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Article

THE EFFECTS OF STRATEGIC TRAINING AND PERFORMANCE OF STATE CORPORATIONS IN KENYA

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Abstract: This article aims to reveal how effect of strategic training affects the performance of State Corporations in Kenya. This study prepares managers and employees with the skills and knowledge to complete tasks with much productivity. Additionally, strategic training provides employees with the necessary tools and information required to complete their tasks successfully. Questionnaires were used to collect primary data both open and closed-ended questions. 145 management officers voluntarily participated in the study. The study adopted cross sectional research design. Hypotheses were tested using inferential analysis and Analysis of Variance (ANOVA). ANOVA indicated that the relationship between the independent variables and the dependent variable was significant. This reveals that the Strategic training significantly affects the performance of state corporations. This study recommended that other studies be replicated in other sectors and countries to establish whether the results will be similar.
Keywords: Human Capital Management, State Corporations, Strategies, Performance, Strategic Training.

1. INTRODUCTION

State Corporations play a complimentary role in national development in most of the countries. However, the dynamics in global trends have brought a serious competition and turbulent business environment that have made State Corporations adopt strategies to make them relevant in the market. Globally, State Corporations have been established in almost all countries of the world to support governments' economic growth, service delivery and overall national development (Fourie, 2014). Broadly, State Corporations role is to raise income, provide regulatory services, promote service delivery as well as ensure training and research (Simpson, 2013).

Strategic training is a form of training that provides employees with the necessary tools and information required to complete their tasks successfully. The purpose of strategic training is to prepare managers and employees with the skills they need to complete their work tasks both efficiently and effectively and help them reach organisational goals (Seidel, 2019). This strategy describe intents and plans associated with the overall organizational considerations, knowledge and development. These are some of the Human Capital Management strategies that can enhance organizational competitiveness and performance (Obonyo et al., 2020). These strategies decisions have a long-term impact on functional areas of a business enterprise and in the dynamic business environment. Organizations are

embracing strategic moves that seek to maximize productivity using human capital. In any competitive organizations, strategic training is a function that is inseparable from other core-functions of the firm (Ibullah, Omotayo, Anthonia & Hezekiah, 2016). Without effective strategic training organizational competitiveness cannot be achieved. (Mwangi, 2019)

The contribution of this research is to elucidate the concept of strategic training to fill the gap regarding the state corporations' service delivery and to demonstrate the significance of this strategy towards the performance of government owned organisations. The concept of state corporation performance has continued to receive a number of interpretations from different scholars. For instance, Hassan (2014) regard performance to be employee satisfaction, customer satisfaction, minimal employee absenteeism and high level of employee commitment. Thiriku and Were (2016) also suggest that state corporation performance can be evaluated using profits, volume of sales and employee satisfaction. Kiiru (2015) define performance as mission fulfillment, accuracy, timeliness and value of service, program delivery, and how organization adapts to changing conditions and its environment and financial viability. In Kenya, State Corporations also known as parastatals have recently been renamed Government Owned Entities (GOE) and further grouped into commercial enterprises and non-commercial entities (Nyaberi, 2020). These entities have strong social mandates to deliver core services to the citizens and are heavily dependent on Government transfers (Government of Kenya, 2020).

2. THEORETICAL REVIEW

Human capital theory. This theory was created in 1993 by Becker and is mainly used in studies relating with training and development (T&D). The area of emphasis in this theory is ways through which T&D influences employees' level of efficiency and productivity through the development of their cognition levels in their functions of productivity (Tan, 2014). Fitzsimons (2017) explained that the most important aspects of human capital investment are T&D and that the income of an individual who is educated and trained well is more than the average wage. This theory is relevant to the study because it considered the influence of the strategic training on the State Corporations in Kenya. The theory also was applicable in this study on the premise that State Corporations in Kenya are likely to boost their performance by investing in employees' strategic trainings which are need-based and relevant to the organisation.

3. EMPIRICAL REVIEW

Strategic training is a form of training that provides employees with the necessary tools and information required to complete their tasks successfully. The purpose of strategic training is to prepare managers and employees with the skills they need to complete their work tasks both efficiently and effectively and help them reach organisational goals (Seidel, 2019). In a study conducted by Luthuli et al., (2019) among South Africa local municipality and focused on determining how training affects employee performance of organizations. Researchers focus was on establishing how organizational performance can be influenced by commitment levels of employees and training practices in the organization. The study found that training and employee performance are positively correlated. The study was limited only to tertiary institutions with special needs and local municipality but not State Corporations. Karisa et al., (2021) did a study to establish the influence of Human Capital Management on Customer Satisfaction in Game Lodges and Safari Camps in National Parks in Uganda, the study revealed that there was a significant relationship between strategic training and customer satisfaction. The study adopted Cross sectional research design and was limited to lodges and camps but not State Corporations.

Gituma and Bayene (2018) study established that the strategic human capital management practices and their effect on perceived organizational performance at the National Insurance Corporation of Eritrea. The study found that there was a significant positive relationship between strategic training and performance. However, the study was limited to SHCM practices but not to HCM strategies. Alghamdi (2020) study established that the role of the human resource strategy in increasing the efficiency of organizations in Saudi Arabia. The study found that strategic training and efficiency of the organisation are positively correlated. The study was limited to organisations in Saudi Arabia. In the above studies training affected the performance in diverse ways though the difference was due to the country, sector, and the type of organizations under the study. This study, therefore, built on the findings of these studies and established the effect of strategic training on the performance of State Corporations in Kenya.

Mwangi (2019) did a study to establish the influence of strategic human resource management practices on performance of state corporations in Kenya. The study found that organisational change management programs, coaching and mentoring as an elements of career development had a positive relationship with performance of state corporations. The study recommended further research on the role of training strategies such as training needs, change management programs, coaching and mentoring on the improvement of performance in the private sectors, government enterprises and agents which this study intends to do.

Errida and Lotfi (2021) did a study to identify the various factors affecting change management success, as well as examine their relevance in the case of a Moroccan construction company. The study revealed that the leadership of the change manager, effective and constant communication during change, engagement of stakeholders, and motivation of employees and change agents are the most relevant factors for change management success. The lack of a clear vision, lack of leadership skills, low engagement of stakeholders, and poor communication are the main causes of change management failure in an organization. The study concluded that this can be mitigated by designing change management programs to all stakeholders. The study recommended further research on the role of change management in other sectors which this study intends to highlight.

4. METHODOLOGY

The study adopted cross sectional research design since data will be collected at one point in time. The target population for this study was managers in all State Corporations in Kenya. State Corporations in Kenya are governed under the State Corporation Act Cap 446 of 1st November 1986, which serves as a distinguishing factor from other organizations. The populations of the study were 233 State Corporations as per GOK report 2021. There were a total of 145 state corporations selected for the study. Each state corporation provided one manager making a total of 145 respondents. Simple random sampling method was used in selection of the State Corporations to be included. The study used primary data. Questionnaires were used to collect primary data which were both open and closed-ended questions. The raw data obtained from questionnaires were processed by editing to check for errors, then it was coded, classified, and tabulated to make it understandable. Qualitative data were analyzed through content analysis to make generalizations concerning the categories of the interest of the study. Quantitative data were analyzed through descriptive statistics which are frequencies, percentages, arithmetic mean, and standard deviation. Inferential statistics which include Pearson correlation, analysis of variance, and regression analysis were used to determine the relationship of the variables. To test the hypothesis, regression analysis was used to test the significance of the influence of independent variables on the dependent variable. The sampling method was selected in consideration of these criteria.

4.1Sampling Procedure

Simple random sampling method was used in selection of the State Corporations to be included. The process involves writing the names of all the state corporations on pieces of papers which was folded and mixed thoroughly. Using lottery method, 233 pieces of papers were picked at a random to form the sample. This method ensured that each state corporation had an equal chance of being represented. In this case, bias in selection was avoided. There were a total of 145 state corporations selected for the study. Each state corporation provided one manager making a total of 145 respondents.

4.2 Pilot Study

Pre-testing of the questionnaire was undertaken before actual research where a set of 15 questionnaires were distributed to management officers of fifteen Government agencies. The fifteen government agencies translated to around 10.3% of the target population of 145. The Government agencies used in pretesting of research instruments were omitted during the study. There are 52 government agencies which are also state corporations as per National Treasury report, therefore fifteen government agencies were deemed sufficient for piloting purposes. The pretesting pinpointed whether the research questions forwarded were answered correctly by the respondents. The researcher collected the answered questionnaires and undertook a post-test to evaluate the responses and rectify the questionnaire where necessary.

4.3 Data Processing and Analysis

The raw data obtained from questionnaires were processed by editing to check for errors, then it was coded, classified, and tabulated to make it understandable. Qualitative data were analyzed through content analysis to make generalizations concerning the categories of the interest of the study. Quantitative data were analyzed through descriptive statistics which are frequencies, percentages, arithmetic mean, and standard deviation. The inferential statistics was conducted by ANOVA (Analysis of Variance), regression, B-coefficient and correlation analysis. ANOVA was performed to check on the goodness of fit of the model. Using the p value from the ANOVA table, the study rejected H0 if the p value was less than alpha=0.05 (5% level of significance or 95% level of confidence) To test the hypothesis, multiple regression analysis was used to test the significance of the influence of independent variables on the dependent variable. The general model to show the relationship between each independent variable and the dependent variable is shown in equation below;

$$Yi = \alpha + \beta\ 1X1 + \beta\ 2X2 + \beta\ 3X3 + \beta\ 4X4 + e$$

Where; Yi is Dependent Variable; α is Constant term; β1- β4 are Beta coefficients of the independent variables;

X1-X4 are Independent variables (strategic training, competitive compensation, strategic recruitment, strategic performance management);

e is the Error term.

5. RESULTS AND DISCUSSION

5.1 Analysis and results of the empirical research

The questionnaires were administered to 145 respondents who were managers from 145 State Corporations. This is exclusive of 10 government agencies that participated in the pretesting of the research instrument. One hundred and sixteen (116) questionnaires were filled and returned. This formed a response rate of 81% that was considered a representative sample for further analysis. The objective of the study was to examine the effect of strategic training on performance of State Corporations in Kenya. As such the study sought to establish the extent to which the respondents agreed with given aspects of the strategic training as affecting the performance of State Corporations in Kenya. This section presents the results of how the respondents responded to the different statements relating to the dependent and independent variables.

Table 1: Descriptive Statistics for Strategic Training

Statement	**Strongly Agree**			**Disagree**			
		Agree	Neutral		Strongly Disagree	Mean	Std. Deviation

There are clear policies on training Training needs analysis is done before training Training is tailored to meet training needs identified Regular training designed helps employees improve their skills and competencies Organisation has training programs which encourage change management. Reasons for change are communicated clearly Changes are aligned with the organisation goal Organisation has mentoring programs which encourages succession planning. Mentoring programs enhances teamwork and motivation in this organisation Strategic training Aggregate Mean and Standard Deviation Scores	12,1% (14)	75% (87) 36.2% (42) 12.9% (15) 25% (29) 25% (29) 12.9% (15)	12.9% (15) 37.1% (42) 25% (29) 12.9% (15) 12.9% (15) 38.8% (45) 74.1% (86)	12.9% (15) 50.9% (59) 50% (59) 37.9 (44) 61.2% (72) 87.1% (101) 87.9% (101) 61.2% (71)	12.9% (15) 12.9% (15) 12.9% (15)	3.861 3.232 3.371 3.751 3.131 2.871 2.742 2.611 2.870 3.161 22%	0.790 0.664 0.704 1.318 0.607 0.337 0.674 0.489 0.797 0.709

The results in Table 1 revealed that the aggregate mean and standard deviations for strategic training were 3.161 and 0.709 respectively, while the coefficient of variance is 22% which is relatively low. This suggests that the data represents a more precise estimate and thus concentrated around the mean. The findings also indicates that 75% of state corporations had clear policies on training (M=3.861, SD=0.790, while 50.9% indicated that training needs were not considered in training design (M=3.232, SD=0.664) and 50% indicated that trainings were not tailored to meet training needs identified (M=3.371, SD=0.704). On training design, 37.9% of the respondents indicated that training designed help them improve on skills and competencies (M=3.751, SD=1.318) but 61.2% found that training programs were not favorable to change management (M=3.131, SD=0.607). The findings also show that 87.1% of the respondents indicated that changes implemented were not aligned to organisation goal (M=2.871, SD=0.337). Further, 61.2% indicated that state corporations mentorship programs were not favourable to succession planning (M=2.611, SD=0.489). Also, 74.1% indicated that mentorship programs enhanced teamwork and motivation (M=2.870, SD=0.797). Strategic training is a major enabler of state corporations since it improves employees skills, competency, motivation, teamwork and change management and therefore any organization that adopt training needs analysis, mentorship programs and succession planning is likely to benefit greatly and thus enhance its performance. The results show that most of the aspects of strategic training were favourable to state corporations. The results therefore imply that strategic training was of great help in promoting the performance of state corporations. The findings are in line with those by Karisa et al., (2021) and Wang and Li (2023) who established that strategic training is instrumental in performance of organisations. As Phiri and Phiri (2022) contend that through effective strategic training, there is enhanced service delivery and transformation in the National assembly of Zambia which support these findings. The above studies were limited to Strategic HRM practices but not HCM strategies.

5.1.1 Performance of State Corporations in Kenya

This section presents the analysis of the independent variable which is the performance of State Corporations in Kenya. The indicators of the variable were financial stability, labour force growth and customer feedback reports. The respondents were given five items rated on a five-point Likert scale ranging from strongly agree; to agree; to neutral; to disagree and to strongly disagree from which to choose.

5.1.2 Financial stability

Table 2: Descriptive Statistics for Financial Stability

	Strongly Agree			**Disagree**			
Statement		Agree	Neutral		Strongly Disagree	Mean	Std. Dev
Organisation has been active in enhancing financial growth.		12.9% (15)	24.1% (28)	62.9% (73)		3.50	0.716
Cost of running organisation has reduced over the last three years.		12.1% (15)	87.1% (101)			2.87	0.337
Amount of capital has increased due to growth in business over the last three years		12.9% (15)	61.2% (71)	25.9% (30)		3.130	0.612
Financial Aggregate Mean and Standard Deviation Scores						3.170	0.555
Coefficient of Variation Mean/SD						18%	

The study sought to determine the performance of State Corporations in relation to financial stability, which include organisation financial growth, cost of business, and capital. The respondents were therefore given five items rated on a five-point Likert scale ranging from strongly agree; to agree; to neutral; to disagree and to strongly disagree from which to choose. The results in Table 2 reflects the aggregate mean and standard deviations for financial perspective were 3.170 and 0.555 respectively, while the coefficient of variation is 18% which is relatively low. This suggests that the data represents a more precise estimate and thus concentrated around the mean. The results also show that 62.9 % of the state corporations did not experience an increase in their financial growth over the last 3 years (mean = 3.50, std = 0.716). Also, 87.1% indicated that they were not sure that their state corporations cost of running had gone down over the last 3 years (mean = 2.87, std = 0.337). 61.2% of the state corporations were not sure that they had a capital increase which resulted to growth over the last 3 years (mean = 3.130, std= 0.612). From the findings it is evident that performance based on financial stability had increased to a less extent.

5.1.3 Labour Force Growth

Table 3: Descriptive Statistics for Labour Force Growth

Statement	**Strongl y Agree**			**Disagree**			
		Agree	Neutral		Strongly Disagree	Mean	Std. Dev
The performance and staff morale has increased due to loyal staff with low turnover. The employee productivity and staff development has improved. My organisation has been able to achieve organisation goal over the last three years. The number of employees has grown over the last three years	12.9% (15)	50% (58) 62.9% (73) 62.9% (73) 50% (58)	12.9% (15) 12.1% (14) 12.1% (14) 25% (29)	25% (29) 12.9% (15) 25% 29	12.1% (14) 12.1% (14) 12.1% (14)	2.64 3.26 3.38 3.52 3.20 31%	0.859 1.088 0.861 1.115 0.980

The study sought to determine the performance of State Corporations in relation to growth which include employee productivity, achieving organisation goal and increase in employees' number. The respondents were therefore given five items rated on a five-point Likert scale ranging from strongly agree; to agree; to neutral; to disagree and to strongly disagree from which to choose. The results in Table 3 reflects that the aggregate mean and standard deviations for growth perspective were 3.20 and 0.980 respectively, while the coefficient of variation is 31% which is relatively low. This suggests that the data represents a more precise estimate and thus concentrated around the mean. The results also show that 50 % of the state corporations did experience an increase in their growth over the last 3 years (mean = 2.64, std = 0.859). Also, 62.9% indicated that employee productivity and staff development had improved in their state corporation over the last 3 years (mean = 3.26, std = 1.088). 62.9% of the respondents indicated that their state corporations achieved organisational goal which resulted to labour force growth over the last 3 years

(mean = 3.38, std= 0.861). In terms of growth of number of employees 12.9% of the respondents strongly agreed and 50% agreed. From the findings it is evident that performance based on labour force growth had increased to a less extent.

5.1.4 Customer Feedback Reports

Table 4: Descriptive Statistics for Customer Feedback Reports

Statement	**Strongl y Agree**			**Disagree**			
		Agree	Neutral		Strongly Disagree	Mean	Std. Deviati on

Statement	Strongly Agree			Disagree			
Employees’ relationship with customers has been cordial enhancing customer retention. Organisation has been giving continuous customer feedback report to enhance customer retention	25.9% (30)	24.1% (28) 50.9% (59)	25% (29) 12.1% (14)	25% (29) 37.1% (43)		3.51 3.14	1.131 0.932
Customer feedback Aggregate Mean and Standard Deviation Scores						3.330	1.031
Coefficient of Variation Mean/SD						31%	

The study sought to determine the performance of State Corporations in relation to customer feedback reports which include employee’s relationship with customers and customer feedback reports. The respondents were therefore given five items rated on a five-point Likert scale ranging from strongly agree; to agree; to neutral; to disagree and to strongly disagree from which to choose. The results in Table 4 reflects that the aggregate mean and standard deviations for customer feedback perspective were 3.330 and 1.031 respectively, while the coefficient of variation is 31% which is relatively low. This suggests that the data represents a more precise estimate and thus concentrated around the mean. The results also show that 25.9% and 24.1% of the respondents indicate that the relationship with customers were cordial enhancing customer retention in their state corporations over the last 3 years (mean = 3.51, std = 1.131). Also, 50.9% indicated that their state corporations provided customer feedback that enhanced customer retention over the last 3 years (mean = 3.14, std = 0.932). From the findings it is evident that performance based on growth had increased to a less extent.

6. TESTING OF HYPOTHESES

Inferential analysis was used to test the hypotheses in the study. This section presents the results of the hypotheses tests.

6.1 Change management and Performance of State Corporations in Kenya

The objective of this study was to establish the influence of the change management on the performance of state corporations in Kenya. The hypothesis was as follows:

H01: Change management does not influence the performance of State Corporations in Kenya.

The linear regression model gave the following findings:

Table 5: Model Summary for change management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739a	.546	.542	.73607

The results in Table 5 show that the coefficient of determination (R2) is 0.546 meaning that the model estimated explains 54.6% of the variations in the performance of State Corporations in Kenya.

Table 6: ANOVAa for change management

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	24.192	1	24.192	36.935	.000b
	Residual	61.765	114	.542		
	Total	85.957	115			
a. Dependent Variable: State Corporation						

b. Predictors: (Constant), Change management						

Table 8: ANOVAa for Mentoring programs

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	64.300	1	64.300	102.297	.000b
	Residual	71.657	114	.629		
	Total	135.957	115			
a. Dependent Variable: State Corporation						
b. Predictors: (Constant), Mentoring programs						

The results of the Analysis of Variance (ANOVA) indicated in Table 6 show that the relationship between the independent variables and the dependent variable is significant (F = 36.192, sig <.05). This reveals that the change management significantly affects the performance of state corporations. The change management was statistically acceptable as useful in predicting the performance of state corporations in Kenya. The model results shows that state corporations explain 54.6% of the variations in the performance of state corporations in Kenya while the ANOVA results indicate that change management significantly influences performance (sig. level is 0.000 which is less than 0.05).

6.1.2 Mentoring programs and Performance of State Corporations in Kenya

The hypothesis was as follows:

Ho2: Mentoring programs does not influence the performance of State Corporations in Kenya.

The linear regression model gave the following findings:

$Y = \beta 0 + \beta 2X2 + \mathcal{E}$

Table 7: Model Summary for Mentoring programs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688a	.473	.468	.79282

The results in Table 7 show that the coefficient of determination (R2) is 0.473 meaning that the model estimated explains 47.3% of the variations in the performance of State Corporations in Kenya.

Table 10: ANOVAa for Training Needs Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	39.323	1	39.323	46.390	.000b
	Residual	96.634	114	.848		
	Total	135.957	115			
a. Dependent Variable: State Corporation						
Predictors: (Constant), Training Needs Analysis						

The results of the Analysis of Variance (ANOVA) indicated in Table 8 show that the relationship between the independent variables and the dependent variable is significant (F = 102.297, sig <.05). This reveals that the mentoring programs significantly affect the performance of state corporations. The mentoring programs was statistically acceptable as useful in predicting the performance of state corporations in Kenya. The model results shows that state corporations explains 47.3% of the variations in the performance of state corporations in Kenya while the ANOVA results indicate that mentoring programs significantly influences performance (sig. level is 0.000 which is less than 0.05) and hence the study rejected the null hypothesis that mentoring programs does not influence the performance of State Corporations in Kenya.

6.1.3 Training Need Analysis and Performance of State Corporations in Kenya

The hypothesis was as follows:

Ho3: Training need analysis does not influence the performance of State Corporations in Kenya.

The linear regression model gave the following findings:

$Y=\alpha0+\beta3X3 + \varepsilon$

Table 9: Model Summary for Training Needs Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538a	.289	.283	.92069

The results in Table 4.26 show that the coefficient of determination (R2) is 0.283 meaning that the model estimated explains 28.3% of the variations in the performance of State Corporations in Kenya.

The results of the Analysis of Variance (ANOVA) indicated in Table 10 show that the relationship between the independent variables and the dependent variable is significant (F = 46.390, sig <.05). This reveals that the Training Needs Analysis significantly affect the performance of state corporations. The Training Needs Analysis was statistically acceptable as useful in predicting the performance of state corporations in Kenya. The model results shows that state corporations explain 28.9% of the variations in the performance of state corporations in Kenya while the ANOVA results indicate that strategic recruitment significantly influences performance (sig. level is 0.000 which is less than 0.05) and hence the study rejected the null hypothesis that strategic recruitment does not influence the performance of State Corporations in Kenya.

Table 7: The Summary of Tests of Hypotheses

Research Objective	Research Hypothesis	Results	Decision	
To determine the effects of change management on the performance of State Corporations in Kenya.	H01: change management has no significant effect on the performance of State Corporations in Kenya	The change management had a statistically significant influence on the performance State Corporations in Kenya (Sig. is 0.000)	The null hypothesis was rejected	
To assess the effects of Mentoring program on the performance of State Corporations in Kenya.	H02: Mentoring program has no significant effect on the performance of State Corporations in Kenya.	The Mentoring program had a statistically significant influence on the performance State Corporations in Kenya (Sig. is 0.000)	The null hypothesis was rejected	
To determine the effects of Training Needs Analysis on the performance of State Corporations in Kenya	H03: Training Needs Analysis has no significant effect on the performance of State Corporations in Kenya	The Training Needs Analysis had a statistically significant influence on the performance State Corporations in Kenya (Sig. is 0.000)	The null hypothesis was rejected	

Findings in Table 11 show that the null hypotheses were rejected and is therefore concluded that the Strategic training has an influence on the performance of State Corporations.

7. CONCLUSION AND RECOMMENDATIONS

The objective of this study was to determine the impact of strategic training on the performance of State Corporations in Kenya. The study concludes that a positive change in strategic training positively influences corporate performance and vice versa. This is also the case when the constructs of the predictor variable are measured separately and even when these are combined together. Based on the results of the first objective, State Corporations should emphasize on change management to achieve performance improvement. This study recommends that change management be made a key result area in coming up with organization strategic trainings. This will enhance performance of state corporations due to changing environment based trainings in the market. Guided by the findings of the second objective, this study recommends State Corporations should underscore employees' mentorship programs for improved performance. Priority should be given to mentorship programs in readiness for succession planning. These aspects of strategic training should be grounded on policies to ensure their positive realization. Based on the results from the third objective, State Corporations should consider training needs analysis in order to promote performance. Trainings on need-based should be accorded priority in strategic training.

Policies on reducing the cost of doing business may include reducing internet costs, and lower tariffs on power to make it cheaper. Due to limited access to foreign markets, the government may sponsor international conventions to promote Kenya as an investor friendly country. Technology is required to be affordable for the State Corporations to effectively compete locally and internationally. In this regard, it is recommended that the government should come up with a policy to subsidize the specific technologies and software to make them affordable. The other aspect is concerning legislation where the government may be required to legislate, strengthen, and review existing laws.

It is recommended that State Corporations should identify the relevant opportunities and risks and capitalize on the opportunities and mitigate the potential risks. The organisations may also position themselves internationally so that they may expand their profit and thus promote their performance. They may also diversify their services by developing new products thus improving their performance.

The political climate was rated as not conducive to the State Corporations especially where after every election new management of State Corporations Board are appointed. The government may need to come up with a policy on handling political issues that may interfere with running of state corporations in Kenya. In practice State Corporations should identify the relevant opportunities and risks and capitalize on the opportunities and mitigate the potential risks.

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8.1.3 Data Availability Statement

The authors confirm that all data analyzed during this study are included in this article.

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