17.8	32.2	46.7		100

Based on the Table.7, the survey respondents' views on appropriate the current structure of their organization is to support the implementation of strategic plan goal, objectives and initiatives can be summarized as follows:

Around 38.9% of the respondents rated the current structure of their organization as "to some extent" appropriate to support the implementation of strategic plan and initiatives while, 43.3% of the respondents considered the structure to be medium appropriateness. Only 17.8% of the respondents believed that the current structure was entirely appropriate. These findings suggest that there may be gap for improvement in aligning the organization structure with strategic plan goal, objectives and initiative

When it comes to human resource capability to manage and implement change processes or new strategic directions, 1.1% of the respondents felt that their employees and management were

"never at all" capable. On the other hand, 55.6% believed that their human resource capability was sufficient, and 23.3% disagree 20% considered it to be fully capable. This indicates that a significant portion of the respondents not fully confidence in their organization's human resource capacity to handle strategic changes.

In terms of leadership skills, 17.8% of the respondents perceived them as ineffective in ensuring strategic implementation. The majority, comprising 56.7% of the respondents, rated leadership skills as moderate in effectiveness. However, 25.6% of the respondents believed that leadership skills were effective in driving strategic plan and initiatives. These findings suggest that there might be need for enhancing leadership capabilities to improve strategic implementation.

Regarding the competencies of the staff to plan, manage, and implement strategic plan, goal, objectives and initiatives, 52.2% of the respondents considered their staff to be less competent, 37.8% rated their staff's competencies as medium, and 8.9% viewed them as competent. Only 1.1% perceived their staff as very competent. These results indicate that there may be a need for skill development and training programs to enhance staff competencies in strategic management and implementation.

When asked about individual on each unit of work understand their role in ensuring achievement of the strategic plan is communicated well work for that goal, 46.7% of the respondents disagreed that every individual in their organization understood their role well to work for strategic goal. Additionally, 32.2% had a moderate opinion on this matter, while 17.8% agreed that individuals understood their roles. A small percentage (3.3%) strongly agreed that every individual comprehended their role in working towards the strategic goals. These findings suggest a potential gap in communicating and clarifying roles of individual to achieve strategic goal within the organization staff.

In summary, the survey revealed that there is gap such as inappropriate for the organization structure, lack of communication and clarity of roles, doubts or lacked understanding about strategic management practices.

Thematic analysis from open ended question of effectiveness assigning responsibility and measuring strategy were identified several limitations, including inadequate alignment between assigned individuals or units and strategic initiatives or objectives. The principle of placing the right person in the right position, responsibility without providing adequate resources, such as budget, staff, or tools, low empowerment of individuals or units responsible for implementation,

lacking decision-making authority or autonomy. Interns of service delivery, there is a need for a measurement strategy and corrective measures based on outcomes.

Linkage between strategic plan and resource allocation, Customer Satisfaction, and unemployment reduction the majority of respondents expressed dissatisfaction with the alignment of budgetary decisions with strategic priorities and organizational goals. It was observed that the strategic plan did not incorporate estimated costs associated with implementing strategic initiatives or achieving goals and objectives. However, there is a lack of a clear strategy in place to improve customer satisfaction.

There is a gap in identifying the lack of skill and knowledge required for developing capable human resources in planning, managing, and implementing strategic plan and initiatives. There is also a lack of resources or support for training and developing human resources in strategic planning and implementation. Lack of effective coordination, communication, and collaboration among different departments and teams starting from the federal to the region Overall, there are gaps in ensuring the involvement of the right people with the necessary skills and expertise in the strategic planning and implementation process.

The focus group discussions revealed lack of the need for understanding in strategic goals and objective, balancing short-term and long-term objectives, Managing competing priorities and limited resources, Prioritization impact, feasibility of activities for bureau goal and objectives based on control and evaluation, Alignment of availability of funding with organizational goals and objectives and lack of attention given by the government with activities of OSS center to the resource allocated to the area.

4.5.3. The monitoring and evaluation practices

According to Dr. Wesonga (2018), monitoring allows for the ongoing tracking of program activities and outputs, ensuring that services are delivered as planned. Evaluation, on the other hand, provides an in-depth analysis of the outcomes and effect of the bureau's implementation. This information can be used to demonstrate the bureau's effectiveness to stakeholders, such as, government and the public enhancing trust and support. As noted by Linda Tucci (2022), a robust monitoring and evaluation system allows for adaptive management, where adjustments can be made in real-time based on the data collected, resulting in more efficient and effective service delivery. Table 9 shows the descriptive results in terms Present and Frequency on strategic evaluation and control practices of job creation and vocational bureau of Oromia regional state

Table .8. Monitoring and Evaluation practices

Description	Scale	Strongly Agree	Agree	Medium	Disagree	Strongly disagree	Total
Are adequate resources dedicated to the assessment and control of strategy to know if the provided services are successful?	Frequency	11	30		46	3	90
	Precent	12.2	33.3		51.1	3.3	100
Do you agree that your organization have a systematic reporting process to collect data related to	Frequency	3	37	45	5		90
	Precent	3.3	41.1	50	5.6		100
Do you agree successful has your bureau to date in implementing strategic initiative contained in your strategic plan?	Frequency	2	20	46	11	11	90
	Precent	2.2	22.2	51.1	12.2	12.2	100
Rate your organization in communicating assessment results to the staff and stakeholder?	Frequency	12	56	12	3	7	90
	Precent	13.3	52.2	13.3	3.3	7.8	100
Does the evaluation strategy clearly define which kind of customers were served and how to measure the level of satisfaction?	Frequency	3	7	32	35	13	
	Precent	3.3	7.8	35.6	38.9	14.4	

Description		Scale					Total
		Monthly	Quarterly	Annually	others specify	Not at all	
Rate how regular monitoring assessment / evaluation of progress and practicing implementation strategies as planned.	Frequency	39	45		2	1	90
	Precent	43.3	50		2.2	1.1	10
Rate how frequently does top management in review the performance data?	Frequency	3	46	29	2	10	90
	Precent	3.3	51.1	32.2	2.2	11.1	10
Rate frequency of performance measurement reviews conducted in the organization?	Frequency	17	58	6	4		90
	Precent	18.9	64.4	6.8	4.4		100

From Table 8. in case of adequate resources dedication to assessment and control of strategy the survey results show that 3.3% of the respondents strongly disagree, 51.1% disagree, 33.3% agree, and 12.2% strongly agree that adequate resources are dedicated to the assessment and control of strategy in their organization. This suggests that the majority of the respondents (54.4%) do not believe that their organization dedicates enough resources to assessing and controlling strategy.

Regular monitoring assessment/evaluation of progress and practicing implementation strategies as planned the survey results show that 1.1% of the respondents do not monitor their progress at all, 2.2% monitor rarely, 50% monitor sometimes, 43.3% monitor regularly, and 3.3% monitor very regularly. This suggests that a significant proportion of respondents (53.3%) do not monitor their progress regularly, which may affect their ability to achieve their strategic objectives and goals as planned.

The systematic reporting process to collect data related to strategic management the survey results show that 5.6% of the respondents strongly disagree, 50% disagree, 41.1% agree, and 3.3% strongly agree that their organization has a systematic reporting process to collect data related to strategic management. This suggests that the majority of respondents (55.6%) do not believe that their organization has a systematic reporting process in place.

The reliability and consistency of data collection methods the survey results show that 5.6% of the respondents disagree, 6.7% strongly disagree, 44.4% moderate, 40% agree, and 3.3% strongly agree that the data collection methods used by their organization are reliable and consistent. This suggests that a significant proportion of respondents (56.7%) do not believe that their organization's data collection methods are reliable and consistent.

The survey results indicate that many organizations are not adequately resourced to assess and control their strategies, which may hinder their ability to measure their progresses. Furthermore, a significant proportion of respondents do not regularly monitor their progress, which may impede their ability to identify and address issues in a timely manner. Additionally, a significant number of respondents do not trust the reliability and consistency of their organization's data collection methods, which could result in inaccurate assessments and flawed decision-making.

The Frequency of top management review of performance data the survey results show that 11.1% of the respondents do not have top management review performance data at all, 2.2% review occasionally, 32.2% review monthly, 51.1% review quarterly, and 3.3% review annually. This suggests that a significant proportion of respondents (45.6%) have regular top

management reviews of performance data, which may impact their ability to assess and improve their strategic management.

The frequency of performance measurement reviews conducted in the organization the survey results show that 5.6% of the respondents do not have performance measurement reviews at all, 4.4% have them occasionally, 18.9% have them monthly, 64.4% have them quarterly, and 6.7% have them annually. This suggests that a significant proportion of respondents (64.4%) have performance measurement reviews quarterly, which may indicate a focus on short-term performance rather than long-term strategic objectives and goals.

The survey results suggest that a significant proportion of respondents do not have regular top management reviews of performance data, which may impact their ability to assess and improve their strategic management. Additionally, a significant proportion of respondents have performance measurement reviews quarterly, which may indicate a focus on short-term performance rather than long-term strategic objectives.

The summary of findings of the survey suggest that the majority of the respondents believe that their organizations do not dedicate enough resources to assessing and controlling strategies plan implementation. This implies that the organizations might be struggling to effectively manage and monitor their strategic plan and initiatives leading to in effective in achieving their goals. Furthermore, the survey results indicate that a significant proportion of the respondents do not believe their organization monitor their progress regularly which can negatively impact the ability to achieve strategic objectives, goals and understanding about the effectiveness of the implemented strategies and the potential need for adjustments.

Another finding is the lack of a systematic reporting process related to strategic management. The majority of the respondents do not believe that their organization has a systematic reporting process in place which may hinder the effective collection and utilization of data for decision-making. The absence of a systematic reporting process can lead to a lack of transparency and accountability in the strategic management process. The reliability and consistency of data collection methods also appear to be a concern, as a significant proportion of the respondents do not believe that the data collection methods used by their organization are reliable and consistent. This lack of trust in the data collection methods can lead to doubts about the validity and usefulness of the data for strategic decision-making.

Lastly, a significant proportion of the respondents have regular top management reviews of performance data, others do not have such reviews or only review performance data

occasionally. The inconsistency in the frequency of top management reviews can impact the ability to assess and improve outcomes of service delivery.

The frequency of performance measurement reviews conducted in the organization the survey results show that 5.6% of the respondents do not have performance measurement reviews at all, 4.4% have them occasionally, 18.9% have them monthly, 64.4% have them quarterly, and 6.7% have them annually. This suggests that a significant proportion of respondents (64.4%) have performance measurement reviews quarterly, which may indicate a focus on short-term performance rather than long-term strategic objectives.

The majority of the respondents rated level of involvement of participation/involvement in strategy evaluation by staff and the stakeholders as "less involved" (46.7%) or "poorly involved" (31.1%). This indicates that there might be big gap for improvement in engaging staff and stakeholders in the evaluation process. Only a small percentage (1.1%) reported being "very involved."

Regarding the communication of assessment results to staff and stakeholders, the highest percentage of respondents (62.2%) indicated that their organization communicates on a quarterly basis. This suggests that there is a regular flow of information about assessment results in bureaus. However, 13.3% reported not receiving any communication at all. When asked about the success of their bureau in implementing strategic initiatives, the largest proportion of respondents (51.1%) rated their bureau's performance as "somewhat successful." While 12.2% responses as unmeasurable others response not successful 12.2%. However, 22% reported being "successful," while a smaller percentage (2.4%) considered as "very successful." This indicates that even though there is some level of achievement in implementing strategic initiatives, there is doubt among the respondents for its achievement that show for improvement in implementing strategic initiatives.

In terms of identifying corrective action by comparing performance with objectives/standards, the majority of respondents (57.8%) reported applying a "medium" level of corrective measures. This suggests that organizations are taking steps to address deviations from strategic objectives but not as needed corrective measure is given. However, there is also a notable proportion (23.3%) indicating a "low" level of corrective action.

The findings from the respondents indicate that, when it comes to response time after acknowledging unsuccessful strategic initiatives or identifying reasons for deviation, the majority of respondents (43.3%) reported a "moderate" level of response. This suggests that there

is there are much gaps in terms of addressing issues and taking corrective measures promptly. A small percentage (3.3%) reported no corrective measures taken, while 25.6% reported a delayed response. On the other hand, 26.7% of the respondents reported an active response, indicating that some level of action was taken in response to unsuccessful initiatives or deviations. However, only a very small percentage (1.1%) reported a "very active" response, suggesting that there is high demand for more proactive measures in addressing and rectifying strategic issues.

When evaluating the impact of changes subsequent to initial strategy formulation, the majority of respondents (61.1%) rated their bureau's effectiveness at a "medium" level. This suggests that organizations are moderately successful in assessing the impact of changes resulting from strategic initiatives while 23.3 % response as low evaluating the impact of changes subsequent to initial goal others again 7.8 % lowest to these activities.

When it comes to adjusting or developing new strategies following the evaluation of initial strategies, the majority of respondents (46.7%) reported a "medium" level of attention. This indicates that organizations are moderately focused on refining their strategies based on the evaluation results. However, a significant percentage (36.7%) reported low attention, indicating that there is a potential challenge in terms of prioritizing strategy adjustments. Additionally, a small percentage (4.4%) reported no attention given to adjusting or developing new strategies, highlighting a potential gap in the strategic evaluation and refinement process.

Regarding Customer Satisfaction Measurement the clarity of the evaluation strategy in defining the type of customers served and how to measure satisfaction, the largest proportion of respondents (38.9%) indicated that it is "unknown." This suggests that there might be a lack of clarity and consistency in defining and measuring customer satisfaction in respondent's bureaus. Respondents 14.4% not at all, Neutral 35.6% small extent 7.8% large extent 3.3%. There is limited improvement in customer satisfaction levels, with a lack of alignment between strategic goals and service delivery outcomes.

There is a need for more integration of customer feedback into decision-making processes, and sufficient resources to support service delivery improvement. To address these issues, there is a need for a comprehensive approach that focuses on aligning goals, establishing clear metrics, integrating customer feedback, allocating sufficient resources, and monitoring performance.

Data from open ended question regarding prioritization of resource allocation recognition of corrective actions service delivery improvement findings highlight the gap failures or areas for improvements are often overlooked or ignored, lessons learned from evaluation are not

documented or shared, limited accountability or responsibility assigned for addressing failures. The institution does not allocate sufficient resources or support for implementing corrective actions, and fails to recognize the need for corrective actions and improvements .

In summery the findings from the respondent interview indicate lack performance measurement and targets, stakeholder engagement, limited resources and insufficient guidelines, reliable, consistent, and systematic reporting process for data collection, in the organization's monitoring and evaluation processes.

4.5.8. The Extent of Strategic Management Practices

strategic management practice in the public sector can improve service delivery by enhancing the efficiency and effectiveness of public organizations delivery system. The contingency theory emphasizes that strategic management serve as tools to support organizations in making strategic and guided managerial decisions throughout the strategy development, implementation, and evaluation process (Omalaja, 2011; Wright & Snell, 2005). Proponents of this theory argue that strategic management techniques can only be successful if they align with the understanding of public organization and the community regarding service delivery. The principle of strategic fit underscores the importance of ensuring that strategic management aligns with service delivery factors such as the community, external environments, and organizational processes. Strategic management activities must consider the specific requirements of both the public institution's service delivery system and its stakeholders (Uwanyiligira, 2021). To assess the extent of strategic management practice in improving service delivery in the Job Creation and Vocational Bureau, this study was collected data through a survey that answer the following five questions.

Table .9. effect of service delivery due to strategic management practices

Questionnaires	Scale	very large extent	large extent	moderate extent	small extent	Not at all	Total
Increase number of vocational trainings	Frequency			44	41	5	90
	Precent			48.9	45.6	5.6	100
Increase number of jobs created	Frequency	1	7	27	52	3	90
	Precent	1.1	7.8	30	57.8	3.3	100
Bring innovation in service delivery system	Frequency	2	8	24		3	90
	Precent	2.2	8.9	26.7	53	3.3	100
Increase customer satisfaction	Frequency	-	9	30	1	90	100

Questionnaires	Scale	very large extent	large extent	moderate extent	small extent	Not at all	Total
	Precent	-	10	33.3	1.1	90	100
Increased tangible results of the service delivery process, such as completed tasks, products or any output	Frequency	-	9	14	64	3	90
	Precent	-	10	15.6	71.4	3.3	100
Reduced waste of resources	Frequency	1	11	20	55	3	90
	Precent	1.1	12.2	22.2	61.1	3.3	90
Do you think balanced resources allocation in your organization (financial, human, and technological) to different programs	Frequency	-	9	16	54	11	100
	Precent	-	10	17.8	60	12.2	

Source: researcher survey 2024

Based on the data provided on **Table 9**, the following are the findings and discussions the data shows that 45.6% of the respondents reported a small extent of increase in the number of vocational trainings, while 48.9% reported a moderate extent and 5.6% reported a large extent. This suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a negative effect on the availability of vocational trainings. The data shows that 30% of the respondents reported a moderate extent of increase in the number of jobs created, while 57.8% reported a small extent and 7.8% reported a large extent. This suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a have had a negative effect on job creation. In bring innovation in service delivery system the data shows that 58.9% of the respondents reported a small extent of innovation in service delivery system, while 26.7% reported moderate extent and 8.9% reported a large extent. This suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a have had a negative effect on innovation in service delivery.

The data shows that 55.6% of the respondents reported a small extent of increase in customer satisfaction, while 33.3% reported a moderate extent and 10% reported a large extent. This

suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a have had a negative effect on customer satisfaction. The data shows that 61.1% of the respondents reported a small extent of reduction in waste of resources, while 22.2% reported a moderate extent and 12.2% reported a large extent. This suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a have had a positive impact on reducing waste of resources. The data shows that 71.1% of the respondents reported a small extent of increase in tangible results of the service delivery process, while 15.6% reported a moderate extent and 10% reported a large extent. This suggests that the majority of the respondents believe that effect of service delivery due to strategic management practices a have had a negative effect on the output of the service delivery process.

This suggests that strategic management practices contributing to resource efficiency, they are not effectively driving innovation, customer satisfaction, or tangible outcomes in service delivery. Organizations should investigate the reasons behind this disconnect. It may be that the strategic management practices themselves are not aligned with service delivery innovation, or that implementation is lacking. Further analysis is needed to identify the specific barriers to innovation and customer satisfaction, and to develop strategies for overcoming them. The data shows that 60% of the respondents reported that their organization has to some extent 17.8 sufficient resources (financial, human, and technological) to different programs, while 12.2% reported that their organization has not sufficient resources at all. This suggests that the majority of the respondents believe that their organization has less resources to implement its programs and services.

Overall, the findings show that the organization lacks strategic management practices are important factors in hinder improving the efficiency of service delivery, and that organizations that prioritize these aspects are more likely to achieve their goals and satisfy their customers.

Table 10. Strategic Planning and Service Efficiency

The content of strategic plan	Scale	Frequency	Frequency	Valid Percent	Cumulative Percent
Do you think there are strategies that are implemented through particular functional divisions or other organizational units in this bureau are included in the plan	Small	54	55	60	60
	Moderate	35	36	38.9	98.9
	very large extent	1	2	1.1	100
	Total	90	91	100	
Do you think there are Cross-functional strategic initiatives that are implemented across all units or through special projects outside the normal structure? are included in the plan	Not at all	5	6	5.6	5.6
	Small	58	59	64.4	70
	Moderate	22	23	24.4	94.4
	large extent	4	5	4.4	98.9
	very large extent	1	2	1.1	100
	Total	90	91	100	
was strategic planning aligning with service efficiency goals? are included in the plan	Small	61	62	68.5	68.5
	Moderate	21	22	23.6	92.1
	large extent	5	6	5.6	97.8
	Very large extent	2	3	2.2	100
	Total	89	90	100	
Missing	System	1	2		
Total		90	91		
Are there specific performance indicators related to service efficiency in your organization on service delivery	Yes	14	15	15.6	15.6
	No	76	77	84.4	100
	Total	90	91	100	
How do you evaluate the effectiveness of resource allocation decisions in achieving service efficiency goals	not sufficient at all	9	10	10	10
	to some extent	56	57	62.2	72.2
	Sufficient	22	23	24.4	96.7
	more sufficient	1	2	1.1	97.8
	most sufficient	2	3	2.2	100
	Total	90	91	100	
adopt good accountability and	Worst	1	2	1.1	1.1

responsibility have leadership influences on service delivery	Bad	44	45	48.9	50
	Good	31	32	34.4	84.4
	very good	10	11	11.1	95.6
	Excellent	4	5	4.4	100
Employee engagement have leadership influences on service delivery	Total	90	91	100	
	Bad	60	61	66.7	66.7
	Good	22	23	24.4	91.1
	very good	7	8	7.8	98.9
Driving better outcomes/ service for citizens and customers on service delivery	Total	90	91	100	
	Bad	49	50	54.4	54.4
	Good	32	33	35.6	90
	very good	9	10	10	100
	Total	90	91	100	

Source: researcher survey 2024

From **Table 10**. The findings from the data indicate that the majority of respondents (64.4%) believe that strategies implemented through specific functional divisions or organizational units within the bureau are included in the strategic plan to a small extent. This suggests that there is limited integration between the strategies implemented at these levels and the overall strategic plan of the bureau. The data indicate that there is a general perception among the majority of participants that cross-functional strategic initiatives are included to a small extent in the plan. Specifically, 68.5% of respondents hold this viewpoint. Additionally, 23.6% of participants feel that these initiatives are included to a moderate extent. On the other hand, a smaller proportion of respondents (4.4%) believe that cross-functional strategic initiatives are included to a large extent, and just 1.1% of respondents think they are included to a very large extent.

In conclusion, the data suggests that there is huge gap for improvement in incorporating cross-functional strategic initiatives more comprehensively into the plan, as a significant number of participants perceive their inclusion as limited or moderate.

When it comes to the alignment of strategic planning with service efficiency goals, 68.5% of respondents believe that it is included to a small extent in the plan. Furthermore, 23.6% of respondents feel that it is aligned to a moderate extent, and 5.6% indicate that it is aligned to a large extent. Only 2.2% of respondents think that it is aligned to a very large extent. The majority of respondents (84.4%) say that there is no s alignment of strategic planning with service

efficiency goals in their organization's strategic plan that show strategic planning not align with service efficiency goals. Only 15.6% of respondents indicate that there are such indicators.

The respondent data indicate that when assessing the effectiveness of resource allocation decisions in achieving service efficiency goals, a majority of respondents (62.2%) perceive it to be somewhat effective. Furthermore, a significant portion (24.4%) of respondents believe that resource allocation is sufficient in this regard. Smaller percentages of respondents indicate that it is more sufficient (1.1%) or most sufficient (2.2%). These results suggest that there is a general perception of effectiveness, there is huge gap in terms of resource allocation to better achieve service efficiency goals.

When it come to specific performance indicators related to service efficiency in the organization on service delivery, respondents (84.4%) responded no, specifically indicators related to service efficiency in the organization to measure service delivery

Regarding about adopting good accountability and responsibility half of (50%) that mean (48.9%) bad and (1.1) worst these finding show that no adjustment for any changing condition of the organization and (34.4%) response as good, this suggests that there is a moderate level of emphasis on accountability and responsibility within the leadership practices. Additionally, a significant percentage (11.1%) of respondents believe that these influences are included to a very good extent, indicating a higher level of emphasis on accountability and responsibility. A smaller percentage (4.4%) of respondents believe that leadership influences on service delivery are included to an excellent extent. These findings highlight the importance of leadership practices that prioritize accountability and responsibility in ensuring effective service delivery also indicating the potential for further enhancement in this area.

The interpretation from the data indicates that, when it comes to the influences of employee engagement in leadership roles on service delivery, the majority of respondents (66.7%) feel that it is included to a bad extent. This suggests that there are poor employee engagement leadership practices or lead their job as a leader for improving service delivery. A smaller percentage of respondents (24.4%) believe that employee engagement is included to a good extent, indicating some level of recognition and focus on this aspect. Furthermore, 7.8% of respondents feel that it is included to a very good extent, and only 1.1% of respondents indicate that it is included to an excellent extent. These findings highlight the need for greater emphasis on employee engagement in leadership roles to enhance service delivery.

Regarding driving better outcomes or service for citizens and customers on service delivery large percentage of respondents (54.4%) believe that these influences are included to a bad extent, suggesting a unsuccessful strategic management practices in achieving better outcomes. However, a notable percentage of respondents (35.6%) feel that leadership influences are included to a good extent, indicating some level of effectiveness in driving better outcomes. Furthermore, 10% of respondents indicate that leadership influences are included to a very good extent, highlighting a higher level of success in achieving improved service for citizens and customers. These findings suggest that more than half of the respondent believe that their organization is not successful on service delivery to achieve better outcome while the rest of them believe that there is good outcome. This finding shows that since the majority of respondent deny achievement of service delivery to get excepted outcome strategic management less practiced.

Summery findings suggest that there is a need for improvement in the inclusion of strategies cross-functional initiatives, and alignment with service efficiency goals in the strategic plan. Additionally, efforts should be made to enhance employee engagement and drive better outcomes/service for citizens and customers through leadership influences.

According to respondent from open ended question there are gaps in aligning strategic planning with service efficiency goal, specific performance metrics and resource allocation need examination and potential adjustments. Because. specific performance metrics or indicators related to service efficiency are absent, inconsistent data collection and analysis monitoring and evaluation mechanisms are inadequate and communication and understanding of the impact of strategic planning on service efficiency are insufficient.

According to respondent from focus group desiccation Strategy is implemented based on objectives and expected performance, lack of providing mindset training and skill training before starting work and categorizing job seeker by their need and level of their education before training job seeker desire more individualized attention and guidance to match their skills and interests with suitable job opportunities or training programs. Stakeholders feel that the bureaus fall short in providing comprehensive career counseling and guidance to help individuals make informed decisions about their career paths and skill development. Stakeholders believe that stronger partnerships with employers and industry professionals could enhance job matching efforts and improve the relevance of vocational training programs and the need for better-equipped training facilities and resources to ensure the quality and effectiveness of vocational training programs.

Stakeholders residing in remote or underserved areas express difficulties in accessing the bureaus' services, indicating a need for improved outreach and service delivery in these regions and believe that the bureaus should have more targeted initiatives and support systems in place to address the unique challenges faced by marginalized or disadvantaged individuals in accessing employment or vocational training opportunities.

The findings from the respondent data indicate that stakeholders perceive the level of service quality provided by job creation and vocational bureaus as good overall. However, there are several areas that need improvement. Respondents feel that the bureaus are not effectively fulfilling their role in facilitating employment opportunities or providing comprehensive vocational training. They believe there is a lack of differentiation in the services provided and a need for more individualized attention and guidance for job seekers. Stakeholders also highlight the importance of comprehensive career counseling and follow-up to assess the outcomes and impact of the services received. Overall, stakeholders emphasize the importance of strategic alignment, accessible feedback mechanisms, and user-friendly platforms for support and follow-up

In terms of service delivery, there is a need for a measurement strategy and corrective measures based on outcomes to improve effectiveness. This includes specific performance indicators, and aligning budgetary decisions with strategic priorities.

Table 11. The Challenges of Strategic Management Practices

Questionnaires	Scale	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Total
Lack of proper knowledge and skills during Environmental Scanning	Frequency	3	9	19	21	38	90
	Percent	3.3	10	21.1	23.3	42.2	100
Absence of well combined data	Frequency	3	10	12	27	38	90
	Percent	3.3	11.1	13.3	30	42.2	100
Do you agree that unawareness or misunderstanding of the strategy by staff of your organization	Frequency	6	8	12	27	37	90
	Percent	6.7	8.9	13.3	30	41.1	100

Questionnaires	Scale	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Total
Do you agree that lack of acceptance by and support from the top management	Frequency	4	7	21	23	35	90
	Percent	4.4	7.8	23.3	25.6	38.9	100
Inappropriate organizational structure	Frequency	5	6	30	19	30	90
	Percent	5.6	6.7	33.3	21.1	33.3	100
Poor communication strategy	Frequency	2	9	19	22	38	90
	Percent	2.2	10	21.1	24.4	42.2	100
Lack of proper knowledge and skills	Frequency	2	5	27	25	31	90
	Percent	2.2	5,6	30	27.8	34.4	100
Political turbulences	Frequency	4	5	33	20	28	90
	Percent	4.4	5.6	36.7	22.2	31.1	100
Key personnel leaving the organization	Frequency	4	4.4	39	14	15.6	90
	Percent	20	22.2	43.3	15.6	14.4	100
you believe that overall goals well understood by employees	Frequency	5	11	41	24	9	90
	Percent	5.6	12.2	45.6	26.7	10	100
Absence of effective monitoring	Frequency	5	14	35	27	9	90
	Percent	5.6	15.6	38.9	30	10	100
Lack of proper knowledge and skills	Frequency	3	15	31	27	14	90
	Percent	3.3	16.7	34.4	30	15.6	100
Lack of timely feedback	Frequency	4	10	24	30	22	90
	Percent	4.4	11.1	26.7	33.3	24.4	100
False report on progress	Frequency	3	8	17	33	29	90
	Percent	3.3	8.9	18.9	36.7	32.2	100

Source: researchers survey 2016

From the Table 11. Based on the provided data, the challenges of strategic management practice in job creation and vocational bureau can be summarized as follows

The majority of respondents (42.2%) strongly agreed that there is a lack of proper knowledge and skills during environmental scanning while 23.3% of respondent say agree, others 21.1% of

them say moderate. This suggests that organizations may face difficulties in gathering and analyzing relevant information to inform their strategic decision-making processes.

A significant percentage of respondents (42.2%) strongly agreed that there is an absence of well-combined data while 30% of respondent say agree, others 13.3% of them say moderate and others 11.1% disagree and 3.3 strongly disagree. This indicates that organizations may struggle with collecting and integrating data from various sources, hindering their ability to make informed strategic decisions.

These findings imply that organizations need to focus on improving their knowledge and skills in environmental scanning and data integration. there is a lack of a clear strategy in place to improve customer satisfaction. Additionally, there is a need for better-equipped training facilities, improved outreach in remote or underserved areas, and targeted initiatives to address the challenges faced by marginalized individuals.

A considerable portion of respondents (41.1%) strongly agreed and 30% agree this mean totally 71% respondents believe that there is unawareness or misunderstanding of the strategy by staff. This highlights the importance of effective communication and alignment within the organization to ensure that employees are fully aware of and understand the strategic goals.

A significant percentage of respondents (38.9%) strongly agreed while 25.6 % and 23.3% respondent rate as moderate, more than 64.3 % believe that there is a lack of acceptance by and support from top management. This implies that without the commitment and support of senior leaders, the successful implementation of strategic initiatives may be challenging.

Respondents' response about inappropriate organizational structure (33.3%) strongly agreed while 21.1% response is agreed that an inappropriate organizational structure is a challenge as well as more than 30% rate as moderate. This suggests that organizations may need to review and redesign their structure to ensure it is aligned with their strategic objectives and facilitates efficient communication and decision-making processes.

The majority of respondents about Poor communication strategy (21.2%) strongly agreed and others also 24.4% of respondents agree that there is a poor communication strategy while (42.1%) respond as moderate communication strategy. This highlights the need for organizations to improve their communication practices to ensure effective dissemination of strategic information throughout the organization.

The highest percentage of respondents (34.4%) agree while 27.8% strongly agree rated the lack of proper knowledge and skills during strategic implementation and others 30% as a moderate

challenge about lack proper knowledge and skills during strategic implementation. However, 5.6% disagree and 2.2% strongly agree lack proper knowledge and skills during strategic implementation. This suggests that organizations may need to invest in training and development initiatives to enhance the capabilities of their staff in strategic management.

A significant percentage of respondents (31.1%) strongly agreed and 22.2% respond as agree that political turbulences pose a challenge to strategic management practice others 36.7% rate as moderate about Political turbulences challenge to strategic management practices. All of the above reports indicates that external factors such as political instability can impact the implementation of strategic initiatives

Regarding key personnel leaving the organization a considerable portion of respondents (43.3%) rated the departure of key personnel as a moderate challenge while 15.6% of respondent agree and 14.4% of respondent strongly agree. However, 22.2% of respondent disagrees and 4.4% of respondent strongly disagree regarding key personnel leaving the organization. This suggests that organizations need to develop strategies to mitigate the negative impact of key employees leaving and ensure knowledge transfer and succession planning.

Respondents rated the trust of employees understanding well overall goals (45.6%) as a moderate while 5.6% strongly disagree and 12.2 disagree. However, 26.7 agree and 10% strongly agree that overall goals understood by employees. This emphasizes the importance of clearly communicating and aligning organizational goals with individual employee objectives to foster a sense of purpose and motivation.

According to respondents from interview challenges exist political interference has impacted the effective implementation of strategic initiatives, leading to changes in project direction, lack of resource allocation, and prioritization based on political agendas, organization's structure, work culture, and, coordination, and execution of strategies, low interest of stakeholder for engagement and buy-in, lack of understanding of strategic goals and objectives, resource constraints, and a lack of a clear implementation roadmap further contribute to the challenges faced. Challenges in integrating customer satisfaction assessment into organizational practices.

Regarding absence of effective monitoring respondents (38.9%) rate as moderate while 30% agree and 10% strongly agreed that there is an absence of effective monitoring. In addition, 15.6% of respondent say disagree and 5.6% of respondent strongly disagree about absence of effective monitoring. This indicates the need for organizations to establish strong monitoring and

evaluation mechanisms to track the progress and outcomes of their strategic plan, goal and objectives

Regarding on false report on progress respondents (32.2%) strongly agreed and 36.7 % agree that false reports on progress pose a challenge. In addition, 18.9 % reports as moderate that false reports on progress pose a challenge only few respondents 8.9% say disagree about false reports on progress pose a challenge. This suggests that organizations need to ensure the accuracy and transparency of reporting mechanisms to avoid misleading information and make informed decisions.

In summary, the data indicates that organizations face various challenges in strategic management practice related to knowledge and skills, data integration, communication, organizational structure, political turbulence and unawareness or misunderstanding of the strategy by staff of organization.

CHAPTER FIVE

5.1. Summary of Findings, Conclusion and Recommendation

This chapter aimed to summarize the main findings, conclusion and recommendations of the study based on the research questions. The purpose of this study was to assess the strategic management practices: The case of job creation and vocational bureau in Oromia regional state since 2014.

5.1 .1. Summary of Findings

This study sought to answer five basic research question research questions: (1) To examine practices strategy formulation process of Job Creation and Vocational Bureau of Oromia regional state.2) To assess practices strategy implementation in Job Creation and Vocational Bureau of service delivery.3) To examine strategy employed in monitoring and evaluation schemes of Job Creation and Vocational Bureau.4) To what extent Strategic Management Practices improve service delivery in Job creation and vocational bureau.5) To assess the challenges of strategy implementation in Job Creation and Vocational Bureau of service deliver.

This study was descriptive study; the population was one hundred and sixteen staff of Oromia job creation and vocational bureau. Data were collected through questionnaire, focus group discussion, interview and other secondary document reviewed. The sampling strategy utilizes a combination of purposive and random(probability) sampling techniques. The study was targeted 116 staff JCVB from these 90 determined as sample for survey was drawn by using purposive sampling method and 5 MSE leader and 5 OSS center coordinator from five sub-city (one coordinator and one MSE leader) shagar city as sample for focus group discussion was drawn by using random(probability) sampling techniques *and* 2 vice leaders and 3from directors the sample for interview was drawn by using purposive sampling method with a response rate of 100%.Primary data collected in the study using questionnaire, interview and focus group discussion administered to purposively and randomly selected employees and beneficiary data was analyzed using descriptive and thematic analysis with percentage and frequency.

One of the internal consistency methods of assessing reliability, Cronbach alpha coefficient, was applied to check if it is proper to rely on the outcome of the questionnaires. This coefficient measures the extent to which an instrument yields consistent result. It measures how well items in a set are related to one another. The reliability test conducted to check the dependability and consistency of the instrument showed, Cronbach Alpha of 0.897.

Based on the responses from the respondent under research sample above the analysis of important findings are listed below.

- ✓ In plan formulation of the organization regarding understanding external and internal environment of the organization, the findings shows that there is the need of improvement environmental analysis as majority of respondents (64.5%) rated their organization as they have lower understanding while others believe that they have no understanding there is great gap understanding of bureaus about both external and internal issues during strategic plan formulation. More than half (51.2%) the respondent believe that their organization has poor and not capable to conduct SWOT analysis is gap for improvement in terms of the competencies of the bureaus to conduct SWOT analyses and from the respondents 59.9% believe that the less priority for SWOT analysis process while other said no priority may this indicate need the necessary attention and emphasis for SWOT analysis during planning within an organization not only about priority for SWOT analysis process the majority of respondent(65.5%) believe that as SWOT analysis less and not important during the planning process. These findings indicate that the, there may be a lack of awareness or appreciation for the impact of SWOT analysis on the effective and efficient plan formulation.
- ✓ The majority of respondents (96.7%) reported that strategic decisions are made at the top level of their bureaus. This suggests a centralized approach to strategic management, where important decisions are concentrated at higher levels of the organization without participating employee and stack holder in strategic decisions during strategic planning formulation which points out a top-down flow of authority. Moreover, almost all the respondents confirmed the existence of the long-term plan, goals and objectives, highlighting a proactive and future-oriented mindset
- ✓ There is a diverse range of perceptions among the respondents regarding the bureau's strategy generation. A small percentage, 15.6%, rated the practice as "never at all," indicating a perceived lack of success in generating strategies. A significant percentage, 38.9%, selected "I don't know," suggesting a lack of clarity or understanding regarding the bureau's strategy generation. Additionally, 42.2% of respondents rated the practice as "sometimes," indicating an inconsistent or occasional approach to strategy generation. This finding indicates the bureau unsuccess in strategy generation

Generally, the research ascertained external and internal environmental analysis of the organization to improve service delivery during the development of current strategic plan. Data and information gathered during this is utilized in strategic management formulation show that the organization has strategic direction with clear vision, mission, core values and the of long-term plan, goals and objectives.

The job creation and vocational bureau managed to develop their strategy after conducting the environmental assessment or scanning. It was found out that the environmental scanning conducted was based on the general knowledge they have acquired from their experience in the organization instead of a full data-based assessment.

This study finding reveals that a strong culture of strategic planning. However, there is a disconnect between the strategic goals and the respondent's perceived inappropriateness of the bureau's strategy with the majority rating it as less appropriate. This suggests that organizations may need to revisit their strategy to better align with their mission, vision, values, and goals. The respondents feel that the formulated strategies do not have a good success rate of dealing with relevant issues of the organization. In addition, Insufficient emphasis is placed on generating, selecting, and developing strategies, and there is lack of integration of policy alignment, communication and dissemination of strategic management components across the organization are inadequate and there are challenges in effectively incorporating the bureau's mandate , there is a lack of clarity and consensus on the roles and responsibilities of different components, internal and external factors and trends are inconsistently or incompletely considered in the formulation process.

In Implementation of strategy inadequate allocation of resources with inappropriate structure and lack of policy alignment with current issues and activities. The respondents accept as true that recourse and understanding and capabilities of their organization for strategy implementation is not sufficient. The implication of this finding the show that the job creation and vocational bureau unsuccessful in strategic implementation practices merely on process. The resource-based view asserts that an organization success stems from its internal resources rather than its external positioning. The success of an organization is determined by the distinct resources and capabilities it possesses (Barney, 1995).

In strategic Controlling and Evaluation, From Table 8. in case of adequate resources dedication to assessment and control of strategy the survey results show that 3.3% of the respondents strongly disagree, 51.1% disagree, 33.3% agree, and 12.2% strongly agree that adequate

resources are dedicated to the assessment and control of strategy in their organization. This suggests that the majority of the respondents (54.4%) do not believe that their organization dedicates enough resources to assessing and controlling strategy

- ✓ When it comes to adjusting or developing new strategies following the evaluation of initial strategies, the majority of respondents (46.7%) reported a "medium" level of attention. This indicates that organizations are moderately focused on refining their strategies based on the evaluation results. (40.7%) reported less attention and no attention given to adjusting or developing new strategies. This finding indicates the organization unsuccessful in adjusting or developing new strategies that majority (77,4%) of respondents feel that doubt attention and rate as low and other said no attention in the strategic adjusting or developing new strategies.
- ✓ Regarding Customer Satisfaction Measurement the clarity of the evaluation strategy in defining the type of customers served and how to measure satisfaction, the largest proportion of respondents (38.9%) indicated that it is "unknown." This suggests that there might be a lack of clarity and consistency in defining and measuring customer satisfaction in respondent's bureaus. Respondents 14.4% not at all, 35.6% small extent 7.8% large extent 3.3% this indicates the bureau fail to develop Customer Satisfaction Measurement and guide line of customers served

In strategic controlling and evaluation, inadequate resources dedication and budget, less involvement /participation in strategy evaluation by staff and the stakeholders, low attention and no attention given to adjusting or developing new strategies and fail to develop measurement Customer Satisfaction. Measurement and guide line of customers served in assessment and control of strategy find that the majority of the respondents do not believe that the success of their organization to assessing and controlling strategy implementation

- ✓ The interpretation from the data indicates that, when it comes to of employee engagement in leadership roles on service delivery, the majority of respondents (66.7%) feel that it is included to a bad extent. This suggests that there are poor employee engagement leadership practices or lead their job as a leader for improving service delivery. A smaller percentage of respondents (24.4%) believe that employee engagement is included to a good extent, indicating some level of recognition and focus on this aspect. Furthermore, 7.8% of respondents feel that it is included to a very good extent, and only 1.1% of respondents indicate that it is included to an excellent extent. These findings highlight the

need for greater emphasis on employee engagement in leadership roles to enhance service delivery

- ✓ When it comes to the alignment of strategic planning with service efficiency goals, 68.5% of respondents believe that it is included to a small extent in the plan. Furthermore, 23.6% of respondents feel that it is aligned to a moderate extent, and 5.6% indicate that it is aligned to a large extent. Only 2.2% of respondents think that it is aligned to a very large extent. The majority of respondents say that there is no alignment of strategic planning with service efficiency goals in their organization's strategic plan that show strategic planning not align with service efficiency goals. Only 15.6% of respondents indicate that there are such indicators
- ✓ When it comes to specific performance indicators related to service efficiency in the organization on service delivery, respondents (84.4%) responded no specific indicators related to service efficiency in the organization to measure service delivery
- ✓ Regarding driving better outcomes or service for citizens and customers on service delivery large percentage of respondents (54.4%) believe that strategic management practices in achieving better outcomes as a bad extent, suggesting a unsuccessful strategic management practices in achieving better outcomes. However, a notable percentage of respondents (35.6%) feel that leadership influences are included to a good extent, indicating some level of effectiveness in driving better outcomes. Furthermore, 10% of respondents indicate that leadership influences are included to a very good extent, highlighting a higher level of success in achieving improved service for citizens and customers.

These findings suggest that more than half of the respondent believe that their organization is not successful on service delivery to achieve better outcome while the rest of them believe that there is good outcome. This finding shows that the majority of respondent Denay achievement of service delivery to bring excepted outcome and they accept that their organization strategic management practices initial stage.

Findings of Challenges in Strategic Management Practices

- ❖ There is a lack of alignment of recourse, budgetary decisions and strategic plan goals, objectives and policy for strategic implementation and the current organizational structure, work culture is not appropriate for supporting the implementation of the strategic plan and mandate intermix between stake holder and the organization.

- ❖ Lack of clarity and understanding of roles and responsibilities, insufficient collaboration and coordination, and limited engagement and input from key stakeholders.
- ❖ The allocated budget is not based on estimated costs or strategic planning, but rather on the leaders' needs. This shows that there is political interference for implementation of strategic plan, goal and objectives, leading to changes in project direction, resource allocation, and prioritization based on political agendas

5.1.2 Conclusions

This research has assessed the strategic management practices and the challenges encountered to practice them in Job Creation and Vocational bureau of Oromia Regional State. The research follows the fundamental view of resource-based theory and best fit strategic theory. The resource-based view theory asserts that an organization's success stems from its internal resources rather than its external positioning. The success of an organization is determined by the distinct resources and capabilities it possesses (Barney, 1995). According to the organizational resource-based view, a company's unique resources and capabilities can provide a competitive edge and lead to better performance and best fit strategic theory. The main theories of strategic management serve as tools to support organizations in making strategic and guided managerial decisions throughout the strategy development, implementation, and evaluation process (Omalaja, 2011; Wright & Snell, 2005). Proponents of this theory argue that strategic management techniques can only be successful if they align with the understanding of public organization and the community regarding service delivery. Strategic management activities must consider the specific requirements of both the public institution's service delivery system and its stakeholders (Uwanyiligira, 2021). The four components of strategic management process; strategy formulation, strategy implementation, strategy evaluation and control.

The practices had impact on the execution overall plan, goal and objectives success to meet current need and activities or mandate of the organization through. The study investigates that challenges and gap which hinders the practices of strategic management to improve service delivery of the organization. The main gaps from summary of findings that bureau articulate their corporate statements which are Vision statement, Mission statement, value, goal, Objectives, and strategic documents which exist more than 6 years, the respondents do also believe on the importance of these corporate statements which proves the existence of

strategic management planning formulation in job creation and vocational bureau of Oromia regional. Even though the respondent believes that practices on doing SWOT analysis with highest focus on strategic plan formulation, the respondent indicate that the organization has many gaps during planning formulation: lack competencies and attention for internal and external environmental analysis which lack alignment of operational plans with the overall strategy, lack of budget and specific performance indicators ,less attention for employee development, low involvement of employee and stakeholder in plan formulation, lack of focus on long-term trends, low emphasis in contextually understand about the element of strategic plan by employees, lack of guide line for strategic initiatives cost estimation during strategic plan , less recognition of the importance of customer satisfaction, low emphasis on employee development, less consideration of the implications of technology and innovation , absence of specific performance indicators in the strategic plan formulation. From all above summery of funding gaps of and those strategic theory view point the study concluded the job creation and vocational bureau strategic plan formulation at initial stages.

To change strategic plan into action there should be well organized program and internal process, policy and strategy that align with current issues, appropriate organizational structure and resource. Any change on the corporate strategic plan is also very likely to require change in the way the organization is structured. The summery of finding show that lack of policy and policy manuals, lack regular strategy updates, lack of relevance of strategies to current issues of the organization, lack of alignment of organizational structure, lacks assignment of effective accountability and responsibility which leading to a lack of ownership and follow-through. Insufficient resources, lack of alignment of budgetary decisions with strategic priorities and goals, the absence collaboration with stake holder, lack commitment by management and employee to preserving and supporting strategic initiatives, strategic plan and alignment service efficiency with goals objective and strategic plan, capability and competency bureau also another area which need improvement for effective and efficient strategy implementation. According to summery of finding and those strategic theory view point the study concluded that strategic implementation practices in service delivery of Oromia Job Creation and Vocational Bureau is unsuccessful.

From the above strategic point of view and the summery of finding Strategic Control and Evaluation practices of Oromia Job Creation and Vocational Bureau is unsuccessful merely on

process. The summary of findings show that the organization under study has significant gaps: lack of dedicating enough resources, gaps in systematic reporting process, data collection methods, and underutilization of customer feedback, inconsistent monitoring and evaluation, and limited utilization of technology and innovation, lack of acknowledgement and addressing of failures or areas for improvement and formal processes or mechanisms, limited accountability and responsibility assigned for addressing failures or making improvements, and a lack of transparency in acknowledging the need for corrective actions, and lack of documenting and sharing lessons learned from failed initiatives. Goals and objectives, lacks a culture for continuous improvement and learning from failures and corrective actions are not prioritized or given sufficient attention.

The summary of findings show that there is a gap in practicing strategic management for improvement of service delivery in the organization under study. This finding indicates that inadequate alignment between strategic goals and service delivery outcomes, and lack of clear performance metrics to measure service delivery effectiveness, strategic planning is underutilized in driving enhancements outcomes, absence of specific performance indicators, customer feedback and insights are insufficiently integrated, insufficient resources allocation, low attention to assess the impact of strategic planning on service efficiency, lack of strategies cross-functional initiatives, low employee and stakeholder engagement in monitoring and evaluation to assessing

From the above strategic theory viewpoint and summary of findings strategic the research concluded practicing strategic management for improvement of service delivery Oromia Job Creation and Vocational Bureau is not matured.

The research also concludes major challenges that Oromia Job Creation and Vocational Bureau in practicing strategic implementation, alignment of policy and resource, budgetary decisions and strategic plan goals, and objectives, political interference and lack of clarity and understanding of roles and responsibilities by stockholders, timely revision bureau corporate statements, capability related to strategic initiatives formation, implementation and evaluations, responsiveness to the failing strategic initiatives, ownership of the initiatives, swift communication of results and setting of key performance indicators. Strategic management practice will help the organization to focus on the actual performance or output. Organizations also need a wide range of methods to evaluate the success or failure of the strategy. From the

research findings, it is evident that strategic management practices of job creation and vocational bureau is not matured, it is merely at the experimental level

5.1.3. Recommendation

Respondents had raised several issues that challenged them in the implementation and practice of strategic management into their service provision. The following are the researcher's views and recommendations that are required to apply to improve the job creation and vocational bureau's strategic management practice.

- ❖ Concerning to strategy formulation process the research investigate areas of improvement which the organization need to address, such as , the organization didn't review their corporate statements for more than ten years which makes the statements not agile to the current dynamics need, Conduct comprehensive environmental analysis during strategic plan formulation to have complete understanding of the external and internal enabling environment of the organization which help to adapt dynamic environment.
- ❖ The bureau needs to improve the clarity, consistency, and proactiveness practices of generating strategies to deal with issues to ensuring that all employees and stakeholders understand and participate the bureau's strategic planning process and that strategies are generated and implemented in a consistent and proactive manner. The organization should give serious attention for updating, generating, selecting, and developing strategies, and policy alignment with its strategic goal and objectives in the formulation of strategic plan with estimated cost, enhance the emphasis on customer services, improved management capacity and organizational effectiveness, employee development, system for improving operational efficiency and internal processes, specific performance indicators related to service efficiency should be considered during plan formulation. Encourage two-way communication by implementing feedback mechanisms and creating opportunities for employees and stake holder to provide input. Reinforce the strategic elements implementation consistently through regular communication and align them with the organization's culture and strategy.
- ❖ Training is needed to improve understanding important components of strategic planning and its implementation techniques such as SWOT analysis, vision, mission, values, goals, and objectives to be understood sure context and utilized by employees. There the need for improvement in aligning budgetary decisions with strategic priorities, including cost

considerations in strategic planning, securing financial resources for strategic initiatives, focus on achieving strategic goals and objectives and enhancing commitment to supporting strategic initiatives at all levels of the organization. The alignment between the bureau's strategy and its mandate should clearly defined to achieve current need of customer.

- ❖ The organization to achieve efficient and effective in its strategic plan implementation should be Review and redefine the existing role or job description, accountability and responsibilities structure by ensure that responsibilities with accountability are aligned with strategic plan and initiatives, objective's goal and alignment strategic plan to each individuals' roles, resources and empowering individuals and consider the skills, expertise, and capabilities required for each role.
- ❖ The research recommended that to improve strategic controlling and evaluation. To improve their performance organizations, align their efforts with strategic plan, goal and objectives, improving responsibility assignment, resource allocation, communication, measurement strategies and evaluation processes. Develop a comprehensive controlling system to track progress and performance. Define performance indicators and metrics to measure progress and improve communication and coordination among responsible individuals, units, and stakeholders to minimize misunderstandings and delays. Carefully reviewing and realigning the mandate, responsibilities, accountability and role and boundaries of each stakeholder, ensuring that they complement rather than overlap with federal structures.¹²
- ❖ Implement corrective measures and stablish a strong controlling system to Identify barriers or obstacles preventing tasks from being completed and develop guide line and implement corrective measures to address these barriers and monitor and evaluate the effectiveness of corrective measures regularly by provide necessary training and resources to individuals or units responsible for task execution.
- ❖ The research concluded to improve service delivery, developing clear strategies and implementing measures based on customer feedback, focuses on improving service delivery and employment opportunities and incorporating specific performance indicators related to service efficiency. Develop monitoring and evaluation mechanisms that assess service efficiency and provide regular feedback on the impact of strategic planning.

Prioritize resource allocation based on the importance and potential impact of each bureau's mandate.

Finally, the research recommended that, the organization should be adapt strategic management practices in the organization for effective and efficient service delivery.

5.4 Implications

This thesis covered only descriptive or process perspective of strategic management research orientation. However, it will also an interesting topic to conduct a structural approach by seeking the relationship between strategy and performance of job creation and vocational bureaus of Oromia regional sate. Further studies shall also be necessary to investigate the overall strategic management practice of all sectors of Oromia regional state and in other sectors in Ethiop

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Appendix A: Survey Questionnaire

Addis Ababa University

College of Business and Economics

Department of public administration and Development Management

Masters of Public Management and Policy Program

Dear respondent,

This questionnaire is prepared to collect data for investigation of master's thesis research under the title of strategic management practices in public sector organization, with particular reference to Job Creation and Vocational Bureau, Oromia Regional State. You selected because your views are extremely important on this research. Please take a few minutes to complete this questionnaire. Your opinion will be completely anonymous. All the information provided will be kept strictly confidential and will only be used for the purpose of the study. I highly appreciate your participation and quick response on the following questions and please do not hesitate to contact me via mail or phone, if you face any difficulty while responding to the below listed questions.

Student researcher: Degitu Dinsa

E- Mail address: dagedinsa12@gmail.com.

Addis Ababa University, Masters of Public Management and Policy

Cell Number 0913393246

Profile of respondents

Please use this mark for your response

2. Gender Male Female

3. Age 18-30 31-40 41-50 51-60 >61

4. Service Year at your bureau 0-5 Years 6-10 11-15 >16

5. Your current position Top Management Director Team lead High

Expert Expert

6. Education Level respondents

a) Bachelor's degree b) Master of Degree c) PhD d) others

Please use this mark for your response

1) **Strategy Formulation/planning**

1.1) **Vision Statement**

1.1.2 Has your bureau articulated a vision for the organization? Yes NO

1.1.3 Is your vision Clearly define policies that align with organizational goals and service delivery

objectives? Yes No

1.1.4. When was it last updated?

5-if in the last year 4 - if in the last 2 years

3- last (3 to 5) year 2 - last (6 to10) year ,etc

1.1.5. Is the vision statement relevant to the bureau's activities and mandate?

5- very relevant 4- relevant 3- less relevant

2-ur~~own~~ 1-not relevant at all

1.1.6. How would you rate participation in developing the vision statement by the stakeholders?

5-very involved 4 relevant 3-less relevant

2- not relevant at all 1 undefine

1.2) **Mission Statement**

1.2.1. Has your bureau developed a mission statement? Yes o

1.2.2. When was it last updated?

5- last year 4 -las~~o~~ 2 year

3- last (3 to 5) year

2 -last (6 to10)year

1.2.3.Do you feel that your current mission statement is compatible with the activities being carried on by the bureau?

5-strongly agree

4- agree

3- neutral

2- disagree

1- strongly disagree

1.2.4. How would you rate participation in developing the mission statement by the stakeholders?

5 -very involved

4 -Involved

3- involved sometimes

2-unkown

1- not involved at all

1.3) Understanding Values

1.3.1 Has your bureau defined a set of value statements? Yes No

1.3.2. When were they last updated or discussed formally?

5- if in the last year

4- if in the last 2 years

3- last (3 to 5) year

2 -last (6 to 10) year

1.3.3 How would you rate the understanding of the bureau value statements by the employee and stakeholders?

5- Very well

4- Well 3 Moderate

2- To some extent

1-Not at all

1.4) Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

1.4.1. Has your bureau conducted a SWOT analysis? Yes No

1.4.2 How would you rate the competencies of your bureau to conduct a SWOT analysis?

5 excellent capabilities

4-Very good capabilities

3-Good capabilities

2 Poor capabilities

1- No capabilities to do this

1.4.3. How would you rate the priority that your bureau places on the SWOT analysis process?

5 -Very large extent

4 -large extent

3.-Moderate ext

2- Small extent

1- Not a

1.4.4. How would you rate the importance of the SWOT analysis process to the effective operation of your bureau?

5- very important

4 important

3 to some extent

2 -less important

1-not at all

1.4.5. Rate the understanding of your bureaus about external (PESTEL) and internal issues the organization?

5 -very great level

4- Great 3 Moderate

2 -lower than pected

1 -no understanding at all

1.5. Long Term Objectives

1.5.1 Has your association established long term goal and objectives? Yes No

How are important long-term goal and objectives for the bureau's success?

5- very important

4 -important

3- to some exten

2- less important

1- not at all

1.6 Generate Strategies

1.6.1. Are there strategic decisions made at the top level of your bureau? es NO

1.6.1.Do you think it would have been helpful for the strategic formulation/planning of your organization?

Yes

No

1.6.2. What was principal motivation for developing the strategic plan?

1) legislative requirement

2) the bureaus own initiatives

3) An executive mandate from the governor's office or central executive agency

1.6.3. How often is the strategic plan reviewed and updated?

5- if in the last year 4 -if in the last 2 years

3 - last (3 to 5) year 2- last (6 to 10) year

1.6.4. Rate your bureau's success/practice of generating strategies to deal with issues.

5- for constantly 4 -Constant 3 Sometime

2- I don't know 1 -for never at all

1.6.5.How important is it to generate strategies to deal with issues for your bureau?

5 very important 4- important 3 to some extent

2 -less important 1 -not at all

1.6.6. Indicate the extent to which each the following was involved in developing the strategic plan in your bureau.

On the scale of 5= very centrally ;4= Centrally;3= Peripherally;2= unknown;1= Not at all.

Please tick appropriately

Statement	5 very centrally	Centrally	Peripherally	unknown	Not at all
Organization leader					
Planning team/executive team					
Management member					
Employees					
External stack holder					

1.6.7. Does your strategic plan define strategic goal and strategic objectives? Yes or No

If yes, to what extent do your strategic goal and objectives emphasize each the following customer services,

On the scale of 5= very strong emphasis 4 = Strong emphasis 3= Medium 2 =little emphasis
 1 no emphasis. Please tick appropriately

Statement	very emphasis	strong	Strong emphasis	Medium	little emphasis	no emphasis
Customer satisfaction						
Improved management capacity organizational effectiveness						
Employee development						
Improved operational efficiency and internal process						

1.6.8. Does your strategic organization plan present particular strategies, initiatives actions items
 or
 approaches for? Yes or No

1.6.9. Does your organization strategic require zonal or district officers or functional division or
 units
 develop annual or multiyear operational plan that directly contribute to the accomplishing
 your
 overall strategic goal and objectives? Yes or No

1.6.10. If yes, are these operating plans summited to top management for approval in order to
 assure that
 they are directly aligned with the organization's plan? Yes or No

1.7) Selecting Strategies to follow

1.6.1. Does your bureau select strategies to address issues that confront the bureau? Yes or
 No

1.6.1 If Yes, Rate the importance of selecting strategic solutions to address issues that confront your

bureau.

5=very important 1= not important at all

1.6.1. Do think your bureau strategy is appropriate to the attainment of Mission, vision, values, goals &

objectives of your organization

5= highly appropriate 4= appropriate 3 Medium

2= less appropriate 1= not appropriate at

2) Strategy implementation practice in service delivery

2.1) Policy Support

2.1.1. Does your bureau have policy manual? Yes No

2.1.2. Are bureau policies updated on a regular basis?

5-if in the last year 4 - if in the last 2 years

3- last (3 to 5) year 2- last (6 to 10) year 1 at all

2.1.3, Rate the relevance of your bureau's policies to current bureau's issue/ activities?

5- Very relevant 4- relevant 3- to some extent relevant

2- unknown 1- not relevant at all

2.1.4. Rate the understanding and support to formal policy development and implementation by the and Directors , team leaders and employees

On the scale of 5= Very well;4= well;3= Moderate;2= to some extent;1= Not at all.

Please tick appropriately

Statement	Very well	Well	Moderate	To some extent	Not at all
Directors					
Team leaders					
Employees					

2.2) Financial Capacity

How are budgetary decisions aligned with strategic priorities /organizational goal, objective and every activities?

5 very sufficient 4 -sufficient 3- Moderate 2- less than expected 1 -not at all

2.2.1 Does your strategic plan include the estimated cost of implementing strategic initiatives or achieving

strategic goal and objectives? Yes No

2.2.2. Rate the commitment to providing financial resources to support the implementation of strategic

initiatives.

5- very committed 4- committed 3 - rarely committed
2 - unknown 1- not committed at all

2.3) Motivation and Responsibility

3.3.1. Implementing particular initiatives or achieving strategic goal and objectives? Yes or
No

3.3.2. Rate the commitment to preserve and support the implementation of strategic initiatives by the On the scale of 5= highest 4 = high 3= Medium 2 =low 1= lowest.

Please tick appropriately

Statement	Highest	High	medium	Low	lowest
Management					
Director					
Employee					

2.4) Organizational Structure

2.4.1. Rate how appropriate the current structure of your association is to support the implementation of strategic initiatives. 5-very appropriate 4-appropriate 3- medium 2-to some extent 1- not appropriate at all

2.5) Human Resources

2.4.2. Rate the human resource capability to manage and implement a change process or new strategic direction by the employee and management

5- highly y capable 4- capable 3- sufficient
 2- less capable 1- never at all

2.4.3. How effective leadership skills to ensure strategic implementation?

a) Highly effective b) Effective c) Moderate d)
 ineffective

2.4.4. Rate the competencies of your staff to plan, manage and implement strategic initiatives

5-very competent 4- competent 3-medium
 2-less competent

1-never compute at all

2.4.5. Do you think every individual on each unit of work understand their role in ensuring achievement of

the strategic plan is communicated well work for that goal?

5 strongly Agree

4 -Agree

3 -moderate

2- strongly disagree

1- disagree

2.4.5. Do you believe that practicing strategic management activities in implementation system?

5 -highly I believe that

4 I believe that

1- I not believe

3 -to some extent

2- I not understand

3) Strategy control and Evaluation

3.1) Assessment

3.1.1 Are adequate resources dedicated to the assessment and control of strategy to know if the provided

services are successful?

a) strongly Agree b) agree c) disagree d) strongly disagree

3.1.2. Rate how regular monitoring assessment/ evaluation of progress and practicing implementation

strategies as planned.

5- very regular

4- regular

3 -rarely

2 -unmentioned

1- not at all

3.1.3. Do you agree that your organization have a systematic reporting process to collect data related to

strategic implementation initiatives?

5- strongly Agree 4 Agree 3- moderate
2- strongly disagree 1 - disagree

3.1.4. Are the data collected methods reliable and consistent?

5 -strongly 4- Agree 3- moderate
2- strongly disagree 1- disagree

3.2) Measure Performance

3.2.1. Does your organization strategic plan identifying specific performance measure for evaluating

success in achieving each strategic goal and objective? Yes No

3.2.2. If yes, do you establish specific target level on those measure to be achieved within certain time

frame? Yes or No

3.2.1-3. Does top management in your organization review the performance data at regular intervals in

order to track progress in achieving strategic goal and objective? Yes or No

3.2.4. If yes, rate how frequently does top management in review the performance data?

5- annually 4- quarterly 3- monthly
2-if others specify 1-not at all

3.2.4. Rate frequency of performance measurement reviews conducted in the organization?

5- annually 4 - quarterly 3 -monthly
2- if others specify 1- not at all

3.2.6. Do zone or district functional division and other organizational unit review the performance data at regular intervals in order to track progress in achieving strategic goal and objective? Yes No

3.2.7. If yes, rate how frequently do they review the data?

5- annually 4 - quarterly 3 monthly
2- if others specify 1- not at all

3.2.8. Rate the level of participation/involvement in strategy evaluation by staff and the stakeholders

5 - very involved 4 involved 3- less involved
2- poorly involved 1- not involved at

all

3.2.9. Rate your organization in communicating assessment results to the staff and stakeholder?

5- annually 4- quarterly 3 -monthly
2 -if others specify 1- not at all

3.2.10. How successful has your bureau to date in implementing strategic initiative contained in your strategic plan?

5- Very successfu 4 successful 3- somewhat successful
2 - not successful 1- unmeasurable

3.3) Identify Where Corrective Action is Necessary /strategic control/

3.3.1. Rate your bureau's success at identifying corrective action by comparing performance with

objectives/standards.

5- very high corrective measure 4 -high corrective
measure
3 -medium corrective measure 2- low corrective measure 1- no corrective
measure

3.3.2. Rate your bureau's response time, after they acknowledge that a strategic initiative is unsuccess or identifying the reason for deviation.

5- very Active 4- active 3 -moderate
2 -is delayed response 1- no response at all

3.4) Evaluation Impact of Change

3.4.1 Rate your bureau's effectiveness at evaluating the impact of changes subsequent to initial strategy

formulation.

5 -very high 4 -high 3 - medium
2- low 1- lowest

3.4.2. Rate the attention paid to adjusting or developing new strategies following to evaluation of the

Initial strategies.

5 -very high attention 4- high attention 3- medium
attention
2 -low attention 1-no attention

3.4.2. Does the evaluation strategy clearly define which kind of customers were served and how to

measure the level of satisfaction?

a) Great extent b) Small extent c) Neutral d) not at all

4. To what extent Strategic Management Practices improve service delivery in your bureau?

4.1. Rate the following effect of service delivery due to strategic management practices in your

Organization on the scale of 5 = very large extent 4 =large extent 3= moderate 2 = small

1 =Not at all

Please tick appropriately

Statement	very large extent	large extent	moderate extent	small extent	Not at all
Increase number of vocational trainings					
Increase number of jobs created					
Bring innovation in service delivery system					
Increase customer satisfaction					
Reduced waste of resources					
Increased tangible results of the service delivery process, such as completed tasks, products or any output					

4.2. To what extent do strategic planning and resource allocation affect service efficiency?

4.2.2. Resource Allocation Strategy

4.2.1. Do you think balanced resources allocation in your organization (financial, human, and technological) to different programs

- 5- most sufficient 4- more sufficient 3 -sufficient
 2- to some extent 1- not sufficient at all

4.2.2. Are there specific criteria or guidelines used to prioritize resource allocation? Yes
 No

4.3. Strategic Planning and Service Efficiency

4.3.1. Rate to what extent does your bureau strategic plan consist of the following
 on the scale of 5 = very large extent 4 =large extent 3= moderate 2 = small

1 =Not at all. **Please tick :**

Statement	very extent	large extent	large extent	Moderate	small	Not at all
Do you think there are strategies that are implemented through particular functional divisions or other organizational units in this bureau						
Do you think there are Cross-functional strategic initiatives that are implemented across all units or through special projects outside the normal structure?						
Does strategic planning align with service efficiency goals?						

4.3.5. Are there specific performance indicators related to service efficiency in your organization strategic

plan? Yes or No

4.3.6. How do you evaluate the effectiveness of resource allocation decisions in achieving service

efficiency goals?

5- most sufficient 4- more sufficient 3- sufficient

2 - to some extent 1- not sufficient at

all

4.3.7. Rate the leadership influences in enhancing service delivery within your organization

On the scale of 5= excellent 4 =very good 3= good 2= bad 1= worst

Please tick appropriately

Statement	Excellent	Very good	Good	Bad	Worst
adopt good accountability and responsibility					
Employee engagement					
Driving better outcomes/ service for citizens and customers					

Rate the Challenges of strategic management practices in your bureau

On the scale of 5 =Strongly agree 4 =agree 3 =Moderate 2= Disagree 1= strongly disagree

Please tick appropriately

Statement	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
Environmental Scanning					
Lack of proper knowledge and skills during Environmental Scanning					
Absence of well combined data					
Strategy Formulation					
Lack of proper knowledge and skills					
Strategy Implementation					
Do you agree that unawareness or misunderstanding of the strategy by staff of your organization					

Do you agree that lack of acceptance by and support from the top management					
Inappropriate organizational structure					
Poor communication strategy					
Lack of proper knowledge and skills					
Political turbulences					
Key personnel leaving the organization					
Do you believe that overall goals well understood by employees					
Strategy Monitoring and Evaluation					
Absence of effective monitoring					
Lack of proper knowledge and skills					
Lack of timely feedback					
False report on progress					

Open -ended question

How does leaders in your bureau communicate the organization’s strategic vision, mission, values, goal and objectives?-----

Do you have any particular comments regarding the effectiveness of assigning responsibility to specific individual or organizational unit for implementing particular strategic initiative or strategic objectives?-----

Indicate how you measure the effectiveness of strategy implementation practices in service delivery of your institution? -----

Do you have any comments regarding the effectiveness of using performance measurement to manage your strategic plan-----

Do you have any idea regarding your approach to or effectiveness of linkage between your strategic plan and your organizational budget process-----

Do you assume that your clients are happy with the services offer? -----

If yes, at what point does the customer feel pleased with the delivery of services you offer? -----

What is strategy do you use to know if the customers are satisfied with the speed and quality of service offered by your institution? -----

How long would it take to successfully reduce or overcome unemployment problem? -----

How does the institution recognize corrective actions when strategic initiatives fail or could be improved? -----

Can you explain the extent Strategic Management Practices improve service delivery in your organization in terms of the following indicator

Increase number of vocational trainings -----

Increase number of jobs created -----

-----Bring innovation in service delivery system-----

Increase customer satisfaction -----

Reduced waste of resources -----

To what extent do strategic planning and resource allocation affect service efficiency?

Do you think balanced resources allocation your organization (financial, human, and technological) to different programs explain how it balanced or why not balanced-----

Are there specific criteria or guidelines used to prioritize resource allocation? Yes NO if yes list the prioritized program-----

Explain to what extent does your bureau strategic plan implemented through particular functional divisions or other organizational units, cross-functional strategic initiatives that are implemented across all units or through special projects outside the normal structure-----

Do you describe how check whether strategic planning aligns with service efficiency goals ,specific performance metrics or indicators related to service efficiency included in you organization strategic plan-----

Indicate opportunities exist to enhance service efficiency through better alignment of strategic planning and resource allocation? -----

What factors determine how resources are allocated under your organization strategy? List determinant-----

How you explain the role of leadership influences in adopting good culture of excellence, employee engagement driving better outcomes/ service for citizens and customers your organization? Describe their role in each point-----

Appendix B: Interview Guide leader, Vice Leader and directors of job creation and Vocational Bureau

- First, I would like to ask you some questions about your background and your firm.
 - Your name and title?
 - How long have you been with the company?
 - What is your level of education and field of practice?
 - What is your experience as a manager or technical director

How does strategic management formulation/planning, implementation, control and evaluation take place in your organization and major challenges during process? Please elaborate on the following aspects:

1. Strategic Management Formulation

- 1.1. How do you explain the process of strategic management formulation in your organization?
- 1.2. Who are the key participants or stakeholders involved in the strategic management formulation process and their roles and responsibilities in your organization?
- 1.3. By what mechanisms do you ensure that all staff members understand the mission, vision, values, goals, and objectives of the organization strategic plan? If so, how have you accomplished this?

2. Strategic implementation

- 2.1. How strategic management implementation is carried out in your organization? How do you ensure that the formulated strategies are effectively put into action and achieve the desired outcomes?
- 2.2. Does your bureau have a policy manual relevant to the current issues and activities of the bureau? How does this manual support and guide the formal development and implementation of policies by the directors, team leaders, and employees?
- 2.3. How do explain the capacity/ resources allocation of your bureau to implement strategic plan (i.e. interns of human resources, financial resources, technology, organization structure)?
- 2.4. Can you explain the extent to which your organization allocates balanced resources (financial, human, and technological) to different programs? How does your organization achieve this balance?

3. Strategy control and Evaluation

3.1 Are adequate resources dedicated to ensuring regular monitoring and evaluation of service delivery progress in your organization? How do you ensure that monitoring and evaluation activities are consistently carried out?

3.2. Do you have a reliable, consistent, and systematic reporting process in place to collect data for monitoring and evaluation purposes? How do you ensure that the data collected is accurate and relevant?

2.3 Does your organization's strategic plan identify specific performance measures for evaluating the success of each strategic goal and objective? Are there established targets for these measures to be achieved within a certain timeframe?

2.4. How does your organization's structure, at different levels, review performance data at regular intervals to track progress in achieving strategic goals and objectives? What mechanisms or processes are in place to ensure that performance data is effectively reviewing is utilized?

2.6. Who is involved in monitoring and evaluating the strategic implementation within your organization? What roles do they play in the process?

2.7. Is there a system for corrective action when performance is compared to objectives or standards? How quickly does your organization respond to deviations or gaps identified during the evaluation process?

2.8. Does the evaluation strategy clearly define the target customers served by your organization and how their level of satisfaction is measured? How do you ensure that customer satisfaction is effectively assessed and addressed?

5. Assessing the extent of Strategic Management Practices improve service delivery

4.1. How do strategic management practices influence service delivery in your organization? Please explain how the structured framework for goal alignment, resource allocation, effective implementation, continuous evaluation, and adaptive learning impacts service delivery efficiency and effectiveness.

- 4.2. Can you share the impact of your organization's strategic planning on the efficiency and effectiveness of service delivery? Provide specific examples or instances where strategic planning has made a notable difference in improving service delivery outcomes.
- 4.3. Could you share an example of a successful job creation strategic initiative that you have implemented? Describe the initiative and its objectives, and explain how it contributed to the overall goals of the organization.
- 4.5. How did you measure the success or effectiveness of the job creation strategic initiative mentioned earlier? What metrics or indicators did you use to evaluate its impact and outcomes? Please provide details on the measurement methods employed.
- 4.6. Do you ensure that the findings and insights gained from the evaluation of strategic initiatives are utilized to inform future planning and decision-making processes? Explain the approach taken to implement adaptive learning and continuous improvement based on evaluation results.

4. Challenges of strategic management process (during formulation, implantation and controlling)

- 4.1. What are the major internal challenges (human resources, financial resources, technology, and organization structure perspectives)?
- 4.2. What are the major external challenges (political, social, economic and technological perspectives)?
- 4.3. What measures have been taken to overcome these challenges?
- 4.4. What are the main challenges your organization has faced in incorporating strategic management into its services?

Appendix C: Focus group discussions

Questions for Coordinators One Stop Service Center

Strategic Management Practices for Job Creation and Vocational Bureau Services Delivery

Understanding Current Practices

Please share your experiences, challenges, and successes in relation to job creation and vocational bureau services delivery. We encourage you to highlight any specific examples or anecdotes that illustrate the strengths and weaknesses of the current practices.

- a) How do you currently approach strategic management within the job creation and vocational bureaus?
- b) Can you share any success stories or positive experiences related to job creation and vocational bureau services?
- c) Are there any specific areas within the current practices that you believe require improvement? If so, please elaborate

1.Goal Setting and Planning

1.1 How do you perceive the plan, goals and objectives of job creation and vocational bureau are aligned with the needs of beneficiaries and stakeholders? What suggestions do you have to improve the planning process to enhance the delivery of services bureau's

2.1. Resource Allocation and Prioritization

From your perspective, how define allocated resource sufficient to meet objectives and goals planned to achieve? please provide what you observed about inefficiencies or gaps in resource utilization?

2.2.2 What measures do you suggest for improving resource allocation and utilization?

- In genera How would you assess the allocation and utilization of resources, such as funding, manpower, and infrastructure for services? Are there any inefficiencies or gaps in resource management that need to be addressed?

2.3 Challenges and Solutions

3.1. What challenges do you encounter in implementing strategic practices?

What factors influence resource allocation decisions for the facilitation of Micro and small enterprises Development in your service center ?

3.2. Can you share examples of successful solutions or adaptations to overcome these challenges?

2.4. Stakeholder Engagement

2.4.1 How do you engage with MSE leaders and other stakeholders to align strategic goals?

2.4.2 What communication channels or forums are used for collaboration?

2.4.3 Can you elaborate witnesses effective collaboration among different stakeholders involved in your services?

2.4.4 Which specific stakeholders whose engagement could be improved? How can their involvement be enhanced

➤ What strategies or initiatives do you suggest to promote better collaboration and stakeholder engagement? In general how effective do you find the current collaboration and stakeholder engagement practices within activities of your services? Are there any areas where collaboration can be enhanced or stakeholders can be more actively involved?

3. Monitoring and Evaluation

3.1 How important is monitoring and evaluation in measuring the effectiveness of job creation and vocational bureau services? What indicators or metrics should be used to assess the effect? Do you think the current monitoring and evaluation practices are adequate, or are there areas that require improvement?

3.2 what measures can be taken to ensure the effectiveness services delivery in the long run?

Question for with Micro and Small Enterprise Leader

The effect of strategic management practices Quality, Strategic Alignment, Feedback Mechanisms, and Collaboration Opportunities: A Study on the Beneficiaries of Job Creation and Vocational Bureaus

The objective of this focus group discussion is to gather qualitative data on the following aspects:

- Service quality provided by job creation and vocational bureaus.
- Strategic alignment between beneficiaries and these bureaus.
- Feedback mechanisms employed by the bureaus.
- Collaboration opportunities facilitated by the bureaus.

Guiding Questions

Service Quality

- a. How would you describe the level of service quality provided by job creation and vocational bureaus?
- b. What specific aspects of the services offered do you find most valuable?
- c. Are there any areas where you believe the service quality could be improved? If so, what are they?

2.Strategic Alignment

- a. Do you feel that the goals and objectives of the job creation and vocational bureaus align with your own business goals?
- b. How effectively do these bureaus support your business in achieving its objectives?
- c. Are there any areas where you think the strategic alignment could be enhanced? Please provide examples.

3.Feedback Mechanisms

- a. Can you describe the feedback mechanisms implemented by job creation and vocational bureaus?
- b. How frequently do you provide feedback, and how responsive have the bureaus been in addressing your concerns or suggestions?
- c. What improvements, if any, would you suggest regarding the feedback mechanisms?

4. Collaboration Opportunities

- a. Have you had any collaborative opportunities with other beneficiaries or organizations facilitated by the job creation and vocational bureaus?
- b. How have these collaborations impacted your business?
- c. Are there any specific types of collaborations or partnerships you believe could be fostered by the bureaus?

5. Additional comments

share any additional comments or suggestions they may have regarding these issues