

INFLUENCE OF INTERNAL FACTORS ON STRATEGY IMPLEMENTATION IN STATE CORPORATIONS IN KENYA

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ABSTRACT

To achieve effectiveness and efficiency in strategy implementation in state corporations, change is needed. Due to the rapid changing global environment and increasing demand for service delivery, continuous change is needed. Changes have been taking place in the Kenyan state corporations since 2003 and this has been as a result of corporate strategy implementation. However it is not enough to develop a good strategy, good strategies can fail during implementation. The state corporations in Kenya, like in most countries in Sub-Saharan Africa, have been characterized by slow and bureaucratic processes that retard corporation's performance. Employees and managers in these corporations have been perceived as not performing as they should. Kenyan state corporations are important to the economy of the country. They provide social and essential services to the Kenyan population. There was therefore a need to investigate ways to improve strategy implementation in state corporations, and the focus was on internal factors. The study sought to establish the influence of human resource, organizational culture and leadership on strategy implementation among state corporations in Kenya. A survey was conducted using a self-administered questionnaire distributed to 485 managers in state corporations in Kenya. Correlation and exploratory factor analysis, the KMO measure of sample adequacy, Bartlett's test of sphericity, Kolmogorov-Smirnov test for normality, multi-Collinearity diagnostic and regressions were the main statistical procedures used to test the appropriateness of data, correlation and significance of the relationships hypothesized between the various independent and dependent variables. The study findings revealed that human resources and leadership have a significant influence on strategy implementation in state corporations in Kenya. The study recommends that managers in state corporations in Kenya should be encouraged to study and clearly understand the culture of their state corporations in order for them to believe that organisational culture could have a significant impact on strategy implementation and that the culture of their corporation needs to be compatible with the strategy being implemented, because where there is incompatibility between strategy and culture, it can lead to high organisational resistance to change.

Key Words: *Organisational Culture, Human Resource, Leadership, Strategy Implementation, State Corporations in Kenya*

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