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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 6, Iss.4, pp 1064– 1078 November 1, 2019. www.strategicjournals.com, ©Strategic Journals

DETERMINANTS OF STRATEGY IMPLEMENTATION IN THE STATE CORPORATIONS IN KENYA

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Accepted: October 28, 2019

ABSTRACT

The purpose of the study was to establish the determinants of strategy implementation in the state corporations in Kenya. The descriptive research design was adopted for the study. Census was used to conduct the study. The primary data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted for the data collection instrument. The data was analyzed with help of SPSS. The study adopted regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables. It was notable that there exist strong positive relationship between the indepedent variables and depedent variable as shown by R value (0.787). The coefficient of determination (R^2) is used to measure how far the regression model's ability to explain the variation of the independent variabies. The data showed that the high R square was 0.619. It showed that the independent variables in the study were able to explain 61.90% variation in the strategy implementation in the state corporations in Kenya. This implied that these variables were very significant and they therefore needed to be considered in any effort to boost strategy implementation in the state corporations in Kenya. The study concluded that organization structure, stakeholder involvement, organization culture and monitoring and evaluation influences strategy implementation the state corporations in Kenya. It is important for leaders to ensure there are clear responsibilities and discretion in decision making for leaders, have well defined levels of authority, institute functional and mechanistic structure and offer high degree of decentralization of services. The leaders should seek to institute effective state corporations norms viewed as unwritten practices, rules, standards of conduct of people in processes or requirements in the organization. Finally, the organization should work on the ethics in terms of moral principles that govern a person's behaviour and personal beliefs in terms of a sense preserved in keeping to one's faith to enhance the state corporations. The study recommended for adequate stakeholder involvement in strategic plan implementation to enhance service delivery in the public sector in Kenya. The management should consult with the stakeholders on the strategy implementation. The management should involve the employees and stakeholders in the strategy planning, formulation and communicates the strategy expectations to all.

Key Words: *Organizational Structure, Stakeholder Involvement, Organizational Culture, Monitoring and Evaluation*

CITATION: Dahiye, A. I., & Gekara, M. (2019). Determinants of strategy implementation in the state corporations in Kenya. *The Strategic Journal of Business & Change Management,* 6 (4), 1064 – 1078

INTRODUCTION

Rajasekar (2014) argued that top management and organizational executives should pay careful attention to the implementation of strategies to avoid common pitfalls that result in failure. A number of approaches that greatly enhance the effectiveness of strategy implementation can be employed. Indeed, good strategic management is a function of people actively considering strategy as they make day-to-day decisions in an ever-changing world. On implementation, Kurendi (2013) expressed that the adoption of strategies in organizations depict that organizations engage in the crafting of strategy which, if effectively executed would guarantee organization success and sustainable development. Therefore, strategy implementation is a key component of the strategic thinking and management process.

In Kenya on strategy implementation indicate that the internal and external factors that influence strategy implementation in organizations include leadership, style of management, resources, customs, culture, systems, structure, organizational politics as well as information communication technology. Manyarkiy (2016), Ngumo (2006) and Obare (2006) authenticated in their studies those aspects such as lack of dedication from the leadership, meager organizational framework, scarcity of resources, contradictory interests of individuals and that of the organization, and poor communication influence strategy implementation. Sterling (2013), listed application of insufficient resources, failures of buy in, understanding, and/or communication, and a lack of focus as some of the factors that lead to the failure of strategy implementation. Raps (2015) list ten checklist items that have to be set in motion, failure to which the implementation of the strategy is bound to fail. Zaribaf (2009) listed organizational structure, leadership, and human resource as the top three factors (in that order) that affected strategy implementation in a survey done on for a global company.

Kwama (2016) did a study on a framework to implement strategies in organizations. The study identified that there should be a process of ensuring that all necessary resources including time, financial resources, skills and knowledge are made available during strategy implementation. The management team at the organization must make sound decisions, giving direction on how the developed strategy will be implemented. Mbaka and Mugambi (2014) while examining factors affecting successful strategy implementation in the water sector in Kenya and identified a number of factors including: strategy formulation process adopted relationship among different units/departments and different strategy levels, models applied, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources. Abok (2013) established that key factors in strategy implementation included: management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans. Nkosi (2015) identified lack of adequate financial resources, inadequate structure, weak continuous professional development policies and resistance to change as key factors affecting strategy implementation

Statement of the Problem

Implementing strategic plan in the public sector is as important to enhance service delivery. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive service delivery (Kwama, 2016). Sadly, the majority of public organizations who have strategic plans fail to implement them. Approximately 60% of public organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of implementers in the public sector spend less than one hour per month discussing strategy, 95% of a typical workforce doesn't understand their organization's strategy (Ansoff & Mcdonnel, 2011).Carter and Pucko (2010) noted that 60 to 80 % of organizations worldwide perform very well in strategic formulation but either fail or seriously struggle during the strategy implementation process. A high failure rate in strategy implementation does not only discourage the stakeholders involved but also makes it difficult for these originations to fully realize their goals.

According to Hrebiniak (2016), many organizations face significant difficulties with regards to strategy implementation process. Magambo (2012) established that inadequate funding and untimely disbursement of resources was a hindrance to the effective implementation of strategies in public corporations. His study also established that staff resistance to change and lack of skills to some extent affected the implementation of strategies by the organizations. In Kenya, the trend is no different as strategy formulation and implementation is as old as the country's independence, yet the country has still lagged behind in various areas of development and service delivery (Opiyo, 2006). As a result, the government in 2003 initiated reforms aimed at improving the performance of the public service by introduction of the strategic management which was based on government's development plan in Vision 2030 (Korir, Rotich & Bengat, 2015).

Empirical evidence supports existence of a relationship between strategy implementation and performance of organizations (Muchiri,2013; Serfointein, 2015). The link between strategy implementation and service delivery in the public sector in the context of Sub-Saharan Africa is scarcely explored and inconclusive. For example Mbaka and Mugambi (2014) sought to review the factors that affect strategy implementation in the Water Sector in Kenya. Gecha (2014) examined the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. Kiptugen (2013) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. From the afore mentioned studies, no study has been conducted on the determinants of strategy implementation on the service delivery in the public sector in Kenya. Therefore, it is on this premise this study sought to examine the influence of strategic plan implementation on service delivery in the public sector in Kenya. Could lack of organizational structure, organizational culture, and monitoring and evaluation in strategy implementation in the state corporations in Kenya?

Objectives of the Study

The purpose of the study was to establish the determinants of strategy implementation in the state corporations in Kenya. The specific objectives of the study were to;

- Establish the influence of organizational structure on strategy implementation in the state corporations in Kenya.
- Examine the influence of stakeholder involvement on strategy implementation in the state corporations in Kenya
- Determine the influence of organizational culture on strategy implementation in the state corporations in Kenya.
- Find out the influence of monitoring and evaluation on strategy implementation in the state corporations in Kenya.

LITERATURE REVIEW

Resource Based View Theory

The theory guided the study to understand the relationship between human resource capacity in strategic implementation and service delivery in the public sector in Kenya. Penrose (1959) provided initial insights of the resource perspective of the firm. However, the resource-based view of the firm (RBV) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson & winter (1982); Dierick& Cool (1989); Mohoney & Pandian (1992); Eisenhardt & Martin (2000); Zollo& Winter (2002); Zahra & George (2002) and Winter (2003) made significant contribution to its conceptual development. The theory emphasized the importance of organization resources and their influence on performance and competitive advantage in the market. According to RBV, every organization has its own unique resources that enable it to remain competitive in the market, by addressing the rapidly changing environment (Helfat, 2007). These resources may be financial, human, physical, technological and information. These may be valuable, rare and non-substitutable (Crook, Ketchen, Combs & Todd, 2008).

Financial Distress Theory

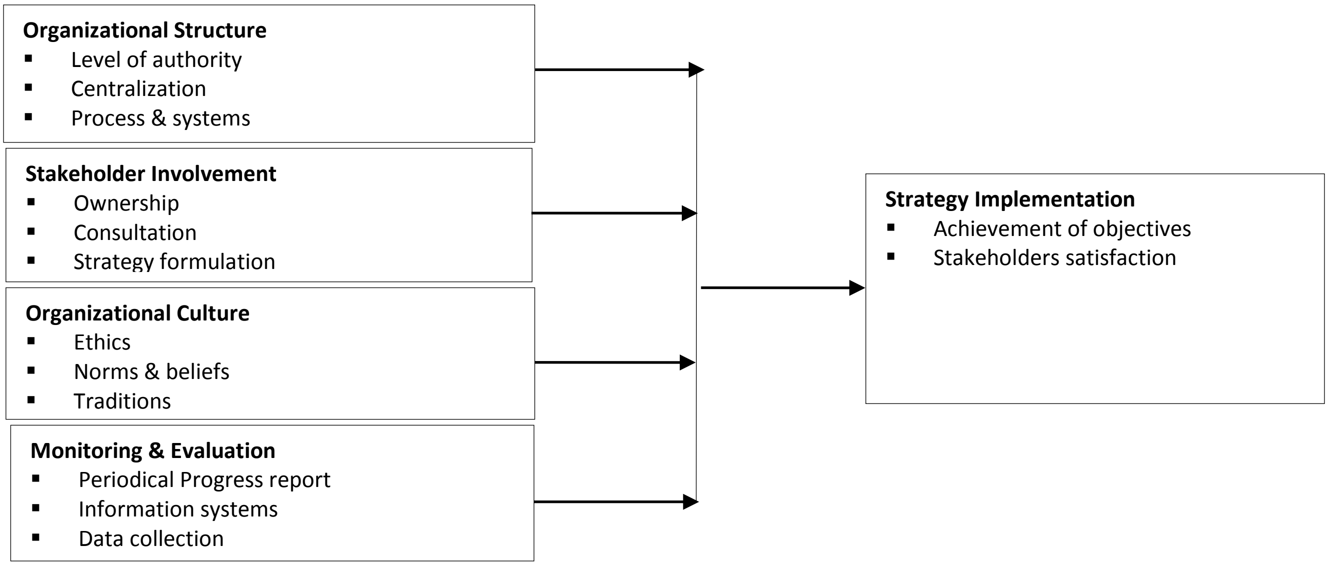
The theory guided the study to understand the relationship between financial capacity in strategic implementation and service delivery in the public sector in Kenya. The financial distress theory seeks to look at the different factors that lead to a decline in a firm's performance (Brigham & Ehrhardt 2013). Beaver, Correia, & McNichols (2011), describe financial distress as the inability of an organization to pay its financial obligations as they mature. It is important to assess the probability of organizations financial distress because it would determine the payout distribution associated with an investment. An organizations investment decision and financing are separable and independent. However, not most organizations recognize this hence holding their balance sheets on debts and equity claims as one which then reduces their leverage on costs (Finnerty, 2013). The financial distress theory hence shows the relationship between an organizations financial cash flow and the ability to finance its investment opportunities. Each organization aiming at undertaking a procurement performance should ensure that its financial capability has been well planned for as well as procurement performance funding opportunities well planned, communicated and prepared for before making a decision on whether to carry out a project or not.

Stakeholder Theory

The theory guided the study to understand the relationship between stakeholder involvement in strategic implementation and service delivery in the public sector in Kenya. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by Freeman in 1984. Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction (Freeman, 1984; Miles, 2012). Stakeholder theorists such as Friedman and Miles (2002), Phillips (2003) view the corporation as a collection of internal and external groups (for example shareholders, employees, customers, suppliers, creditors and the public at large).

Control Theory

The theory guided the study to understand the relationship between monitoring and evaluation in strategic implementation and service delivery in the public sector in Kenya Control theory, invented by Ouchi (1979) and Eisenhardt (1985) uses the notion of modes of control to describe all attempts to ensure that individuals in organizations act in a way that is consistent with organizational goals and objectives (Kirsch, 1997). The concept of control is based on the premise that the controller and the controlee have different interests. These different interests will be overcome by the controller's modes of control (Tiwana, 2009). Modes of control may distinguish between formal and informal mechanisms. Formal modes of control are defined as Behavior control and Outcome control. Behavior control consists of articulated roles and procedures and rewards based upon those rules. Outcome control is mechanisms for assigning rewards based on articulated goals and outcomes. The informal modes of control are carried out by the control modes labeled as clan and self. Clan are the mechanisms of a group sharing common values, beliefs, problems, and these mechanisms work through activities as hiring & training of staff, socialization etc. The control mode of the self is about individually defined goals and can be carried through the mechanisms of individual empowerment, self-management, self-set goals, etc. (Kirsch, 1997).



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Review

Mbaka and Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Munene (2013) sought to investigate the extent of stakeholder involvement in strategy implementation at the Lake Victoria South Water Services Board (LVSWSB). The study found that LVSWSB had a wide range of primary stakeholders who it involved to a higher extent towards meeting its objectives as outlined in its service provision mandate. The Board had identified its core stakeholders and had already achieved milestones through their involvement. However, there were glaring imbalances in the involvement of stakeholders; the high-end stakeholder seemed to have higher preference as opposed to those at bottom-of-the-pyramid such as resident associations and community-based organizations. Based on the aforementioned, the study recommended wider inclusion of stakeholders in the Board's operational obligations. While this inclusion would ensure wider ownership of projects implementation and success, it would also assist in faster decision making to avoid stalling or abandonment of projects.

Jisuveyi (2014) sought to investigate the factors that influenced strategy implementation among secondary schools in Hamisi Sub-County in Vihiga County. Results of analysis showed that stake holder involvement is an important factor in strategy implementation among public secondary schools in Hamisi Sub-county. The stakeholder involvement factor is composed of rewarding approaches adopted to induce the teachers, internal relationships among the learning parties (students, teachers and parents), internal communication policy, disbursement of funding from the Government and other donor stakeholders, and the health statuses of the parents and institutions in the neighbourhood. The study recommended that schools identify and popularize their strategic priorities by predominantly engaging all of their primary stakeholders in establishing a collective framework towards goal attainment. Pertinent considerations for future research in similar contextual and conceptual perspectives.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Njagi and Kombo (2014) established that strategy implementation affected the level of performance reported by commercial banks in Kenya. The strategies defined the direction that the banks adopted in gaining competitive advantage and differentiating their financial service offerings from other commercial banks in Kenya. The results indicated that commercial banks in Kenya employed different financial capacity support strategy implementation programs with the aim of leveraging their operational efficiency for better return on equity and assets, communication and technology in their operations for operational efficiency. Kurendi (2013)found that effective strategy implementation is a big hurdle, highlighting factors such as top management commitment, clear identification of activities to be carried out to effectively implement strategy, existing legal requirements, existence of budgetary allocation and internal control mechanisms, as those that must be adhered to if successful implementation of strategy is to take place.

Kamau (2015) undertook a study on the institutional factors influencing implementation of strategic plans in government hospitals in Kitui Central Sub-County, Kitui County, Kenya states that successful implementation of a strategy requires additional capital. Everyone involved in implementation need to know and determine the source of funds for the firm to enable smooth implementation. Organizations should set aside budget and set aside budget allocations to finance strategy implementation. Adequate finances are the most needed element for overseeing this never-ending process.

Rajasekar (2014) examined how different factors affect among electricity distribution companies in the Sultanate of Oman by addressing the role played by organizational communications in strategy implementation. Among key factors in strategy implementation included internal control mechanisms. In a highly competitive current environment, organizations need to adopt various strategies including human resource management and internal control mechanisms to improve strategy implementation.

Achola (2016) sought to establish the determinants of strategy implementation in the public health facilities in Mombasa County. One of the determinants of strategy implementation discussed in this study was monitoring and evaluation. The study established that it was an important determinant in the implementation of strategic plans in the public health facilities in Mombasa County. Based on the correlation analysis undertaken, the results show that there was a positive, moderate weak relationship between monitoring and evaluation and strategic implementation. The study recommended that the employees need to be well trained in monitoring and evaluation of strategy implementation.

METHODOLOGY

This study used descriptive research design. This design refers to a set of methods and procedures that describe variables. The target population in was 187 state corporations in Kenya. The study used structured questionnaires to obtain information from study respondents. Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 22. Content analysis was employed to analyze the qualitative data whereas statistical methods, regression and correlation analysis was utilized to analyze the quantitative data. In order to analyze the relationship between the independent variables and the dependent variable the study used multiple regression analysis at 5% level of significance. The Multiple Regression model that aided the analysis of the variable relationships was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

Where; Y= Strategy Implementation(dependent variable);

$\beta 0$= constant (coefficient of intercept);

X_1= Organization Structure (independent variable);

X_2= Stakeholder Involvement (independent variable);

X_3= Organization Culture (independent variable);

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

X_4= Monitoring & Evaluation (independent variable);
ε = Error term;
$\beta 1 \ldots \beta_4$= regression coefficient of four variables.

FINDINGS

Organization Structure

The study sought to assess the influence of organization structure on strategy implementation in the state corporations in Kenya. This section presented findings to statements posed in this regard with responses given on a five-point Likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 1 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement equivalent to a mean score of 1.0 to 2.5.

The study findings in Table 1 indicated that the respondents indicated to a moderate extent that the level of authority for organization leaders determines their effectiveness in implementing strategies (4.332); The degree of integration for an organization leader with other stakeholders, economic, social, environmental elements and the corporate identity determines their effectiveness in implementing strategies (3.784); The degree of centralization and decentralization in terms of decision making for organization determines their effectiveness in implementing strategies (3.659); The organization process and systems in relation to input, operations and output processes/ systems or direct and indirect controls for leaders determines their effectiveness in implementing strategies (4.097); This implied that organization structure influence strategy implementation in the state corporations in Kenya.

The study findings were in line with the findings by John (2017) highlights that organizational structure is seen as the hierarchy through which a group, business or organization of people collaborate to achieve a set of objectives and common goals. The study shows that organizational structures that are inorganic and less versatile tend to cause miscommunication in the overall strategy of the organization while open, fluid organizational structures have exemplary performance measurements. Hassan (2014) postulates that centralization and formalization strongly and negatively influence the creativity management at workplace whereas work specialization has a less significant negative influence on employees' creativity as compared to the other two elements of organizational structure. Further, Root (2017) highlights that the structure of an organization sets the hierarchy for responsibility and creates the various levels of communication within an organization

Table 1: Organization Structure

Statement	Mean	Std
The level of authority for organization leaders determines their effectiveness in implementing strategies	4.332	.008
The degree of integration for an organization leader with other stakeholders, economic, social, environmental elements and the corporate identity determines their effectiveness in implementing strategies	3.784	.521
The degree of centralization and decentralization in terms of decision making for organization determines their effectiveness in implementing strategies	3.659	.128
The organization process and systems in relation to input, operations and output processes/ systems or direct and indirect controls for leaders determines their effectiveness in implementing strategies	4.097	.467

Stakeholder Involvement

The study sought to assess the influence of stakeholder involvement on strategy implementation in the state corporations in Kenya. This section presented findings to statements posed in this regard with responses given on a five-point Likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 2 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement equivalent to a mean score of 1.0 to 2.5.

In the study findings in Table 2 the respondents indicated to a moderate extent that the management consults with the stakeholders on the strategy implementation (4.321); The management involves stakeholders in the ownership in the strategy planning and formulation (3.432); The management owns and communicates the strategy expectations to all its stakeholders (3.457); The management obeys the decision developed by the stakeholders and adheres to the provisions of law in its operations (3.832); The organization meets the legal requirements to ensure that there is streamlined strategy implementation (3.328).

Table 2: Stakeholder Involvement

Statement	Mean	Std
The management consults with the stakeholders on the strategy implementation	4.321	.654
The management involves the employees for the ownership in the strategy planning and formulation	3.432	.728
The management owns and communicates the strategy expectations to all its stakeholders	3.457	.226
The management obeys the decision developed by the stakeholders and adheres to the provisions of law in its operations	3.832	.438
The organization meets the legal requirements to ensure that there is streamlined strategy implementation	3.328	.772
Composite Mean	**2.666**	

Organizational Culture

The study sought to assess the influence of organization culture on strategy implementation in the state corporations in Kenya. This section presented findings to statements posed in this regard with responses given on a five-point Likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 3 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement equivalent to a mean score of 1.0 to 2.5. The study findings from the respondents indicated to a moderate extent that the ethics in terms of moral principles that govern a person's behaviour in the organization affects strategy implementation (3.457); Norms viewed as unwritten practices, rules, standards of conduct of people in processes or requirements in the organization affects strategy implementation (3.654); Personal beliefs in terms of a sense preserved in keeping to one's faith affects strategy implementation (3.724); Traditions viewed as principles or ways of acting that the organization officers have continued to follow for a long time affects strategy implementation (3.459).

The study findings were in tandem with literature review by Kamaamia (2017) postulated that all constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance. Ahmed and Shafiq (2014) further highlight that all the dimensions of the culture influence the different perspective of organizational performance. According to Oduol (2015), for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees.

Table 3: Organizational Culture

Statement	Mean	Std
Ethics in terms of moral principles that govern a person's behaviour in the organization affects strategy implementation	3.457	.765
Norms viewed as unwritten practices, rules, standards of conduct of people in processes or requirements in the organization affects strategy implementation	3.654	.430
Personal beliefs in terms of a sense preserved in keeping to one's faith affects strategy implementation	3.724	.458
Traditions viewed as principles or ways of acting that the organization officers have continued to follow for a long time affects strategy implementation	3.459	.334

Monitoring and Evaluation

The study sought to assess the influence of M & E on strategy implementation in the state corporations in Kenya. This section presented findings to statements posed in this regard with responses given on a five-point Likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 4 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement equivalent to a mean score of 1.0 to 2.5.

In the study findings in Table 4 that the respondents indicated to a moderate extent that there are adequate structures to monitor and evaluate the implementation of the strategic plans in the department (3.654); There is adequate feedback on the strategy implementation in the department (3.679); The strategy implementation periodical progress reports are used to document the status according to the plan (3.765); The strategy implementation periodical progress reports are used to document the status according to the plan (3.445).There is regular data collection on the monitoring and evaluation of the strategic plans(3.798); The information systems that are used to monitor the strategy implementation are adequate(3.009).

The study findings were in line with literature review by Olson et al. (2005) in their study was of the opinion that monitoring and evaluation must be established in connection to the strategy implementation. Organization control consists of verifying whether everything occurs in conformity with the plan adopted; instructions issued; and the principles established. Controls can be either strategic or operational. Strategic controls are concerned with the overall performance of the organization or a significant part of it. Operational controls measure activities within sub-units of an organization and usually cover a shorter time period than strategic controls. All such controls check whether the organization's strategic and operational plans are being realized and put into effect corrective measures where deviations from expected performance levels or shortfalls are occurring.

Table 4: Monitoring and Evaluation

Statement	Mean	Std
There are adequate structures to monitor and evaluate the implementation of the strategic plans in the department	3.654	.321
There is regular monitoring and evaluation of the strategic implementation in the department	3.679	.219
There is adequate feedback on the strategy implementation in the department	3.765	.994
The strategy implementation periodical progress reports are used to document the status according to the plan	3.445	.317
There is regular data collection on the monitoring and evaluation of the strategic plans	3.798	.008
The information systems that are used to monitor the strategy implementation are adequate	3.009	.620

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and dependent variables. The study applied SPSS to compute the measurements of the multiple regression analysis. According to the model summary Table 5, R is the correlation coefficient which shows the relationship between the indepedent variables and depedent variable. It is notable that there exist strong positive relationship between the indepedent variables and depedent variable as shown by R value (0.787). The coefficient of determination (R^2) is used to measure how far the regression model's ability to explain the variation of the independent variabies. The coefficient of determination is between zero and one. The data showed that the high R square is 0.619. It shows that the independent variables in the study were able to explain 61.90% variation in the strategy implementation in the state corporations in Kenya while the remaining 38.10% is explained by the variables or other aspects outside the model.This implies that these variables are very significant and they therefore need to be considered in any effort to boost strategy implementation in the state corporations in Kenya.

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.787	.619	.598	.018

F-test is done to test the effect of independent variables on the dependent variable simultaneously. According to Brymann and Cramer (2011), F-statistic test basically shows whether all the independent variables included in the model jointly influence the dependent variable. The F-statistic test basically shows whether all the independent variables included in the model jointly influence on the dependent variable. Based on the study results of the ANOVA Test or F-test in Table 6 obtained F-count (calculated) was 67.051 greater the F-critical (table) (12.654) with significance of 0.000. Since the significance level of 0.000< 0.05 we conclude that the set of independent variables affect the strategy implementation in the state corporations in Kenya shows that the overall model was significant.

Table 6: ANOVA

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	14.644	4	3.661	67.051	.000
Residual	9.013	165	.0546		
Total	23.657	164			

NB: F-Critical Value = 12.654

The results of multiple regression analysis obtained regression coefficients t value and significance level as indicated in Table 7. The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. From the study findings on the regression equation established, taking all factors into account (independent variables) constant at zero strategy implementation in the state corporations in Kenya would be 4.876. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in organization structure would lead to a 0.877 increase in strategy implementation in the state corporations in Kenya; a unit increase in stakeholder involvement will lead to a 0.765 increase in strategy implementation in the state corporations in Kenya, a unit increase in organization culture will lead to 0.699 increase in strategy implementation in the state corporations in Kenya and a unit increase in monitoring and evaluation will lead to 0.676 increase in strategy implementation in the state corporations in Kenya.

Based at 5% level of significance, organization structure had a .010 level of significance; stakeholder involvement showed a .021 level of significance, organization culture showed a .033 level of significance and monitoring and evaluation show a .035 level of significance hence the most significant factor was human resource capacity. The general form of the equation was to predict strategy implementation in the state corporations in Kenya from organization structure, stakeholder involvement, organization culture and M & E is:

(**$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$**) becomes: $Y = 4.876 + 0.877X_1 + 0.765X_2 + 0.699X_3 + 0.676X_4$. This indicated that strategy implementation in the state corporations in Kenya = 4.876 + 0.877*Organization Culture + 0.765*Stakeholder Involvement + 0.699*Organization Culture + 0.676*M&E.

Table 7: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-values.
	B	Std. Error	**β**		
(Constant)	4.876	.653		5.980	.000
X_1_Organization Culture	.877	.155	.465	5.555	.010
X_2_Stakeholder Involvement	.765	.170	.354	5.008	.021
X_3_Organization Culture	.699	.180	.255	4.372	.033
X_4Monitoring & Evaluation	.676	.223	.232	3.231	.035

CONCLUSIONS

The study concluded that organization structure is the first most important factor that influences strategy implementation the state corporations in Kenya. The regression coefficients of the study show that organization structure has a significant influence on strategy implementation the state corporations in Kenya. This shows that organization structure has a positive influence on strategy implementation the state corporations in Kenya.

The study concluded that stakeholder involvement is the second most important factor that influences strategy implementation the state corporations in Kenya. The regression coefficients of the study show that stakeholder involvement has a significant influence on strategy implementation the state corporations in Kenya. This shows that stakeholder involvement has a positive influence on strategy implementation the state corporations in Kenya.

The study concluded that organization culture is the third most important factor that influences strategy implementation the state corporations in Kenya. The regression coefficients of the study show that organization culture has a significant influence on strategy implementation the state corporations in Kenya. This shows that organization culture has a positive influence on strategy implementation the state corporations in Kenya.

The study concluded that monitoring and evaluation is the first most important factor that influences strategy implementation the state corporations in Kenya. The regression coefficients of the study show that monitoring and evaluation has a significant influence on strategy implementation the state corporations in Kenya. This shows that monitoring and evaluation has a positive influence on strategy implementation the state corporations in Kenya

RECOMMENDATIONS

It is important for leaders to ensure there are clear responsibilities and discretion in decision making for leaders, have well defined levels of authority, institute functional and mechanistic structure and offer high degree of decentralization of services. Additionally, the managers should enhance integration for a organization leaders with other stakeholders, economic, social, environmental elements and the corporate identity and institute efficient organizational process and systems in relation to input, operations and output processes/ systems or direct and indirect controls for organization leaders.

The leaders should seek to institute effective state corporations norms viewed as unwritten practices, rules, standards of conduct of people in processes or requirements in the organization. Finally, the organization should work on the ethics in terms of moral principles that govern a person's behaviour and personal beliefs in terms of a sense preserved in keeping to one's faith to enhance the state corporations.

The study recommended for adequate stakeholder involvement in strategic plan implementation to enhance service delivery in the public sector in Kenya. The management should consult with the stakeholders on the strategy implementation. The management should involve the employees and stakeholders in the strategy planning, formulation and communicates the strategy expectations to all.

Areas for Further Research

The study contributed to the body of knowledge by examining the determinants of strategy implementation in the state corporations in Kenya. The strategy implementation in the state corporations in Kenya is greatly affected by inadequate strategic plan implementation due to lack of organizational structure, organizational culture, monitoring and evaluation and stakeholder involvement. The study contributed to the existing literature in the field of strategy implementation in the state corporations in Kenya by elaborating exiting theories, models and empirical studies on strategy implementation in the state corporations in Kenya. The current study should therefore be expanded in future in order to determine the other factors hindering strategy implementation in the state corporations in Kenya. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in the state corporations in Kenya and other countries in order to establish whether the explored factors can be generalized.

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