

**EXTERNAL DETERMINANTS OF STRATEGY IMPLEMENTATION IN STATE  
CORPORATIONS IN KENYA**

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**CITATION:** Kiboi, A., W., Perks, S., Smith, E., E. (2018). External Determinants Of Strategy Implementation In State Corporations In Kenya. International Journal of Strategic Management.

Vol. 7 (5) pp 256 – 275.

## **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 socio-cultural factors. The study sought to establish the external determinants of 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 findings revealed a fairly strong statistically significant relationship existed between technology and strategy implementation. The managers of Kenya's state corporations fully understand the importance of technology in strategy implementation. Furthermore, a fairly

strong statistically significant relationship existed between ecological and strategy implementation. The managers of Kenya's state corporation fully agreed that they used energy-saving devices such as low voltage bulbs, and reduced air pollution by having plants in offices. Lastly, a fairly strong statistically significant relationship existed between global forces and strategy implementation. The managers of Kenya's state corporation agreed that their corporations compete on a global scale, and that they network with other state corporations on new innovations.

**Key Words:** *Technology, Ecological Factors, Global Forces, Strategy Implementation, State Corporations in Kenya*

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