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Strategies which are key to the success of the corporate institution in Kenya. A case of selected corporate institutions in Kenya

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Abstract

Corporate institutions in Kenya are adopting and implementing various strategies to increase efficiency and effectiveness in service delivery, whereas; corporate institutions have adopted several change practices to foster transparency and accountability, a number of challenges may arise during implementation thus, making them not to realize the envisioned benefits. This paper aimed at establishing the strategies which contribute to the success of corporate institutions in Kenya. This study adopted a survey design methodology because the researcher intended to collect cross sectional data on the strategies that contribute to success in Kenyan corporate institutions. The main instrument for data collection was a structured questionnaire which was administered to selected employees in corporate institutions, targeting 273 employees, the study sampled 182 employees. The data collected was coded and analyzed with the aid of SPSS a statistical package, Descriptive and inferential statistics were used to present the data and test the hypothesis using Pearson co-efficiencies correlation; the level of significance (α) was 0.05. The study findings were used in making the conclusion and recommendations.

Keywords: Corporate institutions, strategies, Performance

Background of the study

Performance, in the context of organization, is not only a broad concept which has been used synonymously with productivity, efficiency, effectiveness and, more recently, competitiveness; it has also been a subject of study for social scientists from a wide range of disciplinary perspectives. Labour productivity, for example, has long been the concern of (labour) economists ever since Marx and Smith. Within this perspective, how to extract labour from labour power, one of Marx's most fundamental insights, is seen as a basic problem of management (Gore, A. 1996). More recently, efforts have been made by human resource management (HRM) theorists to try to establish a causal link between HRM and performance. This has led to a growing number of studies which examine the potential contribution that good human resource (HR) policy can make to improving corporate institution performance, so much so that ''the impact of human resource management on performance has become the dominant research issue in the field'' (AIMA,1995).

Corporate institutions which have implemented strategies relating to the interpersonal skills of the individuals, who are involved with the organization, come into play starting with the pre-planning stage, the approval process, planning and implementation through the transition to production status. Brewer, J. (1996) suggests that personnel strategies have the biggest impact on the processes; they argue that when implementation is successful, it is because a focused attention was paid to the strategies. Very few corporate institutions have the experience in house to run a complex organization and implement a large-scale integrated solution. Many corporate institutions usually engage outside contractors to come with strategies and manage the implementation process. Implementation of organizations needs involvement of senior executive to ensure that the right participation mix of Business is done and to resolve conflicts (Alchian, A & Demsetz, H 1972).

Persson, T Roland & Tebelin (1996) identified poor skill sets among users of strategies. This view is supported by research by META Group (2004) that indicated that more than 75% of organizations identified lack user awareness as a challenging factor. Furthermore, in the same study, 66% of organizations identified lack of executive awareness as having a similar affect. Martin Harvey, the director of strategies user skills at e-skills UK, states that lack of user skills is "a major problem" which is supported by a recent study showing that 7.6 million employees needed improved strategic skills out of the 21.5 million strategy using work forces (Brewer, J. 1996). It is also suggested by Leibentein, H. (1987) that when upgrading from old technology, the skills of staff need to be upgraded as well.

Strategic plans have become part of state corporate institutions operations today. Like many businesses, corporate institutions rely heavily on human resources to provide services to citizens. Corporate institutions are part of private and public sector organizations established and controlled by the government. Corporate institutions are created by state corporation's acts, to mention a few; the NCPB Act, Cap.338 created the National Cereals and Produce Board, Cap 347 led to the National Irrigation Board, Cap 481 created National Oil Corporation of Kenya under the companies act.

Today many corporate institutions have developed criteria to monitor and control the services they provide. In the USA and UK Social Security agencies developed Information system to report on the welfare payments and services they provided (Jensen, M.C & Meckling, 1993). The British public healthcare invested in Strategies to control healthcare costs and to improve service delivery standards (Hawley, J.P & William 1996). In Malaysia, government workers had a better understanding of what was going on in their areas due to the introduction of Strategies, farmers have access to detailed information on livestock and agricultural product, and this has made them to make better use of available resources (Cadbury, Sir A 1992). Similarly in the USA, the statistical analyses gave USA state agencies a better understanding of what was going on in contract bidding (Bernstein, P. 1980). In addition, strategies can improve job satisfaction for employees. Strategies are fundamental for corporate institutions in order to improve transparency and efficiency in service delivery in corporate institutions.

In Kenya, the government has initiated substantial investments towards development of strategies in state corporate institutions. Funding for these investments is achieved through partnerships between the government and development partners. The foreign funding component constitutes the largest percentage of this investment in terms of technology. The government contribution is usually in the form of, support staff and facilities including buildings. So far, the Government Investment and Management Framework are connecting most government agents (corporate institutions) in the respective ministries to the Internet under the Executive Network (Blair, M.M. 1995). The government is also connecting the ministries to run integrated operational systems for example the Integrated Financial Management System (IFMIS) and the Integrated Personnel and Pensions Database (IPPD). While developing countries may have similar characteristics, the Kenyan context presents various challenges that affect the successful implementation of Strategies in the organizations (Clarkson, M.B.E. 1994)

Corporate institutions like Kenya Revenue Authority, Kenya Ports Authority and Kenya Pipeline just to mention a few are using technology as a strategy to provide online services to the public effectively and efficiently. However many authors report a relative delay in the application of strategies in other corporate institutions in Kenya. The delay has partially been attributed to funding challenges. Farma, E &Jensen M. (1983a) observed that technical procedures like slow response time, financial measures, and system quality and user satisfaction play significant role in the successful implementation of a strategy in corporate institutions. This research explored the key strategies that promote performance in the organization.

Problem statement

Corporate institution are often faced with situation where talented and hard working employees step up to the task of working in an organization temporarily exit the organization and return to their former positions with little or no direct responsibilities for the stabilization and maintenance of the Corporate institution success due to lack of strategies that attract, reward and retain employees in an organization. As a result, much of the critical knowledge transferred to employee during the period of work becomes unavailable to the organization in the time of need forcing the Corporate institution to create strategies attract, motivate to perform and retain the individuals who have made the effort to acquire this knowledge; otherwise, they will become more dependent on external contractors to support their critical administrative system to ensure organizational success, Therefore the purpose of the of the study is to find out the contribution of strategies to the corporate institution success.

2.0 Literature review

Human Resource Strategies

The field of strategic HRM is still evolving and there is little agreement among scholars regarding an acceptable definition. Broadly speaking, SHRM is about systematically linking people with the organization; more specifically, it is about the integration of HRM strategies into corporate strategies. HR strategies are essentially plans and programmes that address and solve fundamental strategic issues related to the management of human resources in an organization (Donaldson, L. and Davis J.H. 1994). Their focus is on alignment of the organization's HR practices, policies and programmes with corporate and strategic business unit plans (Brewer, J. 1996). Strategic HRM thus links corporate strategy and HRM and emphasizes the integration of HR with the business and its environment. It is believed that integration between HRM and business strategy contributes to effective management of human resources, improvement in corporate institution performance and finally the success of a particular business (Brewer, J. 1996). It can also help organizations achieve competitive advantage by creating unique HRM systems that cannot be imitated by others. In order for this to happen, HR departments should be forward-thinking (future-oriented) and the HR strategies should operate consistently as an integral part of the overall business plan (Black, S. Lynch, L. 1997). The HR-related future-orientation approach of organizations forces them to regularly conduct analysis regarding the kind of HR competencies needed in the future, and accordingly core HR functions (of procurement, development and compensation) are activated to meet such needs.

Training strategy

Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training refers to improving competencies needed today or very soon (Boyyet, J. Boyyet, J. 1998) Training is the planned and systematic modification of behaviour through learning events, programmes and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. According to Brian, T. (2000) the training process starts with determining which training is required. Analyzing training needs depends on whether you are training new or current employees. The main task in analyzing new employees' training needs is to determine what the job entails and to break it down into subtasks, each of which you then teach to the new employee. Analyzing current employees' training needs can be done through task analysis and performance analysis. Determining training needs is done at three levels; corporate institution needs analysis which involves examination of short and long-term objectives of the organization and the trends that are likely to affect these objectives. It can include a human resource analysis, analyses of efficiency indexes, and an assessment of the corporate institution climate.

Job needs analysis involves examining jobs through job analysis. For existing jobs, information on the tasks to be performed, the skills necessary to perform those tasks and the minimum acceptable standards are gathered. Person needs analysis identifies gaps between a person's current capabilities and those identified as necessary or desirable (Brian, T. 2000).

Second, designing a training program involves setting training objectives and choosing the training methods. Training methods can be divided into on-the-job training and off-the-job training methods. On the job training methods include coaching, mentoring, job rotation. Off-the-job methods include formal courses, lecture, discussion, role playing and case study (Pound, J. 1992).

Third, actual implementation of the training is done. It is important to increase learning during training. This can be done by providing for active participation; increasing self efficacy; matching training techniques to trainees' self efficacy; providing opportunities for enactive mastery; ensuring specific, timely, diagnostic, and practical feedback; and providing opportunities for trainees to practice new behaviours (Gore, A. 1996). Fourthly, training should be evaluated to check on its effectiveness.

Motivation strategy

According to Webster's New Collegiate Dictionary, a motive is "something needed or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating". Consequently, motivation is the performance or procedure of presenting an intention that origin a person to capture some accomplishment (Donaldson& Davis J.H 1994). According to Blair, M.M (1995), motivation is derived from the word "motivate", means to move, push or influence to proceed for fulfilling a want Burton, S.K (2006) describe motivation as a power that strengthens behaviour, gives route to behaviour, and triggers the tendency to continue (Persson, T. Roland & Tebeline 1996). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of Bernstein, P. (1980) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behaviour and corporate institution distinctiveness. It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented (Clarkson, M.B.E 1994). Also motivation is a progression of moving and supporting goal-directed behaviour (Bernstein, P. 1980). It is an internal strength that drives individuals to pull off personal and corporate institution goals.

Individual commitment strategy and performance

Research by Bernstein, P. (1980) allude to the fact that individual commitment is a "psychological stabilizing or obliging force that binds individuals to courses of action relevant" to a particular project. Consistent with Leibenstein (1987), for this research, Individual commitment is conceptualized as the willingness by an individual to devote energy and loyalty to work in a hospitality facility like a town hotel (project) as expressed in three forms; affective, continuance, and normative (Brian, T. 2000). The 'net sum' of a person's commitment to a project reflects each of these separable psychological states (Blair, M.M. 1995). Affective commitment is an individual's emotional attachment with identification with and involvement in the facility. Continuance commitment refers to the individual's recognition of the benefits of continued association with the project compared to the perceived cost of leaving the project. Normative commitment refers to the employee's feeling of obligation to stay in the project. All three forms of commitment affect the individuals' willingness to remain with the hospitality facility and their work related behaviour.

Although social networks have been interpreted in a variety of lexis, most scholars allude to the fact that social networks are linkages/ social ties between entities. Black, S. Lynch (1997), for example, describes social networks as a collection of individuals linked together by a set of relations. In a more elaborate way Burton, S.K. (2006), define a social network as a set of people, organizations or other social entities, Connected by a set of socially meaningful relationships, such as friendship, co-working or information exchange, and interactions to better achieve desired outcomes, by sharing expertise, resources, and information. Social networks could also be defined as a "web" where direct or indirect social relationships surround the individuals. Entities in a network are called "nodes" and the connections between them are called "ties". According to Hawley, J.P and William (1996), social networks can be fundamentally discussed in terms of Degree and Transitivity.

Necessity factors and corporate institution Performance

Necessity" factors (Pull Motivation) signify an individual's positive inner desire to start working and is centered on the potential new business owner's need to take control and change an 'employee'. Common 'pull' factors include; need for achievement, independence or autonomy, being, wealth creation, lifestyle change and desire to use or apply personal experiences and knowledge. Necessity motivation on the other hand refers to external negative drivers and typically encompasses aspects such as job frustration, perceived lack of advancement opportunities, avoidance of low-paid occupations, escape from supervision, retrenchment and financial security (Farma, E. & Jensen, and M. 1983a). Push factors refer to necessities such as unemployment, glass ceiling, redundancy, recession, financial reasons (inadequate family income), dissatisfaction with being employed, or the need to accommodate work and home roles simultaneously. Pull factors are related to a need for independence, need for achievement, financial reasons (desire for profit-wealth) personal development, self-fulfillment, social status and power.

To emphasize employee motivation Burton, S.K (2006), regarded Push motivation to include elements of necessity such as insufficient family income, dissatisfaction with a salaried job, difficulty in finding a work and a need for a flexible work schedules because of family responsibilities; and Pull motivation to relate to independence, self-fulfillment, entrepreneurial drive and desire for wealth, social status and power. What comes out is that enterprise creation can be considered to be driven by two opposite factors of choice and necessity according to the relative importance of the "push" and "pull" factors. However, the situation is rarely a clear cut selection of pull or push factors and the factors are often combined to adequately account for individual intention to engage in ventures created or hospitality facilities.

With reference to employee motivation, Black, S. Lynch, L. (1997), found that Chinese were motivated by desire for higher earnings, desire to have fun, need for achievement, and desire to make a direct contribution to the success of an enterprise. Their findings showed that respondents' motivation stems mainly from pull factors. This could contradict Uganda's situation where Boyyet, J. Boyyet, J. (1998) based upon responses from 208 small business owners in Kenya found that majority of Kenyan employees cite monetary considerations as the main reason for working, which could be a reflection of Kenya's current economic conditions. However, what is unique about these Kenyans is the fact that most of them would exchange business ownership for jobs even if jobs paid less. This is supported by Brian, T. (2000), who notes that before acquiring growth-motivation and pro-actively seeking growth, the owner must first acquire commitment to a business and the entrepreneurial career this will enable him/her enhance motivation necessary for realization of performance. Despite the fact that workers feel tied down by free housing and food facilities, there is still a challenge of containing the necessity factors because needs are insatiable and one leads to another. Therefore it's imperative to examine the relation between necessity factors and employee performance

3. 0 RESEARCH METHODOLOGY

This study was mainly qualitative and quantitative in nature, employing descriptive survey research design. Descriptive design concerned itself with describing situations as they were and hence aimed at providing a description that was factual and as accurate as possible.

Population of the Study

Category	Population	Sample size	Sampling technique
Top Managers	12	12	Purposive
Middle level Managers	30	28	Simple Random Sampling
Staff	231	142	Simple Random Sampling
Total	**273**	**182**	

Sampling Procedure

Kothari (2011) defines a sampling procedure as a definite plan for obtaining a sample from a given population. Stratified random sampling and purposive sampling designs were used for this study. This was because the population was stratified. All the 12 top managers and 28 middle level managers were involved in this research. Since the lower cadre employees are many, stratified sampling was applied to select a sample from the sub-group. The research used the Sample Size for a given Population, to select group samples. The breakdown for the sampling is shown in the table 3.1 below.

Table 3.1: Distribution of Samples by Groups

Category	Total	Sample
Top Managers	12	12
Middle-level Managers	30	28
Lower-cadre employees	231	142
Grand Total	**273**	**182**

The Research Instruments

The researcher used self administered questionnaire as a research tool to collect data from the respondents. This approach was consistent with a phenomenological approach and it is the most appropriate for a case study research because it enabled the researcher to collect as more data as possible. There were two sources of data that were used in the research the primary and secondary data.

The questionnaire comprised of both closed and open ended questions which were drawn in accordance with the set objectives of the study. It was used as a tool to collect data as it was appropriate to collect for a short period of time. The researcher used personal administration of the questionnaire with the following Scale;

Scale	Interpretation
5	Very high
4	High
3	Moderate
2	Low
1	Very low

The responses were treated compositely such that a mean rating was generated. The weighted mean was described as follows:

1.00- 1.80	Very low	1
1.81- 2.61	Low	2
2.62- 3.42	Moderate	3
3.43 -4.23	High	4
4.24- 5.00	Very high	5

In addition to that, the researcher used document analysis to collect secondary data from some documents which were available, and from other published documents about the authorities in the country such as newspapers, published reports, etc.

Validity of the instrument

The researcher used the Content Valid Index (CVI) which is a scale developed by computing or rating the relevant items in the instrument or questionnaire by checking their clarity, their meaningfulness in line with all objectives stated dividing by the total number of items. After the computation the instrument was considered valid since the value gotten was above 0.060 (0.70>0.060)

$$CVI = \frac{Relevant\ Items}{Total\ Number\ of\ Items} = \frac{17}{24} = 0.70$$

Reliability of the Study

Secondly in handling reliability, it ensures the degree of consistency/stability; hence it involved examining several times, as the researcher checked for reliability in relevance, clarity and ambiguity of items in the instrument. In achieving this, a pilot study was done at Kenya Agricultural Research Institute; Kisii Branch which was not part of study so as to detect any major challenge likely to result from the research instrument to be applied. A total number of 25 respondents were used for the pretesting the research instruments. The research instrument was considered reliable since Cronbach's coefficient α was above 0.70.

Table 2: Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.798	25

Data Analysis

Data collected was coded. Data entry was done and, by the use of SPSS statistical package, data was presented using the bar graphs and analyzed by percentages. Descriptive-correlation research design was used to answer the objectives and test the hypothesis using Pearson correlation; the level of significance (α) was 0.05.

4.0 RESEARCH DATA ANALYSIS AND DISCUSSION

To find out the demographic characteristics of the respondents in relation to their gender, department worked in, marital status, number of years in service and highest education level attained, the researcher used frequency and percentage as the statistical tools of which the results shown in table 3 below.

Table3: Demographic Characteristics

Items	Description	Frequency	Percent
Gender of the Respondent	Male	104	57.1
	Female	78	42.9
	Total	182	100.0
Department of the Respondent	Accounts and Finance	6	3.3
	Administration	27	14.8
	Human resource	74	40.7
	Marketing	23	12.6
	Procurement	28	15.4
	Supplies	24	13.2
	Total	182	100.0
Marital Status of the Respondent	Married	80	44.0
	Single	102	56.0
	Total	182	100.0
Number of Years in Service	Less than 5 years	51	28.0
	6-10 years	80	44.0
	11-15 years	51	28.0
	Total	182	100.0
Highest Education Level Attained	Primary	6	3.3
	Secondary	50	27.5
	Diploma	79	43.4
	Graduate	23	12.6
	Postgraduate	24	13.2
	Total	182	100.0

Findings on the demographic strategies revealed that in terms of gender of the respondent, out of 182 (100%) majority were male 104 (57.1%) wile female were only 78 (42.9%). In terms of department of the respondent, out of 182 (100%) majority were in the department of human resource management 74 (40.7%), followed by those who were in procurement office 28 (15.4%) next were those in administration office 27 (14.8%), followed by those in supplies office 24 (13.2%), marketing office 23 (12.6%) and lastly those who were in the accounts and finance office 6 (3.3%). In terms of marital status it was revealed that majority were single 102 (56%) while the married were 80 (44.0%). In terms of number of years spent in the organization, out of 182 (100%) majority had spent 6-10 years 80 (44%), followed by those who have spent less than 5 years and 11-15 years both 51 (28%) each. in terms of educational level, majority had diploma 79 (43.4%), followed those who had secondary certificate 50 (27.5%). next were those who had postgraduate level 24 (13.2%) followed by those who had graduate level 23 (12.6%) and lastly those who had primary educational level 6 (3.3%).

Strategies which are key to the success of the corporate institution in Kenya

The objective of the study was to analyze the Strategies which are key to the success of the corporate institution in Kenya, to meet this objective; the researcher used the mean of which the result is shown in table 4 below.

Table 4 extent the strategies affect performance

Strategies	N	Mean	Interpretation
Embracing information Technology strategy	182	2.4209	Low
Individual commitment strategy	182	2.3374	Low
The training strategy	182	2.2747	Low
Motivation strategy	182	2.6143	Moderately
Grand Mean	**2.4118**		**Low**
Work ethics strategy	182	2.2033	Low
Communication strategy	182	1.9451	Low
Team work strategy	182	1.9286	Low
Conflict resolution strategy	182	2.6923	Moderately
Grand Mean	**2.175**		**Low**
Change strategy	182	2.2967	Low
Planning strategy	182	2.4286	Low
The vision strategy	182	2.6154	Low
Customers centered strategy	182	2.6813	Moderately
Grand Mean	**2.5055**		**Low**

Finding shown in the table 4 indicates that, the extent of the use of information technology, following the individual commitment strategy, training and motivational strategy had a grand mean of 2.4118 the scale indicated that the extent was low. The findings also indicated that the extent of work ethics strategy, communication strategy, and team work and conflict resolution strategy had a grand mean of 2.175. The scale indicated that the extent was low. Lastly the extent of change strategy, planning strategy, the vision strategy and customer's strategy had a grand mean of 2.5055. The scale indicates that the extent is low.

This was in disagreement with (Walse and Taylor 2007) who argues that change is a planned process aimed at modifying the attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. It is one of the major practices aimed at developing the employees by equipping them with the necessary ability to satisfy the current and future manpower needs of the organization. Therefore strategies should be done regularly and in various stages to of employees work life. If this is adequately followed, it automatically leads to career growth. In organizations where employees receive the proper strategies needs to assume greater, turnover rates are generally lower. Several studies show that strategies activities correlate with productivity and retention.

Extent of corporate institution performance in corporate institution in Kenya

The second Objective was examining the extent of corporate institution performance in Kenyan Corporate institutions. To meet this objective the researcher used mean of which the result are shown in table 5 below

Table 5: the extent of strategies on corporate institution performance in corporate institution in Kenya

Items	N	Mean	Interpretation
What was the percentage of corporate institution performance in the year 2007?	182	2.2747	Low
What was the percentage of corporate institution performance in the year 2008?	182	2.1099	Low
What was the percentage of corporate institution performance in the year 2009?	182	2.4176	Low
What was the percentage of corporate institution performance in the year 2010?	182	1.8791	High
What was the percentage of corporate institution performance in the year 2011?	182	2.4231	Low
Grand Mean	**2.2208**		**Low**

Finding shown in the table 5 above indicates that, the extent strategies on corporate institution performance had a grand mean of 2.2208 the scale indicated that the extent of corporate institution performance by Corporate institutions was low.

This was in line with other scholars who argued that, the organization must at some point invest in this exercise strategies and performance. This means that the loss of an employee from an organization is a direct loss to the organization incurred, not only during the recruitment but also during replacement. Since employers replace seasoned employees with inexperienced personnel, the remaining employees' work schedules are disrupted as they pick up the slack for employees in organization (Rowley, 2001).

Relationship between strategies implemented on corporate institution performance

To establish the relationship between strategies implemented by corporate institutions and corporate institution performance. To meet this objective, the researcher used Pearson correlation at the significant level of 0.05.of which the result are shown in table 6 below

Table 6: Strategies implemented and corporate institution performance

		Corporate institution Performance
Strategies implemented	Pearson Correlation	.710**
	Sig. (2-tailed)	.000
	N	182
**. Correlation is significant at the 0.05 level (2-tailed).		

Findings on the relationship revealed that there is a relationship between strategies implemented and corporate institution performance at a p-value of 0.000 which is below 0.05 two tailed. This implies that the relation between strategies implemented and corporate institution performance is high. Since r^2 $(.710)^2$ is 0.50, strategies implementation affect corporate institution performance at 50% (0.50x100). Leading the research to reject the null hypothesis stating that there is no significant relationship between strategies implemented and corporate institution performance and accept the alternative which sate that there is a significant relationship between strategies and corporate institution performance.

Relationship between Study Variables

Spearman correlation coefficient was used to determine the degree of relationship between the study variables as shown in the table 7 below.

Factor analysis

Factor analysis using principle component analysis and varimax rotation methods extracted components with eight values greater than 1 that measured use of information technology strategy, contingency strategy and planning strategy. Only items with correlation coefficients greater than or equal to ±0.3 were retained.

Information technology strategy

Four components or factors constituting 77% variance of corporate institutions were extracted from 27 items. The four factors include; strategizing (19.608%), access to resources (19.432%) 3) monitoring and control (18.938%) and advices and counsel (18.568%). This confirms what Gavin and Geoffrey, (2004) used as measures of board roles.

Planning strategy

Three factors were extracted contributing 57% of the variance of corporate effectiveness. The three factors include; skills and knowledge (32.693%),) Delegation (12.600%), and Risk management (11.718%). This is in conformity with Gavin and Geoffrey, (2004) study that used skills and knowledge, delegation and risk management indicators to measure board effectiveness.

Contingence strategy

Three factors constituting 61.44% of total variance of contingence variable were extracted from 33 items. The items include; 1) Institutional turbulence (27.326%), 2) Institutional lifecycle (23.477%), 3) Management experience (10.636%). This is in conformity with Gavin and Geoffrey, (2004) model that used institutional turbulence, institutional lifecycle and management experience as measures of contingence.

Table 7: Spearman's zero order correlation matrixes

	1	2	3	4	5	6	7	8	9
Information technology strategy	1.000								
Human Resource Competency strategy	-.155	1.000							
Planning strategy	.211*	.358**	1.000						
Change strategy	.094	.344**	.455**	1.000					
Contingency Strategy	-.193	.185	.139	.225*	1.000				
Revenue performance	-.337**	.321*	.113	.113	.240*	1.000			
Expenditure performance	-.337**	.332**	.113	.113	.240*	1.000**	1.000		
Efficiency	-.928**	.308*	.324*	.099	.341**	-.064	-.064	1.000	
Corporate institution performance	-.337**	.316*	.113	.411**	.324*	1.000**	1.000**	-.064	1.000

*. Correlation is significant at the .05 level (2-tailed).
**. Correlation is significant at the .01 level (2-tailed).

Relationship between standardized strategies and corporate institution performance

There was a significant positive relationship between standardized strategies and corporate institution performance in Kenya ($r= 0.212$, P-value < 0.05, $r = 0.358$, P-value < 0.01) respectively in terms of information technology and human resource competency as shown in table 7 above.

Relationship between corporate institutions on the human resource strategy, corporate institution goal, corporate institution effectiveness and corporate institution performance

Multiple regression analysis was used to predict the corporate institution performance of corporate institution as shown in the regression model table 8 below;

Table 8: Regression model for corporate institutions on the human resource strategy, corporate institution goal, corporate institution effectiveness and corporate institution performance.

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig
Constant	1.692	0.213		2.324	0.000
Human Resources strategy	-0.456	0.165	-0.472	-4.054	0.000
Corporate institution goal strategy	0.455	0.233	0.352	3.167	0.000
Organization effectiveness strategy	0.651	0.057	0.543	4.498	0.000
Policy & decision making strategy	0.420	0.431	0.363	3.267	0.000
Contingency strategy	0.562	0.213	0.431	3.687	0.000
R- Square =0.490, Adjusted R- square = 0.484, F= 4.400, Sig = 0.000					

There was a linear relationship between corporate institutions, human resource competency strategy, contingency strategy, corporate institution effectiveness strategy with corporate institution performance (F = 4.400, Sig = 0.000).

Organization effectiveness (Beta = 0.543) explained more to the corporate institution performance, followed by contingence (Beta = 0.431), policy and decision making (Beta = 0.363) and organization goal (Beta = 0.352). This implied that increase in organization effectiveness, management of contingences, proper policies and decisions and organization goal led to increase in corporate institution performance.

Human resource competency however, negatively impacted on the corporate institution performance (Beta = -0.472). This implied that increase in the size led to the reduction of in corporate institution performance.

Removing the contingency variable in the regression model, indicated a reduction in the corporate institution performance of public corporate institutions as only 45.6% of the total variance of the corporate institution performance is explained as shown in the table 4.12 below. Human resource continued to impact negatively on firm performance (Beta = -0.427) while organization effectiveness (Beta = 0.465), policy and decision making (Beta = 0.336) and organization goal (Beta = 0.314) explained positively the corporate institution performance of corporate institutions.

SUMMARY, CONCLUSION AND RECOMMENDATION

This section refers to the organized, presented and analyzed data in the preceding sections. The Summary and Conclusions are drawn from the discussed findings, in line with the objectives of the study.

Summary

The main aim of the study was to establish the success strategies in the corporate institution in Kenya a case study of selected corporate institutions. The research was mainly qualitative and quantitative in nature. The sample size 182, and the main tool used for data collection was self administered questionnaire. Data was analyzed using descriptive and correlation statistics. The summary of the findings are presented below in relation to the objectives and demographic characteristics.

Findings on the demographic strategies revealed that in terms of gender of the respondent, majority were male 104 (57.1%) wile female, majority were in the department of human resource management 74 (40.7%), majority were single 102 (56%), majority had spent 6-10 years 80 (44%),and majority had diploma 79 (43.4%).

Finding shown in the table 4 indicates that, the extent of the use of information technology strategy, individual commitment strategy, training strategy and motivational strategy had a grand mean of 2.4118; the scale indicated that the extent was low. The findings also indicated that the extent of work ethics strategy, communication strategy, and team work and conflict resolution strategy had a grand mean of 2.175. The scale indicated that the extent was low. Lastly the extent of embracing change strategy, planning strategy, the vision and customer's strategy had a grand mean of 2.5055. The scale indicates that the extent is low.

The findings revealed that there is a relationship between embracing change and corporate institution performance at a p-value of 0.000 which is below 0.05 two tailed. Since r^2 $(.710)^2$ is 0.50, the strategies affect corporate institution performance at 50% (0.50x100). Leading the research to reject the null hypothesis stating that there is no significant relationship between the strategies and success of corporate institution and accept the alternative which sate that there is a significant relationship between strategies and corporate institution success.

Conclusion

In conclusion, the findings revealed that the implementation of strategies that enhance success was low in the corporate institution and the extent of corporate institution performance also was found to be low. Findings on the relationship revealed that there is a relationship between embracing change and corporate institution performance at a p-value of 0.000 which is below 0.05 two tailed, hence there is a significant relationship between strategies and corporate institution performance.

Recommendation

In relation to the objectives, the researcher made the following recommendations;

- Corporate institutions should have strategies manuals, methods and content known by the employees.
- Future researcher may use the findings of this study and replicate to other corporate organizations not touched by the researcher
- For further studies the same study may be used in other corporate organizations in Kenya and elsewhere
- Corporate organizations should put in place policies and activities in order to promote strategies and retention.

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