



RESEARCH ARTICLE

Relationship of Strategic Plan Implementation, Resource Utilization and Institutional Effectiveness at Secondary School Level in Punjab, Pakistan

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Abstract

The effectiveness of any educational institution is principally portrayed through the academic success. Within the other factors, Resource Utilization plus Strategic Plan Implementation may also be the important contributors of Institutional Effectiveness. An attempt in this regard was made to examine whether any relationship of Strategic Plan Implementation, Resource Utilization and Institutional Effectiveness at secondary level exists or not. Head teachers, SSTs/SSEs, ESTs/SESEs and PSTs/ESEs working in secondary schools in district Mianwali were taken as population of the study. 116 secondary schools of district Mianwali in all three tehsils were taken as population of the study. 600 teachers were selected as sample for the study by using random sampling along with convenient sampling technique. Questionnaire was used as instrument of the study to get response of participant. Pearson correlation “r” was used as statistics of the study. The study revealed positive relationship for Strategic Plan Implementation and Institutional Effectiveness, positive correlation between Resource utilization and Institutional Effectiveness was found at secondary level.

Keywords: strategic plan implementation, Resource usefulness, institutional effectiveness.

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1 | INTRODUCTION

Plans are statement of programs to be done and the sequence and timing in which they should be completed. Plans elaborate the purpose of an organization and the achievement of purpose and objectives is associated with strategic plan imple-

mentation.

Strategic planning is associated with top management. Strategic planning is a way of action through which an organization acquire its goals by focusing and utilizing all its energies in productive way in its own context, keeping in view the social demands and organizational environment. All individuals can

differ in course of action but are aligned toward same goals. In education, strategic planning is also very productive. With the help of strategic planning, member of the organization and educational institutions perform their assignment to achieve the goals. It is a process for adjustment of fundamental rules in changing foci and organizational environment.

If institutions are achieving their objective with in specific time period then they are effective, as study deals with educational Institutions only and our educational institutions are meeting with objectives, means every child is enrolled and retained, education is in access of every child then our Institutions are effective. Progress and development of a country depends upon the human capita, and educated people contribute in the development of a country on a visible scale. Effectiveness of an educational institution is the production of rate of qualified and skilled human resource within a specific time period.

Implementation of Strategic Plan is reformed technique in education and became famous in United State (USA) and got popularity such a way that crossed the boundaries. Strategic planning in school is mandated by rules and laws of that state (1).

Many factors effect on implementation of strategic plan implementation, but following four factors impede a lot:

- i) Organizational structure.
- ii) School leadership.
- iii) Human resource.
- iv) School's organizational culture. (2)

Strategic planning and plan implementation are very close to each other. Taking inside the circle:

- i) Responsibilities.
- ii) Timelines.
- iii) Resource requirements.

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- iv) Organizational or operational changes. (3).

1.1 | Strategic Plan

Implementation of strategic plan depends upon the situational analysis of schools or educational institutions, social factors, vision and mission of institution and socio-economic status of all stakeholders. Educational Institutions having complex and large system need large participation of people working. Culture of the locality also influence on organization (4).

According to (5) (Lewa, Mutuku & Mutuku, 2009) "Strategic Plan Implementation is based on the questions that where we are, where we want to go and why we want to go there?" These questions make SWOT analysis. Helfat & Finkelstein (2009) (6) gives four points where strategic planning may suffer in failure that include launching new ventures, getting innovations and change, managing mergers and responding new environmental pressure.

There are variety of resources used to make institutions effective such as, Intrapersonal dialogue on texts and multi-faceted Web-based instructional system. In addition, there are various resources for interpersonal dialogue such as face-to-face meetings, e-mail and telephone facility, websites for both synchronous and asynchronous interaction" (7). During effective implementation of Strategic Plans all these resources are utilized efficiently.

Good performance in high school depends on many factors: the teachers, availability of apparatus for laboratory experiments, course content, a clear philosophy and workable plan for meeting students' needs. According to Murundu (1988) (8) as described by Olel (2000) in studies related to contemporary issues in education elaborates the major problem in secondary education as poor distribution of Human Resource (Teachers). There is critical shortage of mathematics and science teachers in some schools. According to the study of Nyangia, (2014) (9), "Allocation of resources to teachers and students should follow the standard and set procedure since the resources are to be utilized for their benefit. Availability and status of Resources should be known and conditions under which they can be utilized

should also be explained out to avoid unnecessary damages”.

1.2 | School effectiveness

School effectiveness is concerned with the rate of successful students who passed out the academic session within stipulated period of time, the fulfillment of demand that our society and education system has. According to researches following indicators of school effectiveness has been identified. Application of Curriculum, achievable and purposeful school goals, effective assessment and evaluation, visible instructions and Leadership, Class room discipline, efficient educational environment, active community participation, Professionalism, Student motivation, High Expectations, Home Environment, Professional Development, Social Skill, Coordination and Quality Assurance between staff and head teacher and most of all is that educational institutions are producing human resource that are constructive for the society and meet the needs of hour.

Although Pakistan is 2nd largest Muslim country in the world yet literacy rate of Pakistan is lowest in the world. The basic reason is that majority of our population lives in villages and dependent on agriculture or labor work. Hence people are living hand to mouth. In the time of high financial inflation parents are compelled to send their children to factory or any other labor work instead of school. With the report of economic survey of 1999-2000, one third of the population lives below the poverty line. Overall literacy rate was 47.1 percent, 59% for males and 35.

The purpose of this study was to investigate the impact of Strategic Plan Implementation on Institutional Effectiveness in public secondary school system of district Mianwali. This chapter represents about strategic planning, implementation, resource utilization and institutional effectiveness in form of Punjab Chief Minister Road Map as Strategic Plan about its level of implementation and effectiveness. Moreover what is planning, difference between planning and strategic planning, influence and impact of strategic planning in researches, role of resource utilization as an intervening variable and effectiveness of both male and female secondary schools

of district Mianwali is elaborated.(Economic Survey (1999-2000), (10).

1.3 | Research Questions

1. Is there any significant relationship between Strategic Plan Implementation and Institutional Effectiveness at secondary level?
2. Is there any significant relationship between Strategic Plan Implementation and Resource Utilization at secondary level?
3. Is there any significant relationship between Institutional Effectiveness and Resource Utilization at secondary school

2 | METHODOLOGY

2.1 | Participants

The study was descriptive in nature based on quantitative data collected through survey for finding. Data was collected by head teachers, SSTs/SSEs, ESTs/SESEs and PSTs/ESEs working in secondary schools. Whole population was divided into three strata (Mianwali, Issa Khel, Piplan Tehsils) comprising 116 schools. Using random sampling method 55 schools were selected as sample of the study which was 47% of the population. As strength of teachers vary at high rate and schools are located in far flung areas so convenient sampling technique was used to get filled the questionnaire by the respondents. Cumulatively 55 schools were selected which was 47% of the population. conveniently 600 teachers were approached to fill in the questionnaire. 574 questionnaires got filled back as response of the study.

2.2 | Instrument

The questionnaire comprised of 60 items with three main variables, Strategic Plan Implementation, Resource Utilization and Institutional Effectiveness was used for survey purpose. Each item was intended to answer on a five-point Likert type scale ranging from 1= Strongly Disagree to 5= Strongly Agree. The reliability of the questionnaire was determined

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through pilot testing on 40 teachers. Overall value of Cronbach’s alpha was determined 0.94. Which shows that questionnaire was highly reliable. Total 600 questionnaires were administered but 574 questionnaires received as a response. Hence response rate was 88 %.

2.3 | Data Analysis

For answering research questions and to check the validity and reliability of questionnaire a range of statistical procedures were used by researcher. These techniques included descriptive statistics, reliability analysis and correlation analysis to find the significant correlation between all three variables (Strategic Plan Implementation, Resource Utilization and Institutional Effectiveness). The data was analyzed using SPSS. Statistical significance level was set at $p < .05$ for all omnibus statistical tests to analyze the data.

TABLE 1: Correlations between Strategic Plan Implementation and Institutional

Variables	N	r	Sig
S.Plan Implementation	574	1	0
Institutional Effectiveness	574	.740**	0

The Table 1 indicate that there exist significant positive relationship between Strategic Plan Implementation and Institutional Effectiveness with $r=.740$, $p<0.01$.

It shows that higher the implementation of Strategic Plan, more will be the Institutional effectiveness, in other words these are directly proportional to each other.

Resource Utilization 574 .912** 1 .000

Table 2 represents that Strategic Plan Implementation has strong positive correlation with Institutional Effectiveness with $r=.912$, $p<0.01$. It means that higher the implementation of Strategic Plan, more

TABLE 2: Correlation between Strategic Plan Implementation and Resource Utilization

Variables	N	r	Sig
S.Plan Implementation	574	1	0
Resource Utilization	574	.912**	0

will be the Utilization of Resources and vice versa, in other words these are directly proportional to each other

TABLE 3: Correlation between Institutional Effectiveness and Resource Utilization

Variables	N	r	Sig
Institutional Effectiveness	574	1	0
Resource Utilization.	574	.659**	0

Table 3 highlights that Strategic institutional effectiveness has strong positive correlation with resource utilization with $r=.659$, $p<0.01$. It means that higher the Utilization of Resources, more will be the institutional effectiveness and vice versa, in other words these are directly proportional to each other

3 | DISCUSSION

The purpose of this study was find out relationship between strategic plan implementation ,institutional effectiveness and resource utilization at secondary level in district Mianwali, Punjab, Pakistan. The Questionnaire was used to get response from respondents’. The psychometric properties of the questionnaire had strong internal consistency and therefore, it was a valid and reliable instrument to measure

the variables of study. Results indicated that there exist strong correlation between strategic plan implementation, institutional effectiveness and resource utilization.

This study was limited to one district of Punjab province, Pakistan. Samples from other districts are required in order to generalize the findings for larger population. However despite of all the limitations; this study has some rigorous implications. The present study is taken for finding relationship of strategic plan implementation and resource utilization plus institutional Effectiveness. Strategic Planning should be implemented to the maximum level by providing proper training to the administrators/managers and getting staff motivated intrinsically and extrinsically.

Moreover Resources can be used efficiently by proper monitoring, and measuring the effectiveness of schools with resource utilization and strategic plan implementation. Authorities should take measures to bring level of Strategic Plan and Resource Utilization from good to Excellent.

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