DETERMINANTS OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF STATE CORPORATIONS IN KENYA (A CASE STUDY OF KENYA URBAN ROADS AUTHORITY)

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SPRING, 2023
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ON PERFORMANCE OF STATE CORPORATIONS IN
KENYA (A CASE STUDY OF KENYA URBAN ROADS
AUTHORITY)

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SPRING, 2023
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University-Africa in Nairobi for academic credit.

Signed: ______________________   Date: ______________________

Kelvin M. Mutemi (ID No: 663510)

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________   Date: ______________________

Dr. Charity Muraguri

Signed: ______________________   Date: ______________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to examine the influence of strategy implementation on the performance of state corporations in Kenya, and in particular, Kenya Urban Roads Authority. The study was guided by the following specific objectives: to examine the extent to which organizational structure determines the performance of Kenya Urban Roads Authority; to establish the extent to which leadership style determines the performance of Kenya Urban Roads Authority and; to survey the extent to which resource availability determines the performance of Kenya Urban Roads Authority.

This study used a descriptive research design to obtain factual information that could effectively address the research problem. This study worked best with a descriptive design because it allowed the researcher to figure out how organizational structure, leadership style and resource availability affected the dependent variable (performance of Kenya Urban Roads Authority). The target population was drawn from Kenya Urban Roads Authority (KURA). A target population of 280 employees was used in this study research. These comprised of employees in top management, middle-level management and lower-level officers. The stratified random technique was used to obtain 165 respondents. The study used close-ended questions to obtain primary data. Analysis was done quantitatively by employing inferential and descriptive statistics. Presentation of data was done through frequencies, mean, standard deviation and percentages and presented in form of tables and figures.

The study revealed that the decision-making powers in the corporation were retained in the head office. Correlation analysis showed that there existed a statistically significant linear relationship between organizational structure and performance of KURA (r=0.570, p<0.01). Regression analysis findings showed that 32% of the variance in the performance of KURA in Kenya could be attributed to the organizational structure (adjusted $R^2 = .320$). The Analysis of Variance (ANOVA) showed that there existed a statistically significant linear relationship between organizational structure and performance of KURA ($F (1,129) = 61.600, p<.05$), where, a single unit change in organizational structure could improve the performance of KURA by 58.9%.
The study showed that leadership generated a greater involvement in the work of subordinates. Correlation analysis revealed that there existed a statistically significant linear relationship between leadership style and performance of KURA ($r=0.568$, $p<0.01$). Regression analysis findings showed that 31.7% of the variance in the performance of KURA in Kenya could be attributed to leadership style (adjusted $R^2 = .317$). ANOVA analysis showed that there existed a statistically significant linear relationship between leadership style and performance of KURA ($F (1,129) = 60.886$, $p<.05$), where a single unit change in leadership style could improve the performance of KURA by 62%.

The study indicated that the organization management ensured that all their employees were well trained. Correlation analysis showed that there existed a statistically significant linear relationship between resource availability and performance of KURA ($r=0.603$, $p<0.01$). Regression analysis findings showed that 35.8% of the variance in the performance of KURA in Kenya could be attributed to resource availability (adjusted $R^2 = .358$). ANOVA analysis revealed that there existed a statistically significant linear relationship between resource availability and performance of KURA ($F (1,129) = 73.002$, $p<.05$), where a single unit change in resource availability could improve the performance of KURA by 56.8%.

The study concludes that the organizational structure was highly centralized and it was aimed at achieving organizational goals. The organization leadership ensured that workers were well organized, and ensured that activities were well coordinated. The leadership generated a greater involvement in the work of subordinates since it was more effective, and it encouraged open communication and/or criticism. The study also revealed that available organizational resources (financial and human) were efficiently managed and financial resources were essential in enabling the organization attain its goal and objectives, while human resources played a key role in influencing organizational performance.

This study recommends the management of KURA to adopt a decentralized structure and reduce formalization in the work place. This would enable decisions in the corporation to be quick which would avoid interference with the firm’s operations. They should improve firm performance by creating open communication channels with the employees, as well
as ensure that all employees are well trained and are motivated to perform beyond their expectations which would result in increased firm performance.
ACKNOWLEDGEMENT

I acknowledge my supervisor, Dr. Charity Muraguri who through her constant support, correction and guidance has enabled me to undertake a proper research.
DEDICATION

I dedicate this project to the Almighty God, my dear wife and children who have stood by me during the entire research.
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<td>Analysis of a Moment Structures</td>
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<td>ANOVA</td>
<td>Analysis of Variance</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>ISO</td>
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<td>MRA</td>
<td>Moderated Regression Analysis</td>
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<td>MSMEs</td>
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<td>NACOSTI</td>
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<td>RDAs</td>
<td>Regional Development Agencies</td>
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<td>SCAC</td>
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<td>SEM</td>
<td>Structural Equation Modeling</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
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<td>UK</td>
<td>United Kingdom</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Strategy implementation is viewed as a dynamic activity within the strategic management literature that defines the manner in which organizations should develop, utilize and amalgamate organizational structures, control systems and manage culture in implementing strategies that leads to competitive advantage and improved performance (Muendo, 2016). The ability to implement strategies successfully is important to any organization. The strategy implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. A strategy is an important component of organization planning towards the attainment of organizational objectives.

The strategy translates plans into actions and the intended results so as to deliver on organizational objectives (Al-Kandi, Asutay & Dixon, 2015). Strategy implementation is a primary operation-driven activity, revolving around the management of employees and business processes. Strategy implementation depends on building and strengthening competitive capabilities, motivating and rewarding employees in a strategy supporting manner. The strategy implementation task entails building of organization capability; marshaling resources; instituting policies and procedures; adopting best practices; and continuous improvement (Smith, 2015).

Effective strategy implementation enables an organization record great benefits in terms of improved customer satisfaction, loyalty and repeat purchase (Anene, 2021). Signs of poor strategy implementation could involve low self-esteem among employees, low employee retention, low customer satisfaction and struggling organizational performance. Companies which emphasize on good strategy implementation sustained twice financial success compared to poor implementers. Sometimes implementation is hard to get right, yet success of organizations depends on effective implementation. Therefore, for this reason, measures have to be put in place to ensure effective implementation of the strategy.
Kafel (2021) suggests that strategy implementation is important for any organization to achieve its corporate goal. Organizations are faced with many challenges trying to implement strategies due to a number of reasons. Implementing a strategy requires changes in an organization. This may take the form of developing new processes of doing things, improving on the existing processes and capacity building among staff and customers to enable them work comfortably with new systems implemented in an organization. Statistics indicate that many strategies that are well formulated end up not being well implemented because of the challenges in strategy implementation. Well implemented strategies lead to realization of better organizational performance.

Successful strategy implementation will depend on how well an organization is able to integrate these components effectively (Hitt, Jackson & Wright, 2017). It is therefore important that an organization develops the right practices in strategy implementation. Through strategy implementation, organizations are able to align their day to day operations to the changing operational environment for competitive advantage. These adaptation enables the organization to take advantage of the changes in the operating environment for competitiveness. It is difficult for any management team to formulate a consistent strategy and it is even more difficult to implement the strategy in the whole organization as any number of factors can affect the process of turning strategies into organizational action (Muendo, 2016).

Strategy implementation failure can result in large costs to the organization. It has been shown that this failure ends up wasting a substantial amount of time and resources and can also lead to decreased productivity, decline in the morale of employees, lowered confidence in the top management of the organization and subsequently a decline in performance. The high failure rate of change initiatives due to poor implementation of new strategies and the lack of strategic leaderships have been identified as one of the major barriers to effective strategy implementation. In turbulent environments, the ability to implement new strategies quickly and effectively may well mean the difference between success and failure for an organization (Anene, 2021).
Rajasekar (2014) argues that strategy implementation can be negatively affected by the type of leadership existing in that organization. The amount of information availed to the different stakeholders determines how accurate the different stakeholders undertake different tasks for the common target of the organization. It is further affected by the way employees carry themselves around and perform their tasks which can be summarized in the culture prevailing in an organization. In a different view, Kibicho (2015) argues that the calibre of human capital hired by an organization in terms of experience and adequacy determines how well it implements strategies.

Favaro (2015) avers that once the strategy is determined, various goals and measures may be established to chart a course for the organization, measure performance and control implementation of the strategy. Tools such as the balanced scorecard and strategy maps help crystallize the strategy, by relating key measures of success and performance to the strategy. Taiwo and Idunnu (2015) emphasize that these tools measure financial, marketing, production, organizational development, and innovation measures to achieve a 'balanced' perspective. Advances in information technology and data availability enable the gathering of more information about performance, allowing managers to take a much more analytical view of their business than before.

Globally, strategy implementation is a key challenge for today’s organizations. In Malaysia, Sorooshin, Norzima and Yusuf (2015) identified structure, leadership style and resources as the fundamental factors in strategy implementation. According to the White Paper of Strategy Implementation of Chinese Corporations (2016) strategy implementation has become the most significant management challenge which all kinds of corporations face at the moment. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. There are many soft, hard and mixed factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control.
Regionally it is no doubt that strategic management is the focal point of leading and most successful organizations today (Kibicho, 2015). In Nigeria strategy implementation and performance are key challenges for manufacturing companies and small medium enterprises. It is erroneously believed that it will cause entropy due to its financial implication (Ogbu, 2020). Failure of strategy implementation efforts causes enormous costs in the organization. The cost implication stressed by these authors does not imply financial evaluation, but the overall corporate goal of the organization. It has not occurred to these small medium enterprises owners that large business firms also witness strategy implementation failure. Orugun, Nafiu and Aduku (2017) suggest that there is a need for owners to have a rethink towards devising and implementing winning strategies in order to pursue their mission, vision and objectives without compromising the competitive situation in the Nigerian business environment.

Based on the above, it is clear that strategy implementation is an important facet of the performance of organizations, including state corporations. We will seek to establish the determinants of Strategy implementation in view of the fact that a higher percentage of organizations (83%), are unable to effectively implement their strategies according to the White Paper of Strategy Implementation of Chinese Corporations (2016). This study will draw its objectives in furtherance of the work carried out by Sorooshin, Norzima and Yusuf (2015) who identified structure, leadership style and resources as the fundamental factors in strategy implementation. Our study will focus on strategy implementation in state corporations and in particular, Kenya Urban Roads Authority.

As an introduction, State Corporations in Kenya are formed by the government to meet both commercial and social goals (Mininga, 2016). According to Mininga (2016), state corporations exist for various reasons which include: correcting market failures, exploiting social and political objectives, providing education, health, redistributing income or developing marginal areas. According to Guidelines on State Corporations (GSC) from the Office of the President (2016), to date there are 378 operational state corporations in Kenya being classified into eight broad functional categories based on mandate and core functions. The eight categories are financial; commercial; regulatory; public universities; training and research; service; Regional Development Agencies (RDAs); and, tertiary education. A state corporation has perpetual succession; in its corporate name, it is capable of suing and being
sued and is capable of holding and alienating movable and immovable property (State Corporations Advisory Committee [SCAC], 2017).

Various studies on state corporations in the past have demonstrated that state Corporations in Kenya experience a variety of problems. Key among these include corruption, nepotism, and mismanagement. Challenges revolve around politicization and poor corporate governance where board members are appointed by the political elite, (principally, the president and the minister) as are the chief executives. Thus many operational decisions are not necessarily non-partisan. Njoroge, Machuki, Ongeti, and Kinuu (2015) further noted the weak supervisory mechanism, where the role of the state corporation advisory committee is just advisory yet it could play a more powerful role as a monitor and evaluator of performance. Another major challenge is the structure of financing and financial management whereby many state corporations are allocated funds through line ministries and treasury and thus end up being chronically underfunded. They are allowed to borrow funds but many have not repaid their loans. Expenditure controls are weak. Prosecution of chief executives for abuse of office and misappropriation of funds is also usually not carried out.

Based on the above challenges faced by State corporations, it is the objective of this study to analyze the factors that determine effective strategy implementation. As mentioned before, this study will concentrate on Kenya Urban Roads Authority (KURA) which is a regulatory state corporation under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works and the objectives will be drawn from previous studies detailed above.

1.2 Statement of the Problem

The public sector organizations play a critical role in Kenya’s economic growth and development (Busaka & Khwasira, 2015). At present, according to GSC (2016), Kenya has more than 300 parastatals operating in different sectors some of which were established to help accelerate economic and social development as well as increase participation of Kenyans in the economy. However, these noble objectives have not been fully realized. Failure by some of the parastatals to effectively implement strategies has negatively impacted on the operations of these organizations and the country as a whole. Effective
strategy implementation helps reduce costs which are a major challenge in most public sector firms (Busaka & Khwasira, 2015).

Performance in the public service is a pivotal institution in the society and facilitator of all national activities and provides leadership benchmark for the rest of the economy (Njoroge, 2017). The public sector in Kenya has been facing challenges in service delivery since the country’s independence back in 1963 which have hindered realization of sustainable development. Among the factors that have contributed to the poor performance include: poor implementation of government policies, and continued poor traditional reporting on financial performance measurement due to ignorance and inadequacy in measuring the human capital element of the organization (Mbithi, 2016). In the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works in Kenya, it has been established that there exists various challenges to strategy implementation. The greatest among these include resistance to change, unsupportive culture, poor compensation and lack of fit between strategy and structure.

Several studies have been done on the effect of strategy implementation and performance such as the one by Chege (2012) who evaluated the challenges of strategy implementation for firms in the petroleum industry in Kenya and subsequently found out that strategy implementation challenges in the petroleum Industry in Kenya have a relationship to global oil industry factors. This focused on strategy implementation challenges only thereby presenting a contextual gap. The contextual gap exists due to the nature of the firms in question, in this case, the study focused on private firms in the petroleum industry. Kassim, Gichunge and Mbithi (2022) studied the effect of strategy implementation on performance of charitable non-governmental organizations in Kenya and found out that the kind of leadership in the organisation improves performance of Non-Governmental Organisations (NGOs). This was limited to performance of charitable NGOs, which have a unique business model thereby presenting a contextual gap. The contextual gap exists because NGO’s have a very unique business model which is different from that of State Corporations and the findings of the study may therefore not be applicable. Similarly, Kibicho (2015) studied the determinants of strategy implementation in the insurance industry in Kenya using factor analysis. The use of factor analysis presents a methodological gap.
There is clear indication from previous studies that little research has been done on the influence of strategy implementation on performance of state corporations that are entirely funded by the Government (either directly by Treasury or through donor loans, facilitated by Treasury). State corporations are unique since the Government owns or controls the majority shareholding and they exist principally to provide a service to citizens. Their optimal performance therefore, is of utmost importance especially for those that consume a huge chunk of the Country’s development budget. From the foregoing, the study proposes to conduct its study at KURA in order to fill the gap of this study guided by the following research question: What is the influence of strategy implementation on the performance of state corporations in Kenya, and in particular, KURA?

1.3 General Objective
To study the determinants of strategy implementation on the performance of state corporations in Kenya.

1.4 Specific Objectives
1.4.1 To examine the extent to which organizational structure determines the performance of Kenya Urban Roads Authority.
1.4.2 To establish the extent to which leadership style determines the performance of Kenya Urban Roads Authority.
1.4.3 To survey the extent to which resource availability determines the performance of Kenya Urban Roads Authority.

1.5 Significance of the Study
1.5.1 State Corporations
The study would be important to the management of the state corporations who formulate strategies and the whole organization since they implement the strategies. The management and all staff at state corporations would understand how strategy implementation affects the organizations in its quest to deliver on its mandate. This may ensure economic, efficient and effective use of public money in the course of government parastatals delivering on
their mandate. In summary therefore, KURA and other government parastatals may find the study valuable as it gives them a better perspective of how they can implement their strategies more successfully and minimize on the failure rate hitherto seen.

1.5.2 Government Policymakers
The results of the study may assist the government of Kenya in formulating policies that assist state corporations to improve their service delivery through better and more efficient processes. Through the findings of this study, the Government through the Ministry of Public Service, Youth and Gender Affairs may develop appropriate policies to guide policy formulation and implementation in autonomous government bodies in Kenya. As service delivery is the key function of most parastatals, the study aims at ensuring that this most critical function is adequately addressed.

1.5.3 Researchers and Academicians
The study would be of importance to future researchers and scholars since it would be a source of material for their research and would also help them in identifying the research gaps they need to fill. This would help deepen the empirical research in strategy implementation and organizational performance. It also forms a good starting point for other researchers who may be keen on identifying other challenges over and above the ones provided here that affect strategy implementation in parastatals and subsequently performance which is more often than not, seen in the level of service delivery to citizens.

1.6 Scope of the Study
The main objective of the study was to establish determinants of strategy implementation on the performance of state corporations in Kenya. The constructs under the study included, organizational structure, leadership style and resource availability. This study was carried out at KURA which was a State Corporation under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works where managers and employees working in this organization took part in this study. The population of employees in KURA including top management, middle level management and lower level officers is 280. The Yamane (1973) formula was used to figure out the sample size for this research. Based on the formula, the sample size is 165 employees. The study was conducted between Summer 2022 and Spring 2023.
1.7 Definition of Terms

1.7.1 Strategy
Jonas (2000) defines strategy as a plan of action that allows the organization to accomplish her mission in terms of goals, objectives and purpose.

1.7.2 Strategy Implementation
Strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures (Wheelen & Hunger, 2011).

1.7.3 Performance
Performance is the record of results achieved on a given action during a given period of time (Wang et al., 2011). Therefore, performance is identified through output, streamlined internal processes, profits, attitudes of workers, customer satisfaction among others (William, 2002).

1.7.4 Organizational Structure
This is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them (Monavarian, Asgari, & Ashna, 2007).

1.7.5 Resources
According to Masons (2012) firm resources include all assets, capabilities, organizational processes, firm’s attributes, information, knowledge and much more that enables a firm to conceive and implement strategies to improve its efficiency and effectiveness.

1.7.6 Leadership style
Refers to the ability of top leadership and change management leadership to influence others towards the desired future state (Santos-Vijande, López-Sánchez, & Trespalacios, 2012).
1.8 Chapter Summary
The first chapter provides an overview on strategy implementation thereby forming the purpose of the study. The study sought to establish the influence of strategy implementation on performance of State Corporation in Kenya. It specifically assessed the effect of organizational structure, leadership style and resource availability on performance. Strategy implementation has become the most significant management dilemma which all corporations face at the moment. Organizations have to not only develop but also successfully implement the right strategies for success. Continuous performance is the focus of any organization because only through performance, are organizations able to grow and progress. Chapter two provides a salient review of literature related to the study that illuminates work which has influenced this research and which justifies the need for extending the current or similar existing research. Chapter three details the research methodology which was employed in this research. Chapter four is the outcome of the study results and findings, and chapter five presents the discussions, conclusions, and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature from previous studies on determinants of strategy implementation on performance. The chapter follows the study objectives that sought to: examine the extent to which organizational structure determines the performance of KURA; establish the extent to which leadership style determines the performance of KURA; and, survey the extent to which resource availability determines the performance of KURA. At the end, the study provides a summary of the chapter.

2.2 Organizational Structure and Performance

Ahmady, Mehrpour and Nikooravesh (2016) described organizational structure as a group of people occupying a formal structure of position to achieve a particular purpose. They are institutions that enable society to pursue goals that could not be achieved by individuals’ action alone. Organizational Structure can be seen as the rules that oversee the relationship between individuals or teams who try to achieve the organizational goals (Joseph, Klingebiel & Wilson, 2016). Organizational structure holds an important role on the performance of an organization. Therefore any one managing an organization must understand the importance of structuring an organization. Performance is a major issue in most organizations and different organizations the world over employ different organizational structures. Organizational structure plays an important role on survival of any business units and it is important to understand different factors influencing it (Hao, Kasper & Muehlbacher, 2012).

Eze, Bello and Adekola (2017) investigated the effects of organizational structure on the performance of microfinance banks in Nigeria. The population of this study comprised of all staff of Covenant Micro Finance Bank as well as the customers of the banks. The sample size was a total of 354 comprising of both employees (51) and customers (303) of Covenant Micro Finance Bank. The propositions assumed for this study were that: there is no relationship between organizational centralization and organizational customer satisfaction, there was no relationship between organizational centralization and organizational profit, there was no relationship between organizational formalization and organizational customer satisfaction and that there was no relationship between
organizational formalization and organizational profit. Also, among the secondary data collected are views of various management researchers. As a result of the primary and secondary data collected, the study recommends that organizations should adopt decentralization structure and reduce formalization in the work place.

Mousavi, Jadidi and Javanmard (2013) studied the effects of organizational structure on performance of research organizations in Iran. There were 120 employees working for this organization and the proposed study of this paper has selected a sample of 100 people, and designed, and distributed a questionnaire among them. The study used two methods of regression analysis as well as Structural Equation Modeling (SEM) to study the impacts of three variables on organizational performance. The results showed that there are some positive and meaningful relationship between formality and concentration from one side and organizational performance from the other side. In addition, there is a meaningful and negative relationship between complexity and organizational performance.

2.2.1 Centralized Structure

Most parastatals in the country operate with a centralized organizational structure with the Chief Executive Officer (CEO) or Director General wielding and exercising executive power with only a small portion distributed through the organizational structure. Muharam and Chaniago (2019) stated that centralization means that authority or power is still largely held by a leader, and only a small portion is distributed throughout the organizational structure. In a centralized organization, the decision-making powers are retained in the head office, and all other offices receive commands from the main office. The executives and specialists who make critical decisions are based in the head office. Joseph, Klingebiel and Wilson (2017) affirm that a centralized organization will typically have a high degree of hierarchical authority and low levels of participation in decisions about policies and resources, whereas a decentralized organization will be characterized by low hierarchical authority and highly participative decision making. Thus, where only one or a few individuals make decisions, an organizational structure may be described as highly centralized. By contrast, the least centralized organizational structure possible is one in which all organization members are responsible for and involved in decision making.
Centralization is associated with many of the dysfunctions of bureaucracy, especially rigidity and abuses of monopoly power (Yen & Teng, 2013). Proponents of centralized decision making suggest that it leads to better performance by facilitating greater decision speed, providing firm direction and goals, and establishing clear lines of hierarchical authority thereby circumventing the potential for damaging internal conflict. By contrast, supporters of more participative decision making suggest that centralization harms performance by preventing middle managers and street-level bureaucrats from making independent decisions, enshrining inflexible rules and procedures, and undermining responsiveness to changing environmental circumstances. The plausibility of both views thus implies that centralization may have inconsistent, contradictory or even no meaningful effects on performance (Christiansen & Vrangbæk, 2018).

Andrews, Boyne, Law and Walker (2019) examined the effects of centralization and organizational strategy on the performance of 53 United Kingdom (UK) public service organizations. Centralization is measured as both the hierarchy of authority and the degree of participation in decision making, whereas strategy is measured as the extent to which service providers are prospectors, defenders, and reactors. We find that centralization has no independent effect on service performance, even when controlling for prior performance, service expenditure, and external constraints. However, the impact of centralization is contingent on the strategic orientation of organizations. Centralized decision making works best in conjunction with defending, and decentralized decision making works best in organizations that emphasize prospecting.

Mayeku (2012) assessed the impact of centralized purchasing on organization performance at Mukwano Group of Companies. The study was carried out using a self-administered questionnaire and an interview guide. The resulting findings revealed that centralized purchasing has a positive impact on organizational performance as per the evidence shown by the findings of the study. This is mainly due to its advantages such as easy monitoring of purchasing performance, uniform purchasing procedures being followed, and budgetary controls being applied. Uniform policies can be adapted, and specialist staff can be employed for each category of purchase; which outweigh its disadvantages. This together with the derived cost reduction and quality control benefits which makes centralized procurement a recipe for success. The study also established that centralized purchasing led
to reduced costs, and ensured that the quality of the goods and services purchased by Mukwano Group of Companies was up to standard. The study recommended that centralized purchasing structure seems to be working well for Mukwano Group of Companies, therefore it should be strengthened. Further, since it requires purchasing professionals, the entity should concentrate on recruiting highly qualified procurement managers and user departments should be informed thoroughly by the procurement department about what goes on at all stages of the procurement cycle. The employees should also be sensitized about the benefits of using the centralized purchasing structure.

2.2.2 Decentralized Structure
Decentralization is the process of encouraging authority in the decision-making process of an organizational hierarchy, through the provision of a lower level personnel with more responsibility and power to make and execute decisions (Hansen & Mowen, 2019). A decentralized company is characterized by a low hierarchical authority in which decision making is very participatory. Therefore, where only one or several individuals make decisions, the structure of the company is described as very centralized. The decentralized authority management expects decisions to be quick to avoid interference with the company's operations. In addition, with decentralization, decisions can be made by one party to eliminate confusion (Tan, 2018).

Rondinelli (2017) states that decentralized benefits include faster decision-making, increased levels of innovation and creativity, greater organizational flexibility, quicker development of low-level managers, and an increased level of job satisfaction as well as employee commitment. However decentralization can also be risky assuming low-level personnel do not have the necessary skills and training to effectively carry out their duties. In addition, decentralization increases the likelihood of an inefficient communication line, competing objectives, and duplication of effort. Some factors need to be considered when delegating decision-making to the entire organization, namely organizational size, speed of change in its environment, manager's willingness to give up authority, employees' willingness to accept more responsibility, and geographical dispersion. Decentralization leads to faster decision making and increased innovation and responsiveness to customer preferences (Liu & Tyagi, 2011).
Tarwneh (2019) investigated the impact of decentralization dimensions on subsidiaries performance in Jordan organization. The results showed that there was a statistically significant impact for both goals congruence and autonomy on subsidiaries performance, whereas there was no statistically significant impact for information asymmetry on subsidiaries performance. In light of the results, some conclusions were drawn. The study established that autonomy was an important factor that influences performance, pointing to the degree of managers’ freedom in making managerial decisions. The exchange of information between the subsidiaries within the same group is not considered as a basic requirement for disclosure. Based on conclusions, the study recommended increased coordination between the objectives of the organization to create a kind of partnership in achieving the objectives, increase the degree of freedom of management at the lower levels in decision-making, and focus on the quality of information disclosure within the organization.

Alamsa and Rasyid (2019) examined the effect of decentralization, on managerial performance with locus of control as the moderating variable. The research object in this study was the manager of PT Telkom Witel Sul-sel and PT Multi trading Pratama. The total population was 63 managers and the technique of determining the sample was a census method, that is, the entire population were used as a research sample. In this study the method used was explanatory research. Data collection used a questionnaire instrument. Data were analyzed using Moderated Regression Analysis (MRA) with the help of software Statistical Package for the Social Sciences (SPSS) 23. The hypotheses proposed were as many as 4 (four). The results revealed the following: (1) decentralization has a significant effect on managerial performance; (2) characteristics information accounting management has a significant effect on managerial performance; (3) locus of control does not moderate the relationship of decentralization on managerial performance; and (4) locus of control moderates and weakens the relationship of characteristics information accounting management on managerial performance.

It is clear from the above that there are pros and cons to both centralization and decentralization structures in organizations. This study will thus seek to determine the existing organization structure in KURA and how the structure is affecting the organization’s performance. The study will then recommend the optimal organization.
structure for KURA and the findings may then be applied in similar state corporations as may be appropriate.

2.3 Leadership Style and Performance

Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction (Northouse, 2017). Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them and is focused on influencing others to achieve desired results. Leadership occurs when one group member modifies the motivation or competence of others in the group (Tan, 2018). Owen (2018) states that leadership entails an unequal distribution of power between leaders and group members. Group members have power, but leaders usually have more powers. Leadership is directly connected to the practice to which people are dedicated. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. (Kruse, 2019).

Turner (2019) indicates that leadership has a direct cause and effect relationship upon organizations and their success. Many organizations have failed due to ineffective leadership style of the management team of such organizations and the result in such situations, is that often the workers are not well organized, controlled or coordinated. The effect of this attitude has been shown to arise from ineffective leadership style, low productivity, high operating cost, uncooperative attitude of employees etc. All these in the long run leads to the closure or failure (in the case of parastatals) of the organization. Some organizations are faced with the problem of sourcing for competent leaders who have personality, knowledge, intelligence and experience to lead (Kruse, 2019). According to Ciulla (2020), leadership makes the difference between success and failure, between profit and loss, between development and underdevelopment of any organization, nation or enterprise. Therefore, leadership is vital to employee performance and corporate excellence.

Ibrahim and Daniel (2019) surveyed the impact of leadership on the organizational performance of Coca Cola Company in Abuja, the Federal Capital City, Nigeria. The study discovered that leadership is significant to the organizational performance of any given
company. The style of leadership a manager adopted has a direct effect on the organizational performance of the employee. The study among others things discovered that participatory leadership and delegation of duties enhances the employee performance and attainment of corporate goals and objectives. The study therefore concludes that achievement of organizational goals and objectives depends solely on the leadership style an organization adopted. It therefore recommends that, since leadership is one of the basic means used in attainment of organizational goals/objectives, every organization should ensure that they have the right leader in their organization so as to achieve their set goals and/or objectives.

2.3.1 Transformational Leadership Style
Transformational leadership style focuses on developing the followers and considering their needs (Shelton, 2012). The managers that focus on transformational leadership focus particularly on developing the overall value system of the employees, development of moralities, skills and their motivation level. The transformational leadership acts as a strong bridge between the followers and leaders, to develop clear understanding associated with the motivational level, values and interests. The transformational leaders are the ones who encourage the employees to look beyond their self-interest. Díaz-Sáenz (2011) stated that transformational leadership demonstrates the superior leadership performance.

The transformational leaders are effective because of several reasons such as the leaders may be charismatic in terms of inspiring the employees, the transformational leaders may meet the emotional needs of the employees or they may stimulate the employees intellectually (Robinson, 2010). The transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of the organization been propelled by shared visions and values as well as mutual trust and respect. Transformational leaders generate a greater involvement in the work of subordinates. This involvement results in higher efficiency and satisfaction leading to managerial and organizational performance (Lee, Cheng & Lai, 2016).

Alsayyed, Suifan, Sweis and Kilani (2020) examined the impact of transformational leadership on organizational performance at the University of Jordan. A questionnaire was distributed to a sample of (280) administrative employees at the University of Jordan. Data
were analysed using SPSS software. Information about respondents was analysed using descriptive analysis. While multiple regression was used to determine whether the four dimensions of transformational leadership; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration have a significant impact on organizational performance. The findings revealed that the transformational leadership had a significant impact on organizational performance and in particular the aspects of idealized influence and intellectual stimulation. However, individualized consideration and inspirational motivation did not have a significant impact on organizational performance according to the respondents’ ratings.

Effiyanti, Lubis, Sofyan and Syafruddin (2021) examined the relationship between transformational leadership and organizational performance with readiness to change and empower knowledge sharing quality as mediating variables. The survey was conducted by collecting the respondents’ data by filling up forms which were designed using the google form application and collecting it using WhatsApp. This was performed on 400 respondents, encompassing employees from the National Agency of Drug and Food Control in Indonesia. The research model adopted was validated using SEM technique with Analysis of a Moment Structures (AMOS) tool. The findings showed transformational leadership as a significant predictor of readiness to change and it proved relevant in empowering knowledge sharing quality, which in turn affects organizational performance. Furthermore, the effects of two mediating variables were also examined, and only readiness to change significantly influenced the relationship between predictors of transformational leadership and organizational performance. The findings of this study showed the need for transformational leaders as the research focused on understanding the differences in employee character.

Khan, Rehmat and Asim (2020) examined the impact of transformational leadership on work performance, burnout and social loafing. A cross-sectional survey was conducted to collect data from 308 employees working in the telecommunication sector. To test the hypotheses, Model 4 of Process Hayes was used to test direct and mediating effects among transformational leadership and employees’ work outcomes and working behavior. The results showed that transformational leadership has a significant positive relationship with mediator intrinsic motivation. The results also concluded that work performance has
positive significant relationship with transformational leadership. However, there is indirect and insignificant relationship of transformational leadership with working burnout and social loafing. Therefore, it can be stated that organizational leaders must have transformational attributes by getting informed of their employees well because a transformational leader can inspire employees to achieve anticipated or significant outcomes.

2.3.2 Democratic Leadership Style
Allafchi (2017) is of the view that democratic leadership style focuses more on people and there is greater interaction within the group. The democratic leadership approach, also called participative management, encourages the participation of those being led. Democratic officials frequently ask for employee opinions and comments. They promote open communication and group decision making. The leadership functions are shared with members of the group and the leader is more part of the team. Democratic leadership style results in high employee productivity, satisfaction, cooperation, and commitment. It reduces the need for controls and formal rules and procedures which result in low employee absenteeism and turnover (Kane & Patapan, 2012). The leadership style develops competent and committed employees who are willing to give their best, think for themselves, communicate openly, and seek responsibility. With all the positive attributes associated with democratic leadership style, decision-making becomes over-stretched since opinions and lengthy debates play a key part in the process (Al-Khajeh, 2018).

Democratic leadership style emphasizes group and leader participation in formulation of policies that serves as guidelines for organizational operations (Maqsood & Bilal 2017). The leader derives power and authority from his followers. It is a type of leadership style in which members of the group take a more participative role in the decision-making process. Democratic leadership leads to higher productivity among group members and this is as a result of exhibiting positive work attitude. Some of the primary characteristics of democratic leadership opined Eze (2019), includes staff are encouraged to share ideas and opinions, even though the leader retains the final say over decisions; staff feel more engaged in the process; and creativity is encouraged. The democratic leader keeps his or her staff informed about everything that affects their work and shares decision making and problem-solving responsibilities.
A democratic leadership style is the key in determining the level of employee performance in an organization (Ojokuku, Odetayo & Sajuyigbe, 2012). Democratic leadership styles have given the managers the ability to take the right decisions, participate with others or ask their employees to handle some issues. Democratic style of leadership is also known as participative style due to the fact that it encourages one or more employees to be part of the decision-making process (determining what to do and how to do it). Nevertheless, it is the leader who makes the final decision and maintains authority. Democratic style strengthens the position of the leader who is respected by his employees. Managers are not expected to be knowledgeable in everything and that is why they employ knowledgeable and competent employees. This leader sees the subordinates as partners in progress and encourages participation in matters/decisions affecting the subordinates. Such leaders achieve results by team work (Kane & Patapan, 2012).

Kalu and Okpokwasili (2018) surveyed the influence of democratic leadership style on job performance of subordinates in academic libraries in Port Harcourt, Rivers State, Nigeria. The research design adopted for the study was a survey, while the 74 professional and para-professional staff working in the libraries studied were the respondents. Data collection was through questionnaire instrument titled “Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries (DLSJPSAL)” made up of five (5) item statements. The research question was answered using frequency counts, total score and means. Findings of the study revealed that democratic leadership style in academic libraries studied has positive influence on subordinates’ job performance because it results in high employees’ productivity. This style of leadership tends to have work groups that were very productive and subordinates showed a high degree of satisfaction on the job. Among others, the researchers recommended that heads of academic libraries should be encouraged to adopt democratic leadership style since it yields higher result in job performance of subordinates and consequently to users’ satisfaction with library services.

Hilton, Arkorful and Martins (2021) studied the relationship between democratic leadership and organizational performance. Explanatory and cross-sectional survey designs were used. A quantitative research approach was also adopted to collect the data from 476 employees in the telecommunication industry. Using SPSS, the data was analyzed via descriptive
statistics, correlation and hierarchical regression techniques. The results reveal that both
democratic leadership and contingent reward have a significant positive relationship with
organizational performance. Furthermore, contingent reward significantly augments and
moderates the relationship between democratic leadership and organizational performance.
Thus, the combination of democratic leadership and contingent reward would more likely
produce higher organizational performance.

Previous studies as shown above demonstrate that the type of leadership a manager or Chief
Executive settles on will have a direct impact on the performance of employees. In light of
the importance of leadership to an organization, the study will seek to determine the
leadership style being employed in KURA and how this is affecting the organization’s
performance and output. The study will then recommend the optimal leadership style for
KURA and the findings may then be applied in similar state corporations as may be
appropriate.

2.4 Resource Availability and Performance
Resources are any assets that an organization might draw on to help it achieve its goals
(Sanchez, Heene, Polat & Asan, 2017). More specifically, resources include all assets,
capabilities, organizational processes, firm attributes, information, knowledge, etc
controlled by a firm that enable the firm to conceive of and implement strategies that
improve its efficiency and effectiveness. Also, resources are the tangible and intangible
assets that firms use to develop and implement their strategies. Organizational resources
(are people, materials and technologies), information, capital and entrepreneurship, needs
and expectations (Greco, Cricelli & Grimaldi, 2013). The ever-extending reach of
globalization, continuously rising productivity, growing complexity of information, expanded
sensitivity of the environment, the swelling pace of technological innovation, the
speedy rise in employee expectations and the competition for closer partnerships are all
increasing the demand for alternative organizational practices and the way of work (Cloke
& Goldsmith, 2012).

Mbeche, Wainaina and Njihia (2017) examined the influence of organizational resources
on organizational performance of International Organization for Standardization (ISO)
certified organizations in Kenya. The study was based on Total Quality Management
(TQM) theory. A cross-sectional research survey design was adopted. Primary data was collected from a sample of 282 ISO certified organizations by use of a questionnaire, and secondary data was obtained from financial statements of 27 ISO certified organizations sampled. Descriptive statistics was used to analyze proportions of the variables and multiple regression model was used to estimate the effect of organizational resources on the performance of ISO certified organizations. The findings show that abundant organizational resources reduce performance. The study, therefore recommends that the management of ISO certified organizations should employ limited organization resources available efficiently and train their staff in managerial skills in order to improve performance of their organizations.

Maksoud (2019) conducted a research to establish the effect of organizational resources on performance of United Arab Emirates (UAE). It concludes that the organizational financial and human resources and capabilities are found to influence organizational performance of the surveyed public organizations. An additional analysis shows that slack of resources, i.e. financial resources, is found to be the only significant organizational resource to influence corporate social performance. The findings of this study along with the interpretation of the Resource-Based View (RBV) of organizational performance in the public sector reflect ‘practice variation’ and conclude that policy makers should deal with the fact that the current slack of resources in the UAE, as a major oil-producing country, may not last forever.

Lee (2019) investigated the impacts of organizational resources on agency performance. According to the analysis result, a variety of resources show relatively different impacts on agency effectiveness: some resources have positive and significant influences on agency effectiveness and others have negative or insignificant relationships with agency performance. Resources such as number of members in top leadership, professional employees, presidential attention, and agency’s public reputation have positive and significant relationships with agency effectiveness. This study provides useful strategic knowledge about resources to enhance federal agencies’ performance.
2.4.1 Human Resource Management

Effective management of Human Resources (HR) can enable an organization to gain as well as maintain a competitive advantage (Berisha, Qehaja & Kutllovci, 2015). Consequently, many organizations have attributed their success to effective Human Resource Management (HRM) (Orbole, 2016). HRM may be understood to refer to strategies or policies, procedures as well as practices related to developing the organization’s human resources. This is basically a unique way of managing employees and leads to achievement of organizational goals by using skilled and motivated staff. It incorporates various cultural, organizational and personnel techniques (Steen, Noe & Wright, 2019). While stressing the significance of human resource, Elnaga and Imran (2016) have argued that employees are a critical resource in an organization as they can affect the corporate image and consequently, determine the success or failure of the organization. The key objective of HRM is to increase employee performance and improve organizational performance through investment in human resource (Berisha Qehaja & Kutllovci, 2015).

Mutua (2019) examined the impact of human resource planning on organizational performance at the Ministry of Health Headquarters, Nairobi (2005-2015). The data was collected from top managers, middle level managers, HR managers and support staff through the use of questionnaires. The key findings of the study indicated that there was no significant evidence that effective human Resource planning was being undertaken at the Ministry of Health during the period under review. Literature review did not yield empirical evidence of similar researches carried out before. The study therefore concluded that the impact of human resource planning on organizational performance at the Ministry of Health was to a very small extent. The study recommends that the Ministry of Health should aim at optimal staffing levels and endeavour to undertake professional demand and supply forecasts for human resources especially the doctors and nurses who form a great percentage of their staffing. The ministry should ensure that schemes of service are regularly reviewed to avoid employees stagnating in one job grade for many years.

Rana and Malik (2017) assessed the impact of HR practices on organizational performance and moderating effect of Islamic principles on the impact in Pakistani business
organizations. Five broad categories of HR practices: selection, training, compensation, performance appraisal and employee participation, have been taken as independent variables and their impact has been assessed on organizational performance while the dependent variable was keeping the application of the Islamic principles as moderating variable. The result finding revealed that HR practices, including selection, training, compensation, performance appraisal and employee participation, have been found to be significantly and positively related to organizational performance. Moderation by the application of Islamic principles was observed to be positive. Its magnitude generally displayed decreasing trend with an increase in level of application.

Cheem, Maheen, Cheem and Yaseen (2017) investigated the impact of HRM on organizational performance of telecommunication firms in Pakistan. The population of the study included all companies in telecommunication in Pakistan. The results showed that increases in the level of compensation management, organizational citizenship behavior and employee development practices, led to a higher level of organizational performance. The study also indicated that compensation management, organizational citizenship behavior and employee development was positively associated with organizational performance. The results showed that there was a positive or significant relationship between independent and dependent variables, so the null hypothesis was rejected.

2.4.2 Financial Resources

Financial resources are basic resources that can be used to acquire other resources such as purchasing equipment, paying workers, and buying advertising (Zietlow, 2018). Financial resources are critical for financing strategic organizational resources and expanding business activities in line with the organization’s strategic objectives. Hasan and Habib (2017) argued that an organization should allocate financial resources in priority areas in order to obtain maximum returns from the investment in question which will consequently lead to improved performance. Hossain (2020) contends that access to reliable sources of funding and ability to generate acceptable returns on invested money determines the ability of the organization to attract more funding from its stakeholders, consequently leading to improved performance.
Financial resources are important organizational resources. No organization has ever succeeded without financial resources (Dess, Lumpkin & Eisner, 2016). Firm resources play an important role in the performance of organizations. Therefore it becomes imperative for institutions, firms, organizations and business entities to consider financial management in order to enhance their performance and more so mitigate exposure to financial risks (Sarker, 2015). Financial management is concerned with organization’s decisions on how to source for funds, how to control financial resources through financial controls, prudent allocation of financial resources and accountability measures. It is fundamental for the success of any entity. Faderai (2016) indicates that resource allocation was an essential aspect of ensuring success of organizational projects and performance of the organization in the long run.

Hayre (2015) indicates that financial resources are a very important resource which an organization needs not only for its functioning but also for its sustained success. Therefore, organizations put in place systems that help it to both fund its ambitions and also to manage its financial resources in support of its daily operations, including funding for improvement activities. Normally financial controls are applied by the management which enable it to take a proactive management position in the business. The three most important financial controls are namely the balance sheet, the profit and loss statement, and the cash flow statement (Blokdyk, 2020). But the management of financial resources is much more than the exercising of the financial controls. The management of the financial resources is an important function of the management in the organization. This financial management starts with the financial planning (Chandra & Das, 2018).

Njagi, Muathe and Muchemi (2018) investigated the effect of financial resources on the performance of public health institutions in Embu County, Kenya. The study used explanatory and descriptive research designs and targeted 550 employees and 769 outpatients drawn from all the five public hospitals in Embu County. The sample size comprised of 165 employees and 232 outpatients. Data was collected using semi-structured questionnaires and an interview guide. Quantitative data were analysed using descriptive and inferential statistics, while content analysis was used to analyse qualitative data. The findings of the study established that there was a positive and a statistically significant effect of financial and physical resources on the performance of public health institutions.
Inmyxail and Takahashi (2015) examined the effect of firm resources on business performance of male and female-headed firms in the case of Lao Micro, Small and Medium-Sized Enterprises (MSMEs) in Japan. The study established that financial resources were significantly linked with firm performance irrespective of who heads it. The study further indicated that availability, accessibility and adequacy of funds led to the achievement of an organization’s competitive advantage. Similarly a study by Wanjau, Muiruri and Ayondo (2017) found that there is a significant positive relationship between financial resources and performance of public health institutions in regard to delivery of quality health care. The study indicated that funds were critical in the acquisition of the necessary physical resources like medical supplies and equipment. However, the study ignored critical aspects like adequacy of funds and timeliness in the disbursement of funds by the government. In addition, the study used service providers as respondents and ignored the service receivers who would have provided vital information in regard to customer satisfaction.

2.5 Chapter Summary
The chapter reviewed literature strategy implementation and performance. It focused on three elements; organizational structure, leadership style and resource availability. Organizational structure holds an important role on the performance of an organization. Therefore any one managing an organization must understand the importance of structuring an organization. Further, many organizations have failed due to ineffective leadership style of the management team of such organizations and institutions. Ineffective leadership style will inevitably lead to low productivity, high operating costs and uncooperative attitude of employees. Resources include all assets, capabilities, organizational processes, firm attributes, information and knowledge controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. The effect of the availability of quality resources, including timeliness, of both human resources and financial resources, on the performance of public sector organizations should be investigated further in this study. The subsequent chapter discusses the methodology used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter explains different components of the research approach that were used in this study. They were as follows: research design, data collecting, and data analysis. Methodology, according to Polit and Hungler (2003), relates to methods for gathering, organizing, and analyzing data.

3.2 Research Design
According to Creswell (2014), arranging of the conditions for data collection and analysis in a way that tries to combine relevance to the study purpose with economy in method is referred to as research design. Kumar (2011) says that a research design gives a solid structure for narrowing the scope of the study and the ways in which the study goals are met. The research design also gives the researcher a plan for how to guide and control the study without getting in the way or changing the environment of the study. A descriptive research design was used for this study. This study worked best with a descriptive design because it allowed the researcher to figure out how organizational structure, leadership style and resource availability affect the dependent variable (performance of state corporations in Kenya, and in particular KURA).

3.3 Population
A population, according to Cooper and Schindler (2014), is made up of all the elements, whereas an element is the thing being measured and from which conclusions can be drawn. Contrarily, Thomas, Nelson, and Silverman (2017) define a population as the total set of people, things, or events that share observable traits. The target population of this study was drawn from KURA. A population of 280 employees was used in this study, and it comprised of top management, middle-level management staff, and lower-level officers.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Position</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>Middle Management</td>
<td>65</td>
<td>23</td>
</tr>
<tr>
<td>Lower-level officers</td>
<td>190</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>280</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Kenya Urban Roads Authority, Human Resource Department, 2023
3.4 Sampling Design
A sample design is the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. Sampling is the process of selecting a subset of a population to be used in a study in order to draw conclusions about the population based on the data obtained from this sample (Levy & Lemeshow, 2013).

3.4.1 Sampling Frame
A list of all the components of the population that a researcher used to determine the sample size is known as the sample frame (Cooper & Schindler, 2014). The sample frame is crucial since it guarantees that a researcher is only working with an actual, reliable population. The KURA HR office provided the sampling frame of this study.

3.4.2 Sampling Technique
Stratified sampling technique was applied based on the heterogenous nature of the target population that was stratified into three groups of top management, middle-level management and lower level officers. According to Kadilar and Cingi (2009), stratified random sampling ensures each subgroup within the population receives proper representation within the sample. By focusing on data from a subgroup rather than all possible cases or elements, sampling techniques offer a variety of ways to help limit the amount of data that must be collected.

3.4.3 Sample Size
The process of deciding how many observations or replicates to include in a statistical sample is known as sample size determination (Ryan, 2013). Any empirical study with the aim of drawing conclusions about a population from a sample must take into account the sample size as a crucial component. The Yamane (1973) formula was used to figure out the sample size for this research. The sample size for the study was 165 respondents as represented in table 3.2.

\[ n = \frac{N}{1 + N(e)^2} \]
Where:
\[ n = \text{corrected sample size}, \]
\[ N = \text{population size}, \]
\[ e = \text{Margin of Error (MoE) 0.05} \]

Therefore:
\[ n = \frac{280}{1 + 280(0.05)^2} \]
\[ n = 165 \]

Table 3.2: Sample Size

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<tr>
<td><strong>Total</strong></td>
<td><strong>280</strong></td>
<td><strong>165</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.5 Data Collection

Primary data is information that a researcher gathers directly, whereas secondary data is information that has already been collected and is available in libraries, online journals, or other publications (Mesly, 2015). A questionnaire was used in this study to gather primary data. Closed – ended questions were used to guide the respondents’ answers. The questionnaire was designed to answer the research questions as well as achieve the objectives. The questionnaire was closed-ended and divided into five categories: Section one was designed to obtain general information about the respondents. Section two, three and four were designed to obtain information on the impact of the independent variables on the dependent variable. Questions about organizational structure, leadership style and resource availability were contained in sections two, three and four of the questionnaire. Section five was designed so as to obtain information on the dependent variable i.e. performance of the organization. The closed-ended questions comprised of a likert-scale of 1 to 5 which aided participants in assigning numerical values to the responses (Mugenda & Mugenda, 2011).
3.6 Research Procedures

3.6.1 Pilot Study
Pilot study is an activity that assists the researcher in determining if there are flaws, limitations, or other weaknesses within the research instrument design and allows him or her to make necessary revisions prior to the implementation of the study (Creswell, 2015). The research instrument was piloted in with 28 respondents (10 percent) who did not form part of the selected respondent for the study. Pre-testing was carried out to assess the reliability and validity of the research tools in order to make sure that the questions were pertinent and easily understood.

3.6.2 Reliability of the Instrument
Reliability is the degree of consistency that the instrument or tool demonstrates on repeat trials (Kothari, 2007). Reliability of the measures was assessed with the use of Cronbach’s alpha. Cronbach’s alpha allowed the researcher to measure the reliability of the different categories. It consists of estimates of how much variation in scores of different variables is attributable to chance or random errors (Nguyen, 2010). He further indicates that as a general rule, a coefficient greater than or equal to 0.7 is considered acceptable and a good indication of construct reliability. Table 3.3 presents the results of the pilot test which demonstrates the reliability of the questionnaire.

Table 3.3: Pilot Test Results

<table>
<thead>
<tr>
<th>Section</th>
<th>Items</th>
<th>Alpha</th>
<th>Verdict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure Centralization on Performance</td>
<td>10</td>
<td>.821</td>
<td>Reliable</td>
</tr>
<tr>
<td>Leadership Style on Performance</td>
<td>10</td>
<td>.881</td>
<td>Reliable</td>
</tr>
<tr>
<td>Resource Availability on Performance</td>
<td>10</td>
<td>.878</td>
<td>Reliable</td>
</tr>
<tr>
<td>Overall</td>
<td>30</td>
<td>.931</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

3.6.3 Validity of the Instrument
Validity is the degree to which the research instruments appropriately and accurately measure what they are supposed to measure (Creswell, 2015). The study employed construct validity as advocated by Cronbach (1955), in which it relates the measuring instrument to the general theoretical framework so as to determine whether the instrument was tied to the concepts. Content validity was done to ascertain clarity and simplicity. The
study used clear wording of the questions by using terms that were likely to be familiar to, and understood by the respondents. The researcher also engaged the supervisor to ascertain whether the content of the research instrument were up to standard.

3.6.4 Administration of the Instruments
A Google form was the tool of choice for the researcher. The researcher used Google Forms to make digital questionnaires that were sent to respondents via email. Using Google forms made it easy for people to fill out the questionnaires quickly and get back to the researcher quickly once they were done. Respondents were able to fill out the forms whenever it was most convenient for them.

3.6.5 Ethical Considerations
There are many acceptable and unethical activities in research, which highlights how crucial it is to have a research ethics code. The researcher got permission or clearance from the right organizations, that is, United States International University – Africa’s (USIU-A) Institutional Review Board (IRB) and National Commission for Science, Technology and Innovation (NACOSTI), to do research. The researcher utilized the authorizations to request permission from KURA management to distribute surveys to their employees. The research tools did not contain their names or contact information. Additionally, the researcher reassured the respondents that the data they provided would only be used for academic research.

3.7 Data Analysis Methods
Collected data was first coded and then quantitatively analyzed according to statistical information derived from the research questions. The coded data was then tabulated and presented for statistical analysis by calculating the percentages, means and variance on each variable by use of SPSS version 25.0. Data results were presented in tables, graphs and charts to give a clear picture on the findings. A multiple linear regression was used to analyze the data collected so as to establish if there existed any relationship between the dependent (performance of state corporations) and the independent variables (organizational structure, leadership and resources). The multiple regression model used was:
\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

Where:
- \( Y \) = Performance of State Corporations
- \( \beta_0 \) = constant
- \( \beta_1 \ldots \beta_3 \) = coefficients
- \( X_1 \) = Organizational Structure
- \( X_2 \) = Leadership Style
- \( X_3 \) = Resource Availability
- \( \epsilon \) = error term

### 3.8 Chapter Summary

This chapter focused on the research methodology that was employed in the study. It details the research design that was used, target population, data collection procedures and how the collected data was analyzed. It also describes how the data collection instrument was tested for validity and reliability before distribution. The next chapter details the results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter reviews the results and findings for strategy implementation and performance. The chapter follows the study objectives that sought to: examine the extent to which organizational structure determines the performance of KURA; establish the extent to which leadership style determines the performance of KURA and survey the extent to which resource availability determines the performance of KURA. At the end, the study provides a summary of the chapter.

4.2 Response Rate and Demographic Information
The study’s response rate is captured under this section of the chapter, in tandem with the outcome of the respondents’ demographic information that focused on factors including: gender, level of education, position in the organization, years served in the corporation, and the number of years served in the current position within the corporation.

4.2.1 Response Rate
The researcher sent the study questionnaire to all the targeted 165 study respondents. After the data collection period had elapsed, 130 responses were obtained, and 35 were not. This shows that the study successfully attained a response rate of 78.8% which was adequate for analysis as presented in Figure 4.1. Cooper and Schindler (2014) avers that, the average accepted level of a response rate for any to provide accurate results is 55%.

![Figure 4.1: Response Rate](image)

Figure 4.1: Response Rate
4.2.2 Respondent’s Demographic Information
The outcome of the respondents’ demographic information focused on factors including: gender, level of education, position in the organization, years served in the corporation, and the number of years served in the current position within the corporation. These are all captured in this section.

4.2.2.1 Gender
The analysis of the respondents’ gender is presented in Figure 4.2. It shows that 52% of the management staff at KURA are male, and 48% are female. It indicates that the state corporation was an equitable employer since both genders were captured in the study, and were significantly represented.

Figure 4.2: Gender

4.2.2.2 Level of Education
The researcher asked the study respondents to state their highest level of education. Figure 4.3 shows that 45% of the management staff at KURA had a bachelor’s degree, 32% had attained the master’s level, 21% had college diplomas, and 2% had attained the PhD level. This means that the management staff of KURA were well educated, and were best suited for this study because they could understand the study.

Figure 4.3: Level of Education
4.2.2.3 Position in the Corporation
The study respondents were requested to indicate their position within the corporation, and Figure 4.4 shows 67% were low-level officers, 25% were middle-level managers, and 8% were top managers. These outcomes indicates that all the corporate managers were captured in this study, and they were well represented leading to a conclusive outcome.

![Figure 4.4: Position in the Corporation](image)

4.2.2.4 Service at KURA
The outcome of the respondents’ years of service at KURA are presented in Figure 4.5. It shows that 49% of the management staff had been in service at KURA for 2-5 years, 32% had been in service for 6-10 years, 12% had been in service for less than a year, and 7% for more than 10 years. This indicates that majority of the managers at KURA had been in service in the firm for more than 5 years, making them suitable for this study.

![Figure 4.5: Service at KURA](image)
4.2.2.5 Years as a Manager
The researcher requested the study respondents to indicate the number of years they had been in their management position at KURA. Figure 4.6 shows that 50% of the management staff had been in their position for 2-5 years, 30% had been in their position for 6-10 years, and 20% had been in their position for less than a year. This indicates that majority of the managers at KURA had been in their position for more than 5 years, making them suitable for this study.

Figure 4.6: Years as a Manager

4.3 Organizational Structure and Performance
This section of the chapter covers the descriptive and inferential analysis of the first study objective that sought to examine the extent to which organizational structure determines the performance of KURA.

4.3.1 Descriptive Analysis for Centralized Structure and Performance
Table 4.1 shows that the decision-making powers in the corporation were retained in the head office as shown by 81.6% of the study respondents who agreed, 14.6% were neutral, and 3.8% disagreed (mean=4.12; standard deviation=0.854). Decision making within the organization was highly participative as shown by 80% of the study respondents who agreed, 11.5% were neutral, and 8.5% disagreed (mean=4.09; standard deviation=0.984). Organizational structure was highly centralized as shown by 76.2% of the study respondents who agreed, 16.2% were neutral, and 7.7% disagreed (mean=3.93; standard deviation=0.900). The organizational structure was aimed at achieving organizational goals as shown by 69.3% of the study respondents who agreed, 23.1% were neutral, and 7.7% disagreed (mean=3.91; standard deviation=0.960). Organization members were
responsible for and involved in decision making as shown by 82.3% of the study respondents who agreed, 12.3% were neutral, and 5.3% disagreed (mean=4.04; standard deviation=0.839).

Table 4.1: Descriptive Analysis for Centralized Structure and Performance

<table>
<thead>
<tr>
<th>Centralized Structure and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The decision-making powers are retained in the head office</td>
<td>1.5</td>
<td>2.3</td>
<td>14.6</td>
<td>45.4</td>
<td>36.2</td>
<td>4.12</td>
<td>.854</td>
</tr>
<tr>
<td>Decision making within the organization is highly participative</td>
<td>2.3</td>
<td>6.2</td>
<td>11.5</td>
<td>40</td>
<td>40</td>
<td>4.09</td>
<td>.984</td>
</tr>
<tr>
<td>Organizational structure is highly centralized</td>
<td>1.5</td>
<td>6.2</td>
<td>16.2</td>
<td>50</td>
<td>26.2</td>
<td>3.93</td>
<td>.900</td>
</tr>
<tr>
<td>The organizational structure is aimed at achieving organizational goals</td>
<td>1.5</td>
<td>6.2</td>
<td>23.1</td>
<td>38.5</td>
<td>30.8</td>
<td>3.91</td>
<td>.960</td>
</tr>
<tr>
<td>Organization members are responsible for and involved in decision making</td>
<td>1.5</td>
<td>3.8</td>
<td>12.3</td>
<td>53.8</td>
<td>28.5</td>
<td>4.04</td>
<td>.839</td>
</tr>
</tbody>
</table>

4.3.2 Descriptive Analysis for Decentralized Structure and Performance

Table 4.2 shows that authority within the organization was largely hierarchical as shown by 76.2% of the study respondents who agreed, 17.7% were neutral, and 6.1% disagreed (mean=3.88; standard deviation=0.859). Only few individuals made decisions within the organization as shown by 83% of the study respondents who agreed, 12.3% were neutral, and 4.6% disagreed (mean=4.07; standard deviation=0.882). There was high level of employee commitment within the organization as shown by 83.8% of the study respondents who agreed, 12.3% were neutral, and 3.8% disagreed (mean=4.08; standard deviation=0.803). There was greater organizational flexibility within the firm as shown by 80.7% of the study respondents who agreed, 11.5% were neutral, and 7.7% disagreed (mean=3.98; standard deviation=0.880). There was delegation of duties and roles within the organizations as shown by 79.2% of the study respondents who agreed, 18.5% were neutral, and 2.3% disagreed (mean=4.05; standard deviation=0.810).
Table 4.2: Descriptive Analysis for Decentralized Structure and Performance

<table>
<thead>
<tr>
<th>Decentralized Structure and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority within the organization is largely hierarchical</td>
<td>2.3</td>
<td>3.8</td>
<td>17.7</td>
<td>55.4</td>
<td>20.8</td>
<td>3.88</td>
<td>.859</td>
</tr>
<tr>
<td>Only few individuals make decisions within the organization</td>
<td>3.1</td>
<td>1.5</td>
<td>12.3</td>
<td>51.5</td>
<td>31.5</td>
<td>4.07</td>
<td>.882</td>
</tr>
<tr>
<td>There is high level of employee commitment within the organization</td>
<td>1.5</td>
<td>2.3</td>
<td>12.3</td>
<td>54.6</td>
<td>29.2</td>
<td>4.08</td>
<td>.803</td>
</tr>
<tr>
<td>There is greater organizational flexibility within the firm</td>
<td>1.5</td>
<td>6.2</td>
<td>11.5</td>
<td>53.8</td>
<td>26.9</td>
<td>3.98</td>
<td>.880</td>
</tr>
<tr>
<td>There is delegation of duties and roles within the organizations</td>
<td>1.5</td>
<td>0.8</td>
<td>18.5</td>
<td>49.2</td>
<td>30</td>
<td>4.05</td>
<td>.810</td>
</tr>
</tbody>
</table>

4.3.3 Correlations between Organizational Structure and Performance

Linear association between organizational structure and performance of the State Corporation was assessed using correlation analysis. Table 4.3 shows that there existed a statistically significant linear relationship between organizational structure and performance of KURA (r=0.570, p<0.01). There existed a statistically significant linear relationship between centralized structure and performance of KURA (r=0.541, p<0.01). There existed a statistically significant linear relationship between decentralized structure and performance of KURA (r=0.518, p<0.01).

Table 4.3: Correlations between Organizational Structure and Performance

<table>
<thead>
<tr>
<th>Performance</th>
<th>Organizational Structure</th>
<th>Centralized Structure</th>
<th>Decentralized Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>1</td>
<td>.570**</td>
<td>.541**</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>.000</td>
<td>1</td>
<td>.943**</td>
</tr>
<tr>
<td>Centralized Structure</td>
<td>.000</td>
<td>.000</td>
<td>1</td>
</tr>
<tr>
<td>Decentralized Structure</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
4.3.4 Regression Analysis between Organizational Structure and Performance

This section of the chapter covers the regression analysis for the first study objective that sought to examine the extent to which organizational structure determines the performance of KURA.

4.3.4.1 Model Summary between Organizational Structure and Performance

Table 4.4 presents the outcome of the regression model summary that was carried out between organizational structure and performance of the corporation. The findings of the model summary shows that 32% of the variance in the performance of KURA could be attributed to the organizational structure (adjusted $R^2 = .320$).

Table 4.4: Model Summary between Organizational Structure and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R$ Square</th>
<th>Adjusted $R$ Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.570*</td>
<td>.325</td>
<td>.320</td>
<td>.5511</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Structure

4.3.4.2 Regression ANOVA between Organizational Structure and Performance

Table 4.5 presents the outcome of the Analysis of Variance (ANOVA) that was carried out between organizational structure and performance of KURA. It shows that there existed a statistically significant linear relationship between organizational structure and performance of KURA, which means that organizational structure was significant to the performance of KURA ($F (1,129) = 61.600, p<.05$). The calculated F value (61.600) was greater than F critical value (18.982), which denotes that organizational structure was significant to the performance of KURA.

Table 4.5: ANOVA between Organizational Structure and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>18.982</td>
<td>1</td>
<td>18.982</td>
<td>61.600</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>39.443</td>
<td>128</td>
<td>.308</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>58.425</td>
<td>129</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Structure

b. Dependent Variable: Performance
4.3.4.3 Regression Coefficients between Organizational Structure and Performance

Table 4.6 presents the outcome of the linear regression coefficient analysis that was carried out between organizational structure and performance of KURA. It denotes that organizational structure was significant to the performance of KURA ($\beta=0.589$, $t (129) = 7.849$, $p<0.05$). The results indicate that a single unit change in organizational structure could improve the performance of KURA by 58.9% ($\text{Performance} = 1.486 + 0.589 \text{Organizational Structure} + 0.305$).

Table 4.6: Regression Coefficients between Organizational Structure and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>.589</td>
<td>.075</td>
<td>.570</td>
<td>7.849</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.486</td>
<td>.305</td>
<td>4.867</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

4.4 Leadership Style and Performance

This section of the chapter covers the descriptive and inferential analysis of the second study objective that sought to establish the extent to which leadership style determines the performance of KURA.

4.4.1 Descriptive Analysis for Transformational Leadership and Performance

Table 4.7 shows that the delegation of duties by the leaders enhanced the employee performance within the organization as shown by 81.5% of the study respondents who agreed, 15.4% were neutral, and 3.1% disagreed (mean=4.06; standard deviation=0.833). The organization leadership style was focused on attainment of organization goals and objectives as shown by 76.9% of the study respondents who agreed, 18.5% were neutral, and 4.6% disagreed (mean=3.95; standard deviation=0.834). The organization leadership ensured that workers were well organized as shown by 78.5% of the study respondents who agreed, 16.2% were neutral, and 5.3% disagreed (mean=4.05; standard deviation=0.888). The leadership of the organization ensured that activities were well coordinated as shown by 82.4% of the study respondents who agreed, 14.6% were neutral, and 3% disagreed.
(mean=4.04; standard deviation=0.782). The leadership generated a greater involvement in the work of subordinates as shown by 82.3% of the study respondents who agreed, 13.1% were neutral, and 4.6% disagreed (mean=4.11; standard deviation=0.856).

Table 4.7: Descriptive Analysis for Transformational Leadership Style and Performance

<table>
<thead>
<tr>
<th>Transformational Leadership Style and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation of duties by the leaders enhance the employee performance within the organization</td>
<td>2.3</td>
<td>.8</td>
<td>15.4</td>
<td>51.5</td>
<td>30</td>
<td>4.06</td>
<td>.833</td>
</tr>
<tr>
<td>The organization leadership style is focused on attainment of organization goals and objectives</td>
<td>1.5</td>
<td>3.1</td>
<td>18.5</td>
<td>52.3</td>
<td>24.6</td>
<td>3.95</td>
<td>.834</td>
</tr>
<tr>
<td>The organization leadership ensures that workers are well organized</td>
<td>1.5</td>
<td>3.8</td>
<td>16.2</td>
<td>45.4</td>
<td>33.1</td>
<td>4.05</td>
<td>.888</td>
</tr>
<tr>
<td>The leadership of the organization ensures that activities are well coordinated</td>
<td>1.5</td>
<td>1.5</td>
<td>14.6</td>
<td>56.2</td>
<td>26.2</td>
<td>4.04</td>
<td>.782</td>
</tr>
<tr>
<td>The leadership generate a greater involvement in the work of subordinates</td>
<td>1.5</td>
<td>3.1</td>
<td>13.1</td>
<td>47.7</td>
<td>34.6</td>
<td>4.11</td>
<td>.856</td>
</tr>
</tbody>
</table>

4.4.2 Descriptive Analysis for Democratic Leadership Style and Performance

Table 4.8 shows that the leadership style within the organization was more effective as shown by 80% of the study respondents who agreed, 15.4% were neutral, and 4.6% disagreed (mean=4.05; standard deviation=0.883). The organization leadership encouraged open communication and/or criticism as shown by 80% of the study respondents who agreed, 17.7% were neutral, and 2.3% disagreed (mean=4.05; standard deviation=0.800). The organization managers delegated to their employees to handle some issues with independence as shown by 73.1% of the study respondents who agreed, 20% were neutral, and 6.9% disagreed (mean=3.98; standard deviation=0.944). The management encouraged
employees to be part of the decision making process as shown by 75.4% of the study respondents who agreed, 17.7% were neutral, and 6.9% disagreed (mean=4.04; standard deviation=0.952). The organization leadership was committed as shown by 76.1% of the study respondents who agreed, 20.8% were neutral, and 3.1% disagreed (mean=3.93; standard deviation=0.818).

**Table 4.8: Descriptive Analysis for Democratic Leadership Style and Performance**

<table>
<thead>
<tr>
<th>Democratic Leadership Style and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership style within the organization is more effective</td>
<td>2.3</td>
<td>2.3</td>
<td>15.4</td>
<td>47.7</td>
<td>32.3</td>
<td>4.05</td>
<td>.883</td>
</tr>
<tr>
<td>The organization leadership encourages open communication and/or criticism</td>
<td>1.5</td>
<td>.8</td>
<td>17.7</td>
<td>50.8</td>
<td>29.2</td>
<td>4.05</td>
<td>.800</td>
</tr>
<tr>
<td>The organization managers delegate to their employees to handle some issues with independence</td>
<td>1.5</td>
<td>5.4</td>
<td>20</td>
<td>40</td>
<td>33.1</td>
<td>3.98</td>
<td>.944</td>
</tr>
<tr>
<td>The management encourages employees to be part of the decision making process</td>
<td>1.5</td>
<td>5.4</td>
<td>17.7</td>
<td>38.5</td>
<td>36.9</td>
<td>4.04</td>
<td>.952</td>
</tr>
<tr>
<td>The organization leadership is committed</td>
<td>2.3</td>
<td>.8</td>
<td>20.8</td>
<td>53.8</td>
<td>22.3</td>
<td>3.93</td>
<td>.818</td>
</tr>
</tbody>
</table>

### 4.4.3 Correlations between Leadership Style and Performance

Linear association between leadership style and performance of KURA was assessed using correlation analysis. Table 4.9 shows that there existed a statistically significant linear relationship between leadership style and performance of KURA ($r=0.568$, $p<0.01$). There existed a statistically significant linear relationship between transformational leadership style and performance of KURA ($r=0.472$, $p<0.01$). There existed a statistically significant linear relationship between democratic leadership style and performance of KURA ($r=0.566$, $p<0.01$).
Table 4.9: Correlations between Leadership Style and Performance

<table>
<thead>
<tr>
<th></th>
<th>Performance</th>
<th>Leadership Style</th>
<th>Transformational Leadership</th>
<th>Democratic Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Style</td>
<td>.568**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational</td>
<td>.472**</td>
<td>.910**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Democratic</td>
<td>.566**</td>
<td>.924**</td>
<td>.684**</td>
<td>1</td>
</tr>
<tr>
<td>Leadership</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)

4.4.4 Regression Analysis between Leadership Style and Performance

This section of the chapter covers the regression analysis for the second study objective that sought to establish the extent to which leadership style determines the performance of KURA.

4.4.4.1 Model Summary between Leadership Style and Performance

Table 4.10 presents the outcome of the regression model summary that was carried out between leadership style and performance of KURA. The findings of the model summary shows that 31.7% of the variance in the performance of KURA could be attributed to leadership style (adjusted $R^2 = .317$).

Table 4.10: Model Summary between Leadership Style and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.568*</td>
<td>.322</td>
<td>.317</td>
<td>.55616</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leadership Style

4.4.4.2 Regression ANOVA between Leadership Style and Performance

Table 4.11 presents the outcome of the ANOVA that was carried out between leadership style and performance of KURA. It shows that there existed a statistically significant linear relationship between leadership style and performance of KURA, which means that leadership style was significant to the performance of KURA ($F (1,129) = 60.886, p<.05$).
The calculated F value (60.886) was greater than F critical value (18.833), which denotes that leadership style was significant to the performance of KURA.

Table 4.11: ANOVA between Leadership Style and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>18.833</td>
<td>1</td>
<td>18.833</td>
<td>60.886</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>39.592</td>
<td>128</td>
<td>.309</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>58.425</td>
<td>129</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leadership Style
b. Dependent Variable: Performance

4.4.4.3 Regression Coefficients between Leadership Style and Performance

Table 4.12 presents the outcome of the linear regression coefficient analysis that was carried out between leadership style and performance of KURA. It denotes that leadership style was significant to the performance of KURA (β=0.620, t (129) = 7.803, p<0.05). These results indicate that a single unit change in leadership style could improve the performance of KURA by 62% (Performance = 1.356 + 0.620 Leadership Style + 0.323).

Table 4.12: Regression Coefficients between Leadership Style and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.356</td>
<td>.323</td>
<td>4.190</td>
<td>.000</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>.620</td>
<td>.079</td>
<td>.568</td>
<td>7.803</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

4.5 Resource Availability and Performance

This section of the chapter covers the descriptive and inferential analysis of the third study objective that sought to survey the extent to which resource availability determines the performance of KURA.
4.5.1 Descriptive Analysis for Human Resource Management and Performance

Table 4.13 shows that the available organizational resources (financial and human) were efficiently managed as shown by 75.4% of the study respondents who agreed, 18.5% were neutral, and 6.1% disagreed (mean=4.02; standard deviation=0.927). Financial resources were essential in enabling the organization attain its goals and objectives as shown by 68.4% of the study respondents who agreed, 16.2% disagreed, and 15.4% were neutral (mean=3.69; standard deviation=1.160). Human resources played a key role in influencing organizational performance as shown by 72.3% of the study respondents who agreed, 15.4% were neutral, and 12.3% disagreed (mean=3.80; standard deviation=1.110). Organizations’ capabilities contributed largely to enabling the organization to meet its mission and vision as shown by 69.2% of the study respondents who agreed, 18.5% disagreed, and 12.3% were neutral (mean=3.64; standard deviation=1.233). The organization had a well outlined financial planning process as shown by 68.4% of the study respondents who agreed, 17.7% disagreed, and 13.8% were neutral (mean=3.63; standard deviation=1.182).

Table 4.13: Descriptives Analysis for Human Resource Management Style and Performance

<table>
<thead>
<tr>
<th>Human Resource Management and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The available organizational resources (financial and human) are efficiently managed</td>
<td>1.5</td>
<td>4.6</td>
<td>18.5</td>
<td>40.8</td>
<td>34.6</td>
<td>4.02</td>
<td>0.927</td>
</tr>
<tr>
<td>Financial resources are essential in enabling the organization attain its goals and objectives</td>
<td>7.7</td>
<td>8.5</td>
<td>15.4</td>
<td>43.8</td>
<td>24.6</td>
<td>3.69</td>
<td>1.160</td>
</tr>
<tr>
<td>Human resources play a key role in influencing organizational performance</td>
<td>6.9</td>
<td>5.4</td>
<td>15.4</td>
<td>45.4</td>
<td>26.9</td>
<td>3.80</td>
<td>1.110</td>
</tr>
<tr>
<td>Organizations' capabilities contribute largely to enabling the organization to meet its mission and vision</td>
<td>10.8</td>
<td>7.7</td>
<td>12.3</td>
<td>45.4</td>
<td>23.8</td>
<td>3.64</td>
<td>1.233</td>
</tr>
<tr>
<td>The organization has a well outlined financial planning process</td>
<td>9.2</td>
<td>8.5</td>
<td>13.8</td>
<td>46.9</td>
<td>21.5</td>
<td>3.63</td>
<td>1.182</td>
</tr>
</tbody>
</table>
4.5.2 Descriptive Analysis for Financial Resources and Performance

Table 4.14 shows that the organization undertook human resource planning annually as shown by 80% of the study respondents who agreed, 13.1% were neutral, and 6.9% disagreed (mean=3.98; standard deviation=0.867). The organization management ensured that all their employees were well trained as shown by 80.8% of the study respondents who agreed, 14.6% were neutral, and 4.6% disagreed (mean=4.07; standard deviation=0.882). The organization’s human resources undertook performance appraisals regularly as shown by 77.7% of the study respondents who agreed, 17.7% were neutral, and 4.6% disagreed (mean=4.03; standard deviation=0.897). The organization received adequate and timely funding from Treasury to help in the achievement of organizational goals as shown by 80.8% of the study respondents who agreed, 13.8% were neutral, and 5.4% disagreed (mean=3.99; standard deviation=0.858). Financial resources enabled the organization to perform its operations effectively as shown by 78.4% of the study respondents who agreed, 16.9% were neutral, and 4.6% disagreed (mean=3.86; standard deviation=0.745).

Table 4.14: Descriptive Analysis for Financial Resources and Performance

<table>
<thead>
<tr>
<th>Financial Resources and Performance</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization undertakes human resource planning annually</td>
<td>1.5</td>
<td>5.4</td>
<td>13.1</td>
<td>53.8</td>
<td>26.2</td>
<td>3.98</td>
<td>.867</td>
</tr>
<tr>
<td>The organization management ensures that all their employees are well trained</td>
<td>2.3</td>
<td>2.3</td>
<td>14.6</td>
<td>47.7</td>
<td>33.1</td>
<td>4.07</td>
<td>.882</td>
</tr>
<tr>
<td>The organization's human resource department undertakes performance appraisals regularly.</td>
<td>2.3</td>
<td>2.3</td>
<td>17.7</td>
<td>45.4</td>
<td>32.3</td>
<td>4.03</td>
<td>.897</td>
</tr>
<tr>
<td>The organization receives adequate and timely funding from Treasury to help in the achievement of organizational goals</td>
<td>2.3</td>
<td>3.1</td>
<td>13.8</td>
<td>54.6</td>
<td>26.2</td>
<td>3.99</td>
<td>.858</td>
</tr>
<tr>
<td>Financial resources enable the organization to perform its operations effectively</td>
<td>1.5</td>
<td>3.1</td>
<td>16.9</td>
<td>64.6</td>
<td>13.8</td>
<td>3.86</td>
<td>.745</td>
</tr>
</tbody>
</table>
4.5.3 Correlations between Resource Availability and Performance

Linear association between resource availability and performance of KURA was assessed using correlation analysis. Table 4.15 shows that there existed a statistically significant linear relationship between resource availability and performance of KURA (r=0.603, p<0.01). There existed a statistically significant linear relationship between HRM and performance of KURA (r=0.531, p<0.01). There existed a statistically significant linear relationship between financial resources and performance of KURA (r=0.518, p<0.01).

Table 4.15: Correlations between Resource Availability and Performance

<table>
<thead>
<tr>
<th></th>
<th>Performance</th>
<th>Resource Availability</th>
<th>HRM</th>
<th>Financial Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Availability</td>
<td>.603**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HRM</td>
<td>.531**</td>
<td>.906**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Financial Resources</td>
<td>.518**</td>
<td>.826**</td>
<td>.511**</td>
<td>1</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed)

4.5.4 Regression Analysis between Resource Availability and Performance

This section of the chapter covers the regression analysis for the third study objective that sought to survey the extent to which resource availability determines the performance of KURA.

4.5.4.1 Model Summary between Resource Availability and Performance

Table 4.16 presents the outcome of the regression model summary that was carried out between resource availability and performance of KURA. The findings of the model summary shows that 35.8% of the variance in the performance of KURA could be attributed to resource availability (adjusted $R^2 = .358$).
Table 4.1: Model Summary between Resource Availability and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.603*</td>
<td>.363</td>
<td>.358</td>
<td>.53914</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Resource Availability

4.5.4.2 Regression ANOVA between Resource Availability and Performance

Table 4.17 presents the outcome of the ANOVA that was carried out between resource availability and performance of KURA. It shows that there existed a statistically significant linear relationship between resource availability and performance of KURA, which means that resource availability was significant to the performance of KURA \((F(1,129) = 73.002, p<.05)\). The calculated F value \(73.002\) was greater than F critical value \(21.219\), which denotes that resource availability was significant to the performance of KURA.

Table 4.17: ANOVA between Resource Availability and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>21.219</td>
<td>73.002</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>128</td>
<td>.291</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>129</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Resource Availability

b. Dependent Variable: Performance

4.5.4.3 Regression Coefficients between Resource Availability and Performance

Table 4.18 presents the outcome of the linear regression coefficient analysis that was carried out between resource availability and performance of KURA. It denotes that resource availability was significant to the performance of KURA \((\beta=0.568, t (129) = 8.544, p<0.05)\). These results indicate that a single unit change in resource availability could improve the performance of KURA by 56.8\% \((Performance = 1.650 + 0.568 Resource Availability + 0.262)\).
Table 4.18: Regression Coefficients between Resource Availability and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>1.650</td>
<td>.262</td>
<td>6.300</td>
<td>.000</td>
</tr>
<tr>
<td>Resource Availability</td>
<td>.568</td>
<td>.067</td>
<td>.603</td>
<td>8.544</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

4.6 Chapter Summary

This chapter has reviewed the results and findings for strategy implementation and performance. The chapter followed the study objectives that sought to: examine the extent to which organizational structure determines the performance of KURA; establish the extent to which leadership style determines the performance of KURA and survey the extent to which resource availability determines the performance of KURA. The next chapter covers the discussions, conclusions, and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter reviews the discussions, conclusions, and recommendations for strategy implementation and performance. The chapter follows the study objectives that sought to: examine the extent to which organizational structure determines the performance of KURA; establish the extent to which leadership style determines the performance of KURA and survey the extent to which resource availability determines the performance of KURA.

5.2 Summary
The purpose of this study was to examine the influence of strategy implementation on the performance of Kenya Urban Roads Authority (KURA). The study was guided by the following specific objectives: to examine the extent to which organizational structure determines the performance of KURA; to establish the extent to which leadership style determines the performance of KURA and; to survey the extent to which resource availability determines the performance of KURA.

This study used a descriptive research design to obtain factual information that could effectively address the research problem. This study worked best with a descriptive design because it allowed the researcher to figure out how organizational structure, leadership style and resource availability affected the dependent variable (performance of KURA). The target population was drawn from KURA. A target population of 280 employees was used in this study research. These comprised of employees in top management, middle-level management and lower-level officers. The stratified random technique was used to obtain 165 respondents. The study used close-ended questions to obtain primary data. Analysis was done quantitatively by employing inferential and descriptive statistics. Presentation of data was done through frequencies, mean, standard deviation and percentages and presented in form of tables and figures.

The study revealed that the decision-making powers in the state corporation were retained in the head office. Correlation analysis showed that there existed a statistically significant linear relationship between organizational structure and performance of KURA ($r=0.570$, $p<0.01$). Regression analysis findings showed that 32% of the variance in the performance
of KURA in Kenya could be attributed to the organizational structure (adjusted $R^2 = .320$). ANOVA analysis showed that there existed a statistically significant linear relationship between organizational structure and performance of the State Corporation ($F (1,129) = 61.600, p<.05$), where, a single unit change in organizational structure could improve the performance of KURA by 58.9%.

The study showed that leadership generated a greater involvement in the work of subordinates. Correlation analysis revealed that there existed a statistically significant linear relationship between leadership style and performance of KURA ($r=0.568, p<0.01$). Regression analysis findings showed that 31.7% of the variance in the performance of KURA in Kenya could be attributed to leadership style (adjusted $R^2 = .317$). ANOVA analysis showed that there existed a statistically significant linear relationship between leadership style and performance of KURA ($F (1,129) = 60.886, p<.05$), where a single unit change in leadership style could improve the performance of KURA by 62%.

The study indicated that the organization management ensured that all their employees were well trained. Correlation analysis showed that there existed a statistically significant linear relationship between resource availability and performance of KURA ($r=0.603, p<0.01$). Regression analysis findings showed that 35.8% of the variance in the performance of KURA in Kenya could be attributed to resource availability (adjusted $R^2 = .358$). ANOVA analysis revealed that there existed a statistically significant linear relationship between resource availability and performance of KURA ($F (1,129) = 73.002, p<.05$), where a single unit change in resource availability could improve the performance of KURA by 56.8%.

5.3 Discussions
5.3.1 Organizational Structure and Performance
The decision-making powers were retained in the head office. The outcome agrees with Muharam and Chaniago (2019) who state that, in a centralized organization, the decision-making powers are retained in the head office, and all other offices receive commands from the main office. The executives and specialists who make critical decisions are based in the head office. Joseph et al. (2017) affirm that a centralized organization will typically have a high degree of hierarchical authority and low levels of participation in decisions about
policies and resources, whereas a decentralized organization will be characterized by low hierarchical authority and highly participative decision making.

Decision making within the organization was also highly participative especially because employees were allowed to make some independent decisions. This is in agreement with Christiansen and Vrangbæk (2018) who observed that, by contrast, supporters of more participative decision making suggest that centralization harms performance by preventing middle managers and street-level bureaucrats from making independent decisions, enshrining inflexible rules and procedures, and undermining responsiveness to changing environmental circumstances. The plausibility of both views thus implies that centralization may have inconsistent, contradictory or even no meaningful effects on performance.

Organizational structure was highly centralized. This results agree with Mayeku (2012) who assessed the impact of centralized purchasing on organization performance at Mukwano Group of Companies. The study recommended that centralized purchasing structure seems to be working well for Mukwano Group of Companies, therefore it should be strengthened and since it requires purchasing professionals, the entity should concentrate on recruiting highly qualified procurement managers and user departments should be informed thoroughly by the procurement department about what goes on at all stages of the procurement cycle. The employees should also be sensitized about the benefits of using the centralized purchasing structure. The highly centralized organization structure has helped KURA in faster decision making and reduced bureaucracy.

The organizational structure was aimed at achieving organizational goals. According to Joseph et al. (2016), organizational Structure can be seen as the rules that oversee the relationship between individuals or teams who try to achieve the organizational goals. Organizational structure holds an important role on the performance of an organization. Therefore any one managing an organization must understand the importance of structuring an organization.

Organization members were responsible for and involved in decision making. These results agree with Joseph et al. (2017) who affirm that, where only one or a few individuals make decisions, an organizational structure may be described as highly centralized. By contrast,
the least centralized organizational structure possible is one in which all organization members are responsible for and involved in decision making.

Authority within the organization was largely hierarchical. The results concur with Yen and Teng (2013) who opine that, centralization is associated with many of the dysfunctions of bureaucracy, especially rigidity and abuses of monopoly power. Proponents of centralized decision making suggest that it leads to better performance by facilitating greater decision speed, providing firm direction and goals, and establishing clear lines of hierarchical authority thereby circumventing the potential for damaging internal conflict. Only few individuals made decisions within the organization. This outcome agrees with Joseph et al. (2017) who affirm that where only one or a few individuals make decisions, an organizational structure may be described as highly centralized. By contrast, the least centralized organizational structure possible is one in which all organization members are responsible for and involved in decision making. State corporations by their nature tend to encourage authority that is largely hierarchical as is the case with KURA. This centralized decision making has helped KURA by facilitating greater decision speed and establishing clear lines of hierarchical authority thereby circumventing the potential for damaging internal conflict.

There was high level of employee commitment within the organization. These results concur with Rondinelli (2017) who states that decentralized benefits include faster decision-making, increased levels of innovation and creativity, greater organizational flexibility, quicker development of low-level managers, and an increased level of job satisfaction as well as employee commitment. However, decentralization can also be risky assuming low-level personnel do not have the necessary skills and training to effectively carry out their duties.

There was greater organizational flexibility within the firm. The outcome is in tandem with Rondinelli (2017) who states that decentralized benefits include faster decision-making, increased levels of innovation and creativity, greater organizational flexibility, quicker development of low-level managers, and an increased level of job satisfaction as well as
employee commitment. However decentralization can also be risky assuming low-level personnel do not have the necessary skills and training to effectively carry out their duties.

There was delegation of duties and roles within the organization to some extent. According to Liu and Tyagi (2011), decentralization increases the likelihood of an inefficient communication line, competing objectives, and duplication of effort. Some factors need to be considered when delegating decision-making to the entire organization, namely organizational size, speed of change in its environment, managers’ willingness to give up authority, employees' willingness to accept more responsibility, and geographical dispersion. Decentralization leads to faster decision making and increased innovation and responsiveness to customer preferences.

### 5.3.2 Leadership Style and Performance

Delegation of duties by the leaders enhanced the employee performance within the organization. This outcome agrees with Ibrahim and Daniel (2019) who surveyed the impact of leadership on the organizational performance of Coca Cola Company in Abuja, the Federal Capital City, Nigeria. Their study among others things discovered that participatory leadership and delegation of duties enhances the employee performance and attainment of corporate goals and objectives. The study therefore concludes that achievement of organizational goals and objectives depends solely on the leadership style an organization adopted. KURA has a high level of delegation of duties which has enhanced employee performance and growth.

The organization leadership style was focused on attainment of corporate goals and objectives. According to Tan (2018), leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them and is focused on influencing others to achieve desired results. Leadership occurs when one group member modifies the motivation or competence of others in the group. Ibrahim and Daniel (2019) also state that, since leadership is one of the basic means used in attainment of organizational goals/objectives, every organization should ensure that they have the right leader in their organization so as to achieve their set goals and/or objectives.
The organization leadership ensured that workers were well organized. According to Ciulla (2020), leadership makes the difference between success and failure, between profit and loss, between development and underdevelopment of any organization, nation or enterprise. Therefore Leadership is vital to employee performance and corporate excellence. Kruse (2019) observed that, some organizations are faced with the problem of sourcing for competent leaders who have personality, knowledge, intelligence and experience to lead.

The leadership of the organization ensured that activities were well coordinated. This outcome is in agreement with Turner (2019) who indicates that, leadership has a direct cause and effect relationship upon organizations and their success. Many organizations have failed due to the ineffective leadership style of the management team of such organizations and the result in such situations, is that often the workers are not well organized, controlled or coordinated. The effect of this attitude has been shown to arise from ineffective leadership style, low productivity, high operating costs, and uncooperative attitude of employees.

The leadership generated a greater involvement in the work of subordinates. These results concur with Lee et al. (2016) who aver that, the transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of the organization been propelled by shared visions and values as well as mutual trust and respect. Transformational leaders generate a greater involvement in the work of subordinates. This involvement results in higher efficiency and satisfaction leading to managerial and organizational performance.

The leadership style within the organization was more effective. This outcome is in agreement with Robinson (2010) who opines that, the transformational leaders are effective because of several reasons such as the leaders may be charismatic in terms of inspiring the employees, the transformational leaders may meet the emotional needs of the employees or they may stimulate the employees intellectually. These findings are also supported by Al-Amin (2017) who affirms that transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging
followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

The organization leadership encouraged open communication and/or criticism. These findings are in tandem with those of Al-Khajeh (2018) who observed that, leadership style develops competent and committed employees who are willing to give their best, think for themselves, communicate openly, and seek responsibility. With all the positive attributes associated with democratic leadership style, decision-making becomes over-stretched since opinions and lengthy debates play a key part in the process. According to Kane and Patapan (2012), it reduces the need for controls and formal rules and procedures which result in low employee absenteeism and turnover.

The organization managers delegated to their employees to handle some issues with independence. The outcome concurs with Ojokuku et al. (2012) who state that, a democratic leadership style is the key in determining the level of employee performance in an organization. Democratic leadership styles have given the managers the ability to take the right decisions, participate with others or ask their employees to handle some issues. Allafchi (2017) is of the view that democratic leadership style focuses more on people and there is greater interaction within the group. The leadership functions are shared with members of the group and the leader is more part of the team.

The management encouraged employees to be part of the decision making process. According to Kane and Patapan (2012), democratic style of leadership is also known as participative style due to the fact that it encourages one or more employees to be part of the decision making process (determining what to do and how to do it). Nevertheless, it is the leader who makes the final decision and maintains authority. Managers are not expected to be knowledgeable in everything and that is why they employ knowledgeable and competent employees. This leader sees the subordinates as partners in progress and encourages participation in matters/decisions affecting the subordinates. Such leaders achieve results by team work.
The organization leadership was committed. These results are in agreement with Kalu and Okpokwasili (2018) who surveyed the influence of democratic leadership style on job performance of subordinates in academic libraries in Port Harcourt, Rivers State, Nigeria. Findings of the study revealed that democratic leadership style in academic libraries studied has positive influence on subordinates’ job performance because it results in high employees’ productivity. This style of leadership tends to have work groups that were very productive and subordinates showed a high degree of satisfaction on the job.

5.3.3 Resource Availability and Performance
The available organizational resources (financial and human) were efficiently managed. The outcome is in tandem with Mbeche et al. (2017) who examined the influence of organizational resources on organizational performance of ISO certified organizations in Kenya. The study was based on TQM theory. The findings show that abundant organizational resources reduce performance. The study, therefore recommends that the management of ISO certified organizations should employ limited organization resources available efficiently and train their staff in managerial skills in order to improve performance of their organizations.

Financial resources were essential in enabling the organization attain its goal and objectives. The results are in agreement with Hayre (2015) who indicates that financial resources are a very important resource which an organization needs not only for its functioning but also for its sustained success. Therefore, organizations put in place systems that help it to both fund its ambitions and also to manage its financial resources in support of its daily operations, including funding for improvement activities. Maksoud (2019) also states that, organizational financial and human resources and capabilities are found to influence organizational performance of the surveyed public organizations.

Human resources played a key role in influencing organizational performance. The outcome agrees with Elnaga and Imran (2016) who have argued that employees are a critical resource in an organization as they can affect the corporate image and consequently, determine the success or failure of the organization. According to Berisha et al. (2015), effective management of HR can enable an organization to gain as well as maintain a
competitive advantage. Orbole (2016) states that consequently, many organizations have attributed their success to effective HRM.

Organizations’ capabilities contributed largely to enabling the organization to meet its mission and vision. These results agree with Maksoud (2019) who avers that, organizational financial and human resources and capabilities are found to influence organizational performance of the surveyed public organizations. Greco et al. (2013) note that, resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness.

The organization had a well outlined financial planning process. According to Chandra and Das (2018), the management of financial resources is much more than the exercising of the financial controls. The management of the financial resources is an important function of the management in the organization. This financial management starts with the financial planning. Hayre (2015) indicates that financial resources are a very important resource which an organization needs not only for its functioning but also for its sustained success. Therefore, organizations put in place systems that help it to both fund its ambitions and also to manage its financial resources in support of its daily operations, including funding for improvement activities.

The organization undertook HR planning annually. These findings concur with Mutua (2019) who examined the impact of human resource planning on organizational performance at the Ministry of Health Headquarters, Nairobi (2005-2015). The key findings of the study indicated that there was no significant evidence that effective human resource planning was being undertaken at the Ministry of Health during the period under review. Literature review did not yield empirical evidence of similar researches carried out before. The study therefore concluded that the impact of human resource planning on organizational performance at the Ministry of Health was to a very small extent.

The organization management ensured that all their employees were well trained. The results are in tandem with those of Rana and Malik (2017) who assessed the impact of HR practices on organizational performance and moderating effect of Islamic principles on the
impact in Pakistani business organizations. The result finding revealed that HR practices, including selection, training, compensation, performance appraisal and employee participation, have been found to be significantly and positively related to organizational performance. Moderation by the application of Islamic principles was observed to be positive. Its magnitude generally displayed decreasing trend with an increase in level of application.

The organization's human resources undertook performance appraisals regularly. This outcome concurs with Rana and Malik (2017) who assessed the impact of HR practices on organizational performance and moderating effect of Islamic principles on the impact in Pakistani business organizations. The result finding revealed that HR practices, including selection, training, compensation, performance appraisal and employee participation, have been found to be significantly and positively related to organizational performance. Moderation by the application of Islamic principles was observed to be positive. Its magnitude generally displayed decreasing trend with an increase in level of application.

The organization received adequate and timely funding from Treasury to help in the achievement of organizational goals. These findings are similar to the study by Wanjau et al. (2017) who found that there is a significant positive relationship between financial resources and performance of public health institutions in regard to delivery of quality health care. The study indicated that funds were critical in the acquisition of the necessary physical resources like medical supplies and equipment. However, the study ignored critical aspects like adequacy of funds and timeliness in the disbursement of funds by the government. In addition, the study used service providers as respondents and ignored the service receivers who would have provided vital information in regard to customer satisfaction.

Financial resources enabled the organization to perform its operations effectively. These results are in agreement with those of Inmyxail and Takahashi (2015) who examined the effect of firm resources on business performance of male and female-headed firms in the case of Lao MSMEs in Japan. The study established that financial resources were significantly linked with firm performance irrespective of who heads it. This is in line with Hossain (2020) who contends that access to reliable sources of funding and ability to
generate acceptable returns on invested money determines the ability of the organization to
attract more funding from its stakeholders, consequently leading to improved performance.
The study further indicated that availability, accessibility and adequacy of funds led to the
achievement of an organization’s competitive advantage.

5.4 Conclusions
5.4.1 Organizational Structure and Performance
The study concludes that decision-making powers were retained in the head office and it
was highly participative. The organizational structure was highly centralized and it was
aimed at achieving organizational goals. The organization members were responsible for
and were involved in decision making, even though the authority within the organization
was largely hierarchical. Only few individuals made decisions within the organization,
however, there was high level of employee commitment within the organization since there
was greater organizational flexibility within the firm, and there was delegation of duties
and roles within the organizations.

5.4.2 Leadership Style and Performance
The study concludes that delegation of duties by the leaders enhanced the employee
performance within the organization, and the organization leadership style was focused on
attainment of corporate goals and objectives. The organization leadership ensured that
workers were well organized, and ensured that activities were well coordinated. The
leadership generated a greater involvement in the work of subordinates since it was more
effective, and it encouraged open communication and/or criticism. The organization
managers delegated to their employees to handle some issues with independence, and they
encouraged employees to be part of the decision making process since they were
committed.

5.4.3 Resource Availability and Performance
The study concludes that available organizational resources (financial and human) were
efficiently managed and financial resources were essential in enabling the organization
attain its goals and objectives, while human resources played a key role in influencing
organizational performance. The organizations’ capabilities contributed largely to enabling
the organization to meet its mission and vision which were well outlined in its financial
planning process. The organization undertook human resource planning annually which ensured that all employees were well trained, and they undertook performance appraisals regularly. The organization received adequate and timely funding from Treasury to help in the achievement of organizational goals, and these financial resources enabled the organization to perform its operations effectively.

5.5 Recommendations
5.5.1 Recommendations for Improvement
5.5.1.1 Organizational Structure and Performance
This study recommends the management of KURA to adopt a more decentralized structure and reduce formalization in the work place. This would enable decisions in the corporation to be quick which would avoid interference with the firm’s operations. Moreover, decisions can be made by one party to eliminate confusion, and increase performance.

5.5.1.2 Leadership Style and Performance
This study recommends the management of KURA to improve firm performance by creating open communication channels with employees, where managers provide expected and desired organizational goals and objectives, while they receive feedback from employees. This would enable all stakeholders to shape the institutional strategies including their execution and effectiveness, thus improving performance.

5.5.1.3 Resource Availability and Performance
This study recommends the management of KURA to invest in its human resources. They should ensure that all employees are well trained and are motivated to perform beyond their expectations which would result in increased firm performance. The managers should also ensure that financial resources are effectively and efficiently managed through budgets, planning and monitoring the use. This would reduce wastage and increase performance.

5.5.2 Recommendations for Further Studies
The aim of this study was to assess the determinants of strategy implementation on the performance of state corporations in Kenya, and in particular KURA. It examined the extent to which organizational structure, leadership style, and resource availability determines the performance of KURA. It focused on KURA, and the outcome could be applied to KURA.
Therefore, more studies of the same nature could be conducted on other state corporations in the country and other regions as well for better comprehension.


Appendix I: Questionnaire Cover Letter

Kelvin M. Mutemi
United States International University
P.O.BOX 14634-00800.
Nairobi, Kenya.

Dear respondent,

I am a student at United States International University Africa (USIU-Africa) pursuing a Master’s Degree in Business Administration (MBA). In partial fulfillment of my course work, I would like to conduct a research project to establish the determinants of strategy implementation on performance of state corporations in Kenya, a case study of Kenya Urban Roads Authority which is a regulatory state corporation under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works. Therefore, kindly complete the attached questionnaire with as accurate information as possible. This research will be used entirely for academic purposes while observing utmost confidentiality.

Your assistance is highly appreciated. Thank you in advance.

Yours faithfully,

Kelvin M. Mutemi
Appendix II: Debrief Form

Thank you for participating in this research study. The purpose of the research is to establish the determinants of strategy implementation on performance of state corporations in Kenya, and in particular, Kenya Urban Roads Authority. Your participation will help researchers gain more insight by empowering them with information on issues related to strategic implementation and its impact on the performance of state corporations.

In the event you have any distressful reactions to the questions presented to you in this study, you are free to share any concerns with me or any of the adult facilitators.

If you have further questions about the study, please contact (Kelvin M. Mutemi on +254-723435689). In addition, if you have any concerns about any aspect of the study, you may contact (Professor Charity Muraguri), Chandaria School of Business, off USIU road, off Thika road (Exit7), P.O. Box 14634-00800, Nairobi Kenya.

**Telephone: 0710231649**

**Email:** cwmuraguri@usiu.ac.ke or phone.

**Website:** [www.usiu.ac.ke](http://www.usiu.ac.ke)
Appendix III: Informed Consent Form

Study Title: DETERMINANTS OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF STATE CORPORATIONS IN KENYA (A CASE STUDY OF KENYA URBAN ROADS AUTHORITY)

Name of Principal Investigator(s): Kelvin M. Mutemi
Co-investigator(s): Thomas Musau
Name of Organization: Kenya Urban Roads Authority
Address: 41727-00100 Nairobi, Kenya
Telephone Number 0723435689
Name of Sponsor/Funding Agency: Self

This Informed Consent Form has two parts:

• Part I: Information Sheet [to share information about the study with you]

• Part II: Certificate of Consent [for signatures if you choose to participate]

PART I: INFORMATION SHEET

Introduction:

You are being asked to take part in a research study. This information is provided to tell you about the study. Please read this form carefully. You will be given a chance to ask questions.

Taking part in this research study is voluntary. Saying no will not affect your rights or any other services. You are also free to withdraw from this study at any time. If after data collection you choose to quit, you can request that information provided by you be destroyed under supervision. This would be before data is de-identified and aggregated. You will be notified if new information becomes available about the risks or benefits of this research. You will receive a copy of this form after it is signed.

Purpose of the study:

The purpose of the study is to determine the determinants of strategy implementation on performance of state corporations in Kenya (A case study of Kenya Urban Roads Authority).
**Study site:** Kenya Urban Roads Authority (Headquarters in Nairobi and 10 regional offices spread throughout the country).

**Study population:** The population for this study will be 280 employees drawn from the Headquarters in Nairobi and 10 regional offices spread throughout the country. The study will utilize a stratified sampling technique based on the different levels within the organizational structure which include: Top management, Middle-level management and lower level officers.

**Study procedures:**

This study will use stratified sampling design. In stratified random sampling, that involves the division of a population into smaller sub-groups known as strata, the strata will be formed based on members' shared attributes or characteristics. Data collected will be coded, cleaned and analyzed to obtain descriptive statistics.

**If you agree you will do the following:**

The Participant is expected to sign the consent forms presented by the investigator, read through them and sign. After accepting to participate in the study, he/she will fill in the questionnaires presented and handover them to the investigator.

**Benefits:**

**I. State Corporations**

The study would be important to the management of the state corporations who formulate strategies and the whole organization since they implement the strategies. The management and all staff at state corporations would understand how strategy implementation affects the organizations in its quest to deliver on its mandate. This will ensure economic, efficient and effective use of public money in the course of government parastatals delivering on their mandate. In summary therefore, Kenya Urban Roads Authority and other government parastatals will find the study valuable as it will give them a better perspective of how they can implement their strategies more successfully and minimize on the failure rate hitherto seen.

**II. Government Policy Makers**

The results of the study will assist the government of Kenya in formulating policies that assist state corporations to improve their service delivery through better and more efficient
processes. Through the findings of this study, the Government through the Ministry of Public Service, Youth and Gender Affairs will develop appropriate policies to guide policy formulation and implementation in autonomous government bodies in Kenya. As service delivery is the key function of most parastatals, the study aims at ensuring that this most critical function is adequately addressed.

III. Researchers and Academicians
The study would be of importance to future researchers and scholars since it would be a source of material for their research and would also help them in identifying the research gaps they need to fill. This would help deepen the empirical research in strategy implementation and organizational performance. It will also form a good starting point for other researchers who are keen on identifying other challenges over and above the ones provided here that affect strategy implementation in parastatals and subsequently performance which is more often than not seen in the level of service delivery to citizens.

Risks/Discomforts:
Not applicable

Payments and Reimbursements:
Not applicable

Confidentiality:
All reasonable efforts will be made to keep your protected information (private and confidential). Using or sharing (“disclosure”) of such information will follow National privacy guidelines. By signing the consent document for this study, you are giving permission (“authorization”) for the use and disclosure of your study information. We may need to share your protected information with the community advisory board, USIU-IRB & NACOSTI team. We will not retain your research records after the study is completed. The information collected will be used for the purposes of reporting and research quality.
PART II: CONSENT OF PARTICIPANT:
I have read the description of the research study. The investigator or his/her representative has explained the study to me and has answered all the questions I have at this time. I have been told of the potential risks, discomfort, and possible benefits (if any) of the study. I freely volunteer to take part in this study.

__________________________                _________________________                ___________
Name of Participant                                      Signature of participant/Thumbprint            Date & Time

__________________________                _________________________                ___________
Printed name of the investigator                         Signature of Investigator                        Date

Contacts for questions about the study

Questions about the study: Researchers Contact Information: Kelvin Mutemi (0723435689)

Questions about your rights as a participant: to IRB irb@usi.ac.ke
Appendix VI: Questionnaire

Tick the appropriate response from the alternatives provided.

This study is a requirement for the partial fulfillment of the degree of master in business administration (MBA). The purpose of the study is to research on the determinants of strategy implementation on performance of state corporations in Kenya (A case study of Kenya Urban Roads Authority). All the information collected will be treated as private and confidential and will only be used for this research. Your assistance in completion of this questionnaire is highly appreciated.

SECTION A: DEMOGRAPHIC INFORMATION

Q1. Please select your Gender

   Male [ ]
   Female [ ]

Q2. Level of education

   PhD [ ]
   Masters [ ]
   Bachelors [ ]
   Diploma [ ]

Q3. Position in the organization

   Top-Level Management [ ]
   Middle-Level Management [ ]
   Lower-Level officers [ ]

Q4. How long have you served in the company (KURA)?

   Less than 1 year [ ]
   2 to 5 years [ ]
   6 to 10 years [ ]
   More than 10 years [ ]

Q5. How long have you served in the current position within the company (KURA)?

   Less than 1 year [ ]
   2 to 5 years [ ]
   6 to 10 years [ ]
Section B: The Influence of Organizational Structure Centralization on Performance

Please rate the following statements on organizational structure how it influences your organizations performance using the scale:
1=Strongly Disagree,
2=Disagree,
3=Neutral,
4=Agree, and
5= Strongly Agree

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<td>ORS1. The decision-making powers are retained in the head office</td>
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<td>ORS2. Decision making within the organization is highly participative</td>
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<td>ORS3. Organizational structure is highly centralized</td>
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<td>ORS4. The organizational structure is aimed at achieving organizational goals</td>
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<td>ORS5. Organization members are responsible for and involved in decision making</td>
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<td>ORS6. Authority within the organization is largely hierarchical</td>
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<td>ORS7. Only few individuals make decisions within the organization</td>
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<td>ORS8. There is high level of employee commitment within the organization</td>
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<td>ORS9. There is greater organizational flexibility within the firm</td>
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<td>ORS10. There is delegation of duties and roles within the organizations</td>
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SECTION C: The Influence of Leadership Style on Performance

Please rate the following statements on organizational structure and how it influences your organization’s performance using the scale:
1=Strongly Disagree,
2=Disagree,
3=Neutral,
4=Agree, and
5=Strongly Agree

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<tr>
<td>LS1. Delegation of duties by the leaders enhance the employee performance within the organization</td>
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<td>LS2. The organization leadership style is focused on attainment of corporate goals and objectives</td>
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<td>LS3. The organization leadership ensures that workers are well organized</td>
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<td>LS4. The leadership of the organization ensures that activities are well coordinated</td>
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<td>LS5. The leadership generate a greater involvement in the work of subordinates</td>
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<td>LS6. The leadership style within the organization is more effective</td>
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<td>LS7. The organization leadership encourages open communication and/or criticism</td>
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<td>LS8. The organization managers delegate to their employees to handle some issues with independence</td>
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<td>LS9. The management encourages employees to be part of the decision making process</td>
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<td>LS10. The organization leadership is committed</td>
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### SECTION D: The Influence of Resource Availability on Performance

Please rate the following statements on resource availability and how they influence your organization's performance using the scale:
1=Strongly Disagree,
2=Disagree,
3=Neutral,
4=Agree, and
5=Strongly Agree

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<tr>
<td>RA1. The available organizational resources (financial and human) are efficiently managed</td>
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<td>RA2. Financial resources are essential in enabling the organization attain its goal and objectives</td>
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<td>RA3. Human resources play a key role in influencing organizational performance</td>
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<td>RA4. Organizations' capabilities contribute largely to enabling the organization to meet its mission and vision</td>
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<td>RA5. The organization has a well outlined financial planning process</td>
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<td>RA6. The organization undertakes human resource planning annually</td>
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<td>RA7. The organization management ensures that all their employees are well trained</td>
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<td>RA8. The organization's human resources undertakes performance appraisals regularly</td>
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<td>RA9. The organization receives adequate and timely funding from Treasury to help in the achievement of organizational goals</td>
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<td>RA10. Financial resources enable the organization to perform its operations effectively</td>
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**SECTION E: The Performance of Kenya Urban Roads Authority**

Please rate the following statements on the dependent variable using the scale:
1=Strongly Disagree,  
2=Disagree,  
3=Neutral,  
4=Agree, and  
5= Strongly Agree

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<td>P1. The state corporation achieves its goals and objectives</td>
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<td>P2. Employees in the state corporation are committed to achieving set goals and objectives</td>
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<td>P3. The leadership of the state corporation has enhanced employees’ productivity</td>
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<td>P4. The leadership of the state corporation is committed to achieving set goals and objectives</td>
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<td>P5. Available resources in the state corporation have enabled it to achieve its set goals and objectives</td>
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Thank you for your cooperation.
Appendix V: IRB Permit

REF: USIU-A/IRB/SS059-2023

28th February, 2022

TO: KELVIN M. MUTEMI

Dear Sir/Madam

RE: DETERMINANTS OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF STATE CORPORATIONS IN KENYA.

This is to inform you that IRB has reviewed and approved your above research proposal. Your application approval number is USIU-A/IRB/SS059-2023. The approval period is from 28th February 2023 to 28th February 2024.

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments, MTA) will be used

ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by IRB.

iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to IRB within 72 hours of notification

iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to IRB within 72 hours

v. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vi. Submission of an executive summary report within 90 days upon completion of the study to IRB

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) [https://research-portal.nacosti.go.ke] and also obtain other clearances needed.

Yours sincerely

Juliana M. Namada, Ph.D.
Institutional Review Board (IRB) Chair
Email: irb@usiu.ac.ke
Appendix VI: NACOSTI Permit

This is to certify that Mr., Kelvin Mwangangi Mutemi of United States International University Africa, has been licensed to conduct research as per the provisions of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: DETERMINANTS OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF STATE CORPORATIONS IN KENYA for the period ending 25/March/2024.

License No. NACOSTI/23/24471

Ref No: 678109

Applicant Identification Number

Date of Issue: 25/March/2023

678109

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, scan the QR Code using QR scanner application.

See overleaf for conditions