

**TOP MANAGEMENT TEAM DEMOGRAPHICS, CORPORATE STRATEGY,
ORGANIZATIONAL STRUCTURE, AND PERFORMANCE OF KENYAN
STATE CORPORATIONS**

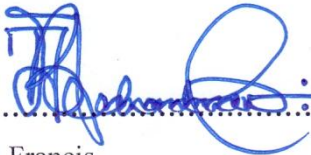
BWIRE JOSEPH FRANCIS

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF DOCTOR OF
PHILOSOPHY, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

2018

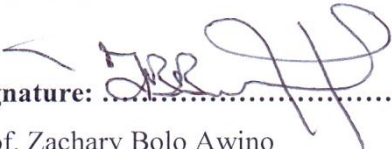
DECLARATION

I declare that this thesis is my original work and has not been submitted for award of any degree in another university.


Signature:
Bwire Joseph Francis
D80/60978/2010

Date: 03/07/2018

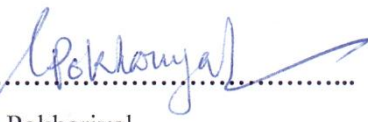
The thesis has been submitted for examination with our approval as University supervisors.


Signature:
Prof. Zachary Bolo Awino
Department of Business Administration
School of Business
University of Nairobi

Date: 18/07/2018


Signature:
Dr. Reginah Kitiabi
Department of Business Administration
School of Business
University of Nairobi

Date: 05/07/2018


Signature:
Prof. Ganesh P. Pokhariyal
Head of Applied and Industrial Mathematics
School of Mathematics
University of Nairobi

Date: 4/07/2018

COPYRIGHT

All rights reserved. No part of this thesis may be reproduced either in part or whole without prior written permission from the author or the University of Nairobi except in the case of brief quotations embodied in review articles and research papers. Making copies of any part of this thesis for any purpose other than personal use is a violation of the Kenyan and international Copyright laws.

For information, contact Bwire Joseph Francis at the following address:

P.O. Box 1146 - 00200,

City Square, Nairobi, Kenya.

Telephone: +254 763 566 252

E-mail: f.bwire@yahoo.com

DEDICATION

To my late Father Joseph Wandera Khaduli and my Uncle who paid my school fees when Dad went to be with the Lord, the late Gabriel Robert Khaduli. Even though you are not physically present to witness this auspicious achievement and occasion I know that your spirits are happy and pleased for the first ever PhD in the Khaduli's family, the Academic bar has again been raised higher!

To my uncles Nicholas Herbert Khaduli and John Wafula Khaduli despite the fact that you were very strict disciplinarians and always dealt tough with me constantly reminding me that I am a man, it's now that I know you meant well for me by being father figures and wanted to see me succeed not only in Academics but also life, you shaped my early life and made me whom I am today. You always questioned my Position 1 in every class and challenged me to compete not only with my classmates but also with the whole class in Kenya: "Supposing we rank you with other students countrywide, do you think you will still be Position 1?" Synonymously put using Samia proverb "*Yes! Esirukha syong'one syelanga esyembiro!*" I will forever be indebted to you.

To my first teacher at Rumbiye Primary School the late Hannington Wanyama Njoroge (famously known as "Anjoro"), I vividly remember to have promised you never to play in class when we joined class one in 1985 together with my elder sister Kadogo and Ochieno W'Okochi escorted through Khulugulu by Wiliminah and Namenya.

To my children and the larger Ababuri business clan, let this masterpiece be an inspiration to you: never ever give up in life whatever the case.

ACKNOWLEDGEMENTS

I thank the Almighty God for His Grace and generosity that have been sufficient throughout my academic pursuits. I would like to acknowledge some important personalities who contributed in one way or the other and assisted me to survive the PhD trajectory and brought this thesis to fruition.

This study would not have been complete without the financial grant from the Government of Kenya through National Research Fund (NRF). The grant reduced financial burden from me and made me concentrate on the research. I am grateful and hope that the recommendations in this study will go a long way to inform the policy makers, scholars and management of Kenyan state corporations.

I acknowledge with extreme gratitude the professional supervision of Prof. Z. B. Awino, my lead supervisor for endlessly being patient with me; do you remember how you almost exercised your supervisory rights? Prof, thank you for teaching me how to keep time. Now I know why you've been able to achieve so much within a short span of time, secret – strategic time management. Your continued wisdom, guidance, inspiration and mentorship cannot go unmentioned. You are destined for greater things Prof.

Dr. Reginah K. Kitiabi I feel indebted to you for constantly challenging me to push harder against established views and to employ critical thinking about everything I write. Daktari, working with you was a pleasure and full of blessings. It has been a journey of walking from known to unknown destinations. Keep it up Doc.

Prof. Ganesh P. Pokhariyal, thank you for your intriguing and stimulating discussions regarding methodology of this thesis. Prof, you are an encyclopedia of statistics, in you statistics is blended with humility that is hard to come by nowadays. All that you have imparted into this boy shall never go to ruins.

To Dr. Fred Jonyo and Dr. Odhiambo Sule, you have always played elder brothers' role since when I was undertaking my Undergraduate studies at the UoN, you encouraged me to pursue my Master's studies and now PhD. Thank you for being your brother's keeper. Dr. Walter Ongeti (Chairman, University Council - JOOUST), Dr. Murgor and Dr. Dominic Muteshi, thank you for reading this thesis and providing impetus. My friend Ralph Odima and family, USA. My study partner Dr. Angeline Mukokho Ayuya for the time we spent together, critiquing each other's work, doing several mock-presentations and working on Gantt sheets till late. Dr. Owino Joseph, Dr. Ogollah Ken, Dr. Lishenga Josephat, Dr. Yabs John, Dr. Akala Diameter, Dr. Iraya Cyrus, Pastor Ogana George, and Lucy Ndururi – thank you! My friend Johnston Akanga and cousin Maurice Khaduli thanks for encouragement.

My cohort of 2010 Dr. Paul Muturi Kariuki with whom we have published articles in international journals, Dr. Alice Yalla, Prof. Dr. Ogot, Dr. Winnie M., Dr. Ngala, Eng. Musebe, Farida Karoney, Kamau Mwangi. I cannot imagine how long this journey would have been without your presence. Thanks for the class discussions and presentations.

The invaluable input of Professors, Doctors, lecturers and students in the School of Business made during Doctoral, Open Forum and Departmental proposal defenses cannot be overlooked: Profs. Kibera, Aosa, K'Obonyo, Ogutu, Ndemo, Munyoki. It is truly an honour to have such accomplished scholars evaluating my work and warmly welcoming me into the culture of academics that has been most fulfilling yet very humbling.

I am also most grateful to my late father Joseph Wandera Khaduli and Mother Wiliminah Taka Wandera for making me into who I am today (biologically, spiritually, socially and professionally). My siblings Violet Wandera, Stephen Ochara, Herbert Oduor, the twins - Maria Apiyo and Elizabeth Adongo for their belief in me and their constant prayers and encouragement. My step-mothers Selina Wandera and Jennifer, thank you for being there for me when I most needed you, your prayers have been finally answered.

To my CEO Dr. (Hons) James Mwangi and Mr. Reuben Mbindu (Chief Human Capital Officer), thanks for creating an enabling environment for learning and growth. To my friend and boss, Mr. Moses Mwangi, you have been a pillar of my strength and hope. When the going got tough, you never minced your words in advising me ‘to Haw in the Maze for the New Cheese’ and that what is rightfully mine nobody will take it away. You are a true friend. To my colleagues, thank you for the camaraderie that we share.

May I take this chance to thank all my respondents and research assistants Titus Maruti, Gabriel Namdiero, Anthony Kudza (brother-in-law) and Lukas Alube without whom this study would have been incomplete. The Eyengas, for their spiritual support and literally lending me their car. Thank you Pastor Simon Kariuki and Hudson Mwatika for your spiritual support when divine intervention was a must. Thanks Regina Mutonga, Milcah Gikunju of UoN-JKML and Eunice Waruga for formatting. Thanks Dan Iberi for editing.

To my beloved children, Franklin Joseph Pendo, The twins - King David Amani and King Melchizedek Ushindi, and Angel Gabriella Shekhinah thank you for bearing with me and being my greatest supporters. To my beautiful, precious and loving wife Sally Wanjiru Wanjiku, thank you for not letting me give up. Your smiles are like sunshine, they brighten my day. I love you dearly and remain so grateful for your incredibly strong support and encouragement I needed to continue. Your words and deeds have indeed showed me how to “keep my good eye to the sun and my blind eye to the dark.”

Perhaps you have read to this point and surprisingly enough have not seen your name; the following sentence is for you. To all my other family members, cohort, friends and colleagues who have supported me in one way or the other – May God bless you and your families abundantly. **To God be All the Glory.**

TABLE OF CONTENTS

DECLARATION.....	i
COPYRIGHT	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS	v
LIST OF TABLES	xiv
LIST OF FIGURES	xvi
ABBREVIATIONS AND ACRONYMS.....	xvii
ABSTRACT.....	xviii
CHAPTER ONE: INTRODUCTION	1
1.1 Background.....	1
1.1.1 Top Management Team Demographics	5
1.1.2 Corporate Strategy.....	8
1.1.3 Organizational Structure.....	12
1.1.4 Organizational Performance.....	15
1.1.5 Kenyan State Corporations.....	18
1.2 Research Problem.....	24
1.3 Research Objectives	27
1.4 Value of the Study.....	27
1.5 Organization of the Thesis	29

CHAPTER TWO: LITERATURE REVIEW	31
2.1 Introduction.....	31
2.2 Theoretical Foundation	32
2.2.1 Upper Echelons Theory	33
2.2.2 Configuration Theory	37
2.2.3 Institutional Theory.....	43
2.2.4 The Behavioural Theory of the Firm	50
2.2.5 Stakeholder Theory.....	53
2.3 TMT Demographics and Organizational Performance	55
2.4 TMT Demographics, Corporate Strategy, and Organizational Performance	64
2.5 TMT Demographics, Organizational Structure, and Performance	67
2.6 TMT Demographics, Corporate Strategy, Organizational Structure, and Performance	69
2.7 Knowledge Gaps.....	71
2.8 Conceptual Framework.....	74
2.9 Conceptual Hypotheses.....	77
 CHAPTER THREE: RESEARCH METHODOLOGY	 78
3.1 Introduction.....	78
3.2 Research Philosophy	79
3.3 Research Design.....	81
3.4 Population of the Study.....	82
3.5 Sampling Design.....	83
3.6 Data Collection	84
3.7 Operationalization of Key Study Variables	86
3.8 Data Analysis	92

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....	98
4.1 Introduction.....	98
4.2 Study Response Rate	99
4.3 Reliability Test.....	100
4.4 Validity Test	101
4.5 Pretesting for Multiple Regression Assumptions	102
4.5.1 Tests of Normality	103
4.5.2 Test of Multicollinearity	107
4.5.3 Test of Homogeneity Variance	108
4.6 Organizational Demographic Profiles	109
4.7 TMT Demographics.....	112
4.8 Corporate Strategy	116
4.9 Organizational Structure	120
4.10 Organizational Performance	123
4.11 Test of Hypotheses.....	129
4.11.1 TMT Demographics on Organizational Performance.....	130
4.11.1.1 TMT Demographics on Financial Performance	133
4.11.1.2 TMT Demographics on Customer Focus Performance.....	135
4.11.1.3 TMT Demographics on Internal Business Processes Performance	137
4.11.1.4 TMT Demographics on Organizational Learning and Growth Performance	139
4.11.1.5 TMT Demographics on Social Responsiveness Performance	141
4.11.1.6 TMT Demographics on Environmental Integrity Performance ..	143

4.11.2	TMT Demographics, Corporate Strategy on Organizational Performance	145
4.11.3	TMT Demographics, Organizational Structure on Performance	147
4.11.4	TMT Demographics, Corporate Strategy, Organizational Structure on Performance	149
4.11.4.1	TMT Demographics, Corporate Strategy, Organizational Structure on Financial Performance.....	152
4.11.4.2	TMT Demographics, Corporate Strategy, Organizational Structure on Customer Focus Performance	154
4.11.4.3	TMT Demographics, Corporate Strategy, Organizational Structure on Internal Business Processes Performance	156
4.11.4.4	TMT Demographics, Corporate Strategy, Organizational Structure on Organizational Learning and Growth Performance	158
4.11.4.5	TMT Demographics, Corporate Strategy, Organizational Structure on Social Responsiveness Performance	160
4.11.4.6	TMT Demographics, Corporate Strategy, Organizational Structure on Environmental Integrity Performance	162
4.12	Summary of Hypotheses	164
CHAPTER FIVE: DISCUSSION OF FINDINGS.....		167
5.1	Introduction.....	167
5.2	TMT Demographics on Organizational Performance.....	168
5.3	TMT Demographics, Corporate Strategy on Organizational Performance	178
5.4	TMT Demographics, Organizational Structure on Performance	179
5.5	TMT Demographics, Corporate Strategy, Organizational Structure on Performance.....	180
5.6	Contribution of the Study to New Knowledge	184

CHAPTER SIX: SUMMARY, CONCLUSION, AND RECOMMENDATIONS.. 187

6.1	Introduction.....	187
6.2	Summary.....	188
6.2.1	TMT Demographics on Organizational Performance	189
6.2.2	TMT Demographics, Corporate Strategy on Organizational Performance..	189
6.2.3	TMT Demographics, Organizational Structure on Performance	191
6.2.4	TMT Demographics, Corporate Strategy, Organizational Structure on Performance.....	192
6.3	Conclusion	193
6.4	Implications of the Study	195
6.4.1	Theoretical Implications.....	196
6.4.2	Implications for Managerial Practice	197
6.4.3	Implications for Policy	199
6.5	Limitations of the Study.....	200
6.6	Suggestions for Further Research	202
	REFERENCES.....	205
	APPENDICES	233
	Appendix I: Research Questionnaire.....	233
	Appendix II: Full Admission to Postgraduate Studies (Doctorate)	242
	Appendix III: Personal Letter of Introduction	243
	Appendix IVA: Research Authorization Letter	244
	Appendix IVB: Permit from National Commission for Science, Technology, and Innovation.....	245

Appendix IVC:	Permit From National Commission for Science, Technology, and Innovation continued...	246
Appendix V:	Letter of Introduction from the University of Nairobi	247
Appendix VI:	Notice of Intent to Submit PhD Thesis	248
Appendix VII:	Reply to Notice of Intent to Submit PhD Thesis	249
Appendix VIII:	Board of Examiners Meeting’s Letter	250
Appendix IX:	PhD Thesis Correction Letter	251
Appendix X:	National Research Fund Grant Award Letter	252
Appendix XI:	List of Kenyan State Corporations	253
Appendix XII:	Sectoral Categorization of Kenyan State Corporations	259

LIST OF TABLES

Table 2.1:	Knowledge Gaps.....	72
Table 3.1:	Operationalization of Study Variables.....	87
Table 3.2:	Summary of Statistical Test of Hypotheses.....	94
Table 4.1:	Results for Test of Reliability.....	100
Table 4.2:	Results for Tests of Normality.....	104
Table 4.3:	Results for Tests of Multicollinearity.....	108
Table 4.4:	Test of Homogeneity.....	109
Table 4.5:	Organization's Broad Categorization.....	110
Table 4.6:	Organization's Years of Operation.....	111
Table 4.7:	Organization's Scope of Operation.....	111
Table 4.8:	Results for TMT Demographics.....	113
Table 4.9:	Descriptive Statistics for TMT Demographics.....	115
Table 4.10:	Results for Corporate Strategy.....	117
Table 4.11:	Descriptive Statistics for Corporate Strategy.....	119
Table 4.12:	Results for Organizational Structure.....	121
Table 4.13:	Descriptive Statistics for Organizational Structure.....	122
Table 4.14:	Results for Organizational Performance.....	124
Table 4.15:	Descriptive Statistics for Organizational Performance.....	128
Table 4.16:	Results of TMT Demographics on Organizational Performance.....	130
Table 4.17:	Joint Effect of TMT Demographics on Organizational Performance.....	132
Table 4.18:	Effects of TMT Demographics on Financial Performance.....	133
Table 4.19:	Effects of TMT Demographics on Customer Focus Performance.....	135

Table 4.20: TMT Demographics on Internal Business Processes Performance	137
Table 4.21: Effects of TMT Demographics on Organizational Learning and Growth Performance.....	139
Table 4.22: Effects of TMT Demographics on Social Responsiveness Performance ..	141
Table 4.23: Effects of TMT Demographics on Environmental Integrity Performance	143
Table 4.24: Effects of TMT Demographics, Corporate Strategy on Performance	145
Table 4.25: Effects of TMT Demographics, Organizational Structure on Performance.....	147
Table 4.26: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Performance	150
Table 4.27: TMT Demographics, Corporate Strategy, Organizational Structure on Financial Performance.....	152
Table 4.28: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Customer Focus Performance	154
Table 4.29: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Internal Business Processes Performance.....	156
Table 4.30: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Organizational Learning and Growth Performance.....	158
Table 4.31: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Social Responsiveness Performance.....	160
Table 4.32: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Environmental Integrity Performance	162
Table 4.33: Summary of Results and Test of Hypotheses	164

LIST OF FIGURES

Figure 2.1: Conceptual Framework	75
Figure 3.1: Test of Moderation	95
Figure 4.1: Normal Q-Q Plot of TMT Demographics	105
Figure 4.2: Normal Q-Q Plot of Corporate strategy	105
Figure 4.3: Normal Q-Q Plot of Organizational Structure	106
Figure 4.4: Normal Q-Q Plot of Performance	107

ABBREVIATIONS AND ACRONYMS

AU:	African Union
CEO:	Chief Executive Officer
GoK:	Government of Kenya
IDRC:	International Development Research Centre
JKML:	Jomo Kenyatta Memorial Library
JOUST:	Jaramogi Oginga Odinga University of Science and Technology
NRF:	National Research Fund
NSE:	Nairobi Securities Exchange
OECD:	Organization for Economic Co-operation and Development
PTPR:	Presidential Taskforce on Parastatals Reforms
R&D:	Research and Development
SCs:	State Corporations
SPSS:	Statistical Package for Social Scientists
SSA:	Sub – Saharan Africa
TMT:	Top Management Team
UET:	Upper Echelon Theory
UNCTAD:	United Nations Conference on Trade and Development
VIF:	Variance Inflation Factor

ABSTRACT

The study conceptualized a relationship between TMT demographics, corporate strategy, organizational structure, and performance. TMT demographics have been postulated to determine performance, however; this situation has been majorly tautological and, therefore, needed a lot of empirical examination. Although implied, the role played by corporate strategy in connection with TMT demographics and performance is inconclusive. The study sought to establish how corporate strategy and organizational structure are associated with TMT demographics and performance of Kenyan SCs. The objectives had corresponding hypotheses which were stated and tested at 95 percent confidence level. This research employed a cross-sectional survey whereby a semi-structured instrument was adopted to acquire data. The questionnaires were distributed and picked from a sample of 117 Kenyan SCs from which 98 were filled and remitted. This yielded 83.76 percent as a response rate. The study is anchored on five theories: upper echelons, configuration, institutional, behavioural, and stakeholder theories. The study was anchored on the positivistic research philosophy. The research adopted descriptive and inferential statistics for data analysis purposes. Examples of the descriptive statistics that were employed included standard deviation, frequency distribution, coefficients of variation (CVs), mean, and one sample t-tests. On the other hand, inferential analysis included regression analysis to test hypothesis. Through multiple and hierarchical regression analyses, research results illustrated that TMT demographics significantly influence the way Kenyan SCs perform, this benefited the upper echelons theory's predictive nature. Corporate strategy was found to mediate the association that exists between TMT demographics and performance. Organizational structure had a significant moderating outcome in association with TMT demographics and performance. TMT demographics, corporate strategy, and organizational structure had a strong positive influence on performance. These findings of the study led to comparisons with the proposition of the theories in the study to test their applicability and hence their implications in the context of Kenyan SCs. The configuration theory has gained substantial boost from the study because TMTs in Kenyan SCs that were able to attain congruence amidst their corporate strategy and structure created a better performance. Institutional theory is supported as it is applicable in the areas that affect SCs' policies, strategies, structures, and TMTs procedures and hence influence performance. Behavioural theory focuses on TMT in strategy drafting and execution premised on which kind of organizational structure they use leading to performance. The stakeholder theory is rooted in the definition of organizations as groupings of stakeholders and ultimately how they influence performance. The study has given direction for day-to-day managerial practice as well as policy at both organizational and governmental levels. Managerial practitioners may consider instituting and implementing specific strategies from which a specific TMT demographic characteristic can flourish. At policy level, the Government of Kenya will benefit from the study by developing guidelines and policies which will outline the TMT demographics required and hence SCs will recruit TMTs having the right demographics and develop strategies that will bring stellar performance. The limitations of the research pin-points some areas requiring further research. For example, a qualitative study having culture and leadership as variables could be reviewed for further study.

CHAPTER ONE

INTRODUCTION

1.1 Background

Corporations are persistently being careful on their performance. Researchers and strategic management practitioners are perpetually seeking to determine variables that have the highest influence on organizational performance. Different scholars have postulated that performance cannot be fully explained by a single variable hence there is need to combine several variables. This is because performance is multifaceted and multidimensional hence the most important construct of organizations (Awino, 2013; Venkatraman & Ramanujam, 1986). The key variables of this study are TMT demographics, corporate strategy, organizational structure, and performance of Kenyan state corporations (SCs). Conceptualization of these variables was informed by literature review that identified gaps which the study sought to close. Variables were also conceptualized independently from various studies in different contexts.

Since the dawn of a new theory inspired by the postulations of Hambrick and Mason (1984), attempts by researchers to find out the effect of several aspects of top management team (TMT) on organizational performance have been on rise. TMTs are executives occupying senior offices with an effect on organizational strategic outcomes (Mkalama, 2014; Kasomi, 2015). The effect of TMT demographics on performance could be affected by other variables. For example, TMTs demographics have an effect on performance as a result of the strategic decisions they make (Nielsen, 2010). The organizational structure, on the other hand, could moderate the association between TMTs demographics and performance.

According to Andrews (1980), strategy must be dominant in the proposal of structure and processes. This leads to the proposition that until corporate strategy is known the appropriate organizational structure cannot be specified. Sababu (2007) concurs positing that an alteration in the corporate strategy often needed alterations in the design of how an organization was structured. Organizational structure determines how objectives and policies are established and realized. Wolf and Engelhoff (2002) recommended a fit between corporate strategy and organizational structure, rather than the quasi-linear emphasis. This leads to reciprocal relationships in reverse causality between strategy and structure thus influencing organizational performance.

The difficult question that any TMT in Kenyan SCs faces is making a decision on the type of structure suitable for their SCs to pursue a given strategy. This may need building of structure designs with other variables of SCs. The outcomes of TMT demographics on performance range from positive through non-significant to negative (Nielsen & Nielsen, 2013). Organizational performance presents a bigger picture of the TMT and responsibilities of managers whose actions in the organization are fundamental (Kinuu, 2014; Nielsen, 2013). TMT demographics have an effect on the decisions that they make in terms of corporate strategy and organizational structure adopted hence yield outcomes, notably organizational performance (Bagire, 2012).

The upper echelons theory is the cornerstone upon which the interface between TMT demographics and organizational performance is premised. Some key presuppositions of upper echelons theory are that strategic decisions employed by institutions and their performance levels are partially forecasted by management demographic that include educational level, functional area, age, gender, and tenure in the organization (Hambrick & Mason, 1984).

TMTs in firms are very important because they are responsible for developing strategies that match their firms with their surrounding, thus remaining competitive. The strategic positions employed by firms are usually established by strategic postulations made by their TMTs anchored on the basis of how TMTs discern and interpret the circumstances in their surrounding (Pearce II et al., 2012).

Configuration theory contends that relationship among strategy, structure, and the environment produces archetypes. Subsequently, these types of archetypes produce a rich description of the firms, thus, revealing their complex, gestalt and organized perspective. The theory argues that while an organization may copy another's corporate strategy, it can never copy the method corporate strategy dimensions; TMT demographics and organizational structure are arranged into a synergetic whole to produce stellar performance (Miller & Friesen, 1984). Hunters (2015) postulates that firms are configured into formal structure in which they display a hierarchical design of power relationships that changes along the fundamental measurable structural elements involving specialization, span of control, vertical and horizontal differentiation, centralization, and formalization. This explains why firms maintain prescribed reporting interactions and their correlates.

The organizational structure of an organization is determined by the institutional theory (Kondra & Hinings, 1998). Institutional theory has its core aspect directed at the deeper and more resilient aspects of organizational structures (Chandler, 1962; Zucker, 1987). For this reason, the institutional theory provides authoritative guidelines for a firm to coordinate teams (Scott, 2004). The institutional theory is designed to define how the various facets are produced, diffused and used over a period of time; and how they decrease and become obsolete.

Simon (1959) and Cyert and March (1963) observed that the behavioural theory not only initiates sociological facets to the economic theory, but also spotlights the responsibility of individuals. Behavioural theory, thus, perceives firms as being comprised of a group of independent members with individual goals and desires. The behavioural theory underlines the fact that institutional objectives are not stipulated at the institution but at the personal level and are divergent in scope.

The proponents of stakeholder thinking state that organizational performance is an obligation of how satisfactorily an organization serves its stakeholders and spotlights on constructing solid customer relationships (Freeman, 1984). Stakeholder concept is rooted in the definition of organizations as a grouping of stakeholders. Shareholders are an important constituent of the many stakeholders and profits are a critical output but not necessarily the main ones. TMT is thought as an agent that have a duty to administer the organization for the well-being of its stakeholders.

Universally, countries have enacted SCs with the belief that SCs would have a vital responsibility in the economy. However, examples from several countries operating between the 1970s and 1980s illustrates that SCs have operated dismally on average, compared to private firms. The dismal performance of SCs has been partially associated with numerous policy goals that were hard to harmonize. The previous evidence indicates that considerable financial losses experienced by SCs put through their governmental budgets and banking systems to unreachable burdens.

Kenyan SCs are also known as parastatals and state-owned entities. This research adopted SCs as referred to by Presidential Taskforce on Parastatal Reforms (PTPR) (2013). SCs are organizations or enterprises owned by the state either wholly or as a dominant shareholder. They are enacted by the Kenyan government to take care of both social and economic needs while some operate to rectify market failures. In accordance to the PTPR (2013), the performance of SCs can be directly affected by TMT demographics. However, due to variances in the definite TMTs demographics among SCs, they may use separate features of corporate strategy hence producing differences in organizational performance. SCs do not function in seclusion; they function in a macro-surrounding whose variables are beyond their command. Differences in TMT demographics may lead to variances in the kind of organizational structure and hence affecting the type of corporate strategy employed by firms hence leading to differences in performance among firms.

1.1.1 Top Management Team Demographics

TMTs are the highest ranking executives responsible for the entire enterprise (Henderson & Fredrickson, 2001). There are two types of TMT characteristics: psychological and demographics. TMT demographics include functional background, gender, educational background, tenure, and age. Age is vital in predicting an individual's non-work related experience and its diversity within an organization. Suffice to say, a person's age influences strategic decision-making views and options and impact on flexibility, rigidity, and confidence.

Therefore, age stimulates consideration of change by increasing the variety of perspectives on strategic issues facing the organization. Put differently, maintaining a TMT with diverse age helps the organization tap benefits resulting from huge variations in concepts, inventiveness, and innovation hence generate superior group performance. For instance, a younger manager may place much emphasis on participation in decision-making compared with an older manager. Research evidence suggests that flexibility decreases according to age whereas resistance and rigidity to adjustment increasing in accordance to age (Schermerhorn et al., 2003; Dayan & Elbanna, 2011).

Gender has for a long time formed the basis of social interaction in many organizational settings. This is in tandem with the social identity, social categorization, and similarity attraction theories. According to Muchemi (2013), top managers often seek to maintain positive social identities by maximizing inter group distinctiveness. Consequently, top managers belonging to the same gender tend to keep greater proportions of confidence for team members and are, therefore, more likely to exhibit stronger and more frequent relationship with one another. The type and level of education attained by top management is an indication of their knowledge and skills base, and a pointer to the extent to which information search and analysis can be made by the top management (Horwitz, 2005). Therefore, education has a direct bearing on a TMT's values and cognitive preferences which inform the way TMT members make strategic decisions (Alkaraan & Northcott, 2006).

The time a manager has been with an organization determines his decision making. According to Hambrick (2007), a member of TMT who has been in the organization for a longer period of time tends to be highly devoted to status quo regarding values of the firm, organizational policies, and procedures. This implies that long organizational tenure may enhance familiarity with organizational operation processes, thus improve performance. Tenure heterogeneity offers insight into how best TMTs may deal with the challenge of evolving in tandem with the firm (Beckman et al., 2007). Consequently, long tenure may negatively impact performance since it leads to higher rigidity to organizational change.

The work specialization of a top manager coupled with the depth of relevant knowledge in specific work areas defines the functional background (Bunderson, 2003). For a top manager to be effective at work, expertise and knowledge are critical. Functional backgrounds of TMTs' thus build competences and assemble diverse knowledge domains capable of stimulating exchange within top management. Accordingly, Beckman et al., (2007) argued that a TMT member who has diversity in functional background possesses a complete set of skills and capabilities necessary for managing an organization. In other words, compared to teams with less functional diversity, TMTs whose functional diversity has higher levels find it easier to obtain serious business firm targets.

TMT psychological characteristics, on the other hand, include task-specific, self-efficacy, hope, optimism, self-esteem, emotional stability, resilience, locus of control, and general self-efficacy (Kinuu, 2014; Nielsen, 2010). TMT plays a critical role in decoding policy into goals, objectives, and strategies on the one hand, while on the other hand, projecting them to shared-vision of the future. The prosperity or collapse of the firm depends on, to a larger extent, TMTs because they make decisions that affect every staff. Furthermore, TMT also necessitates the strategic decision-making process in their respective firms. Usually, individual cognitive base informs the basis of every top manager's perceptions and interpretations.

Hambrick and Mason (1984) advanced a framework that explains the way in which the cognitive base of a top manager influences how the manager may perceive issues during the decision making process. First, cognitive base restricts the executive's sphere of observation, or the fields in the surrounding to which scrutiny is focused. Second, cognitive base makes perception of the manager to occur selectively by limiting the manager's focus only to some of the impetus in their sphere of observation. And third, filtering of the processed information also takes place through the cognitive base lens. This study adopted the demographic characteristics as they are observable and objective.

1.1.2 Corporate Strategy

In order to achieve long-term business success, a company identifies and pursues a distinct direction that describes its corporate strategy. In reaction to the extant stress on cost, service quality, and speed, organizations are required to leave conservatism for more adjustable strategies. The corporate strategy process entails a deliberate analytical assessment of both inside and outside business surroundings of the enterprise.

This evaluation covers several factors including: identification of customer needs, the type of market structure associated with the industry, competitive strengths and weaknesses, and the factors affecting market growth. This then informs and defines policy direction which the company formulates a project with a discrete start and end (Andrews, 1980; Porter, 1985; Aosa, 1992; Awino & Mutua 2014).

Compared to conceptually derived typologies, taxonomies that are based on empirical methodologies tend to be anchored on facts or quantitative data. There are various strategy taxonomies which include those proposed by Zhao et al., (2006), Christiansen et al., (2003) and Sum et al., (2004). Four strategies incorporating low cost, aesthetic designers, speedy deliverers and quality deliverers were advanced by Christiansen et al., (2003) while cost-effective innovators, all-rounders, and differentiators were proposed by Sum et al., (2004).

Zhao et al., (2006) proposed caretakers, marketers, and innovators replicating the taxonomies proposed earlier by Miller and Roth's (1994). While each of these taxonomies has its own advantages and disadvantages, this study focused on the corporate strategy that relates to the context and objective of the research to establish the overall performance of Kenyan SCs. Corporate strategy, thus, comprised resolutions on the blend and importance of business portfolio of Kenyan SCs that were composed of corporate restructuring, diversification, turnaround, and outsourcing.

Porter (1985) held that competitive advantage arises when a firm obtains a feature or an integration of features that enhances it to function better than its rivals. Such attributes include advanced technology, competent human resource, research and development skills, natural resources, and marketing skills among others. Furthermore, an organization can lower cost or differentiate its product with a view to gain a competitive edge over its competitors. Like any successful organization, Kenyan SCs target to provide quality service delivery while remaining relevant in the market by pursuing processes and strategies capable of yielding sustainable competitive advantage. Proponents of competitive advantage theory argue that stellar performance outcomes and supremacy in productivity are key features of successful strategy.

According to Chepngeno et al., (2012), four different strategies may be used by the firm in its pursuit of competitive advantage. First, corporate restructuring strategy may be implemented by SCs with a view of improving effectiveness. Considering the stiff competition emerging from the private firms, Kenyan SCs may find it appealing to integrate the tenets of competitive advantage through corporate restructuring strategy given that most of Kenyan SCs have robust and under-utilized resources at their disposal. Kenyan SCs employing this strategy may change a broad set of actions and decisions, for example, changing relationships and organization of work. Corporate restructuring could be growth, stability or retrenchment depending on why this corporate strategy is applied.

The second corporate strategy is outsourcing strategy that simply refers to the action of subcontracting of a business or function to another party or external suppliers rather completing it internally. In the recent years, many firms have embraced outsourcing as they seek to cut down on cost and respond to high competition. Thompson (2007) posited that whenever there is something that a firm cannot do more efficiently, cheaper or better than its competitors, then there is no point of doing it; instead, the firm should hire someone that can do it better. In the globalized society, firms require to focus more on core processes so that they remain competitive (Awino & Mutua, 2014). This implies that firms would find it appealing to outsource the non-core processes where services available from the market are stronger and more efficient than those available internally.

The third corporate strategy is turnaround which focuses on the corporation when it is not performing well but has not yet reached the critical stage to wind up the business. It basically involves eliminating and getting rid of unprofitable products and outputs, pruning or reducing the workforce, cutting assets, trimming distribution branches or outlets, rethinking of the corporation's product lines and customer groups, and seeking other methods of ensuring that the corporation is more efficient. If the turnaround strategy is working out and in essence successful, the corporation may later focus on the growth strategies. Finally, firms can attain competitive advantage through diversification which is the fourth corporate strategy. According to Thomas (2017), firms use diversification strategies as a means of expanding operations. This is achieved through additional products, production stages, services, and markets to the prevailing enterprise. A remarkable increase in performance goals is one ingredient of growth strategies.

Diversification is a form of growth strategy considering the fact that it aids business expansion. Many investors hold the view that “bigger is better”; hence growth is often employed in performance evaluation. Indeed, apart from the expected increase in profits, managers in growing companies attract higher rewards. In addition, managers of growing companies may enjoy greater recognition and power.

Diversification may occur either internally, or externally. When a firm expands its own product or market base, internal diversification is achieved. In particular, a firm may achieve internal diversification when it enters into a dissimilar, but an associated line of trade by expanding it. On the contrary, external diversification is said to occur when a firm commences a new line of trade by acquiring another enterprise or business unit. External diversification often takes the form of mergers and acquisitions (Hiriyappa, 2013).

1.1.3 Organizational Structure

Organizational structure explains how people and groups are arranged or how their tasks are categorized and coordinated (Chandler, 1962). In the fast-changing world, there is increasing pressure to learn the best ways of mitigating threats and identifying opportunities to remain relevant in the market. To do so, organizations often formulate and execute strategies through various projects and organizational structures depending on available resources. However, it is not easy to manage multiple projects since they may be complex and time-consuming. Having an organizational structure provides a guideline regarding how actions, for example, duty apportionment; synchronization and management are guided to the fulfillment of the institutional objectives.

According to Bassett et al., (2012), it is imperative to have an organizational structure as it permits the articulated distribution of roles for various operations and procedures to dissimilar entities like the branch, division, work-teams, and personal. Organizational activities are influenced by the organizational structure in two major ways. First, the organizational structure creates the underpinning on which standard operating procedures and policies rest, and second, it establishes the individuals who participate in the decision-making processes, and thus to the extent their perspectives determine the organization's actions.

Burns and Stalker (1961) proposed two kinds of organizational structure while studying Scottish electronic firms: mechanistic and organic. Sine et al., (2006) supports this classification by stating that in mechanistic organizations, work is classified into several distinctive duties (high complexity), and staff are given restricted discretion in doing their duties and processes and regulations are cautiously stipulated (high formalization). There is minimal involvement by staff in making decisions which is a preserve for the TMT (high centralization). Organic organizations tend to be more generalist in their orientation (lower complexity); the lower cadre of the hierarchy participates in decision-making process (decentralization) and employees are given higher discretion in doing their duties (lower formalization). Organic structures are featured as the opposite of mechanistic structures.

Features of the organizational structure include centralization, formalization and complexity (Sine et al., 2006). Centralization is the breadth or magnitude to which authority for creating of decisions in the organization rests with the TMT. For instance, in a thoroughly centralized institution, the head quarter in most cases holds tight command over all vital decisions. One intriguing implementation of structural dimensions of complexity, systematization and centralization includes matching of mechanistic and organic types of organizational structures. Mechanistic institutions are formal, centralized, and complex while organic institutions are unsystematic, decentralized, and simple (Beardwell & Claydon, 2007).

Mechanistic organizational structures tend to have: (i) activities that are specialized into clearly defined jobs and tasks; (ii) employees of higher rank (TMT/ the upper echelons) typically have greater knowledge than the employees of the lower rank hence problem solving is left to the TMT; (iii) standardized policies, rules, and procedures guide much of the organizational decision-making, reference is made to the detailed procedure manuals; (iv) rewards are chiefly obtained through obedience to instructions from supervisors, this structure encourages conformity and discourages innovation because sometimes innovation is viewed as disobedience of company rules and regulations. On the contrary, in an organic structure: (i) there is de-emphasis on job descriptions and specialization; (ii) TMT is not necessarily assumed to be better informed than the lower cadre employees, decision making is decentralized and responsibility and accountability are pushed as low as possible and effective; (iii) horizontal and lateral relationships are more important than vertical relationships, work culture that brings together employees with diverse functional backgrounds are encouraged; (iv) status quo and rank differences are de-emphasized such that employees are valued for their expertise and what value they add to the organization compared to their position; (v) the formal structure is less permanent and more changeable.

1.1.4 Organizational Performance

Performance is the capability of an institution to yield results in a dimension ascertained in relation to a target (Njoroge, 2015). It relates to efficiency and effectiveness of the firm. Organizational performance is one of the most vital variables in strategic management research, and it is against this backdrop that both academic scholars and practising managers find it a recurrent theme of great interest (Venkatraman & Ramanujam, 1986). Scholars argue that good organizational performance need be viewed in terms of effectiveness, efficiency, financial viability, and relevance of the organization (IDRC, 1999; Machuki & Aosa, 2011).

Organizations whose performance is measured are likely to outperform and possess higher share prices (Gates, 1999) than organizations which are not measured (Carpenter & Fredrickson, 2013). This is supported by the premise that strategies and objectives should be matched with specific actions (Lynch & Cross, 1991). The Balanced Score Card (BSC) (Kaplan & Norton, 1992) complements conventional financial output with measures that drive future performance. This puts firms under intense pressure to keep watch and publish on more than just financial or economic output (Hubbard, 2009).

The BSC came under criticism and there were suggestions for enhancement due to the changing demands of the stakeholders. This led to the emergence of the (TBL) Triple Bottom-line (Elkington, 1997) as a new tool for measuring performance beyond economic profits to include natural environment and social responsibility performance (Hubbard, 2009). This is what is today referred to as the Sustainable Balanced Score Card (SBSC) which displays the role played by intangible assets to generate sustainability of companies, thus translating sustainability conceptualizations and strategies into operation.

The SBSC inaugurates the combination of sustainable features and goals into the central management (Muthu, 2016). Whereas the BSC is comprised of four perspectives including: financial output, organizational learning and growth, customer service and internal business processes, the SBSC is comprised of the four, plus the environmental integrity and social equity measures as the fifth and sixth perspectives. The ecological, social, as well as economic aspects of sustainability are all brought together in the SBSC. Consequently, the SBSC has the ability not only to identify vital strategic environmental or social goals of the organization or department, but also establish the causal relationship inherent between qualitative “soft facts” and financial performance. Put differently, a company that makes use of SBSC as a planning tool is well placed to enhance transparency of potentials for (economic, environmental, or social) aspects of the corporate strategy implementation process (Bieker, 2002).

The financial perspective is a representation of how shareholder interests interact and the financial impact generated by strategic objectives of the firm. The financial perspective, therefore, depicts how organizational operations perform financially. In the strictest sense, it is an indication of how businesses pursue revenue growth, increasing productivity, cost reduction, and financial risk management, among other issues. The financial perspective, therefore, puts much emphasis on the importance of “value drivers” for future profitability. The customer perspective focuses on how organizations make use of policy and action to generate major core values to the consumer. The main categories of consumer perspective include: market-share, acquisition, retention, satisfaction, and profitability. The customer perspective is an important element that enables the organization to align the internal procedures, products and services with the present and later market requirements.

Regarding internal business processes perspective, the internal value-driving processes of the firm must be identified and structured to provide value in connection with the set goals relating to customers and shareholders (for example, innovation, production and after sales). Innovation means that new products are advanced to create and meet customer requisites. Production implies that operation processes need to be focused on provision of products and services for existing customers. After sales simply refers to the post-sales service activities such accountability for defective products and returns. The learning and growth perspective depicts how organizational reengineering processes relate with all the staff and other important organizational aspects in the pursuit for competitive advantage goal (Chung et al., 2016).

The environmental integrity perspective deals with issues of observing ethical standards in the use of the environment so as to minimize or avoid environmental damage/pollution. Indeed, the basic principle of sustainability is summarized as “the development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Bieker, 2003). The social equity perspective on the other hand takes into consideration external groups like non-governmental organization, politics or residents. Combining these two perspectives (that is environment and society), standard guidelines that help in management of corporate integrity are developed and nurtured by business ethics. In particular, responsibilities for corporations are defined while mediating potential conflicts and without compromising legitimate stakeholder rights (Bieker, 2003). This study therefore adopted the SBSC measure of performance.

1.1.5 Kenyan State Corporations

Research evidence indicates that State Corporations (SCs) play a number of critical roles in the global economy and are increasingly becoming important actors outside their territories (OECD, 2015). First, they perform a vital economic responsibility in their respective areas of operation not withstanding geographic region or extent of economic development. Worldwide, SCs are responsible for 20 percent of the investment, 5 percent of employment, and up to 40 percent of performance in some countries. SCs persistently provide critical services, for example, utilities, finance, and natural resources in vital sectors. In contrast with the past, however, SCs currently are under immense pressure to better their performance. Increasing globalization, deregulation of markets and budgetary discipline are compelling attempts to revamp performance (World Bank, 2014).

In order to address these challenges, reforms have been carried out since the 1990s by respective governments to improve performance through measures aimed at exposing SCs to contest, imposing stiff budgetary restraints, and launching organizational and TMT changes. Other key measures included commercialization of SCs and later corporatizing them into distinctive legal entities. Additionally, governments have also established performance contracting to monitor and evaluate performance and put the responsibility of results on TMTs. The politicization of SCs' boards made it difficult to give significant independence in business decision making (World Bank, 2014).

SCs are responsible for 20-50 percent of economic value added and 30 percent of total employment in the Middle East and Latin America. SCs remain as core economic actors in the major emerging markets of India, China, and the Russian Federation. In fragile and post-conflict countries such as Iraq, Afghanistan, and Liberia SCs play and are required to act a vital responsibility in the transformation to a sustainable economy (OECD, 2012). In Vietnam, SCs relish near-monopoly status in the creation of several products and services, for example, fertilizer (99 percent). In Indonesia, some 150 SCs lead to 15-40 percent of GDP, mostly reported by the 22 largest SCs (Abubakar, 2010).

Another critical contribution of SCs is in line with their prominence in sectors of the economy that provide essential services for businesses and consumers hence directly contributing to economic growth and poverty reduction. For instance, SCs continue to provide infrastructure such as power, rail, and water services in most countries, (OECD, 2011). SCs also occupy a major position in many countries as far as the provision of banking and financial services is concerned. In the oil and gas sector, the 13 largest oil companies that control 75 percent of worldwide oil supplies and manufacture are owned by the state (World Bank, 2014).

Third, United Nations Conference on Trade and Development (UNCTAD) (2007) established that SCs are among the world's biggest companies and global players. For instance, four public owned corporations were ranked in the top 25 of the 2009 Forbes Global 2000 record. Furthermore, SCs are among the world's biggest investors and capital market players. Many large SCs from Brazil, Malaysia, China, Russia, and India are actively investing abroad in green-field ventures as well as in cross-border mergers and acquisitions. In previous years, a tendency of listing large and important financial and non-financial SCs on stock exchanges as a way to raise capital has been common. This has also helped to instil discipline on the enterprises and dilute state ownership (World Bank, 2014).

Another importance of SCs is that they help respective countries to develop strategic industries thus enabling them to compete in an increasingly globalized economy. For instance, in the aftermath of the global financial crisis, the Gulf Cooperation Council (GCC) nations in the Middle East and North Africa have established new SCs often with explicit or implicit industrial development agenda. Consequently, many countries in the Persian Gulf have created profitable and well-run SCs in strategic industries. Examples include Emirates Airlines, Saudi Basic Industries Corporation, Dubal, and Etisalat (OECD, 2012).

Kenyan SCs which are also referred to as parastatals are owned by the government to meet commercial and social goals. The SCs are important to the Kenyan economy because they provide essential products and services while creating employment opportunities for many people (Olesia et al., 2015). A state corporation in Kenya is created by an Act of Parliament which sets out its mandate or by Presidential Order to carry out the functions specified in the order (GoK, 2012). Ongeti (2014) observes that the fluid and ambiguous definition of Kenyan SCs coupled with the failure by actors within government to adhere to the process of establishing these entities over the years led to an explosion in the number of SCs.

Subsequently, the present number of SCs is at an unsustainable level given that over 50 percent of them depend on the exchequer. In addition to growing strain on the exchequer, the proliferation has resulted in duplication and overlap of functions between SCs and Government Ministries. It has, therefore, become necessary to review and rationalize SCs with a view to consolidate functions and remove overlaps and duplications (PTPR, 2013).

The Kenyan government acknowledges that, over the years, SCs have performed poorly especially in the management of public resources has hindered the realization of sustainable economic growth (GoK, 2012). Ongore and K'Obonyo (2011) have regarded Kenyan SCs ownership as inefficient bureaucratic and political firms with citizens as the shareholders. Kitiabi (2006) concluded that the objectives of the privatization program are determined by political motives seeking votes to employ their constituents, and political allies and to maintain control over SCs. The action pushes operating costs at SCs higher than in the private sector.

According to PTPR (2013), Kenya's Vision 2030 needs a transformational mindset regarding how business must be conducted. Therefore, the role of Kenyan SCs in the development process of the country remains crucial and must be strengthened in order for the country to achieve its Vision 2030 goals. Specifically, Kenyan SCs need to promote and/or accelerate economic growth and development to ensure that Kenya gains a competitive advantage in the international arena alongside becoming prosperous with a high quality of life as set out in Kenya's Vision 2030. Second, Kenyan SCs should facilitate and/or promote national development by supporting efforts targeted at building the institutional and technical capacity of the state. Kenyan SCs must also help to improve delivery of public services to the Kenyan citizens to meet their basic needs. Kenyan SCs need to help in the creation of employment opportunities in various sectors countrywide. Finally, Kenyan SCs are required to support the targeted and judicious building of regional and international partnerships.

In order for Kenya SCs to effectively play their role, PTPR (2015) recommended that management and governance policies set out must contribute to national development goals, be aligned to the Constitution of Kenya 2010, reduce over-dependence of SCs on the exchequer, scale up efficiency, effectiveness, and accountability of Parastatals, eliminate duplication and overlaps, and spearhead development, regulation, research, education and training.

PTPR (2013) identified various policy agenda and problems affecting the performance of Kenyan SCs. First, there is a lack of clarity on the role played by SCs in the economy, a fact which is attributed to the differences in opinion regarding the duty of the country in national growth. Second, there is bad linkage of SCs' activities with the national development agenda. The third challenge is to do with ownership and oversight conflicts emerging from the lack of an agreed-upon definition of what an SC means in the Kenyan context, coupled with many legal and regulatory frameworks. The fourth challenge was identified to be inadequate policy and policy coordination that leads to proliferation of poorly resourced SCs. Fifth, poor governance which leads to loss of resources and burdening of the public purse. The sixth challenge was in relation to poorly constituted and ineffective boards which lead to a failure to offer the necessary strategic direction. The other challenges included weak human resource and institutional capacity, lack of elaborate government policy in regard to SCs, poor performance management framework, and poorly designed processes with respect to establishment and dissolution of SCs.

Building on the work done in 2013, PTPR (2015) came up with proposed mechanisms that would help to address the policy issues and challenges identified above. To tackle the challenge of unclear policy and poor policy coordination, it was proposed that an overarching government policy on management of SCs be formulated to create a new institutional framework for governance, management and oversight of SCs. Lack of overarching law was addressed by having a single over-arching law enacted under The Government Owned Entities Bill, 2015, with the intention of eliminating previous scenarios whereby SCs used to be established, dissolved, and regulated through various pieces of legislation.

In order to deal with the challenge of poor corporate governance, a Code of Governance called “Mwongozo” to provide a framework for accountability, transparency, and disclosure, effectiveness of boards, ethical leadership, and good corporate citizenship, and high performance and excellence of SCs among other expectations. In order to address the challenge of poor linkage with national development goals, it was proposed that some SCs be consolidated and rationalized to ensure that they address national development priorities such as Vision 2030. In addition, SCs were to undertake deliberate steps to separate commercial activities from the non-commercial roles of policymaking, regulation, and service delivery. To resolve the challenge of natural resources management, the National Sovereign Wealth Fund was established to ensure that both the budget and economy are stabilized and protected from excess volatility in revenues/exports and enhance sustainable long-term capital growth (PTPR, 2015).

1.2 Research Problem

The association between TMT demographics and organizational output has also elicited a vibrant conversation among strategic management scholars and practitioners since the ground-breaking works of Hambrick and Mason (1984). Studies show that TMT demographics influence performance (Nielsen & Nielsen, 2013) but it has also been contended that TMT demographics cannot singly influence performance but have to be combined with other variables. Studies in this area have focused on either demographics (Irungu, 2007; Kasomi, 2015), TMT Psychographics (Kinuu, 2014) or Diversity in TMTs (Muchemi, 2013).

Globally, in spite of the tendency towards privatization for the last 20 years, SCs are still significant economic players. Historical attempts aimed at reforms illustrates that the answer to improved SCs' output is better governance although reforming governance alone cannot resolve SCs challenges. Lessons from the historical evidence propose that a comprehensive methodology is required involving SCs restructuring and privatization. Privatization and public-private partnerships have achieved big gains for different SCs in competitive and non-competitive areas worldwide (World Bank, 2014).

Kenyan SCs are essential institutions in the economy and play different functions that enable micro and macro-economic growth and development. This includes carrying out service delivery in socio-political, infrastructural, and financial and other key segments of the economy. It is on this basis that their performance continues to be a key concern to the Government of Kenya, strategic management practitioners, and researchers. TMT demographics have been a key policy concern in Kenyan SCs. The choice of the right mix of TMTs would be a panacea to improved strategic choices yielding to better performance.

Corporate strategy is a course an institution considers with the primary goal of attaining success in the long run. Organizational structures are designs of integrating and effectively coordinating the enterprise's existing team to ensure performance is achieved (Chandler, 1962). Unlike the current study, none of the studies above identified and examined the intervening influence of corporate strategy and moderating influence of organizational structure on the association amidst TMT demographics and performance of Kenyan SCs which remains an area of concern. Globalization, liberalization, a new constitution, and the drive for accountability have led to SCs reforms in Kenya. This study, therefore, sought to interrogate various relationships between predictor variables and dependent variable.

Contextually, in research done in SCs, Jonathan (2009) established that SCs in China frequently multitask with diverse, not clear, or clashing financial and social goals like allocating general, low-cost telephone amenity. Semmar (2012) concluded that structural reforms, modernization, and liberalization had a positive bearing on financial performance of Moroccan SCs. In Kenya, Irungu (2007) used demographic characteristics to test TMT behaviour in the NSE context. The researcher identified the inherent limitations of TMT demographic measures and called for the need to examine TMT psychographic characteristics.

Kinuu (2014) tested TMT psychographic characteristics influence on organizational performance in the NSE context and established a positive influence. Mkalama (2014) established that demographic characteristics had a very weak positive influence on overall organizational performance in Kenyan SCs. These studies, however, did not underscore the role of TMT demographics as well as organizational structure. This study, therefore, sought to test demographic characteristics on several determinants of performance along the SBSC.

Methodologically, many studies on SCs are in different contexts using cross-sectional survey. Hambrick et al., (2015) used generalized estimating equations (GEE), Poisson, and Gaussian distributions. Kotha and Nair (1995) used generalized least-square (GLS), cross-sectionally heteroskedastic and time-wise autoregressive framework to correct for auto-correction and heteroskedasticity. Muchemi (2013) adopted multiple regression analysis, correlation, and descriptive statistics. Mutuku, K'Obonyo, and Awino (2013) used regression analysis. Cross-sectional studies that represent the whole population are powerful tools in relationship studies (O'Sullivan & Abela, 2007). This research adopted cross-sectional survey methodology as it had been successfully used by the above scholars but now using the four variables under study.

It is evident that the conceptual and operational diversity in the studies explain how contextual differences greatly determine the final findings and conclusions (Machuki, 2011). While most studies have been undertaken in SCs operating in different contexts such as China, Japan, Morocco, and Sub-Saharan Africa the findings and conclusions may not apply to SCs in the Kenyan context because of its unique manifestations. This study extended existing knowledge on performance implications of corporate strategy and organizational structure of TMT demographics by varying the context of research to the Kenyan SCs. The study was, therefore, an attempt to handle the gaps demonstrated along conceptual, contextual, and methodological fronts. What is the influence of corporate strategy and organizational structure on the relationship between TMT demographics and performance of Kenyan SCs? This question and research gaps were addressed by analyzing direct and indirect relationships among TMT demographics, corporate strategy, organizational structure, and performance.

1.3 Research Objectives

The broad objective of this study was to examine the influence of corporate strategy and organizational structure on the association amidst TMT demographics and performance of Kenyan SCs. The specific objectives of the research were to:

- i. Determine the influence of TMT demographics on the performance of Kenyan SCs.
- ii. Establish the influence of corporate strategy on the association between TMT demographics and the performance of Kenyan SCs.
- iii. Ascertain the influence of organizational structure on the association between TMT demographics and the performance of Kenyan SCs.
- iv. Determine the joint effect of TMT demographics, corporate strategy and organizational structure on the performance of Kenyan SCs.

1.4 Value of the Study

The research aimed at making several contributions to theory, policy, and managerial practices of organizations. It is to provide to the prevailing body of knowledge by contributing a superior comprehension of the association among TMT demographics, corporate strategy, and structure on performance of Kenyan SCs. The findings of this study added more value to the various theories including the upper echelons, configuration, institutional, behavioural, and stakeholder theories.

Some critics have argued that certain demographics of top management like gender do not have a significant influence on organizational performance and that educational and functional backgrounds of TMTs bring about team fragmentation among team members and hence affecting performance negatively. There has not been conclusiveness in literature as to whether TMT demographics affect performance positively or negatively. Findings from this study aimed to assess whether TMT demographics have a statistically significant influence on performance. Institutional theory still remains at the nascent stages with very little empirical support. This study provided that support. Results from this research added up to the literature of upper echelons, configuration, stakeholder, and behavioural theories.

This study made contributions to policy. SCs are important in enabling the government to realize its objectives and programs. The findings of this research showed the influence of TMT demographics on the value they bring to organizations and how they affect performance. Originating from this study, therefore, government and other policy makers can be guided in making clear policies that can ensure that both government and SCs have TMTs that have the right demographics required for improved performance.

Management practice in organizations in the public sector especially SCs are also expected to be advantaged from this research. Management practitioners can, therefore, comprehend the place they occupy in influencing organizational performance and existence. Managers in charge of recruitment can utilize the results and recommendations of the research to ensure that organizations have the right TMT demographics that can drive performance. Also, the TMT in charge of the SCs and other organizations can gain from the results of the research as it documented the influence of corporate strategy and organizational structure on the performance of SCs.

1.5 Organization of the Thesis

The study is subdivided into six chapters. Chapter one provides the preamble of the thesis. It gives a brief synopsis of all the concepts of this study which are TMT demographics, corporate strategy, organizational structure, and organizational performance. This chapter also describes the context of the study starting with the broader context - global perspective of SCs followed by a general review of the Kenyan SCs. The chapter then describes the research problem and explains on the conceptual, contextual and methodological gaps. The broad objective of the research which was to examine the effect of corporate strategy and organizational structure on the association between TMT demographics and performance of Kenyan SCs was presented together with the four specific objectives. Finally, the value of the study was discussed.

Chapter two of this thesis details an exhaustive review of theoretical, conceptual and empirical literature. Theories underpinning this thesis are discussed followed by a pairwise review of the concepts under study. The chapter also presents a table on previous studies and the gaps this study sought to fill. The chapter also contains a conceptual framework together with the conceptual hypotheses.

Chapter three of the study describes research methodology. It outlines the philosophy underpinning the thesis, the research design, the study's population, and method of data collection. The chapter also elaborates the operationalization and measurement of study variables together with the data analysis techniques used in the thesis.

Chapter four gives an account of the data examination and comprehension of the findings. It commences with the descriptive statistics which include the response rate, the organizational demographic profiles and ends with an overview of the study variables. Descriptive statistics utilized encompass the mean scores, one sample t-tests, coefficients of variations, and significance tests. Reliability, validity, and normality tests that were examined on the data are also described and finally test of hypotheses outlined. The findings of tests on the main and sub hypotheses are tested using simple and hierarchical regression analyses and their interpretations elaborated.

Chapter five presents the discussions of the results in line with the objectives, hypotheses, theory, and previous conceptual as well as empirical studies. The discussions are based on extant literature and theoretical postulations. Finally, chapter six contains the summary, conclusion, and recommendations of the study. In the chapter, implications of the study for theory, policy, and managerial practice are presented. These are linked to the key findings. Conceptual, contextual, and methodological constraints of the research alongside recommendations for future study conclude this thesis. The next chapter covers a comprehensive literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In a position to have a deeper interpretation of the concepts studied, it was important to carry out a review of extant literature that anchors the study. This chapter, therefore, covers theoretical and empirical review of literature on TMT demographics, corporate strategy, organizational structure, and performance. The chapter explores theoretical underpinnings of various theories that informed the conceptualization of the study.

The literature review not only examines the theoretical underpinnings upon which this thesis is premised, but also excavates a number of unresolved questions. Further, the chapter provides a pair wise review of the concepts of the study. The pair wise discussion is undertaken by interrogating the key associations amongst TMT demographics, corporate strategy, organizational structure, and performance.

By reviewing the literature, various research gaps are brought forth along contextual, conceptual and methodological. These gaps are summarized and tabulated alongside sampled contemporary literature that supports this study. At the end, a conceptual framework is presented diagramming the relationship of variables as conceptualized by the study and hypotheses corresponding to objectives stated. A further explanation of the conceptual framework is presented to highlight the relationship of the study variables. Subsequent subsections elucidate detailed description of all these aspects.

2.2 Theoretical Foundation

This study had four constructs. These are TMT demographics, corporate strategy, organizational structure, and performance. All these constructs are premised in five theories: upper echelons theory (Hambrick & Mason, 1984), configuration theory (Miller & Friesen, 1984), institutional theory (Kondra & Hinings, 1998), the behavioural theory of the firm (Cyert & March, 1963; Simon, 1959), and stakeholder theory (Freeman, 1984). What follows is the synthesis and convergence of these theories which is critical in literature to give an in-depth comprehension of the study.

The upper echelons theory underpins the interaction of TMT demographics and performance as it presupposes that strategic decisions and the performance degrees of corporations are comparatively forecasted by TMT demographics. Configuration and institutional theories establish the interface existing amidst structure and strategy. They determine how TMT demographics, organizational structure, and corporate strategy are profiled into a synergetic whole to yield outstanding performance whereas behavioural theory concentrates on the disposition of TMTs in strategy formulation and execution premised on the kind of structure they embraced. Finally, stakeholder theory is rooted in the definition of organizations as a grouping of stakeholders.

The synthesis and convergence demonstrated above may have positive effects on performance. This is, therefore, an overwhelming need to jointly examine, empirically, the postulations for the theories to obtain an equilibrium standpoint. The equilibrium standpoint would lead to a balance between TMT demographics, corporate strategy, organizational structure, and performance. This study is, thus, vital and unique for enhanced scholarly discourse both conceptually and empirically on the theoretical postulations. What follows is an explicit discussion on these theories.

2.2.1 Upper Echelons Theory

The upper echelons theory is the main anchoring theory of this study. TMT demographics, which was the independent variable of this study, is anchored on the upper echelons thinking. The upper echelon thinking was inaugurated by Hambrick and Mason (1984). The theory created a model within which the role of TMT demographics in influencing organizational performance can be interpreted. The key postulation of the upper echelons thinking is that organizational performance and strategic options are partly forecasted by TMT demographics. It presupposes that managerial options are not adhering to logical thinking but are extensively determined by the natural setbacks of managers as people (Nielsen, 2010).

Upper echelons thinking originate from the notion of superior alliance that proposes that ‘the human social biases, filtrates and idiosyncratic procedures at the organizational top substantially impacts competitive behaviours’ (Hambrick & Mason, 1984). The competitive behaviours are likely to influence organizational performance. Hambrick and Mason (1984) in their theoretical study on upper echelon theory proposed that TMT traits, especially, demographic characteristics may weaken decision making and hence organizational performance.

Hambrick (2007) posited that two interconnected parts form the fundamental idea and principle of upper echelons theory. The first part comprises of acts of the executives resulting from their individualized analysis concerning strategic situations they encounter. The second part contains the executives’ individualized construal as an obligation of the executive’s experiences, ethics, and characters. In other words, understanding why organizations perform or do things the way they do requires a consideration of the prejudices and temperaments of their strongest actors – their top executives.

According to Hambrick et al., (2015), the central logic presented by the upper echelons theory is top organizational managers perceive situations and alternatives through individualized lenses. These lenses are shaped by the personal attributes of the managers, and they include both recognizable characteristics (for example, professional exposures and demography), and unrecognizable characteristics (for example, ethics and personalities). Broadening this reasoning to TMTs, therefore, generates an extra social component as a result of the prospect for dynamics inside teams. It, therefore, follows that the constitution of a TMT influences its interior processes that in turn affects its decisions and other results.

Over a prolonged time, researchers have explored how the anthropomorphic side of top managers, for instance, their backgrounds and cognitive attributes, influences the resolutions they create (Nielsen 2010). As one of the principles of the upper echelon thinking, Mutuku, K'Obonyo, and Awino (2013) advanced that demographic attributes are physically interwoven to the psychological or cognitive components of the executive alignment. It is for this reason that TMT demographics are utilized as enlarged referents of executive alignment. The alignments, a direct result of demographic attributes affect corporate strategy selections and decisions, and thus, have physical influences on organizational outcomes, notably organizational performance (Bagire, 2012).

Preliminary empirical studies on upper echelons interrogated the influences of TMT heterogeneity in noticeable background attributes, like functional background, age, educational background, gender, and tenure on several institutional outcomes, for instance, organizational competitive behaviour, diversification level, strategic change, innovativeness and eventually performance (Nielsen 2010). If strategic options account for behavioural constituent, subsequently, somewhat they represent the peculiarity of resolution makers. March and Simon (1958) contended that each decision maker carries their own set of "givens" to the management situation.

Advocates of upper echelons thinking contend that organizations with younger managers had a tendency of making risky strategies than those with older managers (Hambrick, 1994, Nielsen, 2010). From a functional background, each TMT member brings to his or her job the expertise they have obtained in a specific functional area and this has an influence on developing strategies for growth (Certo et al., 2006). Long tenured TMTs seemed to lean towards status quo and are reluctant to formulate and implement change (Michael & Hambrick, 1994). Education indicated the person's knowledge and skills base and was the premise of comprehending the organizational objectives among TMTs. This led to the proposition that the educational level of a TMT member influenced performance specifically in relation to innovation but had no influence on the average organizational performance. Diversity in gender can bring in varied experience and strategic dimensions in the organization (Simons & Kimberly, 2011).

The theory has undergone some refinements in the recent past. Intra-TMTs power distributions and TMT behavioural integration are observable improvements to the upper echelons presupposition. TMTs attributes capitulate stronger prognostications of strategic behaviour when varying quantities of member's power are accounted for behavioural amalgamation. Behavioural amalgamation has been illustrated to have direct positive influences on institutional performance (Lubatkin et al., 2006). Irungu (2007) argued that attracting, selecting, and retaining demographically diverse top managers that are capable of making important strategic decisions may encourage organizational survival in turbulent environments over time. Differences in classifications, primary on information, knowledge or experience among unit members, are some of the elements of diversity (Muchemi, 2013). They alluded to demographic characteristics including age, gender, tenure, functional, and educational backgrounds.

Hambrick et al., (2015) underlined the concept of TMT interdependence as a vital perspective of upper echelons theory. They argued that structural arrangements of TMTs form the primary basis for interdependence. TMT interdependence alludes to the magnitude and breadth to which units or individual impacts each other in a given organizational set up. But structures set the basic profiles of a team, significantly modelling the degree to which TMTs have effects on each other. The three forms of interdependence include horizontal, vertical, and reward interdependence. The extent to which duties are organized such that the operations and successfulness of peers influence each other are known as horizontal interdependence. For instance, organizations may have divisional or functional structures.

Vertical interdependence alludes to the extent to which associates are regarded as peers as opposed to hierarchically different. For example, when hierarchical distinctions are negligible, members of TMTs will imagine of each other as fraction of the similar social and job entity. Finally, reward interdependence is the extent to which associates receive payoffs for organization or group performance comparatively to subunit or personal performance. The larger the reward interdependence, the more the TMT members shall be attentive to one another's operations and traits, and hence the further that group diversity shall impact social procedures and outcomes.

The theory may be used to predict firm performance given top management characteristics. TMT members can with impressive demographic characteristics, impact resolution creation procedures and positively contribute to organizational performance. To a larger extent, heterogeneity strengthens substantial creativity, innovativeness and standard resolution creation and could generate intense rivalry and competition (Hambrick et al., 1996).

TMT's characteristics have been used as the independent variable in majority of studies to express causality relationship in-keeping with the powerful reasoning of the upper echelons view (Nielsen, 2010). This study has taken a similar approach in linking TMT demographics to organizational performance because TMTs form the core of organizational success. TMTs mainly develop strategies that are vital for the survival of organizations. This theory, therefore, guided the conceptualization of TMT demographics' influence on performance in this study.

2.2.2 Configuration Theory

Configuration theory contends that corporations with higher performance have more organized structural characteristics compared to corporations with lower performance (Dato-on, 2014). The configuration theory and framework was formalized by Miller and Friesen (1984) picking from many earlier scholars in the 1960s and 1970s who determined the associations among different elements that made an organization. Fiss (2008) argued that the study of configurations should form the backbone of institutional and strategic management research. Fiss (2008), drawing from Miller (1986), opined that while an organization can copy another's corporate strategy, it cannot fathom the constellations and or how the aspects of competition have been coalesced. Configurations, thus, provide unique competitive tool for organizations. Hill and Birkinshav (2008) suggested that configuration view presumes that interactions among aspects are reciprocal instead of unidirectional. Consequently, researchers have to choose causation directions among variables in temporal sequence.

Kilduff and Krackhardt (2008), however, observed that organizations may also be structured along informal networks of voluntary social interactions encompassing interpersonal communication, information sharing, and friendship links. According to Burton and Obel (2004), configuration outlines the general principle that guides how work is divided or shared within the organization by dividing the duties into sub-duties and harmonizing actions, and the overall units which create the ground for strategic decision-making and communication among TMTs. To do this, organizations are designed to have functional divisions and matrix structures.

There are two major methods in the configuration written works. The first and most conventional develops conceptual typologies, whereas the second creates empirical taxonomies. The existence of configurations is also due to nature and features of organizations in their specific contexts. Forces may drive an organization towards a common configuration to achieve internal harmony or external fit. Only when adjustment is totally obligatory or exceptionally beneficial will institutions be persuaded to move collectively and quickly from one configuration to the other that is widely distinct (Howard & Walters, 2004). Miller and Whitney (1999) argued that configurations are a source of competitive advantage. While a corporation could imitate another's corporate strategy, it may not imitate the way corporate strategy features; TMT characteristics and organizational structure are designed into a synergetic whole to create an outstanding performance.

Baden et al., (2013) argue that enterprise designs are cognitive tools depicting value formation and value seizure pursuits of a business enterprise. Although technological innovation is a paramount component of enterprise performance, the ordinary supposition of a direct correlation between technological innovation and greater enterprise performance disregards the pivotal responsibility played by enterprise designs. By embracing distinct enterprise designs, top managers can, for instance, influence the similar technology to focus on different client segments. A typical example is the satellite technologies that are applied for vending communication services and navigation instruments. By articulating a value idea hidden in the modern technology, business models are able to create a link between technological and economic domains of an enterprise. Therefore, Kenyan SCs found it important to adopt enterprise framework configurations mostly in technology-based surroundings where organizations often need prominent enterprise designs whose operation is in tandem (Aversa et al., 2015).

Technology-based surroundings are areas in which organizations are regularly under pressure to transform their technology for competition. The configuration of enterprise frameworks that an organization implement can be a useful unit of analysis to help understand how enterprise frameworks relate to performance. The configurational perspective on enterprise frameworks will help to assess whether the various models adopted by a firm are complements (Casadesus et al., 2012). As opposed to concentrating solely on the organizational environment, or solely on its inside resources, the configuration approach focuses more on the common control of a set of factors. Precisely, configuration approach tries to model interrelationships. Four categories of factors play a decisive role under the configuration model: the organizational environment, internal resources, top management characteristics, and the administration or structure adopted (Stahle et al., 1997).

Each of the four groups of variables derives from a larger set of sub-variables. For instance, the larger set of variables from which the environment variable is derived comprises of the macro and micro-environments, technical, social, legal, and economic realms. The internal resources are categorized into tangible and intangible assets. Similarly, top management characteristics can be divided into traits, qualifications, and motivations. Finally, the administration, management system or structure contains the long-run strategic and short-run operative administration instruments also known as corporate strategy (Kreikebaum, 1995). It is not enough, however, to merely identify and evaluate these variables. It is necessary to underline the fact that there exists a huge number of associations in most of these factors and sub-factors. Whereas some may be measurable, some or most of them may not. Performance of the firm is influenced more by the mutual effectiveness of the variables and not only the variables per se. The configuration model requires a dynamic perspective: the establishment of an organization should be comprehended as a succession of gestalts covering a period of time. The background of an organization is hence the history of a sequence of gestalts that is equivalent to one of the stipulations of the resource-based view (Mintzberg, 1998).

Across the world, some organizations grow - macro or micro levels - without interference by people. However, interferences by the organizational top management will lead to the growth of the organization to the desired configuration. Although configurations are distinctive in principle, comparable configurations may permit generation of typologies. An understanding of specific categories of configurations may enable identification of the strategic orientations of an individual business and to approximate its possibilities for further growth. Having experience with certain types of typologies may also be useful defining (or finding) intercessions in the series of common stages in the configurational background so as to evade threatening lanes and proceed to favourable lanes.

The configurational thinking can, therefore, be married comfortably with the life cycle thinking in strategic management thinking (Mintzberg, 1998). From the configuration approach, strategic management researchers learn an important lesson: strategic examination should not be limited to secluded factors of a specific configuration, but should also encompass the recognition and, if done in a well-organized manner, measurement of reciprocated impacts among those factors. The outcomes of secluded and unidirectional causal associations could mislead the understanding of a specific factor inside its context, for instance, the monetary resources of a certain business (Wernerfelt, 1984).

Compared with the traditional approaches such as interactions or contingency thinking, research evidence indicates that configuration thinking has been utilized more in management for the previous ten years to evaluate complex, multidimensional phenomena in matching associations in methods that are congruent with the holistic thinking of strategic management and marketing thinking. Multidimensional conceptualizations are associated with lack of correlation amidst verbal and statistical methods to evaluating the theory as their major problem (Venkatraman, 1989). As a consequence of the lack of correlation inherent in the multidimensional approaches, there is a delicate relationship between theory formation and theory testing resulting into inconsistent research findings.

The true meaning of strategy and structure configuration is captured by the description given by Davies, Brady, and Hobday (2007) who describe it as the congruence between a specific strategy and a specific configuration of organizational design elements. The order between corporate strategy and organizational structure is a very vital theme in strategic management (Donaldson, 2001). TMTs in organizations that are capable of achieving a match between their strategy and structure can produce an important competitive advantage, while those organizations whose TMTs cannot achieve a fit become susceptible to outside adjustments and inside inefficiencies. As a consequence, an organization with a match between strategy and structure is expected to out-perform those without such an arrangement. Institutions encounter not only business difficulties in terms of what strategy to employ but also a management difficulty in regard to choosing structures which are in unison with their strategy (Ogollah, 2012).

In this study, therefore, there is an assumption that the corporate strategy, TMT demographics, and organizational structure should align and fit successfully and that successful alignment will ultimately affect performance. Contemporary researches of institutional and competitive simplicity recommend that a powerful level of configuration can be prudent when corporate strategy, organizational structure, and processes are all modelled by a central objective or focus. This supplements one another when the organizational structure and the constitution of the TMT communicates or expresses that focus.

2.2.3 Institutional Theory

The institutional theory can be a very helpful tool for addressing the challenge of performance quantification in enhancing public service delivery. Kondra and Hinings, (1998) identified the role of institutional norms to institutionalize structures in organizations as being one of the major topics of the institutional theory. Following a study on schools in 1970s, Meyer and Scott (1983), conceived the hypothesis that a range of organizations prevail running from those predominantly with technical specifications, for example, manufacturing organizations to those predominantly with institutional specifications for example schools, private nonprofits, and public administrations.

According to Clegg and Bailey (2008), the primary concern of institutional theory is to do with the link among institutions and their organizational surroundings, standard context of the surrounding enclosed in cultural, organizational and social conventions. Researchers, therefore, often analyze behaviour from the view of the impact of social anticipations (standards) on the operators, and the degree to which operators follow the standards, and abide by the developed rules and institutional practices. Most scholars focus more on the coercive, mimetic, or normative isomorphism amongst business enterprises. Isomorphism originates from different environmental pressures. Instances of behaviour that are as a consequent of environmental pressures when organizations react to stakeholder's anticipations in an endeavour to bring social roles, or when organizations copy each other and create the so-called 'band-wagon' influence where numerous organizations make similar selections and follow market leaders (Todeva, 2007).

Internal and external surroundings of the organization in which TMTs operate is an objective reality that can be examined and analysed. TMTs themselves behave in an essentially rational analytic way so as to make sense of the world in which they operate. However, institutional theory is premised on the conjecture that beyond the influence of social norms and expectations, TMTs discern the world in a specific way and then respond in turn. In other words, while responding in consequence, TMTs assist promote a world according to their perceptions (Chen et al., 2010).

Raynard et al., (2015), therefore, summarises the basic tenets of institutional theory as follows: first, corporations are not independent agents pursuing to maximize economic opportunities; rather, they are established within a social web of norms and anticipations that limit and form managerial option. Secondly, social recommendations are passed on to corporations via various representatives including the country, professional firms, consultants, analysts, the media, and other carriers of ideas and views about suitable managerial control. Third, organizations increase their legitimacy by securing approval, support and public endorsement when they conform to social patterns. Fourth, social prescriptions once institutionalized may be difficult to change. Fifth, whereas conformity to social instructions rather than response to the task environment may heavily affect efficiency and other economic determinants of performance, it may help improve long term options of existence of the corporation. Indeed institutional complexity usually generates pressure, dispute, and organizational instability. Finally, related corporations encounter related social anticipations and pressures of conformity, thus, tend to employ related strategies and managerial arrangement, a process known as “isomorphism”.

Proponents of past institutionalism acknowledge that results of government policies not only represent the selections or stakes of the powerful social forces but are also channelled by prevailing and historical designs. This simply implies that the policy selections created in the previous time have relevance on the selections created today. Consequently, political and management firms, customs and processes controlling the links between economic operators and the state, are thus path-dependent. Focusing on radical and discretionary adjustments in state management is, to a large degree, a desperate endeavour in such contexts (Peters & Pierre, 2012).

Unlike the previous types of institutionalism which suggested that organizations form strategies and politics, ancient or longitudinal approaches highlight the reality that politics and strategies form organizations or institutions. National organizations are ignored although they contribute to the infrastructure for group operation. Obtaining the ranking of social agreements is never interrogated as social constructs withstand any incremental adjustment or reorganization created by any individual actor (Bloomfield, 2016). Institutional theory regards public organizations as backbones of political order, as performance of political order, as performance of social values, and self-constructed social systems.

SCs as institutions are regarded as corporation players when their area units are suitable and stimulate usefulness and concerns which are implanted in the native populace from which they function, and barely as machines executing objectives and usefulness explained by a principal. Incongruities may thrive amidst the asserted ends and those which the corporation literally attains or attempts to attain. It follows self-reinforcement and self-conservation objectives, as well as constructive ends. In the struggle for survival, an SC turns into a polymorphous system that is induced to either destroy or neglect its goals.

State bureaucracies have a life of their own and may even become active entrepreneurs. Participants do not play alone following their allocated responsibilities. Other than designing formalized structures, public management must also regard the way participants are affected, revolutionized, and accomplished by informal structures. It is important for national bureaucracy to manage restraints and coercion employed by the external native setting or environment in which it conducts business (Theonig, 2011).

The theory further explains why public institutions are not innovative and tend not to perform. Official structures, processes and representations which emerge as equivalent have been adopted by many private and public organizations. Institutional isomorphic change tends to characterize the diffusion processes (DiMaggio & Powell, 1983). Generally, the effect of mechanisms such as coercive isomorphism, mimetic isomorphism, and normative isomorphism is to accelerate similarities.

Coercive isomorphism refers to the adjustment findings from coercions by political effect or by external institutions regarded as lawful. Mimetic isomorphism reflects a situation in which there occurs unpredictability and obscurity about objectives or technology enlarges the promotion of emulated conducts. Normative isomorphism refers to the effects of persons affiliated to the same occupation or having attended the same educational systems.

Formulating organizations which are completely distinct from the prevailing ones becomes a mirage in a globe which limits independence of preferences and restrains action-oriented creativity (DiMaggio & Powell, 1983). State institutions, therefore, choose not to be revolutionary as obedience strengthens their political constitutionality or promotes the public reputation of their members. Transformation is driven more by values recognized by the environment than influential rationalities promoting productivity or successfulness. In the long run, it is possible to have more mixture or competition amongst possible institutional designs (Kondra & Hinings, 1998).

To bring about an enhancement in the performance of public institutions, there is a need for changes in the organizational structure and systems. There is a need for configuration of structures and mechanisms of arrangements with conventional alignment or latent evaluative strategy. On the one hand, evolutionary change may occur gradually but progressively as fine-tuning procedure inside the parameters of a prevailing organizational structure and system (Greenwood & Hinings, 1996). Additionally, organizational change may take place quite rapidly hence influence all the components of the institution concurrently. It is related with associations between external dynamics or organizational contexts and internal interests and dynamics, usefulness and authoritative dependencies.

Institutional theory postulates that TMT as organizational actors are the causal representatives who have the characteristics and capabilities to clarify strategic stimulant, formulate, and execute strategy (Busienei, 2013). When organizational structures are established and legalized through the activity of institutionalization, they perform the role of enhancing the operational efficiency and eventually organizational performance. The association among TMT demographics, organizational structure, and organizational performance can best be explained by institutional theory. Institutionalization of organizational structures is key to successful corporate strategy implementation that leads to organizational performance.

In as much as the theory has been heavily utilized across disciplines, there has been a rapid increase in numbers of institutional thinkings and implementations of those theories. Correspondingly, in sociology (DiMaggio and Powell, 1983; Zucker, 1987) and in economics (Alston et al., 1996; Khalil, 1995) there has been an emergence or more properly put a rejuvenation of institutional theories to answer the primary queries in these schools. Scholars have come out to critique the theory at large. Apart from the visible theoretical inconsistency within institutionalism, there are other factors that present challenges for enhancing this type of political assessment. For example, there are vital empirical challenges when the theory is attempted to be utilized as an organizing theory for political science. Specifically, the biggest challenge to the adoption of these various institutional theories in an organized way perhaps derives from technicalities involved in the gauging of organizations and differences in their features.

There is a priori presumption which organizations make significance as an expository variable; challenges come about when trying to identify what is of significance, and how they exercise their control on the dependent variables (normally policy). For other types of institutionalism, the quantifications are clear and edge on the insignificant; the question of quantification is absolutely what the official structures are and what can variations amongst those structures forecast. For some types of this version the probabilities for quantification are debatable and seemingly more irrelevant to any common sense definition of institutionalism (Khalil, 1995).

Machuki et al., (2012) argue that besides explaining the alignment of a corporation's strategy with the internal and external variables of the corporation; institutional theory seeks to examine the preferences, behaviours and actions of organizations and individuals, for instance, TMTs. Further, institutions operate at different levels of authority and are dependent on incremental and discontinuous change processes.

From the foregoing, institutional theory creates a helpful model for analyzing questions about how organizations interact with the environment and how factors become institutionalized over time. Today, this theory has been embraced and it is applicable in the areas that affect organizations' policies, strategies, structures and TMTs procedures in the organization. This in turn affects how the organizations in this study perform in current turbulent and competitive environment.

2.2.4 The Behavioural Theory of the Firm

The behavioural thinking (Cyert & March, 1963) inaugurates sociological perspectives to the economic theory of the enterprise and enhances the responsibilities of individuals. This theory considers institutions as a group of persons with their own objectives and ambitions. It recognizes that enterprise goals are not explained at the enterprise but at the individual level and hence frequently clashing. The economic theory views the institution as a unit that process inputs into outputs in the same way as the black box.

This narrow view is compensated for by the behavioural theory of the firm which observes what happens internally, how the throughput happens as economic action, and the way decisions are arrived at in the firm. Since it defines the conditions of operational decisions, and results producing value added, the behavioural school of thought is also known as a decision theory. Heyden (2012) argues that during circumstances of unpredictability, firm strategies are principally steered by problematic or complex search, where the creation of choices is ground on and restricted to the meaning of the complication.

According to Dietrich and Krafft (2012), supporters of the behavioural theory of the corporation believe it may not be wise to start theorizing concerning corporations from the relaxation of one's armchair with analytically convenient assumptions. Rather, one should first attempt to obtain knowledge about the behaviour of actual corporations and human decision-makers. More often, the firm's behaviour is driven by anticipations and formed by its past. The firm is an organization of diverse interest groups attempting to endure the complicated problems surfacing from external forces and internal politics.

Interpretation of decisions is modelled along a progressive procedure which involves both logical and illogical perspectives, and is influenced by ownership rights, authority, resource controllability, and liabilities (Cyert & March, 1963). The behavioural school of thought is also related to various other core concepts encompassing: the perception of organizational competences and capabilities, knowledge acquisition, organizational education, inspiration, and cognition, or how organizations study their internal and external surrounding. The behavioural theory of the firm promotes for the endogeneity of predisposition and anticipation as the primary source of limited logic, or the illogical choices made by top managers in circumstances of unpredictability and difficulties (Casson, 1998).

The behavioural thinking is a composite agglomeration of enterprise and management theories which play a part in comprehension of the enterprise. Ever since it was founded, the behavioural theory of the firm continues to tackle the question of enterprise borders and the associated questions of either internal and external impetus or possibilities in the environment to seize usefulness or worth and to create profits and rents. In principle, the behavioural theory of the firm describes strategic making of decisions past environmental impetus. It is also associated to the fundamentals of the organizational and evolutionary or transformational theory of the enterprise and to numerous learning and metamorphosis theories (Todeva, 2007).

According to Semadeni and Anderson (2010), behavioural theory of the firm provides a compelling perspective that explains why corporation decision makers often involve themselves in risky adjustments such as strategic movements or major adjustments to products and services. This theory confirms that decision makers establish objectives or ambition extents of beneficial performance and that in circumstances when their objectives are not achieved, they respond by pursuing fresh perspectives and becoming more prepared to undertake dangerous solutions (Desai, 2016).

According to Gaba and Joseph (2013), behavioural theory of the firm is critical for organizations and researchers to understand how different groupings of decision makers, each with possible contradicting interests, might jointly effect the organization during periods of poor performance. The behavioural theorists postulate that whereas the organization may be comprised of multiple coalitions, or groups of decision makers who may each have unique preferences, a dominant group emerges through bargaining and negotiation hence dominates organizational decision making at any point in time (Gavetti et al., 2012).

A large number of economic and management theories that subscribe to the behavioural thinking of the enterprise focus on the nature of firms. Firms are treated by economic theories as sovereign players which are occupied in value generation actions, employing several resource contributions, and factors or elements of production, where enterprise behaviour is motivated by environmental inducements and restraints. Proponents of strategic management school of thought acknowledge that at the back of each enterprise stands a TMT, comprised of professionals who are commissioned to take decisions concerning strategic choices, considering internal apportionment of resources, or assigning command to enterprise activities.

In this context, strategic behaviour of the enterprise is depicted by the strategic alternatives of top managers. Management and leadership theories have also yielded to the discourse on decision making, relationships in authority, and structure or variables that stimulate enterprise behavioural reactions. Sociological, anthropological and organizational behaviour thinking have investigated the behaviour of persons, categories, organizations and other organized bodies, as well as the establishment and interrelationship with technologies and societal and cultural artefacts (Todeva, 2007).

Various leading economic theories have made a vital subscription to the comprehension of firm behaviour. Some of them encompass transaction cost economics, agency view, contract theory, and non-cooperative game thinking. Incentives and costs are the two construction blocks for the experts in economics. Therefore, these two are also the central pillars underpinning the establishment of theories that describe sources of inducements (agency, property rights, and governance views), and sources of costs (transaction cost economics, contract and several shareholder theories of cooperation) (Clegg & Bailey, 2008). The behavioural theory of the enterprise underscores how human restrictions influence enterprise decision-making, behaviour, and performance, consequently, relating to TMT demographics, organizational structure, and organizational performance that are variables in this thesis.

The behavioural theory of the enterprise is a master-piece in institutional thinking and makes most vital contributions to theory intended to improve the operation of the modern corporation. The theory focuses on the disposition of TMT in corporate strategy formulation and execution founded on the kind of organizational structure they employ. The theory also offers a new technique of perceiving the influences of organization, communications and individuals in the organizational overall activity and ultimately influences organizational performance.

2.2.5 Stakeholder Theory

Organizational performance, - the dependent construct in this research- , was anchored on the stakeholder theory. The proponents of stakeholder theory state that organizational performance is a function of how well an organization satisfies its stakeholders and focuses on building closer customer relationships (Freeman, 1984). Stakeholder concept is rooted in the definition of organizations as groupings of stakeholders. Shareholders are an important constituent of the many stakeholders and profits are a critical output but not necessarily the main one. TMT is thought as an agent who must administer the organization for gains by its stakeholders (Friedman & Miles, 2006).

From the perspective of the stakeholder theory, organizational performance is considered as the level to which organizations fulfil the interests of its stakeholders. Stakeholder theory has caused the evolution of performance measurement from the conventional measures of economic prosperity which are returns on assets and growth in sales to include non-financial and less tangible measures such as environmental integrity and social equity (Hubbard, 2009; Kaplan & Norton, 1992).

Measurement of performance has evolved over time from outdated financial measures which focused exclusively on the shareholder to stakeholder based approaches including the SBSC (Hubbard, 2009; Kaplan & Norton, 1992) and Triple Bottom Line (TBL) approach (Elkington, 1997). However, there is no consensus among scholars that economic prosperity measures which focused only on the shareholders are still valid and relevant but these needed to be enhanced to include contemporary, intangible, and externally oriented measures (Kinuu, 2014).

SCs are institutions or businesses owned by the government either fully or as a majority shareholder. The stakeholder theory recommends for board of directors derived from a wide scope of participating groups. The theory has not only affected how organizations are managed, but also changed how performance is perceived and measured. Proponents of stakeholder theory state that shareholders are the stakeholder groups like staff, consumers, suppliers, government, and local society in which the SC operates. The stakeholders have legitimate expectations and claims on organization purpose (Mallin & Michelin, 2011).

Organizations have developed different performance measurement tools, and in the recent past, the SBSC. The performance contracts for SCs have also adopted the SBSC features taken into consideration in this thesis. The SBSC is based on the stakeholder theory and has summarized the way TMT should report to their owners on how well the resources under their management were deployed to the benefit of the owners and the wider group of stakeholders. Performance in this study, therefore, takes cognizance of various stakeholders as contended in this theory.

The highlight of stakeholder theory is demonstrated in two main inquiries as Dessler (2003) proposes: what is the purpose of the firm? Second, what is the benefit to stakeholder? This supports TMT to demonstrate the distributed sense of the value they create, what brings its main stakeholders together. This catapults the corporation ahead and lets it to create stellar performance, established in terms of its functions and market setting financial metrics. The purpose of the Kenyan SCs and the means of achieving that purpose supported by stakeholder theory fits well in this study as it interrogates their worth and their performance.

2.3 TMT Demographics and Organizational Performance

TMTs are the utmost ranking executives responsible for the entire enterprise (Henderson & Fredrickson, 2001). Their individual demographics affect the way they interpret decisions. Such demographics include functional background, age, gender, educational background, and tenure. Georgakakis (2014) noted that TMTs are comprised of executives from various streams of administration, or functional backgrounds and emphasize various features of organizational objectives. Output areas like marketing, research and development (R & D) centre on locating new market openings, with attention on external markets and in turn development.

Throughput functions such as finance and operations emphasize on enhancing the efficiency of the system and are more internally concentrated (Kinuu, 2014). The inclination of the executives is highly influenced by functional areas they belong to. Menz (2012) notes that TMT dominated by executives from output areas are likely to concentrate on external markets, while TMT influenced by executives from throughput areas are more likely to concentrate internally on efficiency.

Certo et al., (2006) postulate that functional background of TMTs as a demographic refers to the expertise and specialization in a particular functional area that TMTs bring to an organization. Research evidence has shown that such expertise and specialization is positively related to team efficiency and effectiveness that promote effective decision making and improved performance. TMTs that have diverse functional expertise have a large pool of non-overlapping knowledge, views, and skills at their disposal. Since organizations are divided into functional units, TMTs that have experience on how to develop products in their functional areas would contribute to organizational growth.

Past research has tended to associate the educational background of top managers with their alignment in perception and knowledge base. Researchers (Kinuu, 2014; Kasomi, 2015) established a link between high educational achievement with bigger innovation, skills, openness to change, and knowledge. Carpenter and Fredrickson (2013) note that socio-cognitive capabilities of TMTs linked to educational background are likely to influence vital duties in achieving success in organizational performance. Some of these socio-cognitive capabilities include higher information-processing capabilities, open mindedness, higher receptivity to change, and flexibility.

While acknowledging the significance of educational background for TMTs, Mkalama (2014) found out that different educational backgrounds may also have a weakening impact on TMT performance hence leading to increase in task oriented debates among work teams thus reducing consensus in TMTs. The study implied that diverse educational backgrounds have a tendency of escalating the level of problems and antagonism hence reducing social integration in teams. Further, the study found that educational background of TMTs cannot independently have a favourable influence on performance. How well the top managers understand the environment in which they operate, and the degree that the top managers can use their education to develop strategies capable of producing a proper match with customer needs is critical in describing the association amidst educational background of TMTs and organizational output.

Age is yet another demographic of TMT that can influence performance. Older managers have been found to be risk averse and would be best suited for organizations that are in stable environments. Younger managers are perceived to be innovative, agile and have higher risk appetite (Kasomi, 2015). However, Mkalama (2014) noted that age has a negative relationship with strategic choice hence may have a weakening influence on team performance. According to a study by Pala et al., (2008), age may trigger emotional organizational dedication determined by experience and the conservative approach it creates which ultimately affects performance positively.

The tie amidst the ages of top managers and organizational traits produces remarkably reliable results. Youthful managers appear to be linked with corporate growth. Studies indicate that there exists a negative connection between managerial age and the capability to incorporate information in decision-making. Additionally, it has also been shown that managerial age is negatively related to confidence in decisions. However, past research indicates that managerial age emerges to be favourably linked to seeking more information, to analyze information exactly, and to take longer in decision-making, thus, its association with corporate growth. Some cognitive capabilities that seem to reduce with age include memory, reasoning, and learning ability (Muchemi, 2013).

Diversity in gender can bring in varied experience and strategic dimensions in the organization. According to Pala et al., (2008), gender on the other hand has a greater influence on staff organizational dedication, where it alludes to socio-psychological classifications of masculinity and femininity and that also affects performance positively. The study further found that although some studies established that women are greatly dedicated to their organizations, other researches revealed men as considerably dedicated than women. On the contrary, other researches established that gender is not associated to organizational dedication and performance.

Alongside theoretical forecasting, the state of the art in study about output effects of gender diverse TMTs is ambiguous. Previous studies (Carter, D'Souza, Simpkins, Simpson, 2010; Smith, Smith & Verner, 2006) found positive and negative (Ahern & Dittmar, 2012; Minguéz-Vera & Martin, 2011; Kolev, 2012) effects of gender diversity on performance. Results of foundational literature relating to TMT demographics in the workforce appear to vary. Both positive and negative effects have been arrived at using different theoretical assumptions while dealing with TMT demographics in workgroups (Simons & Kimberly, 2011).

The effect of tenure of TMT on performance has been greatly inconclusive. Finkelstein and Hambrick's (1996) study revealed that TMTs with longer tenure tend to implement strategies that reflect industry trends. The study, therefore, concluded that such tendencies point to risk aversion of the top managers, dedication to prior actions, and limitations in information handling. Some researchers have argued that TMTs with homogenous organizational tenure tend to have a high degree of team unity and social synchronization (Michael & Hambrick, 1992) and such a team brings diverse experiences and are more receptive to change hence creating an impetus for organizational flexibility and strategic adjustments. This diversity comes with varied perspectives among members hence becomes easy to build consensus among TMTs leading to good performance.

Other researchers have argued that organizational tenure lowers team cohesion, reduces open communications among members and lowers organizational performance (O'Reilly et al., 1993). On the same breadth, teams with prolonged and homogenous tenure increase reluctance to organizational adjustments and transformations while keeping the status quo and were unwilling to make strategic changes. This may affect performance negatively. This supports the proposition by the upper echelons theory that long tenure was negatively related to strategic choices that involved change and that long tenured TMTs resist change and opt for status quo.

The positive results of demographic characteristics are brought about because of broader perspectives while the negative results are attributed to problems related to group cohesion. Favourable perspectives of greater demographic characteristics involve creating great choices, greater examination of those choices, and greater forecast of environmental adjustments while the negative perspectives involve sluggish decision-making, failure in effective communication, and interpersonal conflict (Christian et al., 2006).

Similar arguments are put forward by Jehn and Bezrukova (2004) who argued that a failure to create a proper workgroup context that support attainment of value in demographics is likely to leave the top managers balancing between a complex and unproductive workplace. Milliken and Martins (1996) likened diversity in TMT demographics with a double-edged sword since it increases creativity, opportunities as well as the probability that TMT members will be discontented and decline to associate with the team. This, therefore, indicates that the amalgamated results of the use of demographic characteristics in work-teams are not well explained (Kirton & Greene, 2015). The evidence is complex as heterogeneity in TMT demographics seems to interplay with a varied team and organizational factors.

TMT demographics, as Horwitz (2005) states, play a positive duty in the overall organizational performance as the cognitive capabilities of each TMT member, for instance, contributes to the general prosperity of the TMT. Therefore, heterogeneity in demographics of the cognitive capabilities stimulates innovation and decision making capacity.

Cox and Blake (1991) also argued that demographic characteristics among TMT members can influence six direct perspectives of effectiveness, incorporating the ability to attract and retain human capital, flexibility and creativity, problem solving, the challenges of innovation, and advantages derived from marketing by heterogeneous employees. The reason why diversity in the demographic composition of the team is important is that multicultural TMT practices results into adjustments which signified “that the system will become less determinant, less standardized, and therefore more fluid” (Cox & Blake, 1991).

Based on the social institutional perspective which focuses on social classifications encompassing age, for instance, these are viewed as a source of heightening disagreement among individuals inside the social team (Horwitz, 2005). However, the social institutional view also notices a vital source of antagonism and loss of efficiency inside organizations associated with the orientation of people along social identification spheres and that undermines performance. This supports the argument that demographic characteristics can also play a negative role on performance especially when individuals align along social identity lines.

In such a scenario, orientation along social identification lines can generate noteworthy antagonism among social teams since this identity-based orientation reproduces apprehensions inside the institution based on varied social treatment of teams (Schneider & Northcraft, 1999). The said social identification creates what Schneider and Northcraft (1999) refer to as “temporal gaps and collective fences” that create circumstances under which functional characteristics become less vital. This can also make gaps in personal and managerial involvement in decision making that eventually can create troubles in the social bedrock of the institution. The end result for such outcomes is poor organizational performance (Schneider & Northcraft, 1999).

Leadership can play a vital responsibility in mediating the connection between demographic characteristics and performance. There is a requirement to examine the potentiality for leadership in researches that have not incorporated this variable, as it can be an expository variable in the mediation of researches involving demographic characteristics (Friedrich et al., 2010). Further studies can explore this development.

The debate on TMT has recently attracted a lot of studies (Berns & Klarner, 2017; Georgakakis & Ruigrok, 2017; Connelly et al., 2016) that have moved from studying TMT characteristics in relation to performance to studying chief executive officer (CEO) and TMT succession in relation to performance. They contend that top performing companies' boards had planned CEO succession processes and thus appointed CEOs from inside the company; this in turn motivated the staff as it illustrated a robust talent pipeline within the TMT. The converse is also true as underperforming companies' boards had unplanned CEO succession and forced out their CEOs more than twice as those of top performing companies.

Marcel (2009) while empirically examining the importance of employing both chief executive officer (CEO) and chief operating officer (COO) concluded that whereas the social facet of administration facilitates the TMT and COO to be important, the accountability of the CEO is crucial as the CEO leads the TMT. The study expanded the latitude of inquiry and integrated the upper echelon theory to explore the TMT level contingencies. Marcel (2009) also established that the likelihood of overall firm performance improvement depended on the features of the wider TMT.

Previous studies have delineated different advantages which may be achieved when a specific TMT comprises of executives with diverse kinds of functional skills. As TMT dominating functional characteristics enlarges, so does the scope of education, skills, views and competencies which the general squad can bring to deliver in a decision circumstance. Therefore, heterogeneous teams can produce more options to creatively solve complicated problems, reduce "groupthink," and eventually raise the standard of decisions formed (Carpenter et al., 2004; Bunderson & Sutcliffe, 2002). Subsequently, a wider scope of experience and views should generate a greater and more rigorous assessment of options hence escalating decision productivity (Carpenter et al., 2004).

Wasike et al., (2015) carried out research to evaluate the influence of TMT characteristics on performance. The research was directed by the upper echelons theory. A cross-sectional survey was employed. The population consisted all tea factory firms in Kenya. Data collection employed structured instrument focusing on factory, finance, field services, and production managers. Data was analysed through descriptive and regression analysis. Results obtained support the hypothesis that TMT characteristics influence performance. The study concluded that TMT characteristics largely influence performance of the firm. The results offer evidence that guides TMT selection and development to improve performance.

Marimuthu and Kolandaisamy (2009) established non-significant relationship in TMT demographic characteristics and organizational performance. In contrast, Kinuu (2014) established a statistically significant association amidst psychographics of TMT and non-financial performance. However, TMT demographic characteristics were operationalized using psychographic dimension only. As a result, the demographic and behavioural characteristics were not investigated.

Waweru (2008) using demographic attributes as proxies for TMT characteristics, established that TMT characteristics have no statistically important effect on organizational performance. However, the influence of psychographic and behavioural characteristics of TMT on performance was not factored in the analysis. Nonetheless, Hambrick et al., (1996) posited that there existed a positive connection between TMT characteristics and performance. Barrick et al., (2007) noted that TMTs that exhibited high cohesion and communication positively influence organizational performance.

Whereas it can be argued that TMT demographics have a significant influence on organizational performance, consensus among researchers is lacking on which combination of demographics may generate high performance. Therefore, this is expected to continue drawing attention of researchers because of the fundamental duty which TMT demographics play in shaping the competitive landscape of organizations. It can, thus, be postulated that TMT demographics have an effect on organizational performance.

2.4 TMT Demographics, Corporate Strategy and Organizational Performance

The capability of a firm to foretell and reply to openings and stress both from within and without is the most crucial way in which its long-term competitiveness and feasibility are assured (Kasomi, 2015; Porter, 1985). Mkalama (2014) equally argues that organizations which are able to align top managerial demographics to their strategic direction perform better than those which fail to do so. The scope and effectiveness of organizational reactions depend on how top managers interpret strategic issues. According to Machuki and Aosa (2011), strategic decision making is critical as it determines whether or not the organization will continue to operate in the future. Kaplan and Norton (2006) postulated that the complexity of strategic decision making processes puts great demands on organizations and their TMTs because it impacts on performance.

Liu et al., (2014) converged on the idea that excellent business teams must have some exceptional and distinguishable culture and strategy, which can be the genesis of perpetuated competitive advantage to the organization in the face of turbulent rivalry environment. As a category of indefinite asset, strategy may be the genesis of sustainable competitive advantage if it has worth - that is capable of generating coherence and advantage in the business management process. Secondly, strategy must be unique (rare) so that rival organizations cannot be able to develop their capabilities in the same way.

Since TMTs hold the resource dissemination and decision making authority in the organization, their internalization of the strategy processes is critical for organizational performance. For instance, TMTs pay attention to the interaction process such as communication and coordination with intermediate managers, introductory-line managers and other staff with a view of achieving maximum enthusiasm mobilization towards quality strategy-performance link. In other words, if TMTs are good decision makers, then intermediate managers, introductory-line managers, and human capital are the good strategy performers. Strategy value and expected performance goals can only be realized when there is effective strategy implementation.

Dimensions of corporate strategy include corporate restructuring that may be implemented by SCs with a view of improving effectiveness. Trials on cost reductions shall disperse in the whole business operation and any operations that do not aim at cost reduction shall be outsourced. Outsourcing is born out of a need for competitiveness. TMTs outsource what they are weak at and concentrate their resources on what they do best (Awino & Mutua, 2014).

Turnaround strategy mainly focuses on revamping corporations that have been performing poorly but have not yet reached a critical stage to wind up the business. Diversification is a strategy of penetration into fresh markets which the business is not currently in (Simons, 2013). Therefore, TMTs are vital in determining corporate strategy content as well as the process.

Pokhariyal and Yalla (2011) note that for Kenyan SCs to realize economic growth, strategies in areas of investment, international marketing, and export development must be put in place. Kenya's Vision 2030 is a long term strategy to be achieved by the year 2030 hence enabling the country to be worldwide competitive and successful with elevated standards of living. Benefits of designing, progressing, and executing strategy are numerous as it facilitates a firm to make the optimal employment of its capabilities and opportunities in obtaining its key objectives.

Studies indicate that the connection between TMT demographics and performance need examination of some contextual variables for instance corporate strategy that must be examined when interrogating the relationship between TMT demographics - performance (Carpenter, 2002; Doz & Kosonen, 2007). From the foregoing, it is clear that there has not been agreement among researchers as to which corporate strategy dimensions influences performance more than the other. Further, it is inconclusive as to whether corporate strategy, in its totality, influences performance. What is clear, however, is that corporate strategy has an influence on performance. It is only the degree of the effect that has not been agreed upon.

Favourable organizational conditions including open communication and effective coordination must be nurtured for learning processes to be successfully implemented in organizations. Put differently, it is important for the organization to assess the coherence of operations as an irrevocable prerequisite for organizational learning that occasions changes in corporate strategy (Dauber et al., 2012). Diverse TMT demographics bring varied knowledge and skills that, in return, enables them to successfully address their corporate strategy. These variations are likely to yield positive effects on performance.

Variations in perspective widen the range of the available information and motivate diversity in the understanding of the situation (Papadakis & Barwise, 2002). TMTs are, therefore, able to properly develop strategies that will keep their organizations competitive and hence influence performance. Corporate strategy, therefore, has an influence on the association between TMT demographics and organizational performance.

2.5 TMT Demographics, Organizational Structure, and Performance

A mere scan of the TMT demographics could provide a hint to the strategic choices and structure an organization is making or likely to make (Papadakis & Barwise, 2002). Sine et al., (2006) argue that in mechanistic organizations, work is classified into several extremely unique duties (high complexity), staff are given restricted discretion in doing their duties and processes and regulations are cautiously stipulated (high formalization); minimal involvement by staff in making of decisions that is left entirely for the TMT (high centralization). Organic structures are featured as the contrary of mechanistic structures. Mechanistic institutions are formal, centralized, and complex whereas organic institutions are comparatively informal, decentralized, and simple. TMTs choose structures that influence organizational performance.

Linking organizational structure, corporate strategy, and performance, Henderson and Fredrickson (2001) argued that TMT make strategic choices on the organizational structure to adopt in order for the organization to achieve stellar performance in line with set targets. In another study, Pertusa-Ortega (2010) argued that the strategies that concurrently spotlight structures involving soaring and great differentiation and low-cost degree impact performance positively. The probable institutional support needed to attain a suitable heterogeneous corporate strategy may be in the form of design of organic, flexible enterprises with mechanical components.

In another study, Robbins (2003) indicated that a structure which is complex has a higher need for strategies which support communication across many sections horizontally or among several layers vertically. The more complicated an organization is, the higher the need for effective communication, coordination, and control which essentially leads to a better performance.

Chandler's (1962) famous dictum that "structure follows strategy" can be contemplated as the genesis for this argument. He empirically determined that firms, following alteration in strategies, experienced a stage of inefficaciousness. Subsequently, following structural adjustments attainment, firms commenced to be greatly productive again. Equivalent conclusions have been outlined by many researchers or tacitly allude to similar causal connection (Donaldson, 1987). Therefore, we can deduce that varied strategies need varied structures (Wolf & Engelhoff, 2002). In contradiction, structures generate the point of reference for subsequent information handling and strategic creation of resolution, habitually referred to as "reporting."

The above argument means that it is also correct that structures have an influence on succeeding strategies. In the light of the aforementioned, an assumption of a response association between structure and strategy can be made (Harris & Ruefli, 2000). Mechanistic nature of Kenyan SCs makes them inefficient. Political goals of bureaucrats often deviate these organizations from prudent business principles. Divestment of Kenyan SCs public resources is politically volatile and normally needs authorization of several levels, yet for performance to be enhanced freedom to act is critical. It can, therefore, be advanced that organizational structure moderates the association between TMT demographics and performance.

2.6 TMT Demographics, Corporate Strategy, Organizational Structure, and Performance

Finkelstein et al., (2009) argued that worldwide for every ten SCs eight have a heterogeneous TMT that determines which strategy to employ. They also noted that TMT is greatly determined by the structure in effect as the structure stipulates the movement of information among the TMT. Additionally, Finkelstein et al., (2009) posited that in the customary organizational structure where the social scale was emphasised, TMT relationship was bad. Presently with the significance of governance and role of entrepreneurship has resulted to mutual TMT, creating accommodating organizational structures that are all-encompassing that better the performance of SCs.

Munyoki (2015) posits that in Africa the customary society did not manifest any SC. However, promptly after independence, nations in Sub-Saharan Africa (SSA) initiated SCs, but the performance of these SCs has been bad for the last 50 years because of inefficient TMTs. Munyoki (2015) also notes that out of every ten SCs in SSA, only one is operational and the main issue of the bad performance is inefficiency of TMT to choose the optimal strategy to service their nation better. Ongeti (2014) argues that in Kenya from independence time to the near past TMT of SCs have been political objects, being politically appointed into such positions leading to low productivity of SCs. Ongeti (2014) also contends that dissolving and merging some SCs as highlighted in the PTPR (2013) shall result into managerial economies of scale which shall in effect better the performance of SCs later.

The influence of TMT demographics on organizational performance could be mediated by other variables. For example, Mutuku, K'Obonyo, and Awino (2013), studying TMT characteristics on performance of commercial banks in Kenya were perceived to be mediated by quality of decisions. Furthermore, in accordance to Finkelstein and Hambrick (1996) TMT demographics give better forecasting of enterprise performance in direct magnitude to what level managerial discretion occurs. TMT demographics determine which decisions are employed for corporate strategy matching that ultimately affects organizational performance (Papadakis & Barwise, 2002). However, effectiveness of TMT demographics differs from industry to industry and from institution to institution leading to variances in performance.

SBSC performance determinants encompass financial performance on budget discipline; internal business processes in regard to efficiency and effectiveness; customer focus/customer service index which champions dynamic service delivery; social responsiveness including programs which pursue better welfare for the people in the environment where they operate; organizational learning and growth which creates zero tolerance to corruption; and environmental integrity which produces environmental sustainability activities like investment in renewable energy sources.

The Kenya government creates SCs to achieve business and social objectives. SCs are enacted for many reasons encompassing regulating markets, harnessing social and political goals, promoting education, health, re-disseminating income or growing marginal areas (Obong'o, 2013). However for the TMT individual entities to communicate to each other they have to be organized in a manner that facilitates flow of information and tracks feedback this is translated into an organizational structure (Heyden, 2012). Bucic and Gudergan (2004) relates an organizational strategy to its structure and performance by contending that structure has an undeviating influence in the prosperity of its operational strategy.

Adewale (2015) postulates that proper organizational structure determines the corporate strategy to be adopted hence achievement of its objectives and thereby affecting performance. The argument is that the structures reduces role conflicts and avoid stress to top managers and also specify span of control thus helping many corporate organizations that will go through the work in adopting a sound or proper organizations strategy which will enable them achieve their set objectives. The strategies and organizational structure adopted by companies affect market share positively hence strategies and the magnitude of organizational structure are positively associated with organizational efficaciousness.

2.7 Knowledge Gaps

A review of literature indicates that the concepts in this thesis have also been employed in other studies (Nielsen & Nielsen, 2013; Kasomi, 2015; Jonathan, 2009; Semmar, 2012; Mkalama, 2014; Irungu, 2007; Hambrick et. al., 2015). However, there are still unanswered issues which constitute conceptual, contextual and methodological knowledge gaps. Notably, the variables seem to have been studied over time, but contradictions exist on some of the relationships while other relationships are yet to be tested empirically. Table 2.1 summarizes the previous studies.

Table 2.1: Knowledge Gaps

Researcher(s)	Focus of Study	Methodology	Findings	Comments/Knowledge Gap	Focus of current study
Berns & Klarner, (2017)	A review of the CEO succession literature and a future research program.	Critical literature review.	The study found that top performing companies had planned CEO succession and appointed CEOs from inside the company.	The study concentrated on the CEO succession.	The current study was empirical and focused on TMT demographics, corporate strategy, organizational structure and performance of Kenyan SCs.
Hambrick et al., (2015)	Structural interdependence within TMTs.	Cross sectional survey.	Structural interdependence is a key moderator of upper echelons predictions.	There was need to consider other variables such as corporate strategy. There was need to conceptualize TMT in the context of Kenyan SCs.	The current study introduced corporate strategy as another variable.
Ongeti, (2014)	Organizational resources, corporate governance structures and performance of Kenyan SCs.	Cross sectional descriptive survey.	Bureaucratic inertia prevalent in governance of Kenyan SCs needs a relook to limit its negative influence on the interaction between resource and performance.	The research focused on resources in general and corporate governance structures. There was need to conceptualize TMT in the context of Kenyan SCs.	This research focused on TMT demographics specifically.
Mkalama, (2014)	Top management demographics, strategic decision making, macro-environment and performance of Kenyan SCs	Cross-sectional survey. Used secondary performance data.	Strategic decision making has intervening role on the relationship between top management demographics and performance.	This research employed secondary performance data. The variables of the research were different.	The current study introduced different variables to the same context and used primary data of performance.

Table 2.1: Knowledge Gaps continued

Researcher(s)	Focus of Study	Methodology	Findings	Comments/Knowledge Gap	Focus of current study
Kamaara, Gachunga & Waititu (2013)	The relationship between board of directors characteristics and performance of commercial SCs in Kenya.	Cross sectional survey.	The study found that a strong association exists between board characteristics of commercial SCs in Kenya.	The study was limited to commercial SCs in Kenya. The sample was not representative of all Kenyan SCs.	The current study addressed this gap by studying all SCs. Corporate Strategy and organization structure as study variables were added to the current study.
Dezso & Ross, (2012)	The influence of female representation in TMT on firm performance.	Cross sectional survey.	Women representation in top management better enterprise performance.	Corporate Strategy and organizational structure not considered. The study only considered one gender.	The current study focused on joint influence of TMT demographics, corporate strategy, organizational structure on performance of the Kenyan SCs.
Semmar, (2012)	Corporate governance of state owned enterprises in Morocco: evolution and perspective.	Longitudinal study focusing on period between 1980s and 2011 in Morocco.	Structural reforms, modernization and liberalization had a positive bearing on the financial performance of Moroccan SCs.	The study was contextualized in Morocco.	The current study focused and was contextualized in the Kenyan SCs.
Nielsen, (2010)	TMT diversity: a review of theories and methodologies.	Critical review of literature.	Limited empirical research. Empirical research is essential for building upper echelons theory and explains how they influence on performance.	The study was a critical literature review without empirical testing of how TMT diversity influences organizational performance.	The current study was empirical as data was collected objectively and the relationship between variables established empirically.
Jonathan, (2009)	Improving performance at state owned enterprises.	Cross sectional survey.	Chinese SCs struggle to meet the private sector's performance degrees and potential profits remain unachieved.	The research contextualized in China.	The current study was contextualized in Kenya.

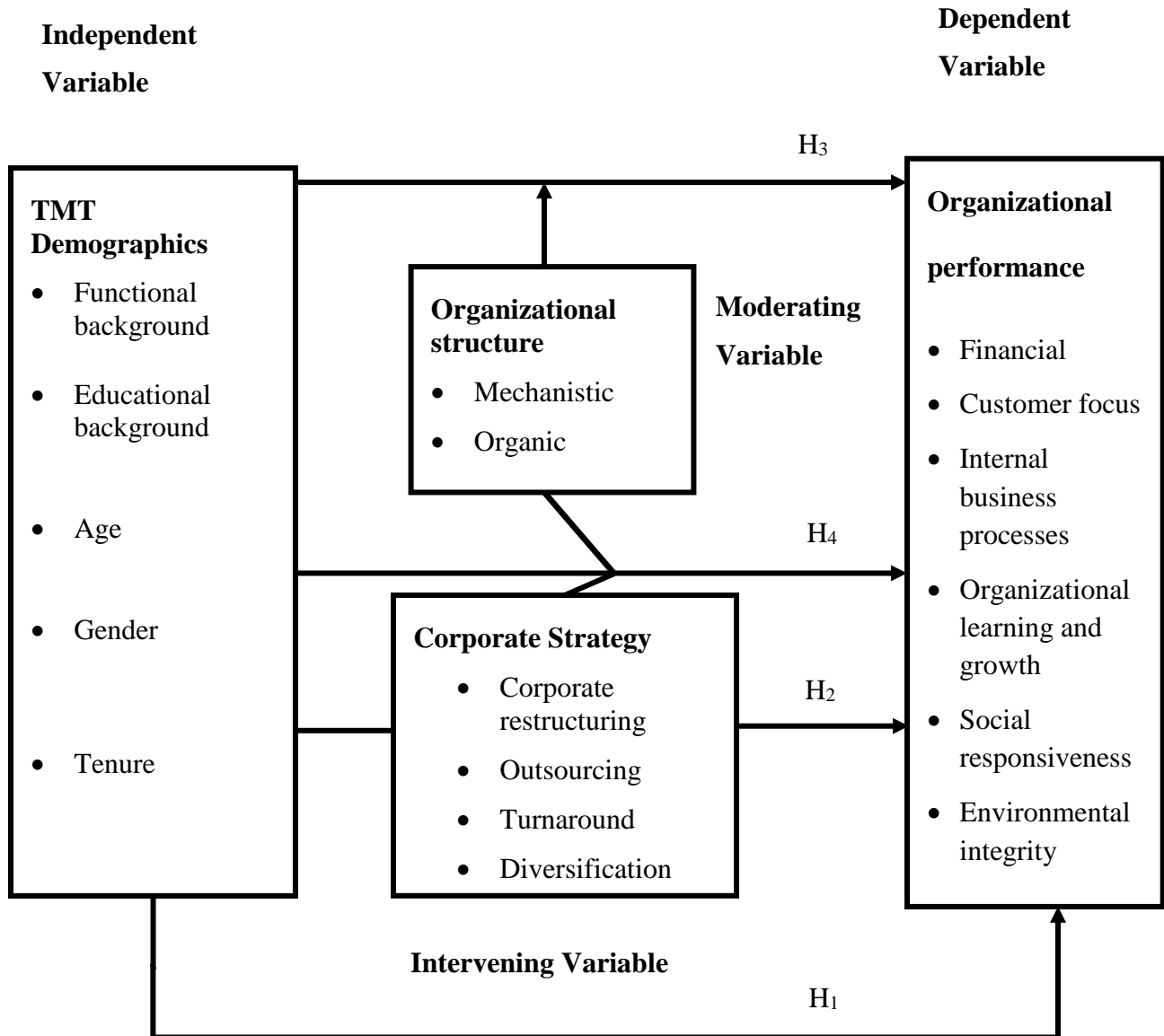
Source: Secondary Data (2016)

2.8 Conceptual Framework

Influences of TMT demographics on organizational performance have been the pillar of strategic management studies for a while. TMT demographics have been conceptualized as functional background, educational background, gender, tenure, and age in the organization. However, many of the previous theses have employed a single or two demographics to determine their effect on organizational performance. Many researches paid attention to the financial determinants of performance. It is of great significance to state that both financial and non-financial determinants were amalgamated in this research to create the completeness of organizational performance.

TMT demographics are important in determining organizational performance. No single TMT demographic can describe singly for the performance of organizations; rather they operate together to bring about better performance. The research, therefore, sought to adopt a combination of TMT demographics in order to have objective results on their individual and combined effect on organizational performance.

TMT demographics have also been perceived to affect the joint effect of corporate strategy dimensions which include corporate restructuring, outsourcing, turnaround as well as diversification and organizational structure dimensions such as organic and mechanistic on the financial and non-financial performance of Kenyan SCs. Further corporate strategy was conceptualized as a mediating variable and organizational structure as a moderating variable between TMT demographics and organizational performance. This is considered critical because the success of organizations depend on how well its TMTs are able to adapt appropriate corporate strategy and coordinate these strategies along the existing organizational structure in order to generate results that will ensure their competitiveness. This conceptual discussion is schematized in the model in Figure 2.1.



Source: Researcher (2016)

Figure 2.1: Conceptual Framework

Organizational performance was the dependent variable of this study. In discussing organizational performance measurements, it is worthwhile to note that performance indicators differ from public to private organizations or even industry to industry depending on their application.

While an SC may be concerned with improved service delivery as a key indicator of performance, private firms would focus on debt ratios, market share, profits, sales volumes, productivity, and stock prices. On their parts, hospitals will use morbidity rates, occupancy rates, mortality, and cost recovery while universities concerns would be test scores of students, prestige of faculties, research productivity, rankings by various institutions, and doctoral students graduated.

Problems, therefore, arise especially in understanding variations in performance. Sometimes performance in one period may be affected by previous performance positively or otherwise. For example, good performance classifications yield to both self-assurance and being treated positively by peers and vice versa with poor performance. Equally, decisions undertaken in the current period may lead to positive or negative results later making it difficult for scholars to match predictor variables with precision to performance. Another challenge to both strategic management scholars and practitioners alike is still lack of consensus on measurement of performance in both public and private sectors. It remains a thorny issue in strategic management practice and research.

According to GoK (2012), public performance contracting criteria category encompasses operations, finance and stewardship, dynamic/qualitative, service delivery, non-financial, and corruption eradication. These measures are similar to the financial and non-financial dimensions of SBSC adopted by this study making it unique. The six SBSC indicators are financial, organizational learning and growth, internal business processes, customer focus, social responsiveness, and environmental integrity.

2.9 Conceptual Hypotheses

A hypothesis is a presupposition made on the premise of restricted confirmation as a commencing point subjected to examination. To enable establishment of a relationship as conceptualized in Figure 2.1 four hypotheses were stated as follows:

H₁: TMT demographics significantly influence the performance of Kenyan SCs.

H₂: Corporate strategy mediates the interaction between TMT demographics and performance of Kenyan SCs.

H₃: Organizational structure moderates the effect of TMT demographics on the performance of Kenyan SCs.

H₄: TMT demographics, corporate strategy, and organizational structure jointly have significant effect on the performance of Kenyan SCs.

This chapter covered an in-depth review of literature. The review was vital to help the study appreciate what previous studies on the study variables exist. Various theories that guided the study are detailed. The main theories anchoring the study are the upper echelons, configuration, institutional, behavioural, and stakeholder theories.

A pair wise review assessing the conceptual relationship of the study variables was described as follows: TMT demographics and organizational performance; TMT demographics, corporate strategy and organizational performance; TMT demographics, organizational structure and organizational performance; and TMT demographics, corporate strategy, organizational structure, and organizational performance. Knowledge gaps that were addressed by the study were discussed. A conceptual framework showing relationship of the study variables was schematized followed by the research hypotheses. The next chapter describes the research methodology employed by the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology adopted in this study. It gives a detailed description of the road map of how the study was conducted. The content and substance of every element of the methodology used is described and detailed on how it was used, why it was used and how relevant the method is to the study. In some instances, a critique of the method is provided.

Specifically, it provides a detailed description of the research philosophy premised on ontology and epistemology. It distinguishes between positivism and phenomenology and further delves into why the study adopted positivism research philosophy. The research design is also explained in details and why the study adopted cross-sectional survey is elaborated and its critique presented at the end.

The population of the study is explained detailing reasons as to why this preferred choice of the population and context. Sampling design and why the choice of the sample frame is discussed. The chapter further describes the approaches employed in data collection from the respondents. Operationalization of the study variables guided by the objectives and literature is detailed. Finally, statistical techniques that were adopted in the analysis of data are summarized and tabulated.

3.2 Research Philosophy

Chisholm (1911) argues that philosophy has two main branches, ontology and epistemology. The two main philosophies that inform how people come to know what they know. Ontology is the theoretical research of the nature of being, becoming, survival, or actuality, as well as the basic classifications of being and their associations (Harvey, 2006). Ontology is concerned with questions about what bodies prevail or can be said to prevail, and how such bodies can be categorized, connected inside a hierarchy, and sub-grouped depending on resemblances and dissimilarities (Saunders, Lewis & Thornhill, 2007).

Epistemology on the other hand is the division of thought regarding the essence and realm of knowledge, also known as theory of knowledge. Epistemology - what is known to be true - as opposed to doxology - what is believed to be true - includes the numerous philosophies of research method (Gupta, & Govindarajan, 1984). It interrogates what knowledge is and ways it may be obtained, and the degree that knowledge relevant to any particular theme or body may be obtained (Harvey, 2006). The fundamental question in any field of study concerns what constitutes acceptable knowledge in that field. This is the focus of epistemology whose main concern is how knowledge develops.

Research philosophy is concerned with the development of knowledge, the category of that knowledge, and comprises significant presuppositions about the manner from which researchers consider the globe (Saunders et al., 2007). Two main epistemological study philosophies that underpin research in social sciences exist. These are positivism and phenomenology. Positivism is regarded as an epistemological orientation grounded on the presumption that the witness is unprejudiced of what is being witnessed and its properties must be gauged through objectively rather than being inferred subjectively (Lythcott & Duschl, 1990; Mugenda & Mugenda, 2003).

Positivism philosophy is objective, deductive with an aim of falsifying the research hypothesis and is concerned with theory testing (Saunders et al., 2007). It is grounded on constancy, unbiased, real facts, neutrality, mensurations, and validity of results. It is further assumed that the approach is methodologically quantitative and value free (Cavaye, 1996).

Conversely, phenomenology is about theory creation or formulation. It focuses on the immediate experience where the researcher draws meanings by interpreting experiences that are observed during the researchers' involvement in the phenomena (Blau, 1977). It is based on the belief that research involves gathering large amounts of information through in-depth interviews in order to deduce denotations and comprehension of the subjects being learnt (Cavaye, 1996). The research was anchored on the positivistic research philosophy because it was largely about theory testing like similar studies by Aosa (1992), Ongeti (2014) and Awino (2007). Positivistic approach is considered most appropriate as the researcher and the components under investigation will be independent and the researcher will not have any influence on what will be researched on.

Positivists employ the prevailing theory to advance hypotheses that are examined and established, partly or whole or rejected, thus informing and guiding further advancement of theory that can be examined by additional study. Phenomenology which is the other epistemological philosophy is judgemental as it observes the standards and phenomena that are intuitive. It centres on the prompt experience and begins from the known to the unknown (Nachmias and Nachmias, 2004; Saunders et al, 2007; Mugenda, 2008).

This thesis was underpinned in the positivism paradigm as it attempted to objectively determine facts by practically ascertaining interrelationships among variables. It was along these postulations that formulation of hypotheses was undertaken and thus was largely quantitatively inclined. The hypotheses were tested and confirmed or rejected. Future research may be based on these results. The researcher was neutral and external as posited by proponents of positivism.

In spite of the inherent weaknesses of positivism (Houghton, 2011), the researcher adopted the positivism philosophy. Epistemologically being empirical in nature, positivism gives opportunities of generalization, prediction, validity and reliability as well as precision, and parsimony. Researchers further argue that unlike interpretivists, this paradigm is objective and transparent from personal prejudices. It is possible to establish the relationships between variables, formulate hypotheses, test them, and generalize research findings.

3.3 Research Design

Research design is a roadmap of how one goes about answering the research questions. Sox and Greenfield (2009) observe that a robust research design has a clearly explained justification and has reliability between the research questions and the proposed research method. The study adopted a descriptive cross-sectional survey. When surveys are carried out data is obtained from the whole population to assist solve the research question. Surveys help the researcher by providing the chance to record a population's features and examine the hypothesis quantitatively. A descriptive cross-sectional survey determines and reports the way things are.

According to Cooper and Schindler (2006), cross-sectional survey enables gathering of data across many firms at a specific position in time. These surveys help a researcher to establish whether there are significant associations among variables. This study sought to establish interrelationships between TMT demographics, corporate strategy, organizational structure, and performance of Kenyan SCs. Other researchers (Munyoki, 2015; Ongeti, 2014) successfully used cross-sectional survey in the same context. A cross-sectional survey was appropriate as data was collected at a specific position in time involving all Kenyan SCs.

Descriptive cross-sectional survey is outlined to render a picture of a social phenomenon as it is naturally. Variables under study were measured naturally without being manipulated or controlled (Burns & Grove, 2003). Descriptive analyses that consist of measures of central tendency, frequency tables, and dispersion were adopted. This design was preferred given the scope of the study, nature of standard data to be gathered, and the method of analysis to be executed. Although cross-sectional design was adopted it has limitations of not delving into details of the study variables compared to longitudinal research design that factors more time and considers the adjustments which take place during the period of the research hence affecting the findings.

3.4 Population of the Study

The target population of this thesis was the Kenyan SCs. Population alludes to the whole category of individuals or things of interest which the researcher wants to examine. According to GoK (2016) there were 187 Kenyan SCs cutting across all 18 ministries as at 30th June 2016. However, 70 SCs had been targeted for disintegration, merger, or transfer of operations to the freshly constituted county governments. These were removed from the thesis leaving 117 SCs/firms as the unit of analysis. The rationalization process stalled and, consequently, the adoption of the PTPR (2013) list of Kenyan SCs that is still valid to date. The Kenyan SCs' list is attached as Appendix X, page 252.

The context was chosen because of the increasing interest in the performance of Kenyan SCs in support of public sector reforms. The firm which formed the unit of analysis was drawn from the following sectors: tertiary education and training, regional development authorities, service and research, public universities, commercial/manufacturing, and regulatory authorities. Kenyan SCs are significant in fostering or advocating for economic growth and development.

Kenyan SCs was chosen as there is prevalent manifestation of the variables in this study as alluded to by literature. Additionally, there are increased concerns on performance of SCs, which are critical in fostering and accelerating national growth and development through generation of employment as well as socio-economic transformation through public service delivery. To ensure SCs obtain stellar performance they must have TMTs with the right mix of demographics which will enable them formulate and implement strategies with the correct organizational structure in place.

3.5 Sampling Design

This study adopted criterion-based sampling. This type of sampling encompasses choosing samples that have some predestined criterion of significance. By concentrating on precisely chosen sample which is statistically representative of the population, the researcher can get in-depth information compared to collecting standardized information from a big sample (Patton, 1990). According to the PTPR (2013), seventy (70) Kenyan SCs from one hundred and eighty seven (187) had been targeted for disintegration, merger, or transfer of operations to the freshly constituted county governments and were hence removed from the thesis leaving one hundred and seventeen (117) Kenyan SCs.

The study paid attention to the one hundred and seventeen (117) Kenyan SCs that had not been listed among those to be affected by the PTPR (2013) recommendations. The context was chosen because of the increasing interest in the performance of Kenyan SCs, in support of public sector reforms such as the New Public Management (NPM). Proponents of result based management in public sector argue that the only way to reversing falling service delivery in SCs is by changing the caliber of top management that bring about changes in managerial goals towards competitive environment.

Criterion sampling deals with the identification of particular criterion of importance, articulation of these criterion and systematic reviews and study of cases that meet the set criterion. This sampling was relevant for the study because it is purposive and it is intended to compare relevant data from specific SCs. Therefore, all the one hundred and seventeen (117) Kenyan SCs were approached and served with questionnaires as these were considered as a statistically representative sample of the population.

3.6 Data Collection

Zikmund et al., (2012) defines data collection as the process that involves gathering opinions and vital information from target population concerning research questions or topic. The data for this thesis was gathered using drop and pick method and in a few instances e-mails were used. This involved research instruments being sent or delivered to the respondents and later picked filling. Some respondents were emailed questionnaires the filled and emailed back to the researcher. This approach was successfully employed by Njoroge (2015) in the same context. The adoption of other varied data collection techniques combined produced advantages like cost effectiveness, versatility, and speed of execution. The study collected primary and secondary data so as to reinforce each other. The use of both qualitative and quantitative data was necessary to minimize the weaknesses of depending on one kind of data set.

Primary data was gathered through a semi-structured questionnaire. The questionnaires were established according to the objectives and hypotheses of the thesis and directed by the reviewed literature as well as theories upon which the thesis is underpinned. Research instrument consisted of closed and open ended inquiries directed by the variables of the thesis, theory and other previous studies. A 5-point Likert type scale ranging from not at all (1) to (5) very large extents was utilized to formulate some of the items. Likert type scale questions are the most regularly utilized variation of the summated rating scale. It is employed to examine a respondent's view or attitudes. On one extreme is favourable whereas on the other is unfavourable view towards a facet of the study. Other items were open ended and required respondents to fill in for clarification and enhancement of the quantitative data.

The instrument was precisely adjusted for effectiveness through various suggestions from the supervisors and able discussants from the School of Business who attended the proposal's Departmental, Open Forum, and Doctoral Committee presentations. The questionnaire was categorized into five sections. Section I contains data collected on the specific demographics of the Kenyan SCs, Section II contains data collected on TMT demographics, Section III collected data on corporate strategy, Section IV contains data collected on organizational structure, and finally Section V collected data on organizational performance. One respondent per Kenyan SC was targeted to respond to the questionnaire. Newbert (2008) argued that one top manager per organization is sufficient as they are in a position to understand organization's internal and external operations. This ensured reliability, objectivity, and consistency of responses from each Kenyan SC. The data collection instrument is attached as Appendix I (Research Questionnaire).

The thesis' interviewees were Chief Executive Officers (CEOs)/equivalent or designate who understand every aspect of the organization. In their absence those who act in those positions responded. These key respondents were used because they were best placed to answer to all the issues concerning the variables of the study. Newbert (2008) advanced that key informants should be knowledgeable about key issues of concern in the thesis and should communicate the information voluntarily.

The research instruments were sent to the respondents and later picked after filling. Some respondents requested to be emailed the questionnaires. For purposes of research introduction and erasing doubt on the part of the respondent, a personal letter of introduction, a letter of authorization and permit from National Commission for Science, Technology and Innovation (NACOSTI), and an introduction letter from the School of Business, University of Nairobi were obtained. These are attached as Appendices II, IIIA, IIIB, IIIC, and IV respectively.

3.7 Operationalization of Key Study Variables

Operationalization is the exercise of rigorously describing variables into measurable elements. The exercise describes fuzzy concepts and permits them to be measured, empirically, and quantitatively (Nachmias & Nachmias, 1996). It relates to finding measurable, quantifiable, and valid index variables whether independent, moderating, or dependent variables. These variables of the study were premised on the four specific objectives. The study variables were operationalized in the following Table 3.1.

Table 3.1: Operationalization of Study Variables

Variable	Operational Indicators	Supporting Literature	Measurement	Questionnaire items
TMT Demographics (Independent variable)	Functional background: output functions: (marketing, research and development focus) and throughput functions (finance and operations focus)	Hambrick and Mason (1984); Knight et al., (1999);	A 5-point Likert type scale Likert type scale here measured the unique personal traits or attributes ascribed to individual top managers. Descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The scale used to measure: 1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent	Section II questions (i) to (iii)
	Educational background (years of schooling, experience, greater innovation, knowledge and skills)	Irungu (2007);		Section II questions (iv) to (vi)
	Age (number of years)	Mutuku et al., (2013); Mkalama (2014);		Section II questions (vii) to (ix)
	Gender (male or female)	Hambrick et al., (2015).		Section II questions (x) to (xii)
	Tenure (contract or permanent and pensionable)			Section II questions (xiv) to (xvi)

Table 3.1: Operationalization of Study Variables continued.....

Variable	Operational Indicators	Supporting Literature	Measurement	Questionnaire items
Corporate Strategy (Intervening variable)	Corporate restructuring (the extent to which the state corporation has aligned its structures to fit its corporate strategy)	Miles and Snow (1978); Porter (1980; 1985);	A 5-point Likert type scale Likert type scale here measured factors regarded during the corporation's decision making process. Descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The scale used to measure: 1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent.	Section III questions (i) to (vii)
	Outsourcing (intensity of outsourcing of none core functions- breadth and depth, outsourcing policy)	Christiansen et al., (2003); Sum et al., (2004);		Section III questions (viii) to (xi)
	Turnaround (the extent to which the organization is reviving its performance by employing more efficient operations)	Zhao et al., (2006); Johnson et al., (2008); Simons (2013);		Section III questions (xii) to (xviii)
	Diversification (introduction of new products/markets to meet customer needs).	Awino & Mutua (2014).		Section III questions (xix) to (xiv)
Organizational Structure (Moderating variable)	Mechanistic structure (high centralization, high formalization, high complexity)	Chandler (1962); Burns and Stalker (1961); Sine et al., (2006); Pertusa-Ortega (2010); Bassett et al., (2012).	A 5-point Likert type scale Measured extent to which forms of organizational structure existed in organizations. Scale 1 - 5.	Section IV questions (i) to (ix)
	Organic structure (low centralization, low formalization, low complexity)			Section IV questions (x) to (xvi)

Table 3.1: Operationalization of Study Variables continued.....

Operational Indicators	Operational Indicators	Supporting Literature	Measurement	Questionnaire items
Performance of Kenyan SCs (Dependent variable)	Financial (Budget Discipline, debt to equity ratio)	Kaplan and Norton (1992); Elkington (1997); Hubbard (2009); Kenyan Performance Contracting cycle Guidelines (2011-2012).	A 5-point Likert type scale Measured extent to which aspects of the 6 SBSC performance perspectives existed in organizations. Descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The scale used to measure: 1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent.	Section V questions (i) to (vi)
	Customer focus (Service delivery, Satisfaction index)			Section IV questions (vii) to (xi)
	Internal business processes (Operations - Efficiency, Effectiveness)			Section IV questions (xii) to (xvi)
	Organizational learning and growth (Employee development)			Section IV questions (xvii) to (xxiii)
	Social responsiveness (Corruption eradication, Corporate Social Responsibility- CSR)			Section IV questions (xxiv) to (xxix)
	Environmental integrity (Environmental equity).			Section IV questions (xxx) to (xxxiii)

Source: Secondary Data (2016)

This research's independent variable was TMT demographics while the dependent variable was organizational performance. Organizational structure was the moderating variable whereas corporate strategy was the intervening variable of the study. Operationalization was done in accordance with the research objectives. This was important as the researcher was able to measure, analyze, and summarize the proposed hypotheses drawn from the study's objectives. Operationalization of the variables as elucidated in Table 3.1 was guided by literature.

For this study, top management was delineated as all managers from the level of heads of departments to the Chief Executive Officer/Director General/Vice Chancellor or their equivalent. TMT demographics was operationalized along the indicators proposed by Hambrick and Mason (1984), Knight et al. (1999), Irungu (2007), Mkalama (2014) as well as Hambrick et al., (2015). They categorized TMT demographics into functional background that involved output functions like marketing and research focuses, and throughput functions of finance and operations focus. Educational background involved years of schooling, experience, greater innovation, knowledge, and skills. Age was operationalized as the number of years a top manager had. Gender was operationalized as sex category either male or female whereas tenure operationalized as either contract or permanent and pensionable.

Corporate strategy was an intervening variable in the conceptual model. Corporate strategy was operationalized along postulations by Miles and Snow (1978), Christiansen et al., (2003), Porter (1980; 1985), Zhao et al., (2006), Sum et al., (2004), Johnson et al., (2008), Simons (2013), and Awino & Mutua (2014). Indicators of corporate strategy included corporate restructuring mainly focusing on corporations that had been performing poorly but have not yet reached a critical stage to wind up the business, outsourcing encompassing intensity of outsourcing of none core functions in breadth and depth and the outsourcing policy, turnaround that is the extent to which the organization is reviving its performance by employing more efficient operations in developing of products or services that are profitable, pruning workforce and trimming distribution outlets, and diversification concerned with introduction of new products/markets to meet customer needs.

Organizational structure was a moderating variable and was operationalized along the arguments by Chandler (1962), Burns and Stalker (1961), Pertusa-Ortega (2010), Sine et al., (2006), and Bassett et al., (2012). Organizational structure was categorized into mechanistic and organic structures. Bureaucratic structure exhibited high centralization, high formalization, and high complexity whereas organic structure was the opposite with low centralization, low formalization, and low complexity.

Organizational performance was the dependent variable of the study. Organizational performance measurement was operationalized along the arguments by Kaplan and Norton (1992) balanced score card model, as well as sustainable balanced score card model, (Elkington, 1997; Hubbard, 2009) and Kenyan Performance Contracting Cycle Guidelines (GoK, 2011-2012). Indicators of performance included financial (budget discipline), internal business processes if they are efficient and effective, customer focus measured in terms of satisfaction index, social responsiveness with the community and carrying out corporate social responsibility, organizational learning and growth leading to employee development, and environmental integrity.

3.8 Data Analysis

Once data was collected, it was prepared, analyzed, and recorded on a spreadsheet for analysis. Data preparation involved questionnaire checking, coding, sorting, editing, transcription, data cleaning, and finally the data was analyzed to derive information related to TMT demographics, corporate strategy, organizational structure, and performance. This research employed descriptive and inferential statistics for data evaluation. Descriptive statistics such as mean, frequency distribution, coefficients of variation (CVs), standard deviation, and one sample t-tests were used to analyze the demographic data (Cooper & Schindler, 2006).

Coefficients of variations (CVs) were used to evaluate differences in manifestation of the variables in the organization. The mean evaluated the general perception of the respondents while the standard deviation evaluated the consistency of the responses. A higher mean depicted higher appreciation for the particular variable while a higher standard deviation depicted higher inconsistency among the responses. Frequencies were used in few instances to establish the percentages in terms of scope of operations, years of operation and organization's broad categorization.

Inferential statistics were employed to establish the hypothesis described in the thesis. Simple linear regression models were utilized to determine the individual influence of the various variables of interest on performance of SCs while multiple regression models were used to evaluate the influence of combination of variables including interactions on performance. Baron and Kenny (1986) model was employed in the testing of the moderating and intervening roles.

Data was collected using a 5-point Likert type scale and the responses aggregated to get a composite index for each variable where necessary. Both hypotheses two and three had mediating and moderating variables respectively. An intervening variable also referred to as mediating variable or intermediary variable is a hypothetical variable employed to demonstrate causal connections between two variables usually independent and dependent variables in empirical research. This was done using hierarchical regression analysis.

Multiple regression analysis was employed to obtain the model demonstrating the connection amidst the dependent variable (Organizational performance) and predictor variables (TMT demographics, corporate strategy, and organizational structure). Multiple regression analysis generated the coefficient of determination (R^2) that provided the measure of variance in the independent variable accounted for by the combination of predictors (Mugenda & Mugenda, 2008). The regression equation was written as $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$. Where; Y = Performance of Kenyan SCs, β_0 = is a constant, β_1 , β_2 and β_3 = coefficients, X_1 = TMT demographics, X_2 = Corporate strategy, X_3 = Organizational structure, ε = Error term. Details of analysis and interpretation are elaborated in Table 3.2.

Table 3.2: Summary of Statistical Test of Hypotheses

Objective	Hypothesis	Analytical model
<p>Objective 1: Determine the effect of TMT demographics on the performance of Kenyan SCs.</p>	<p>H₁:TMT demographics significantly influence the performance of Kenyan SCs.</p>	<p>$Y_1 = \beta_{01} + \beta_{11}X_1 + \epsilon_1$ $Y_1 =$ Performance $\beta_{01} =$ Y intercept/constant $\beta_{11} =$ regression coefficient $X_1 =$ TMT demographics $\epsilon_1 =$ error term/ random variation due to other unmeasured factors</p>
<p>Objective 2: Establish the effect of corporate strategy on the association between TMT demographics and the performance of Kenyan SCs.</p>	<p>H₂: Corporate strategy mediates the association between TMT demographics and performance of Kenyan SCs.</p>	<p>$Y_2 = \beta_{02} + \beta_{12}X_1 + \beta_{22}X_2 + \epsilon_2$ $Y_2 =$ Performance $\beta_{02} =$ Y intercept/constant β_{12} and $\beta_{22} =$ Y intercept/constant $X_1 =$ TMT demographics $X_2 =$ Corporate strategy $\epsilon_2 =$ Error term</p>
<p>Objective 3: Ascertain the effect of organizational structure on the association amidst TMT demographics and the performance of Kenyan SCs.</p>	<p>H₃: Organizational structure moderates the effect of TMT demographics on the performance of Kenyan SCs.</p>	<p>$Y_3 = \beta_{03} + \beta_{13}X_1 + \beta_{33}X_3 + X_1 * X_3 + \epsilon_3$ $Y_3 =$ Performance $\beta_{03} =$ Y intercept/constant $\beta_{13}, \beta_{33} =$ regression coefficient $X_1 =$ TMT demographics $X_3 =$ Organizational Structure $X_1 * X_3 =$ TMT demographics and Organizational structure interaction term $\epsilon_3 =$ Error term</p>
<p>Objective 4: Determine the joint effect of TMT demographics, corporate strategy and organizational structure on performance of Kenyan SCs.</p>	<p>H₄: TMT demographics, corporate strategy and organizational structure jointly have significant effect on the performance of Kenyan SCs.</p>	<p>$Y_4 = \beta_{04} + \beta_{14}X_1 + \beta_{24}X_2 + \beta_{34}X_3 + \epsilon_4$ $Y_4 =$ Performance $\beta_{04} =$ Y intercept/constant $\beta_{14}, \beta_{24}, \beta_{34} =$ regression coefficient $X_1 =$TMT demographics $X_2 =$ Corporate strategy $X_3 =$Organizational Structure $\epsilon_4 =$ Error term</p>

Source: Researcher (2016)

The researcher used stepwise regression analysis that adds a set of candidate variables to the regression model to ascertain how much the set of candidate variables add to the prediction of the dependent variable over and above the contribution of formerly incorporated independent variables. Hierarchical analysis interaction term method was used to test for moderating impact of organizational structure. Organization structure interaction term was obtained by multiplying organization structure score by TMT demographics to get interaction term (Baron & Kenny, 1986). The relationship was depicted in the schematic diagram Figure 3.1.

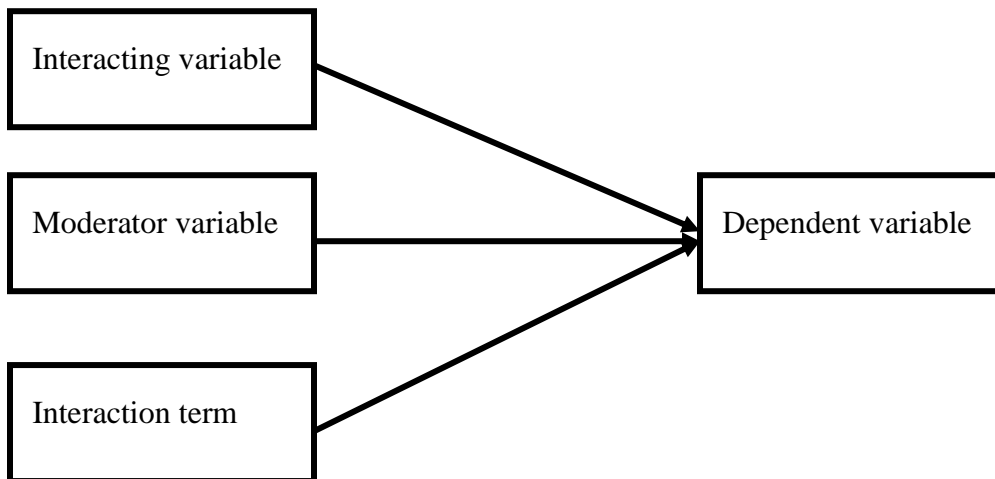


Figure 3.1: Test of Moderation

Source: Adopted from Baron and Kenny (1986)

Multiple linear regression analysis was utilized to obtain the equation representing the association between the dependent variable and predictor variables. The results were then interpreted using Multiple R, Coefficient of determination (R^2), F-statistic, coefficients of variation, coefficients of the variables and significance levels. The summary of this interpretation of results is presented in Table 3.3.

Table 3.3: Interpretation of Results

Key Statistical Question	Sample Statistic	Interpretation
Is there a relationship between Y and X variables?	Multiple (R) $0 < R < 1$	The higher the R the stronger relationship.
Influence of X on Y “Goodness of fit”/ Explanatory power?	Coefficient of Determination (R^2) $0 < R^2 < 1$	The higher the R^2 the better fit e.g. if $R^2=0.9$ it meant 90% of change in Y are explained by X, 10% is explained by other factors than X.
Is the model statistically significant?	F-Statistic or Significant F value	The higher the F-Statistic more significant the model will be or The lower the Significant F the significant in the model will be.
What is the resultant model?	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon.$	
What is the effect of the independent variable on Y?	Positive? Or Negative?	Will Check coefficient sign (+.-) i.e. sign on $\beta_0, \beta_1, \beta_2.$
Significance of individual variables.	Absolute T statistic or P value.	The higher the Absolute T statistic the better significant as variable or The lower the P the more significant as variable (tested at 0.05 level).

Source: Researcher (2016)

The chapter discussed the research methodology employed by the thesis. Research philosophy involved elaboration on the positivistic approach that the study employed. Further the chapter explained that the research design was a cross-sectional survey because data was gathered across several Kenyan SCs at one point in time. Population of the study was equally described.

Attention was put on the operationalization of study variables hence giving an exhaustive interpretation of how the concepts were broken down into their component parts for measurement. All the variables of the study were operationalized along evidence in literature. This operationalization was described in Table 3.1. Table 3.2 describes the summary of objectives, hypotheses, and analytical models while Table 3.3 summarizes the sample statistic and interpretation of results. The next chapter elaborates data analysis and findings.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The thesis' general objective was to establish the influence of corporate strategy and organizational structure on the association between TMT demographics and performance of Kenyan SCs. To attain the main objective, four specific objectives were instituted and matching hypotheses developed. To evaluate the hypotheses, data was gathered from SCs using structured questionnaires. This chapter elaborates the results that form the foundation upon which additional investigations were done to examine hypotheses.

The chapter is premised on different examinations of the collected data and the demonstrations of variables of the research amongst the study's population. Descriptive and inferential statistics are the backbone on which further statistical examinations were executed to unearth the research inquiry. Data to be evaluated was gathered by a research instrument using different operationalized indicators. In order for respondents to answer each study variable, they were given illustrative statements in a 5-point Likert type scale and requested to specify the magnitude to which the statements appertained to their SCs.

Performance data as measured in Kenyan SCs along the SBSC was also obtained. The findings for the pre-tests reliability and validity are demonstrated. The results of descriptive analyses were described by frequency distribution tables, descriptive statistics using means, and t-tests at test point 3 (the mid-point of the Likert type scale was adopted for rating answers), Cronbach alpha and test of normality. The results of descriptive statistics, response rate and organizational profiles are recapitulated.

4.2 Study Response Rate

The study adopted a cross-sectional design in which one hundred and seventeen (117) Kenyan SCs were sampled using criterion-based sampling out of one hundred and eighty seven (187). According to PTPR (2013) seventy (70) Kenyan SCs had been earmarked for either merger, or dissolution. These were removed from the study leaving one hundred and seventeen (117). All the one hundred and seventeen (117) were approached and served with the questionnaires. Ninety-eight (98) filled and delivered the questionnaires yielding a response rate of 83.76 percent. This is a very high rate of feedback. The response rate was regarded as satisfactory for analysis.

Awino (2011) recommended that a questionnaire feedback rate of above 65.00 percent is satisfactory for similar studies. The study response rate was adequate and matches with other similar researches on the association between top management demographics and performance. For example, Mkalama (2014), studied top management demographics and performance of Kenyan SCs and recorded a response rate of 89.00 percent while Kasomi (2015) studied Kenyan SCs and had a response of rate of 88.54 percent. Additionally, Awino and Mutua (2014) studied Kenyan SCs and had a response rate of 77.00 percent.

High response rates yield results that can be better inferred to a population. This response rate was facilitated by a personal introduction letter, obtaining a research authorization letter and clearance permit from the National Commission for Science, Technology and Innovation, and the University of Nairobi's introduction letter. They form Appendices II, IIIA, IIIB, IIIC, and IV respectively. Finally, the researcher trained the research assistants who administered the questionnaires guided by the researcher.

4.3 Reliability Test

Reliability is defined as the measurement of the degree to which a research instrument generates dependable findings after recurrent trials (Mugenda & Mugenda, 2003). Reliability confirms if the measure can produce same findings on different opportunities or that similar opinions are arrived at by different researchers. This study used two steps to measure reliability. A pilot study was carried out using ten (10) respondents from Kenyan SCs which was not included in the study.

Cronbach's alpha coefficient was utilized to evaluate the internal consistency among study inquiry elements. Alpha is equivalent to zero if the true outcome is not measured and there is only an error constituent. Alpha is equivalent to 1.0 when all elements measure only the true outcome and there is no error constituent. If the values are too low, either too few elements were utilized, or the elements had little in common. Nunnally's (1978) recommendation is a value of not less than 0.7 to be acceptable while Sekeran (2003) posited that any values ranging between 0.5 and 0.8 are satisfactory to accept internal consistency. This research utilized alpha of 0.5 and over. Table 4.1 elaborates the alpha values of the research inquiry elements.

Table 4.1: Results for Test of Reliability

Variable	Cronbach's Alpha	Number of Items	Interpretation
TMT demographics	.739	15	Reliable
Corporate strategy	.861	10	Reliable
Organizational structure	.708	16	Reliable
Organizational performance	.925	34	Reliable
Overall	.808		Reliable

Source: Field Data (2016)

The Cronbach's coefficient results for all the variables were above 0.708 with an overall value of 0.808. The reliability tests carried out in Table 4.1 show that the lowest alpha was 0.708 on organizational structure and the highest was on organizational performance with alpha of 0.925. TMT demographics and corporate strategy variables had alpha values of 0.739 and 0.861 respectively. The measurement scale for TMT demographics, corporate strategy, organizational structure, and performance of Kenyan SCs confirmed high consistency and reliability. This was consistent with Sekaran (2003) presuppositions and established the reliability of data gathered through the issued questionnaires.

4.4 Validity Test

In their definition, Cooper and Schindler (2006) define validity as the capacity of the study tool to evaluate what is intended to evaluate. If the instrument comprises of an indicative sample of the totality subject matter, or the entire population, then the validity is robust. There are several types of validity encompassing face, content, construct, predictive, concurrent, criterion, and convergent affiliated validity (Babbie, 2010). Validity concerns were dealt with in the current study.

Content validity also known as logical validity is the degree to which the instrument generates satisfactory coverage of the investigative questions on the constructs under investigation (Zikmund et al., 2012). Face validity is the level to which a measure indicates all features of a particular social phenomena. It is a subjective basic form of validity in which the research determine if a measure appears (on the face of it) to determine what is designed to measure. It is the relevance of tests in measuring the social phenomena under investigation (Gaber & Salkind, 2013).

In order to make sure content validity was achieved, the researcher thoroughly revised literature and ascertained elements that needed to measure the concepts, and also to make sure that the questionnaire incorporated all the study areas. The researcher pilot tested the questionnaire in ten (10) Kenyan SCs that were selected unsystematically hitherto starting data gathering. This facilitated the researcher to assess validity of instrument including clarity, relevance, and interpretation of questions and if the respondents could answer the questions without difficulties. The researcher also used doctoral supervisors at the School of Business who are experienced researchers to assess and review the questionnaire for content validity. Questions that posed challenges of ambiguity, unclear, and double-edged were noticed and amended accordingly.

4.5 Pretesting for Multiple Regression Assumptions

Statistical examinations rely on particular assumptions concerning the constructs employed in the analysis. When the assumptions are not achieved, the findings may not be dependable yielding either Type I or Type II errors (Owino, 2014) or above or below-estimation of statistical significance or influence sizes.

The assumptions of the regression analysis are of two kinds: assumptions that are robust to violations and those that are not robust to violations. This study addressed presumptions of multiple regressions that are not vigorous or robust to violations. Data diagnostic tests such as normality, multicollinearity, and homogeneity were done to test for statistical assumptions and determine if the data collected from Kenyan SCs was properly modelled.

Normal distribution among variables is a requisite for regression analysis. In relation to this, variables with considerable outliers can misrepresent relationships and significance tests. Normality was tested through Q-Q plots. Outliers were removed to reduce measurement error. The associations between independent and dependent variables were tested for linearity. Theories, as well as previous empirical studies were adopted to inform analyses in this study. The presumption of homoscedasticity was deduced by visual examination of the standardized residuals by the regression standardized forecasted value.

4.5.1 Tests of Normality

Tests of normality are done to establish if a data set is properly modelled by a normal distribution and to measure how probably it is for a random variable underlying the data set to be normally distributed. Research variables that are not normally distributed can lead to biased or prejudiced relationships and significance tests. Tests of normality are vital because if the presumptions do not stand, it is difficult to draw correct and reliable deductions about reality. There are many ways of testing normality that include Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors, and Anderson Darling. According to Razali and Wah (2011), Shapiro-Wilk forms the most powerful test and hence this study adopted it. The findings of the tests of normality were depicted in Table 4.2.

Table 4.2: Results for Tests of Normality

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TMT demographics	.074	68	.200*	.984	68	.538
Corporate strategy	.053	68	.200*	.983	68	.490
Organizational structure	.083	68	.200*	.980	68	.360
Organizational performance	.069	68	.200*	.960	68	.127
a. Lilliefors Significance Correction						
*. This is a lower bound of the true significance.						

Source: Field Data (2016)

The results in Table 4.2 indicated that the results of the tests for composite of TMT demographics, composite of corporate strategy, composite of organizational structure, and composite of performance for Kenyan SCs was greater than the alpha level (P value >0.05) and hence had a good association in the normal distribution. For purposes of this study, normality of the study variables was carried out by marking Quantile Quantile (Q-Q) plots. The Q-Q plots are illustrated in Figures 4.1, 4.2, 4.3, and 4.4. All the study variables had a good fit in the graph of normal distribution.

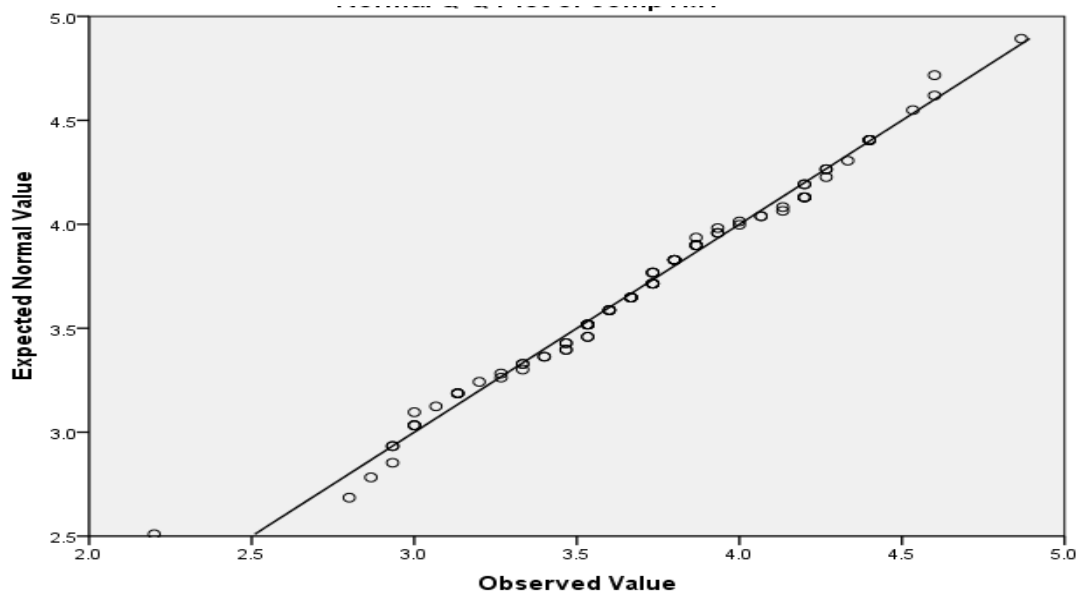


Figure 4.1: Normal Q-Q Plot of TMT Demographics

Source: Field Data (2016)

A graphical representation of observed values against expected normal values of TMT demographics were plotted on a normal Q-Q plot of performance as shown in Figure 4.1. The observed values were found to coalesce along the line of best fit, which implies that the data was normally distributed.

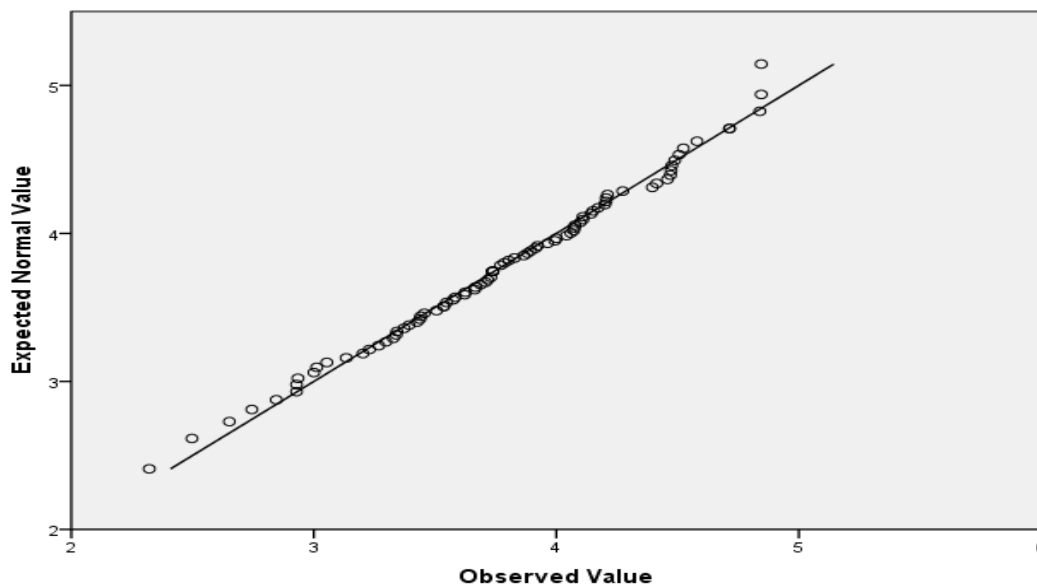


Figure 4.2: Normal Q-Q Plot of Corporate strategy

Source: Field Data (2016)

A graphical representation of observed values against expected normal values of corporate strategy were plotted on a normal Q-Q plot of performance as shown in Figure 4.2. The observed values were found to coalesce along the line of best fit, which implies that the data was normally distributed.

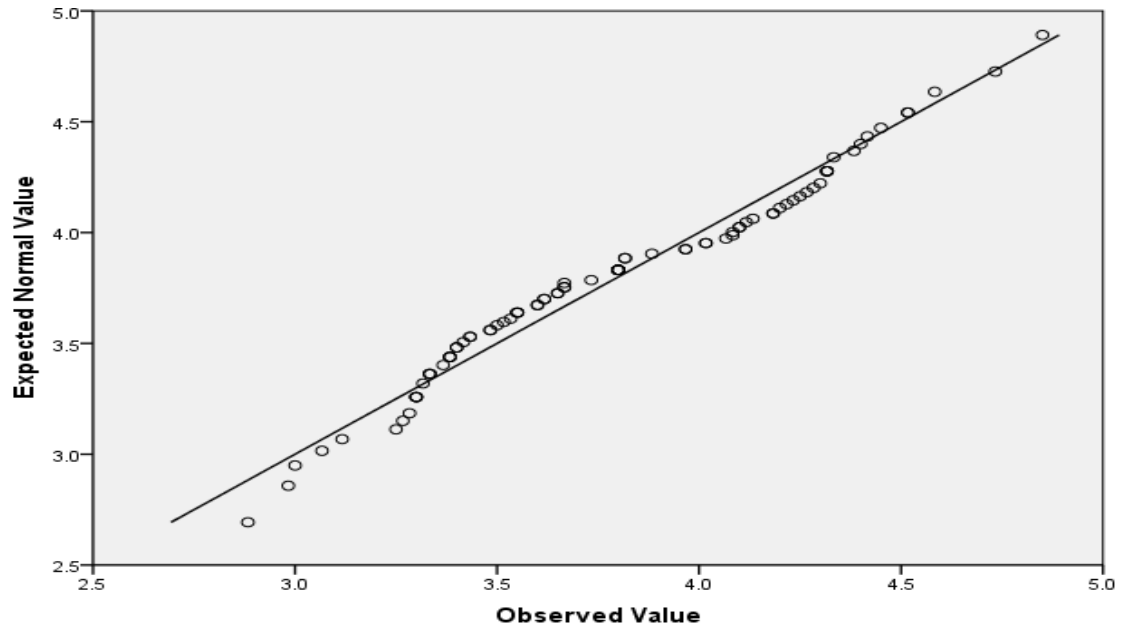


Figure 4.3: Normal Q-Q Plot of Organizational Structure

Source: Field Data (2016)

A graphical representation of observed values against expected normal values of organizational structure were plotted on a normal Q-Q plot of performance as shown in Figure 4.3. The observed values were found to coalesce along the line of best fit, which implies that the data was normally distributed.

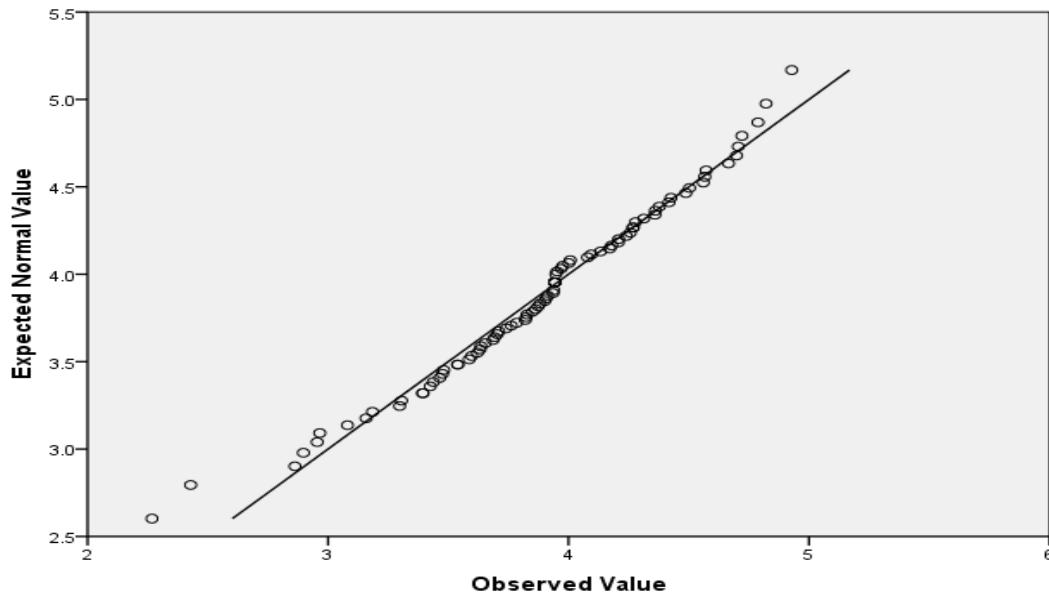


Figure 4.4: Normal Q-Q Plot of Performance

Source: Field Data (2016)

A graphical representation of observed values against expected normal values of performance were plotted on a normal Q-Q plots as shown in figures in Figures 4.4. The observed values were found to coalesce along the line of best fit, which implies that the data was normally distributed. Confirmation of normal distribution was a critical prerequisite for carrying out subsequent parametric statistical tests such as regression, t tests, multivariate, and hierarchical regressions.

4.5.2 Test of Multicollinearity

Multicollinearity is defined as the statistical phenomenon that examines if the independent variables are greatly associated. It happens if two or more predictors in the model are greatly correlated yielding to unreliable and unstable estimations of regression coefficients thus producing strange findings when studying how well individual independent variables comprise of the dependent variable. The greater the multicollinearity, the greater the standard errors. When multicollinearity has occurred, the confidence interval for coefficients have a tendency of being very wide and t-statistics being very small.

The Variance Inflation Factor (VIF) was employed to examine linearity. As a rule of thumb when VIF is above 10 then that shows harmful collinearity which is dangerous to the study (Newbert, 2008). Tolerance is the reciprocal of VIF.

Table 4.3: Results for Tests of Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Educational background	.692	1.445
	Age	.703	1.422
	Gender	.720	1.388
	Tenure	.718	1.393
	Corporate restructuring	.642	1.557
	Outsourcing	.648	1.543
	Turnaround	.355	2.817
	Diversification	.336	2.975
	Mechanistic	.672	1.489
	Organic	.776	1.288
a. Dependent Variable: Functional background			

Source: Field Data (2016)

Multicollinearity test was done using Variance Inflation Factors (VIF). The study's multicollinearity test is represented in Table 4.3. The VIF of all variables under this research were below 5 signifying that the presumption of non-existence of multicollinearity was not contravened.

4.5.3 Test of Homogeneity Variance

Homogeneity variance of the study variables was tested using Levene tests. Homoscedasticity is a circumstance where the variance of the dependent variable does not vary across the data whereas heteroscedasticity stipulates that the variation of the dependent variable changes across the data (Kinuu, 2014).

An inferential statistic utilized to examine the equality of variations for a factor computed for more than two categories is referred to as Levene's test. It evaluates the null hypothesis that the target population variations are equal (known as homogeneity of variance or homoscedasticity). Levene tests results are shown in Table 4.4. The Levene statistics of TMT demographics, corporate strategy, organizational structure, and organizational performance were 2.189, 1.525, 3.503, and 2.123, respectively. Since the Levene statistics were less than 5 (Kinuu, 2014; Njoroge, 2015), then the research data was found to conform to assumptions of homogeneity of variances.

Table 4.4: Test of Homogeneity

Variables	Levene Statistic	Degree of Freedom 1	Degree of Freedom 2	Significance
TMT Demographics	2.189	10	68	.029
Corporate Strategy	1.525	10	66	.001
Organizational Structure	3.503	12	70	.000
Organizational Performance	2.123	10	52	.039

Source: Field Data (2016)

4.6 Organizational Demographic Profiles

The study gathered data on various demographics of Kenyan SCs. These demographics included the organization's broad categorization, age, and scope of operation. Each of these aspects was important for the study. The broad categorization was important to the study in order to ensure that both the commercial and non-commercial Kenyan SCs are represented. Commercial SCs operate purely on commercial basis and rarely rely on the exchequer for funding their operations.

Information on the age of the organization was important as it established for how long the organization has been in existence. In addition, organizations that have been functioning over a longer period are assumed to have strengthened their TMT, corporate strategy, organizational structure, and performance. Data on the scope of operation for organizations was also collected, this was vital in order to check the spread of Kenyan SCs' functions. These findings are presented in Tables 4.5, 4.6, and 4.7 respectively.

Table 4.5: Organization's Broad Categorization

Broad Categorization of SCs		Frequency	Percentage	Valid Percentage
Valid	Commercial	31	31.6	32.3
	Non-Commercial	65	66.4	67.7
	Total	96	98.0	100.0
Missing	System	2	2.0	
Total		98	100.0	

Source: Field Data (2016)

The findings in Table 4.5 indicate that 32.3 percent of Kenyan SCs were broadly categorized as commercial while 67.7 percent as non-commercial thus majority of the Kenyan SCs are non-commercial and depend on exchequer for additional funding. This study adopted the valid percentage as it was calculated without missing data to give a true representation.

Table 4.6: Organization's Years of Operation

Organization's Years of Operation		Frequency	Percentage	Valid Percentage
Valid	Upto 5 years	15	15.3	15.6
	Above 5 years and upto 10 years	10	10.2	10.4
	More than 10 years and upto 15 years	16	16.3	16.7
	Above 15 years and upto 20 years	13	13.3	13.5
	More than 20 years	42	42.9	43.8
	Total	96	98.0	100.0
Missing	System	2	2.0	
Total		98	100.0	

Source: Field Data (2016)

Table 4.6 illustrates that many of the Kenyan SCs were more than 20 years old with a representation of 43.8 percent while 42.7 percent had been in operations for more than five years and up to 20 years. Age of organizations is strongly related to organizational maturity. It can, thus, be argued that nearly 85 percent of the Kenyan SCs had been in operation for over 5 years meaning the variables under study had matured within them. Only 15.6 percent of SCs were found young at an age of less than 5 years.

Table 4.7: Organization's Scope of Operation

Organization's Scope of Operation		Frequency	Percent	Valid Percent
Valid	National (throughout Kenya)	71	72.4	74.0
	Regional (parts of Kenya)	12	12.2	12.5
	East Africa and beyond	13	13.3	13.5
	Total	96	98.0	100.0
Missing	System	2	2.0	
Total		98	100.0	

Source: Field Data (2016)

The response rate of the Kenyan SCs' scope of operation is as shown in Table 4.7. The scope cuts across from national perspectives to East Africa and beyond. Kenyan SCs with a national scope perspective had the highest response rate of 72.4 percent with the East Africa and beyond scope had the lowest response rate of 13.3 percent. These findings indicate that most Kenyan SCs deliver their services across the country.

4.7 TMT Demographics

TMT demographics was the independent variable of this study. The fundamental idea of upper echelons theory is that top managers perceived circumstances and options through individualized lenses created by their individual characteristics. These unique personal attributes ascribed to individual executive determine the nature of decisions which the executive makes and consequently influence organizational performance (Hambrick and Mason, 1984; Hambrick et al., 2015). TMT demographics can, therefore, influence performance.

In this study, TMT demographics was operationalized along the arguments by Hambrick and Mason (1984), Irungu (2007), Knight et al., (1999), Mutuku et al., (2013), Mkalama (2014), and Hamrick et al., (2015) illustrated in chapter three of this thesis as functional background, age, educational background, gender, and tenure of TMT. In accordance with this study, top management was delineated as all managers from the rank of heads of departments to the Chief Executive Officer/Director General/Vice Chancellor or their equivalent. To enable the researcher capture data on the various TMT demographics, descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond to what extent the statements applied to their organizations. The findings for each of the TMT demographics are highlighted in Table 4.8.

Table 4.8: Results for TMT Demographics

Statements (Questionnaire Items)	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Professional background						
Our organization has minimum professional qualifications that have been considered while recruiting top managers	98	4.34	1.035	23.8	41.484	.000
In our organization functional skills of a top manager are considered during corporate strategy making process	98	4.34	0.703	16.2	61.101	.000
We relate functional skills of a top manager to the position we are recruiting for in our organization	98	4.36	0.707	16.2	61.000	.000
Educational background						
In our organization educational level is related to innovation, experience, knowledge, skills, and openness to change	97	3.92	0.954	24.3	40.451	.000
Our organization has a set criterion of minimum academic qualifications that are considered while recruiting top managers	98	4.66	0.591	12.7	78.103	.000
The ability to adapt to changes in our organization is a reflection of the level of education of top managers	98	3.74	0.912	24.3	40.664	.000
Age						
Age has been a critical factor in recruitment of our organization's top managers	98	2.77	1.129	40.8	24.251	.000
Age is related to innovation, agility, knowledge, skills, and risk appetite in our organization	97	2.87	1.160	40.4	24.326	.000
Our organization has a formal written guideline that defines the age limit for top managers during recruitment	97	2.43	1.406	57.8	17.041	.000

Table 4.8: Results for TMT Demographics continued.....

Gender						
When recruiting, the gender rule has been adhered to in our organization	97	3.92	1.152	29.4	33.500	.000
When making strategic decisions in our organization views from either gender are considered	98	4.32	.892	20.6	47.898	.000
Gender is a critical factor in choosing team leaders in our organization	97	3.33	1.248	37.5	26.285	.000
Tenure						
Length of service of a top manager in our organization is considered important during corporate strategy making process	98	3.38	1.144	33.8	29.218	.000
The ability to adopt new ideas in our organization is a reflection of the length of service of top managers	96	2.98	1.161	39.0	25.151	.000
There are clear guidelines that define the tenure of top managers in our organization	96	4.09	1.179	27.33	34.008	.000

Source: Field Data (2016)

The results in Table 4.8 show moderately high ranking responses with respect to TMT demographics of Kenyan SCs except 2.43 for formal written guideline that defines the age limit for top managers during recruitment (mean scores above 3.0, relatively high t-values, $p < 0.05$) for most of the TMT demographic descriptions which from a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Less extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) was moderate extent. The statement indicating that the organization has a formal written guideline that defines the age limit for top managers during recruitment had the highest CV value of 57.8 percent followed by the statement indicating that age has been a critical factor in recruitment of our organization's top managers with the second highest CV value of 40.8 percent, meaning the statement reported the highest variation in responses.

Conversely, the statement that the organization has a set criterion of minimum academic qualifications that are considered while recruiting top managers comes in as the lowest CV of 12.7 percent closely followed by the following statements indicating that the organization's functional skills of a top manager are considered during corporate strategy making process and that we relate functional skills of a top manager to the position we are recruiting for in our organization which both had CVs of 16.2 percent each. All TMT demographics statements were statistically significant.

The TMT demographics were the independent variable of this study. The study operationalized the variable along five indicators: functional background, educational background, age, gender, and tenure. Table 4.9 presents the findings of the descriptive statistics for the TMT demographic constructs.

Table 4.9: Descriptive Statistics for TMT Demographics

TMT Demographics	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Functional background	98	4.3435	.56927	13.1	75.534	.000
Educational background	97	4.1031	.57204	14.0	70.644	.000
Age	96	2.6910	.96396	37.1	27.352	.000
Gender	96	3.8542	.80468	21.0	46.929	.000
Tenure	95	3.4842	.88295	25.3	38.462	.000

Source: Field Data (2016)

Results presented in Table 4.9 show that all the TMT demographic constructs had a mean above 3.0000 except for age which posted 2.6910 from a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Less extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) was moderate extent. Tenure had 3.4842 which was moderate extent.

Gender had 3.8542 which was weak large extent. Functional and educational backgrounds had 4.3435 and 4.1031 respectively. These are the highest scores meaning that when recruiting TMT members, consideration is based on their educational and functional backgrounds to a large extent. Notably, all constructs revealed statistically significant results for the descriptive tests. Further, the coefficient of variations (CVs) were relatively low with the highest being age (CV=37.1 percent) followed by tenure (CV=25.3 percent) while the lowest was functional background (CV=13.1 percent). This implies that the highest level of variation in responses was witnessed in age while the lowest was recorded in functional background.

4.8 Corporate Strategy

Corporate strategy was a mediating variable in the conceptual model. A mediating variable also referred to as an intervening variable or intermediary variable is a hypothetical variable applied to determine causal connections between two variables, usually independent and dependent variables, in empirical research. This was done using hierarchical regression analysis. In this study, corporate strategy was operationalized along the arguments by Miles and Snow (1978), Christiansen et al., (2003), Porter (1980; 1985), Zhao et al., (2006), Sum et al., (2004), Johnson et al., (2008), Simons (2013), and Awino & Mutua (2014) illustrated in chapter three of this thesis as corporate restructuring, outsourcing, turnaround, and diversification.

To enable the researcher capture data on the various indicators of corporate strategy, descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The findings for each of the corporate strategy are demonstrated in Table 4.10.

Table 4.10: Results for Corporate Strategy

Statements (Questionnaire Items)	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Corporate restructuring						
Our organization strives to make business processes simplified at minimal cost	97	4.37	0.726	16.6	59.275	.000
Our organization aligns its structures into end to end process rather departments	97	4.16	0.898	21.6	45.695	.000
Our organization's TMT are persistent in implementing new policies and programs to achieve desired results	98	4.17	0.774	18.6	53.406	.000
Our organization makes new investments with higher returns	98	3.88	0.987	25.4	38.884	.000
Our organization pursues internal reorganization to optimize on opportunities	98	3.04	1.218	40.1	24.720	.000
Our organization emphasizes on productivity	97	4.20	0.656	15.6	63.021	.000
Our organizational structure supports speedy development of products and services	98	3.60	0.971	27.0	36.719	.000
Outsourcing						
Our organization engages outside service providers to none core functions	98	3.86	0.963	25.0	39.641	.000
Our organization uses outside service provider as an opportunity for cost cutting	97	3.57	1.060	29.7	33.150	.000
Our organization pursues outsourcing as a means of providing quality services at a minimal cost	98	3.62	1.031	28.5	34.795	.000
Our organization pursues outsourcing as it enhances profitability through cost saving	96	3.51	1.170	33.3	29.404	.000

Table 4.10: Results for Corporate Strategy continued.....

Turnaround						
Our organization seeks to introduce new profitable quality rebrands/products/services with appealing features to the public	97	3.75	1.031	27.5	35.844	.000
Our organization specializes on its target market and customer groups	97	4.03	0.883	22.0	44.943	.000
Our organization trims the distribution outlets/branches to maximize profits	98	4.16	0.833	20.0	49.447	.000
Our organization reviews changes in the workforce policies to increase efficiency	97	3.72	1.134	30.00	32.318	.000
Our organization's value chain is transformed from being protective to being productive	97	4.04	0.853	21.1	46.666	.000
Our organization does research to match products/services with customer needs	98	3.77	0.982	26.0	37.945	.000
Diversification						
Our organization keeps checking the untapped opportunities in the market to earn more	96	3.40	1.100	32.4	30.246	.000
Our organization invests in very high risk markets	96	2.42	1.374	56.8	17.234	.000
Our organization acts upon customer feedback	97	4.15	0.894	21.5	45.784	.000
Our organization offers customers a variety of products/services.	96	3.75	1.066	28.4	34.460	.000
Our organization has been introducing new products to existing/new markets	97	3.44	1.266	36.8	26.781	.000
Our organization top managers are persistent in implementing new policies/programs to achieve desired results	98	4.05	0.912	22.5	43.955	.000

Source: Field Data (2016)

The results in Table 4.10 show moderately high ranking responses with respect to corporate strategy of Kenyan SCs (mean scores above 3.0, relatively high t-values, $p < 0.05$) for most of the corporate strategy descriptions which from a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Less extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) was moderate extent.

The statement indicating that the organization invests in very high risk markets had the highest CV value of 56.8 percent followed by the statement indicating that the organization has optimum level of personnel comes in with the second highest CV value of 40.1 percent, meaning the statement reported the highest variation in responses. Conversely, the statement that the organization emphasizes on productivity and that the organization strives to make business processes simplified at minimal cost had the lowest CV of 15.6 percent and 16.6 percent respectively.

Corporate strategy was the intervening variable of this study. The study operationalized the variable along four indicators namely: corporate restructuring, outsourcing, turnaround, and diversification. Table 4.11 highlights the findings of the descriptive statistics for corporate strategy constructs.

Table 4.11: Descriptive Statistics for Corporate Strategy

Corporate Strategy	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Corporate restructuring	95	3.9293	.59338	59.8	64.543	.000
Outsourcing	95	3.6342	.90125	24.8	39.303	.000
Turnaround	96	3.9201	.71573	18.2	53.665	.000
Diversification	90	3.5519	.76790	21.6	43.881	.000

Source: Field Data (2016)

Table 4.11 shows that all the constructs of corporate strategy had a mean of above 3.5000. Corporate restructuring and turnaround had highest means of 3.9293 and 3.9201 respectively. From a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Small extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) this implies that Kenyan SCs adopted corporate restructuring and turnaround strategies to a large extent. Outsourcing and diversification scored means of 3.6342 and 3.5519 implying that Kenyan SCs adopted these strategies to a strong moderate extent. Notably, all constructs revealed statistically significant results for the descriptive tests. Further, the coefficient of variations (CVs) were moderately high with the highest being corporate restructuring (CV=59.8 percent) while the lowest was turnaround (CV=18.2 percent). This implies that the highest level of variation in responses was witnessed in corporate restructuring while the lowest was recorded in turnaround.

4.9 Organizational Structure

Organizational structure was a moderating variable in this study. Hierarchical analysis interaction term method was used to test for moderating impact of organizational structure. The organizational structure interaction term was obtained by first creating standardized variables of TMT demographics and organizational structure, and secondly, multiplying the standardized variables to get interaction term. In this study, organizational structure was operationalized along the arguments by Chandler (1962), Burns and Stalker (1961), Pertusa-Ortega (2010), Sine et al., (2006), and Bassett et al., (2012) illustrated in chapter three of this thesis as mechanistic and organic structures.

To enable the researcher capture data on the various organizational structure indicators, descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The findings for each of the organizational structure are depicted in Table 4.12.

Table 4.12: Results for Organizational Structure

Statements (Questionnaire Items)	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Mechanistic structure						
The work roles in the corporation are highly structured	97	4.19	0.741	17.7	55.659	.000
The organizational structure is well/highly known to every staff in the corporation	98	4.18	0.723	17.3	57.290	.000
The corporation has highly standardized behaviour through formal training and related mechanisms	98	3.96	0.849	21.4	46.192	.000
Decision making is highly centralized	97	3.66	1.098	30	32.823	.000
Our organization is characterized by high level of complexity	97	2.81	1.130	40.2	24.522	.000
Decision making takes place at the upper levels of the organization	95	3.63	1.130	31.1	31.314	.000
Our organization has highly specialized groups such as research and development, finance, human resource, marketing, production etc	96	4.34	0.971	22.4	43.810	.000
Our organization carefully/ highly defines rules and procedures	96	4.28	0.903	21.1	46.471	.000
Power and authority are highly centralized and controlled by top management	97	3.77	1.104	29.3	33.660	.000
Organic structure						
There are few/no written rules and procedures	97	2.88	1.260	43.8	22.475	.000
Decision making is distributed across all levels of the organizations, most communication is lateral	97	3.68	0.941	25.6	38.501	.000
Our organization has several levels of management i.e. organization is a network of persons or teams	95	3.76	1.059	28.2	34.585	.000
Our organization has several branches across the country with delegated authority to control tasks	95	2.94	1.700	57.8	16.839	.000
The activities of employees are governed by low/verbal rules and procedures	98	4.49	0.677	15.1	65.629	.000
The corporation takes into consideration the needs of their employees as people work together in different capacities simultaneously and over time.	98	4.09	0.813	19.9	49.801	.000
Our organization gives workers limited/delegated discretion in performing their tasks and work process tends to be unpredictable	95	2.89	1.180	40.8	23.905	.000

Source: Field Data (2016)

The results in Table 4.12 show moderately stronger responses with respect to the organizational structure of Kenyan SCs (mean scores above 3.0, relatively high t-values, $p < 0.05$) for most of the organizational structure descriptions which from a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Less extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) was moderate extent.

The statement indicating that the organization has several branches across the country had the highest CV value of 57.8 percent followed by the statement indicating that there are few written rules and procedures comes in with the CV value of 43.8 percent, meaning the statement reported the highest variation in responses. Conversely, the statement that the organizational structure is well known to every staff in the corporation and that the activities of employees are governed by rules and procedures had the lowest CV of 17.3 percent and 15.1 percent respectively.

Organizational structure was the moderating variable of this study. The study operationalized the variable along two indicators: mechanistic and organic. Table 4.13 highlights the findings of the illustrative statistics for organizational structure constructs.

Table 4.13: Descriptive Statistics for Organizational Structure

Organizational Structure	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Mechanistic	96	4.1024	.52891	13.0	75.996	.000
Organic	94	3.5092	.55628	16.0	58.840	.000

Source: Field Data (2016)

Using findings in Table 4.13, mechanistic structure scored a mean of 4.1024, this was the highest. From a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Small extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) this implies that Kenyan SCs were mechanistic to a large extent. Organic structure accounted for 3.5092 implying that Kenyan SCs were organic to a moderate extent. Notably, all constructs revealed statistically significant results for the descriptive tests. Further, the coefficient of variations (CVs) were relatively low with the highest being organic (CV=16.0 percent) while the lowest was mechanistic (CV=13.0 percent). This implies that the highest level of variation in responses was witnessed in organic while the lowest was recorded in mechanistic. This confirms an argument by Pertusa-Ortega (2010), that there is no organization that is purely mechanistic or organic in nature.

4.10 Organizational Performance

The dependent variable of this thesis was organizational performance. Performance was conceptualized to be dependent on the effects of TMT demographics, corporate strategy, and organizational structure. In this study, organizational performance measurement was operationalized along the arguments by Kaplan and Norton (1992) Balanced score card model, as well as Sustainable balanced score card model, (Elkington, 1997; Hubbard, 2009) and Kenyan Performance Contracting Cycle Guidelines (GoK, 2011-2012) illustrated in chapter three of this thesis as financial, internal business processes, customer focus, social responsiveness, organizational learning and growth, and environmental integrity.

To enable the researcher capture data on the various organizational performance determinants, descriptive statements were elaborated and presented on a 5-point Likert type scale to the respondents who were in turn requested to respond the extent the statements applied to their organizations. The findings for each of the organizational performance determinants are outlined in Table 4.14.

Table 4.14: Results for Organizational Performance

Statements	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Financial						
Our organization has complied with set budgetary levels	97	4.43	0.644	14.5	67.795	0.000
Our organization has utilized allocated resources/funds on the budget	98	4.17	0.908	21.8	45.479	0.000
There has been reduction in costs of operations in our organization	98	3.61	1.012	28.8	35.349	0.000
Our organization has improved its Appropriation-in-Aid	95	3.68	1.113	30.2	32.252	0.000
Allocated funds have been utilized effectively in our organization	98	4.19	0.755	18.0	54.978	0.000
Allocated funds have been utilized efficiently in our organization	98	4.13	0.768	18.6	53.241	0.000
Our organization's debt to equity ratio has been a favourable one	97	3.73	1.177	31.6	31.224	0.000
Customer focus						
Our organization responds to customer complaints promptly	98	4.10	0.806	19.7	50.396	0.000
Our organization is able to retain its customers as compared to its peers in the industry	98	3.70	0.888	24	41.312	0.000

Table 4.14: Results for Organizational Performance continued.....

There has been increased access to quality public service	98	3.90	0.843	21.6	45.759	0.000
The customer satisfaction index has been improving for the last five years	97	3.85	0.846	22	44.776	0.000
Internal business processes						
There has been continuous re-engineering of internal processes to meet customer expectations	97	3.85	0.821	21.3	46.139	0.000
The cost incurred in completing business processes has been reduced considerably	97	3.54	0.842	23.8	41.342	0.000
Its takes lesser time to complete basic processes	98	3.72	0.894	24	41.233	0.000
Our organization has had a proper asset management system	97	3.95	0.858	21.7	45.301	0.000
Our organization has maintained various certification standards e.g. ISO	98	4.01	1.328	33.1	29.901	0.000
Organizational learning and growth						
The organizational activities have continued to improve for the last five years	96	4.13	0.811	19.6	49.829	0.000
Our organization processes are documented into procedure manuals	98	4.33	0.871	20.1	49.186	0.000
Our corporation is insightful on progressing staff expertise and capabilities	98	4.19	0.893	21.3	46.503	0.000
Our organization has a system on how new staff are socialized	98	3.80	1.121	29.5	33.518	0.000
Our organization conducts refresher courses for staff	98	3.67	1.138	31	31.964	0.000
Our organization benchmarks with its peers in the world over	98	3.70	1.096	29.6	33.471	0.000

Table 4.14: Results for Organizational Performance continued.....

Social responsiveness						
Our corporation has a system that encourages staff growth, for instance, study and sabbatical leaves	98	3.97	1.098	27.7	35.793	0.000
Our organization has set measures to prevent spread of HIV/AIDS	98	4.36	0.790	18.1	54.616	0.000
Our organization has set measures to enhance awareness on negative effects of drug and substance abuse	98	4.26	0.737	17.3	57.190	0.000
Our organization is keen on empowering marginalized groups such as youth and women	98	4.16	0.882	21.2	46.750	0.000
There have been deliberate efforts to ensure gender mainstreaming in our organization	98	4.16	0.833	20	49.447	0.000
Corruption eradication has been mainstreamed in the organizational activities	98	4.05	0.901	22.2	44.509	0.000
Our organization has a good medical scheme for its employees	98	4.33	0.822	19	52.101	0.000
Environmental integrity						
Our organization has made deliberate efforts to ensure environmental sustainability	98	4.17	0.674	16.2	61.308	0.000
Our organization's waste management practices are done in ways that reduce their effect on health and environment.	98	3.95	0.912	23.1	42.848	0.000
Our organization supports use and investment in renewable sources of energy such as wind, solar, waves and biomass	96	2.97	1.365	46	21.316	0.000
Our organization embraces best practices of sanitation within all its precincts	98	3.98	0.919	23.1	42.859	0.000

Source: Field Data (2016)

The results in Table 4.14 show moderately high ranking responses with respect to the organizational structure of Kenyan SCs (mean scores above 3.0, relatively high t-values, $p < 0.05$) for most of the organizational structure descriptions which from a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Less extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) was moderate extent.

The statement indicating that the organization has a customer loyalty scheme had the highest CV value of 54.1 percent followed by the statement indicating that organization supports use and investment in renewable sources of energy like solar, wind, waves and biomass with the CV value of 46.0 percent, meaning the statement reported the highest variation in responses. Conversely, the statement indicating that the organization has made deliberate efforts to ensure environmental sustainability and the organization has complied with set budgetary levels had the lowest CV of 16.2 percent and 14.5 percent respectively.

The dependent variable of this thesis was organizational performance. The study operationalized the variable along six indicators: financial, internal business processes, customer focus, social responsiveness, organizational learning and growth, and environmental integrity. Table 4.15 demonstrates the findings of the descriptive statistics for organizational performance constructs.

Table 4.15: Descriptive Statistics for Organizational Performance

Organizational Performance Indicators	N	Mean	Standard Deviation	CV (%)	t	Sig. (2-tailed)
Financial	93	3.9877	.56622	14.2	67.917	.000
Customer focus	97	3.6330	.67619	18.6	52.915	.000
Internal business processes	93	3.9370	.57932	14.7	65.538	.000
Organizational learning and growth	98	3.8418	.85207	22.1	44.635	.000
Social responsiveness	98	4.1837	.60401	14.4	68.569	.000
Environmental integrity	96	3.7708	.70866	2.5	52.136	.000

Source: Field Data (2016)

Table 4.15 shows that social responsiveness which is the fifth and latest operational construct of Organizational performance scored 4.1837. From a Likert type scale used of 1-5 (Where 1 = Not at all; 2 = Small extent 3 = Moderate extent 4 = Large extent 5 = Very large extent) this implies that Kenyan SCs value social responsiveness (CSR) to a large extent. The remaining five indicators posted above 3.5000 which is a strong moderate extent (financial 3.9877, internal business processes 3.9370, organizational learning and growth 3.8418, environmental integrity 3.7708, and customer focus 3.6330 from strong moderate extent in descending order). Notably, all constructs revealed statistically significant results for the descriptive tests.

Further, the coefficient of variations (CVs) were relatively low with the highest being organizational learning and growth (CV=22.1 percent) while the lowest was environmental integrity (CV=2.5 percent). This implies that the highest level of variation in responses was witnessed in organizational learning and growth while the lowest was recorded in environmental integrity.

4.11 Test of Hypotheses

This research's general objective was to examine the effect of corporate strategy and structure on the association between TMT demographics and performance of Kenyan SCs. To obtain this, specific objectives of the study were set and corresponding hypotheses formulated. Simple, multiple, and hierarchical regression analyses were employed to test these hypotheses. To test independent and combined effects, simple and multiple regressions were used respectively while testing moderating effects involved using hierarchical regression and adopted Baron and Kenny (1986) model. To test for intervening effects of the study variables hierarchical regression was used. These tests were carried out at 95 percent significant level ($p=0.05$). The coefficient of determination and t-values were determined.

In order to reject or accept a hypothesis, decision points were based on the p-values. The p-values represent the significance level. Where $p < 0.05$, the study accepted the hypothesis and where $p > 0.05$, the study rejected the hypothesis. Interpretations of regression analyses yielded various values including coefficient of determination (R^2), F-Statistic values and beta (β) values. R^2 displayed the variance in dependent variable described by variance in the independent variable: the greater the R^2 the greater the explanatory power of the model. F-Statistic value showed the statistical significance of the overall model: the higher the F-Statistic the more significant the model. Beta (β) values showed the negative or positive independent variable's effects on the dependent. The findings are presented in various sections of this chapter. The results have been discussed within the context of theory and empirical literature.

4.11.1 TMT Demographics on Organizational Performance

TMT demographics are functional and educational backgrounds, age, gender, and tenure. It is along these lines that they were captured and measured. To establish how TMT demographics significantly influence the performance of Kenyan SCs, hypothesis stated as *H₁: TMT demographics significantly influence the performance of Kenyan SCs* was tested. The findings of the test of the highlighted hypothesis are provided in Table 4.16.

Table 4.16: Results of TMT Demographics on Organizational Performance

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate				
dimension01	.540a	.292	.244	.44696				
ANOVA ^b								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	6.096	5	1.219	6.103	.000 ^a		
	Residual	14.783	74	.200				
	Total	20.879	79					
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.715	.490		3.497	.001		
	Functional background	.106	.099	.116	1.073	.287	.812	1.232
	Educational background	.110	.107	.119	1.028	.308	.713	1.402
	Age	.014	.057	.027	.240	.811	.779	1.284
	Gender	.251	.065	.400	3.840	.000	.882	1.134
	Tenure	.071	.067	.120	1.064	.291	.746	1.340

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: organizational performance

Source: Field Data (2016)

The results in Table 4.16 indicate a statistically not significant effect of functional background, educational background, age, and tenure on performance ($p > 0.05$) and statistically significant association amidst gender and performance ($p < 0.05$). Overall TMT demographics correlate with performance up to 0.540 which is a moderately strong positive correlation and explain 29.2 percent variation in performance. This proportion, which is explained by TMT demographics, is statistically significant (Higher F-value, $p < 0.05$). On the basis of these results H_1 is supported. The study, therefore, accepted the hypothesis.

These relationships were demonstrated in the following equation:

$$P = 1.715 + 0.106 F + 0.11E + 0.014A + 0.251G + 0.071T \dots\dots\dots 4.1$$

Where: P= Performance or output, F=Functional background, E=Educational background, A= Age, G=Gender, and T=Tenure

Positive effects were reported for all (functional background, educational background, age, gender, and tenure). This means that a unit change in functional background causes 0.106 unit adjustment in output; a unit adjustment in educational background causes 0.110 unit adjustments in output; a unit adjustment in age causes 0.014 unit adjustment in output; a unit adjustment in gender causes 0.251 unit adjustment in output; and a unit adjustment in tenure causes 0.071 unit adjustment in output. However, only gender and constant were statistically significant.

Indicators of TMT demographics were also combined into a composite of TMT demographics (functional background, educational background, age, gender, and tenure) and regressed against organizational performance as indicated in and explained in Table 4.17.

Table 4.17: Joint Effect of TMT Demographics on Organizational Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
dimension1	.473 ^a	.224	.214	.45586		
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.670	1	4.670	22.472	.000 ^a
	Residual	16.209	78	.208		
	Total	20.879	79			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	.395		5.136	.000
	TMT demographics	.501	.106	.473	4.740	.000

Predictors: (Constant), TMT demographics

b. Dependent variable: organizational performance

Source: Field Data (2016)

Table 4.17 shows that TMT demographics had a weak positive correlation with organizational performance ($R = 0.473$). From these findings, TMT demographics explain 22.4 percent of variations on organizational performance of Kenyan SCs ($R^2 = 0.224$). This means 77.6 percent of variation on organizational performance is described by some variables not reviewed in this model. The F statistic of this model on the effect of TMT demographics on performance was 22.472 (p value = 0.000). Since the computed p value was below 0.05, it was concluded that the effect of TMT demographics on performance was statistically significant at 95 percent confidence. The study, therefore, accepted the hypothesis stated as *H₁: TMT demographics significantly influence the performance of Kenyan SCs* and hence the model was robust to measure the hypothesized situation. To establish the effect of TMT demographics on each of the six determinants of organizational performance, TMT demographics were regressed against each determinant of performance. This section summarizes the research findings of the independent effects of TMT demographics on each of the six SBSC determinants of organizational performance.

4.11.1.1 TMT Demographics on Financial Performance

TMT demographics include attributes like functional background, age, gender, educational background, and tenure in the organization (Woojin et al., 2015; Kraus & Jaell, 2016). Financial performance was described by budgetary utilization; costs of operations, utilization of allocated funds efficiently and effectively, appropriation in aid, and favourable debt to equity ratios. An evaluation was done to ascertain the impact of TMT demographics on financial performance of Kenyan SCs. While TMT demographics were conceptualized as the independent variable, financial performance that is the first SBSC perspective of performance was conceptualized as the dependent variable. The findings of statistical tests are described in Table 4.18.

Table 4.18: Effects of TMT Demographics on Financial Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
dimension01	.538a	.290	.245	.50041		
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.164	5	1.633	6.520	.000a
	Residual	20.033	80	.250		
	Total	28.197	85			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.670	.517		3.230	.002
	Functional background	.153	.104	.153	1.473	.145
	Educational background	.184	.115	.180	1.603	.113
	Age	-.016	.062	-.028	-.262	.794
	Gender	.314	.071	.449	4.423	.000
	Tenure	-.082	.073	-.125	-1.132	.261

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: financial performance

Source: Field Data (2016)

The findings in Table 4.18 demonstrate that the independent influence of TMT demographics on financial performance of Kenyan SCs are statistically significant for gender ($p=0.000$, $F=6.520$). For the reason that the computed p -value was below 0.05, the model was, thus, powerful enough to describe the association amidst the predictor and dependent variables. Overall, TMT demographics correlate with financial performance up to 0.538 meaning it is a moderately strong positive relationship and explain 29.0 percent variation in financial performance. 71.0 percent of financial performance was described by other factors not reviewed in this model. These findings are demonstrated by the following equation:

$$FP= 1.670 + 0.153F + 0.184E - 0.016A + 0.314G - 0.082T \dots\dots\dots 4.2$$

Where: FP= Financial Performance or output, F=Functional background, E= Educational background, A=Age, G=Gender, and T=Tenure.

The model shows that a unit adjustment in functional background causes 0.153 unit adjustment in output; a unit adjustment in educational background causes 0.184 unit adjustment in output; a unit adjustment in age causes -0.016 unit adjustment in output; a unit adjustment in gender causes 0.314 unit adjustment in output; and a unit adjustment in tenure causes -0.082 unit adjustment in output. Notably, negative effects were observed for age and tenure although these effects were not statistically significant. Positive effects were reported for all the other indicators of TMT demographics. Only gender and constant were found to be statistically significant.

4.11.1.2 TMT Demographics on Customer Focus Performance

To explore the influence of TMT demographics on customer focus performance in Kenyan SCs, a statistical test was done. Customer focus performance is related to handling customer complaints, customer retention, improved service quality, customer loyalty schemes, and increased access to public service in Kenyan SCs. Although TMT demographics was considered as the independent variable customer focus which is the second SBSC determinant of performance was considered as the dependent variable. The findings of analysis are described in Table 4.19.

Table 4.19: Effects of TMT Demographics on Customer Focus Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
-1	.371a	.138	.086	.64222		
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.530	5	1.106	2.682	.027a
	Residual	34.646	84	.412		
	Total	40.176	89			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.111	.651		3.242	.002
	Functional background	-.011	.133	-.009	-.083	.934
	Educational background	.092	.143	.077	.642	.523
	Age	.114	.079	.166	1.452	.150
	Gender	.158	.090	.190	1.755	.083
	Tenure	.077	.092	.099	.844	.401

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: customer focus performance

Source: Field Data (2016)

The results in Table 4.19 indicate that the effects of TMT demographics on customer focus performance of Kenyan SCs are statistically significant ($p=0.027$, $F=2.682$). For the reason that the computed p -value was below 0.05, the model was, thus, powerful enough to describe the association between the predictor and dependent variables. Overall, TMT demographics correlate with customer focus performance up to 0.371 meaning it is a weak positive relationship and explain 13.8 percent variation in customer focus performance. 86.2 percent of customer focus performance was described by other factors not reviewed in this model. These findings are demonstrated by the following equation:

$$CFP= 2.111 - 0.011F + 0.092E + 0.114A + 0.158G + 0.077T \dots\dots\dots 4.3$$

Where: CFP= Customer focus performance or output, F=Functional background, E= Educational background, A=Age, G=Gender, and T=Tenure.

The model shows that a unit adjustment in functional background causes -0.011 unit adjustment in output; a unit adjustment in educational background causes 0.092 unit adjustment in output; a unit adjustment in age causes 0.114 unit adjustment in output; a unit adjustment in gender causes 0.158 unit adjustment in output; and a unit adjustment in tenure causes 0.077 unit adjustment in output. Notably, negative effects were observed for functional background and only these effects were not statistically significant. Positive effects were reported for all the other indicators of TMT demographics. None of the operational indicators of the TMT demographics revealed statistically significant independent effects.

4.11.1.3 TMT Demographics on Internal Business Processes Performance

To determine the effect of TMT demographics on internal business processes performance in Kenyan SCs, statistical tests were done. Internal business processes performance is demonstrated by the level of continuous re-engineering of operations to meet customer expectations, time spent on service delivery, documentation of procedures, ISO certification and proper asset management. While TMT demographics were considered as the independent construct internal business processes which is the third SBSC determinant of performance was perceived as dependent construct. The findings of the evaluation are described in Table 4.20.

Table 4.20: TMT Demographics on Internal Business Processes Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0 1		.450 ^a	.202	.153	.52769	
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.718	5	1.144	4.107	.002 ^a
	Residual	22.555	81	.278		
	Total	28.274	86			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.896	.546		3.470	.001
	Functional background	.093	.116	.089	.802	.425
	Educational background	.141	.120	.140	1.175	.244
	Age	-.012	.065	-.020	-.178	.859
	Gender	.239	.075	.338	3.207	.002
	Tenure	.051	.076	.076	.666	.507

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: internal business processes performance

Source: Field Data (2016)

The findings in Table 4.20 indicate that the effect of TMT demographics on internal business processes performance of Kenyan SCs are statistically significant ($p=0.002$, $F=4.107$). For the reason that the computed p -value was below 0.05, the model was, therefore, powerful enough to describe the association amidst the predictor and dependent variables. Overall, TMT demographics correlate with internal business processes performance to 0.450 signifying it is a moderately weak positive relationship and explain 20.2 percent changes in internal business process performance. The remaining 79.8 percent of internal business processes performance was described by other variables not reviewed in this model. These findings are demonstrated by the following equation:

$$IBP= 1.896 + 0.093F + 0.141E - 0.012A + 0.239G + 0.051T \dots\dots\dots 4.4$$

Where: IBP= Internal business processes performance or output, F=Functional background, E= Educational background, A=Age, G=Gender, and T=Tenure.

The model shows that a unit adjustment in functional background causes 0.093 unit adjustment in output; a unit adjustment in educational background causes 0.141 unit adjustment in output; a unit adjustment in age causes -0.012 unit adjustment in output; a unit adjustment in gender causes 0.239 unit adjustment in output; and a unit adjustment in tenure causes 0.051 unit adjustment in output. Notably, negative effects were observed for age although these effects were not statistically significant. Positive effects were reported for all the other indicators of TMT demographics. Gender revealed statistically significant effects on internal business processes. None of the other operational indicators of the TMT demographics showed statistically significant independent effects.

4.11.1.4 TMT Demographics on Organizational Learning and Growth Performance

A statistical test was carried out to ascertain the influence of TMT demographics on organizational learning and growth performance in Kenyan SCs. Organizational learning and growth information was gathered regarding improvement of organizational activities, documentation of policies and procedures, the keenness by the organizations towards improving employees skills and capabilities, having a policy on how new employees are socialized, conducting refresher courses for employees, benchmarking with its peers as well as support employee development by allowing them go on study and sabbatical leave. While TMT demographics were perceived as the independent construct, organizational learning and growth, which is the fourth SBSC determinant of performance was perceived as the dependent construct. Results of analysis are represented in Table 4. 21.

Table 4.21: Effects of TMT Demographics on Organizational Learning and Growth Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
dimension1	.498 ^a	.248	.203	.74971		
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.731	5	3.146	5.598	.000 ^a
	Residual	47.776	85	.562		
	Total	63.507	90			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.373	.750		.498	.620
	Functional background	.442	.155	.299	2.856	.005
	Educational background	-.056	.166	-.038	-.340	.735
	Age	.052	.091	.060	.573	.568
	Gender	.296	.105	.284	2.818	.006
	Tenure	.139	.105	.143	1.316	.192

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: organizational learning and growth performance

Source: Field Data (2016)

The results in Table 4.21 indicate that overall, the independent influence of TMT demographics on organizational learning and growth performance of Kenyan SCs are statistically significant ($p=0.000$, $F=5.598$). For the reason that the computed p -value was below 0.05, the model was, therefore, powerful enough to describe the association amidst the predictor and dependent variables. Overall, TMT demographics correlate with organizational learning and growth up to 0.498 meaning it is a moderately weak positive relationship and explain 24.8 percent variation in organizational learning and growth. 75.2 percent of organizational learning and growth was described by some aspects not reviewed in this model. These findings are demonstrated in the following equation:

$$OLG= 0.373 + 0.442F - 0.056E + 0.052A + 0.296G + 0.139T \dots\dots\dots 4.5$$

Where: OLG=Organizational learning and growth performance or output, F=Functional background, E=Educational background, A=Age, G=Gender, and T=Tenure.

The model shows a unit adjustment in functional background causes 0.442 unit adjustment in output; a unit adjustment in educational background causes -0.056 unit adjustment in output; a unit adjustment in age causes 0.052 unit adjustment in output; a unit adjustment in gender causes 0.296 unit adjustment in output; and a unit adjustment in tenure causes 0.139 unit adjustment in output. Surprisingly, negative effects were observed for educational background although these effects were not statistically significant. Positive effects were reported for all the other indicators of TMT demographics. Functional background and gender revealed statistically significant effects on organizational learning and growth. None of the other three operational indicators of the TMT demographics showed statistically significant independent effects.

4.11.1.5 TMT Demographics on Social Responsiveness Performance

Statistical analysis was done to examine the influence of TMT demographics on social responsiveness performance in Kenyan SCs. Social responsiveness is another determinant of performance. Social responsiveness information was gathered regarding measures taken by the corporations to eradicate HIV/AIDS, measures to enhance awareness of negative effects of drugs and substance abuse, deliberate efforts to enhance gender mainstreaming, corruption eradication, and medical schemes for employees. Whereas TMT demographics were considered as the independent construct, social responsiveness which is the fifth SBSC determinant of performance was considered as the dependent construct. Findings of the evaluation are demonstrated in Table 4.22.

Table 4.22: Effects of TMT Demographics on Social Responsiveness Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	dimension1	.420 ^a	.176	.128	.55557	
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.603	5	1.121	3.631	.005 ^a
	Residual	26.236	85	.309		
	Total	31.839	90			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.591	.556		4.664	.000
	Functional background	.057	.115	.054	.494	.622
	Educational background	.038	.123	.036	.306	.760
	Age	.019	.067	.031	.279	.781
	Gender	.274	.078	.371	3.519	.001
	Tenure	.029	.078	.042	.374	.709

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: social responsiveness performance

Source: Field Data (2016)

The results in Table 4.22 indicate that the influence of TMT demographics on social responsiveness performance of Kenyan SCs are statistically significant ($p=0.005$, $F=3.631$). For the reason that the computed p -value was below 0.05, the model was, therefore, powerful enough to describe the association between the predictor and dependent variables. Overall, TMT demographics correlate with social responsiveness performance up to 0.420 meaning it is a moderately weak positive relationship and explain 17.6 percent variation in social responsiveness performance. 82.4 percent of social responsiveness performance was described by other factors not reviewed in this model. These findings are demonstrated in the following equation:

$$SRP= 2.591 + 0.057F + 0.038E + 0.019A + 0.274G + 0.029T \dots\dots\dots 4.6$$

Where: SRP= Social responsiveness performance or output, F=Functional background, E= Educational background, A=Age, G=Gender, and T=Tenure.

The model shows that a unit adjustment in functional background causes 0.057 unit adjustment in output; a unit adjustment in educational background causes 0.038 unit adjustment in output; a unit adjustment in age causes 0.019 unit adjustment in output; a unit adjustment in gender causes 0.274 unit adjustment in output; and a unit adjustment in tenure causes 0.029 unit adjustment in output. Positive effects were reported for all the indicators of TMT demographics. Only gender revealed statistically significant effects on social responsiveness performance. None of the other operational indicators of the TMT demographics showed statistically significant independent effects.

4.11.1.6 TMT Demographics on Environmental Integrity Performance

Statistical analysis was done to examine the effects of TMT demographics on environmental integrity performance of Kenyan SCs. Environmental integrity was the sixth SBSC determinant of organizational performance. Environmental integrity information was gathered regarding corporations' deliberate efforts to ensure environmental sustainability, if corporations' waste management practices are done in ways that reduce their effect on health and environment, their efforts towards best practices in sanitation and their support use and investment in renewable sources of energy, for example, solar, wind, waves, and biomass. Whereas TMT demographics were perceived as the independent variable, environmental integrity performance was perceived as the dependent variable. The findings of the evaluation are demonstrated in Table 4.23.

Table 4.23: Effects of TMT Demographics on Environmental Integrity Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension1		.439 ^a	.193	.144	.63889	
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.106	5	1.621	3.972	.003 ^a
	Residual	33.879	83	.408		
	Total	41.985	88			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.670	.653		2.559	.012
	Functional background	.063	.132	.052	.474	.637
	Educational background	.079	.144	.065	.549	.585
	Age	.053	.079	.076	.677	.500
	Gender	.192	.091	.222	2.104	.038
	Tenure	.183	.090	.231	2.033	.045

a. Predictors: (Constant) functional background, educational background, age, gender, tenure

b. Dependent variable: environmental integrity

Source: Field Data (2016)

The results in Table 4.23 indicate that overall the independent influence of TMT demographics on environmental integrity performance of Kenyan SCs are statistically significant ($p=0.003$, $F=3.972$). For the reason that the computed p -value was below 0.05, the model was, thus, powerful enough to describe the association between the predictor and dependent variables. Overall, TMT demographics correlate with environmental integrity performance up to 0.439 meaning it is a moderately weak positive relationship and explain 19.3 percent variation in environmental integrity performance. 80.7 percent variation in environmental integrity performance was described by some elements not reviewed in this model. These findings are demonstrated the following equation:

$$EIP= 1.670 + 0.063F + 0.079E + 0.053A + 0.192G + 0.183T \dots\dots\dots 4.7$$

Where: EIP=Environmental integrity performance or output, F=Functional background, E=Educational background, A=Age, G=Gender, and T=Tenure.

The model shows that a unit adjustment in functional background causes 0.063 unit adjustment in output; a unit adjustment in educational background causes 0.079 unit adjustment in output; a unit adjustment in age causes 0.053 unit adjustment in output; a unit adjustment in gender causes 0.192 unit adjustment in output; and a unit adjustment in tenure causes 0.183 unit adjustment in output. Positive effects were reported for all the indicators of TMT demographics. Gender and tenure revealed statistically significant effects on environmental integrity performance. None of the other operational indicators of the TMT demographics showed statistically significant independent effects.

4.11.2 TMT Demographics, Corporate Strategy on Organizational Performance

To examine the impact of corporate strategy on the association between TMT demographics and performance, one hypothesis was stated and tested. The mediating effect of corporate strategy was outlined and tested as *H₂: Corporate strategy mediates the relationship between TMT demographics and performance of Kenyan SCs*. The findings of the test of this hypothesis are illustrated in Table 4.24.

Table 4.24: Effects of TMT Demographics, Corporate Strategy on Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension	1	.422 ^a	.178	.166	.46772	
	2	.682 ^b	.465	.449	.38009	
ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.315	1	3.315	15.152	.000 ^a
	Residual	15.313	70	.219		
	Total	18.628	71			
2	Regression	8.659	2	4.330	29.969	.000 ^b
	Residual	9.968	69	.144		
	Total	18.628	71			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.189	.446		4.903	.000
	TMT demographics	.462	.119	.422	3.893	.000
2	(Constant)	1.177	.399		2.949	.004
	TMT demographics	.184	.107	.168	1.721	.090
	Corporate Strategy	.542	.089	.593	6.082	.000

a. Dependent variable: organizational performance

Source: Field Data (2016)

In Table 4.24, model showed R² of 0.178 while the introduction of the mediator in the model showed an increase to 0.465. It means that the mediating effect of corporate strategy on the association between TMT demographics and performance explained 46.5 percent of performance. The remaining 53.5 percent was described by other variables not reviewed in the model. There was equally a mediating positive increase in correlation to 0.682 from 0.422. The results further show that general importance of the model with mediated effects indicated a p-value of 0.000 which was below 0.05. The hypothesis was accepted meaning that corporate strategy did have a mediating effect in the association amidst TMT demographics and performance.

The beta coefficients of composite corporate strategy on the association across composite TMT demographics and performance are shown in two models. Model one shows the coefficient of the composite independent variable TMT demographics and model two shows the relationship of the mediator with the TMT demographics. However, one coefficient was significant for composite corporate strategy, which means that the mediator variable explained the change in performance. These associations are depicted in the following equations:

$$P_1 = 2.189 + 0.462TMT \dots\dots\dots 4.8$$

$$P_2 = 1.177 + 0.184TMT + 0.542CS \dots\dots\dots 4.9$$

Where: P₁ and P₂ = Performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy

In equation 4.8, a unit change in TMT demographics leads to 0.462 unit changes in output though the change is statistically significant. In equation 4.9, a unit change in TMT demographics yields 0.184 unit change in output and is not statistically significant while a unit change in corporate strategy results in a positive 0.527 unit change in output that is statistically significant.

4.11.3 TMT Demographics, Organizational Structure on Performance

The moderating effect of organizational structure was also tested. The study, therefore, hypothesized and determined the moderating influence of the organizational structure on the association across TMT demographics and performance of Kenyan SCs. It was stated and tested as *H₃: Organizational structure moderates the effect of TMT demographics on the performance of Kenyan SCs.*

The results are as indicated in Table 4.25.

Table 4.25: Effects of TMT Demographics, Organizational Structure on Performance

Model Summary								
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate			
1		.463 ^a	.214	.203	.46172			
2		.646 ^b	.417	.401	.40033			
3		.649 ^c	.421	.396	.40191			
ANOVA ^d								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	4.242	1	4.242	19.899	.000 ^a		
	Residual	15.563	73	.213				
	Total	19.805	74					
2	Regression	8.266	2	4.133	25.789	.000 ^b		
	Residual	11.539	72	.160				
	Total	19.805	74					
3	Regression	8.336	3	2.779	17.203	.000 ^c		
	Residual	11.468	71	.162				
	Total	19.805	74					
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.088	.405		5.150	.000		
	TMT demographics	.486	.109	.463	4.461	.000	1.000	1.000
2	(Constant)	.597	.460		1.296	.199		
	TMT demographics	.338	.099	.322	3.418	.001	.911	1.097
	Organizational structure	.540	.108	.472	5.011	.000	.911	1.097
3	(Constant)	2.577	3.034		.849	.399		
	TMT demographics	-.198	.819	-.189	-.242	.809	.013	1.587
	Organizational structure	.022	.793	.019	.027	.978	.017	2.924
	Interaction term	.140	.212	.780	.660	.511	.006	1.172

Source: Field Data (2016)

In Table 4.25, model one showed R^2 of 0.214, model two showed R^2 of 0.417 while the introduction of the moderator in model three showed an increase to 0.421. It means that the moderation effect of organizational structure on the relationship across TMT demographic and performance explained 42.1 percent of performance. The remaining 57.9 percent was described by other variables not reviewed in the model.

The results further show that general importance of the model with moderated effects indicated p-value of 0.000 which is below 0.05. This confirmed that moderation occurred. On the basis of these results H_3 is supported. The study, therefore, accepted the hypothesis and concluded that organizational structure had a moderating effect on the association between TMT demographics and performance.

The results also show beta coefficients of moderation of organizational structure on the relationship amidst TMT demographics and performance. Model one shows the coefficient of the independent variable; model two shows the independent variable and moderator while model three shows the relationship of the moderator with the two other variables. The relationships were represented by the following equations:

$$P_1 = 2.088 + 0.486 \text{ TMT} \dots\dots\dots 4.10$$

$$P_2 = 0.597 + 0.338 \text{ TMT} + 0.540 \text{ OS} \dots\dots\dots 4.11$$

$$P_3 = 2.57 - 0.198 \text{ TMT} + 0.022 \text{ OS} + 0.140 \text{ TMT} * \text{ OS} \dots\dots\dots 4.12$$

Where: P_1 , P_2 , and P_3 = Performance or output, TMT = Composite TMT demographics, OS = Composite organizational structure.

Equation 4.10 indicates that in a relationship, which is not moderated a unit adjustment in TMT demographics, caused 0.486 positive unit adjustments in output. This adjustment was statistically significant ($p=0.000$). In equation 4.11, a unit adjustment in organizational structure resulted in a positive 0.540 unit adjustments in output and the adjustment was statistically significant. The adjustment caused by TMT demographics moderately reduced to 0.338 from 0.486. In equation 4.12, a unit adjustment in TMT demographics, organizational structure, interaction of TMT demographics and organizational structure yielded 0.198 negative, 0.022 positive and 0.140 positive adjustments in output respectively. However, all the changes occasioned by the moderation were not statistically significant. Seemingly, TMT demographics had a negative influence on performance. Most likely, this could have been enlightened by the recurrent changes and challenges that arise from government SCs.

4.11.4 TMT Demographics, Corporate Strategy, Organizational Structure on Performance

Computation of composite indices of TMT demographics, corporate strategy, and organizational structure on organizational performance was carried out to ascertain the joint effect of TMT demographics, corporate strategy, and organizational structure on organizational performance. The joint effect was outlined and tested as ***H₄: TMT demographics, corporate strategy, and organizational structure jointly have significant effect on the performance of Kenyan SCs.*** The findings of the examination done to ascertain this joint effect are depicted in Table 4.26.

Table 4.26: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Performance

Model Summary								
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate			
dimension1		.757 ^a	.573	.553	.34257			
ANOVA ^b								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	10.064	3	3.355	28.586	.000 ^a		
	Residual	7.511	64	.117				
	Total	17.575	67					
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.394	.437		.902	.370		
	TMT demographics	.126	.098	.116	1.283	.204	.812	1.232
	Corporate strategy	.466	.087	.520	5.370	.000	.711	1.406
	Organizational structure	.338	.100	.302	3.364	.001	.828	1.207

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure,

b. Dependent variable: organizational performance

Source: Field Data (2016)

The findings in Table 4.26 depicted the combined effect of TMT demographics, corporate strategy, and organizational structure on organizational performance as having a moderately strong positive effect ($R = 0.757$). Using the findings from analyses, the joint effect of TMT demographics, corporate strategy, and organizational structure determined 57.3 percent ($R^2 = 0.573$) of variance in organizational performance with 42.7 percent of organizational performance being described by some variables not evaluated in the framework.

The regression model's F statistic ratio was 28.586, and the calculated p-value was 0.000. As a result of the calculated p-value being lower than 0.05, the thesis accepted the hypothesis denoting that TMT demographics, corporate strategy, and organizational structure combined had a significant effect on performance. This means that the model was suitable to evaluate the hypothesized situation. Surprisingly, TMT demographics independently was not statistically significant on organizational performance (p value=0.204 was greater than calculated p value=0.05). Conversely, corporate strategy and organizational structure independent effects were statistically significant on organizational performance ($\beta=0.466$ and $\beta=0.338$ respectively) and the calculated p values (0.000 and 0.001 respectively) were lower than 0.05.

These relationships are presented in the following equations:

$$OP = 0.394 + 0.126TMT + 0.466CS + 0.338OS \dots\dots\dots 4.13$$

Where: OP = Organizational performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure.

In equation 4.13, a unit adjustment in TMT demographics yields 0.126 positive adjustments in output. Similarly a unit adjustment of corporate strategy yields 0.466 positive adjustments in output while a unit adjustment in organizational structure yields 0.338 positive adjustments in output.

The next sub-section demonstrates findings of TMT demographics, corporate strategy, and organizational structure independent joint effect on the six SBSC measures of organizational performance respectively, to have a better insight and comprehension of the joint effects.

4.11.4.1 TMT Demographics, Corporate Strategy, Organizational Structure on Financial Performance

Statistical findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on financial performance are depicted in Table 4.27. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. Financial performance that is the first SBSC determinant of performance was perceived as the dependent variable.

Table 4.27: TMT Demographics, Corporate Strategy, Organizational Structure on Financial Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
01		.558 ^a	.312	.281	.50282	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.784	3	2.595	10.263	.000 ^a
	Residual	17.193	68	.253		
	Total	24.977	71			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.441	.617		2.335	.022
	TMT demographics	.106	.141	.085	.756	.453
	Corporate strategy	.522	.127	.500	4.112	.000
	Organizational structure	.041	.145	.032	.281	.779

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure,

b. Dependent variable: financial performance

Source: Field Data (2016)

TMT demographics, corporate strategy, and organizational structure jointly exhibited varied influence on financial performance. For instance, the independent, mediating, and moderating variables had a positive effect ($\beta = 0.085$, $\beta = 0.500$ and $\beta = .032$ respectively) on the dependent variable - financial performance. Despite corporate strategy having a statistically significant effect on financial performance (calculated p value was lower than 0.05), both TMT demographics and organizational structure effect on financial performance was not statistically significant as the computed p values (0.453 and 0.779 respectively) were higher than 0.05.

These relationships are represented in the following equations;

$$FP=1.441 + 0.106TMT + 0.522CS + 0.041OS \dots\dots\dots 4.14$$

Where: FP = Financial performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure.

In model 4.14, a unit alteration in the constant produces 1.441 positive adjustments in financial output while a unit adjustment in TMT demographics yields 0.106 positive adjustments in financial output. Conversely, a unit adjustment in corporate strategy yields 0.522 positive adjustments in financial output, and a unit adjustment in organizational structure yields 0.041 positive adjustments in financial output. Only corporate strategy demonstrated a statistically significant influence.

4.11.4.2 TMT Demographics, Corporate Strategy, Organizational Structure on Customer Focus Performance

Statistical evaluation findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on customer focus performance are depicted in Table 4.28. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. The second SBSC measure of performance - customer focus - was conceptualized as the dependent variable.

Table 4.28: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Customer Focus Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
01		.732 ^a	.536	.516	.48364	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.179	3	6.393	27.332	.000 ^a
	Residual	16.607	71	.234		
	Total	35.787	74			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.621	.588		-1.056	.294
	TMT demographics	.027	.135	.018	.200	.842
	Corporate strategy	.726	.122	.582	5.972	.000
	Organizational structure	.375	.137	.246	2.726	.008

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure,

b. Dependent variable: customer focus performance

Source: Field Data (2016)

Using findings in Table 4.28, the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a strong positive relationship ($R = 0.732$) on customer focus performance. These results suggest that the combined influence of TMT demographics, corporate strategy, and organizational structure represents 53.6 percent of variations of Kenyan SCs' customer focus performance ($R^2 = 0.536$). This illustrates 46.4 percent of deviations in customer focus performance is demonstrated by some factors not considered in the model. The model's 27.332 represented the F statistic while p value was 0.000. Since the calculated p value was lower than 0.05, at 95 percent confidence level, the model was regarded as statistically significant. This signifies that the framework was suitable to evaluate the hypothesized situation.

This relationship is described in the equation below:

$$CFP = - 0.621 + 0.027TMT + 0.726CS + 0.375OS \dots\dots\dots 4.15$$

Where: CFP = Customer focus performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure

In model 4.15, a unit alteration in the constant produces -0.621 negative alteration of customer focus whereas a unit alteration in TMT demographics produces 0.027 positive alterations in customer focus performance. Furthermore, a unit alteration in corporate strategy produces 0.726 positive alterations in customer focus performance whereas a unit alteration in organizational structure produces 0.375 positive alterations in customer focus performance. Organizational structure and corporate strategy generated statistically significant independent effects.

4.11.4.3 TMT Demographics, Corporate Strategy, Organizational Structure on Internal Business Processes Performance

Statistical evaluation findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on internal business processes performance are depicted in Table 4.29. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. The third SBSC measure of performance - internal business processes - was conceptualized as the dependent variable.

Table 4.29: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Internal Business Processes Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension 1		.637 ^a	.406	.380	.46149	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.034	3	3.345	15.705	.000 ^a
	Residual	14.695	69	.213		
	Total	24.730	72			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.749	.576		1.300	.198
	TMT demographics	.059	.131	.046	.450	.654
	Corporate strategy	.524	.116	.501	4.516	.000
	Organizational structure	.263	.132	.204	1.991	.050

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure,

b. Dependent variable: internal business processes performance

Source: Field Data (2016)

Using findings in Table 4.29, the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a strong positive relationship ($R = 0.637$) on internal processes performance. These results suggest that the combined influence of TMT demographics, corporate strategy, and organizational structure represents 40.6 percent in variances of Kenyan SCs' internal business processes performance ($R^2 = 0.406$). This implies 59.4 percent of variances in internal business processes performance is depicted by some variables not regarded in the model. The model's 15.705 accounted for F statistic while p value was 0.000. Since the calculated p value was lower than 0.05, at 95 percent confidence level, the model was considered as statistically significant. This signifies that the model was suitable to evaluate the hypothesized situation.

This relationship is depicted in the equation below:

$$IBP = 0.749 + 0.059TMT + 0.524CS + 0.263OS \dots\dots\dots 4.16$$

Where: IBP = Internal business processes performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure

In model 4.16, a unit alteration in the constant generates 0.749 positive alteration of internal business processes performance whereas a unit alteration in TMT demographics generates 0.059 positive alterations in internal business processes performance. Furthermore, a unit alteration in corporate strategy generates 0.524 positive alterations in internal business processes performance whereas a unit alteration in organizational structure produces 0.263 positive alterations in internal business processes output.

4.11.4.4 TMT Demographics, Corporate Strategy, Organizational Structure on Organizational Learning and Growth Performance

Statistical evaluation findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on internal business processes performance are depicted in Table 4.30. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. The fourth SBSC measure of performance – organizational learning and growth performance - was conceptualized as the dependent variable.

Table 4.30: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Organizational Learning and Growth Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
01		.533 ^a	.284	.254	.69352	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.755	3	4.585	9.532	.000 ^a
	Residual	34.630	72	.481		
	Total	48.385	75			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.302	.836		-.362	.719
	TMT demographics	.276	.193	.161	1.430	.157
	Corporate strategy	.398	.174	.277	2.290	.025
	Organizational structure	.434	.197	.246	2.202	.031

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure,

b. Dependent variable: organizational learning and growth performance

Source: Field Data (2016)

Using findings in Table 4.30, the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a moderate strong positive relationship ($R = 0.533$) on organizational learning and growth performance. These results suggest that the combined influence of TMT demographics, corporate strategy, and organizational structure represents 28.4 percent of variations of Kenyan SCs' organizational learning and growth performance ($R^2 = 0.284$). This implies that 71.6 percent of deviations in organizational learning and growth performance is depicted by some variables not regarded in the model. The model's 9.532 accounted for the F statistic while the p value was 0.000. The calculated p value was lower than 0.05, at 95 percent confidence level, the model was considered as statistically significant. This signifies that the framework was suitable to evaluate the hypothesized situation.

This relationship is denoted in the equation below:

$$OLG = -0.302 + 0.276TMT + 0.398CS + 0.434OS \dots\dots\dots 4.17$$

Where: OLG = Organizational learning and growth performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure

In model 4.17, a unit alteration in the constant generates -0.302 negative alteration of organizational learning and growth performance while a unit alteration in TMT demographics generates 0.276 positive alteration in organizational learning and growth performance. Furthermore, a unit alteration in corporate strategy generates 0.398 positive alterations in organizational learning and growth performance while a unit alteration in organizational structure generates 0.434 positive alterations in organizational learning and growth performance.

4.11.4.5 TMT Demographics, Corporate Strategy, Organizational Structure on Social Responsiveness Performance

Statistical evaluation findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on internal business processes performance are depicted in Table 4.31. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. The fifth SBSC measure of performance – social responsive performance - was conceptualized as the dependent variable.

Table 4.31: Effects of TMT demographics, Corporate Strategy, Organizational Structure on Social Responsiveness Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	dimension 1	.626 ^a	.392	.367	.49041	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.177	3	3.726	15.491	.000 ^a
	Residual	17.316	72	.241		
	Total	28.493	75			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.645	.591		1.091	.279
	TMT demographics	.051	.137	.039	.377	.707
	Corporate strategy	.356	.123	.323	2.897	.005
	Organizational structure	.533	.139	.393	3.827	.000

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure

b. Dependent variable: social responsiveness performance

Source: Field Data (2016)

Using findings in Table 4.31, the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a strong positive relationship ($R = 0.626$) on social responsiveness performance. These results suggest that the combined influence of TMT demographics, corporate strategy, and organizational structure accounts for 39.2 percent of variations in Kenyan SCs' social responsiveness performance ($R^2 = 0.392$). This signifies 60.8 percent of deviations in social responsiveness is depicted by some variables not regarded in the model. The model's 15.491 represented the F statistic whereas p value was 0.000. The calculated p value was lower than 0.05, at 95 percent confidence level, the model was considered as statistically significant. This signifies that the framework was suitable to evaluate the hypothesized situation.

This relationship is demonstrated in the equation below:

$$SRP = 0.645 + 0.051TMT + 0.356CS + 0.533OS \dots\dots\dots 4.18$$

Where: SRP = Social responsiveness performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure

In model 4.18, a unit alteration in the constant produces 0.645 positive alterations of social responsiveness performance whereas a unit alteration in TMT demographics generates 0.051 positive alterations in social responsiveness performance. Furthermore, a unit alteration in corporate strategy generates 0.356 positive alterations in social responsiveness performance whereas a unit alteration in organizational structure produces 0.533 positive alterations in social responsiveness performance.

4.11.4.6 TMT Demographics, Corporate Strategy, Organizational Structure on Environmental Integrity Performance

Statistical evaluation findings to determine the combined influence of TMT demographics, corporate strategy, and organizational structure on internal business processes performance are depicted in Table 4.32. The independent variable was TMT demographics; the mediating variable was corporate strategy, whereas the moderating variable was organizational structure. The sixth SBSC measure of performance – environmental integrity performance - was conceptualized as the dependent variable.

Table 4.32: Effects of TMT Demographics, Corporate Strategy, Organizational Structure on Environmental Integrity Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0 1		.523 ^a	.274	.243	.60699	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.861	3	3.287	8.922	.000 ^a
	Residual	26.159	71	.368		
	Total	36.020	74			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.121	.734		.165	.870
	TMT demographics	.312	.169	.211	1.846	.069
	Corporate strategy	.240	.152	.193	1.573	.120
	Organizational structure	.428	.174	.278	2.469	.016

a. Predictors: (Constant), TMT demographics, corporate strategy, organizational structure

b. Dependent variable: environmental integrity performance

Source: Field Data (2016)

Using findings in Table 4.32, the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a moderate positive relationship ($R=0.523$) on environmental integrity performance. These results suggest that the combined influence of TMT demographics, corporate strategy, and organizational structure accounts for 27.4 percent of variations in Kenyan SCs' environmental integrity performance ($R^2 = 0.274$). This implies that 72.6 percent of deviations in environmental integrity performance is depicted by some variables not regarded in the model. The model's 8.922 accounted for the F statistic while p value was 0.000. Since the calculated p value was lower than 0.05, at 95 percent confidence level, the model was interpreted as statistically significant. This signifies that the framework was suitable to evaluate the hypothesized situation.

This relationship is illustrated in the equation below:

$$EIP = 0.121 + 0.312TMT + 0.240CS + 0.428OS \dots\dots\dots 4.19$$

Where: EIP = Environmental integrity performance or output, TMT = Composite TMT demographics, CS = Composite corporate strategy, OS = Composite organizational structure

In model 4.19, a unit alteration in the constant produces 0.121 positive alterations of environmental integrity output whereas a unit alteration in TMT demographics produces 0.312 positive alterations in environmental integrity output. Furthermore, a unit alteration in corporate strategy produces 0.240 positive alterations in environmental integrity output whereas a unit alteration in organizational structure produces 0.428 positive alterations in environmental integrity output.

4.12 Summary of Hypotheses

The study had four objectives with corresponding hypotheses. A summary of the findings of these hypotheses is highlighted in Table 4.33.

Table 4.33: Summary of Results and Test of Hypotheses

Objective	Hypothesis	Empirical Evidence	Decision
Objective 1: Determine the effect of TMT demographics on the performance of Kenyan SCs.	H₁: TMT demographics significantly influence the performance of Kenyan SCs.	Supported	Accepted
Objective 2: Establish the effect of corporate strategy on the association between TMT demographics and the performance of Kenyan SCs.	H₂: Corporate strategy mediates the association amidst TMT demographics and performance of Kenyan SCs.	Supported	Accepted
Objective 3: Ascertain the effect of organizational structure on the association between TMT demographics and the performance of Kenyan SCs.	H₃: Organizational structure moderates the influence of TMT demographics on the performance of Kenyan SCs.	Supported	Accepted
Objective 4: Determine the combined influence of TMT demographics, corporate strategy, and organizational structure on the Kenyan SCs' performance.	H₄: TMT demographics, corporate strategy and organizational structure combined have significant influence on the Kenyan SCs' performance.	Supported	Accepted

Source: Field Data (2016)

The first hypothesis was TMT demographics significantly influence the performance of Kenyan SCs. Second, corporate strategy mediates the association between TMT demographics and performance of Kenyan SCs. Third, organizational structure moderates the effect of TMT demographics on the performance of Kenyan SCs. Fourth, TMT demographics, corporate strategy, and organizational structure combined have significant influence on the Kenyan SCs' performance. All the hypotheses were evaluated and the findings supported them, thus, accepted all the hypotheses. The conceptual model was also confirmed and remained unchanged.

This chapter presented the descriptive statistic and preliminary tests on the data from the responses received and how various variables manifested in the Kenyan SCs that were studied. The tests included the mean scores, one sample t-tests, coefficient of variations (CVs), frequencies, and significance levels. The CVs were computed to check for variability in responses and found to be moderately low meaning that respondents generally agreed on the various aspects. The study's response rate was 83.76 percent of the population of the study. This response was compared to other studies in the same context and was found to be representative and among the best. Results were presented in tables and interpretations done and compared to extant literature. Results indicate normal distribution of the responses and statistically significant variations in the manifestation of some study variables. The results mean that there were mixed outcomes across organizations on the aspects presented to the respondents regarding manifestation of various variables across the studied Kenyan SCs.

The results further indicate that performance of Kenyan SCs has been generally good for the time covered by the thesis. Most of the Kenyan SCs have been in existence for a period of over five years and deliver their services across the country. The results show that Kenyan SCs had well educated managers who had the requisite functional background. The respondents were found to be knowledgeable about the variables under study given their tenure within the organization.

This chapter delved into tests of hypotheses. Four hypotheses were formulated from the specific research objectives. The results of the research established that TMT demographics significantly influence the performance of Kenyan SCs. The results also revealed that corporate strategy mediates the association across TMT demographics and performance of Kenyan SCs. Concerning organizational structure, the study established that it moderates the effect of TMT demographics on the performance of Kenyan SCs. Finally, the study established that TMT demographics, corporate strategy, and organizational structure combined have significant influence on the Kenyan SCs' performance. The next chapter presents discussion of the findings from which the findings are compared to the findings of other studies.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter presents discussion of various tests carried out on the formulated study's hypotheses. There were four main variables in the study. The conceptual model advanced TMT demographics as the independent variable and was measured by five indicators. Organizational performance was a dependent variable measured by six indicators. Corporate strategy was an intervening variable on the association amidst TMT demographics and organizational output and was measured by four indicators. Organizational structure was conceptualized as playing a moderating role between TMT demographics and organizational performance and was measured by two indicators. The study had four hypotheses to establish different relationships among the variables.

The findings of the tests of the hypotheses are described in chapter four. The findings from the evaluation of hypotheses are compared with empirical and theoretical propositions from extant literature and, thus, bringing to play areas of agreement and disagreement. The discussions were done along conceptual, empirical, and theoretical dimensions as guided by the anchoring theories (configuration, upper echelon, behavioural, institutional, and stakeholder theories) of the thesis. The discussions are organized systematically following the four objectives.

The first objective was to examine the influence of TMT demographics on the performance of Kenyan SCs. Second, establish the effect of corporate strategy on the association amidst TMT demographics and output of Kenyan SCs. Third, ascertain the influence of organizational structure on the association between TMT demographics and output of Kenyan SCs. Fourth, establish the joint effect of TMT demographics, corporate strategy, and organizational structure on the performance of Kenyan SCs.

5.2 TMT Demographics on Organizational Performance

The first objective and corresponding hypothesis was to examine the effect of TMT demographics on the performance of Kenyan SCs. To test for the objective and the corresponding hypothesis, tests were done to establish the percentage of variations in the performance brought about by TMT demographics. More tests were done to establish the effect of TMT demographics along the six SBSC determinants of performance. The research findings supported the hypothesis. Overall, TMT demographics correlate with performance up to 54.0 percent ($R^2 = 0.540$) which means that the remaining 56.0 percent of difference in organizational performance is accounted by some factors not reviewed in this framework. This is a moderately strong positive relationship and explains 29.2 percent variation in performance. This proportion that is explained by TMT demographics is statistically significant (F statistic was 22.472, $p < 0.05$). On the basis of these results *H₁: TMT demographics significantly influence the performance of Kenyan SCs* is supported. The study, therefore, accepted the hypothesis.

The findings are compatible with the results of a similar study by Mkalama (2014) on the influence of top management demographics on Kenyan SCs; who found out that the combined top management demographics positively influence organizational performance, thus, confirming Hambrick and Mason (1984) study on the upper echelon theory and Norburn and Birley (1988) which established that TMT demographics positively influenced organizational performance. Certo et al., (2006) and Nielsen and Nielsen (2010) argued that TMT demographics influence the way they perceive issues and, therefore, the kind of strategies they adopt for their organizations. This study's findings, however, contradict the findings by Kasomi (2015) who found the influence of diversity in top management on general organizational output was not statistically significant.

The findings on individual influence of TMT demographic characteristics on organizational performance had mixed results. Only gender had statistically significant influence on performance of Kenyan SCs, thus, supported Shermon (2016) who indicated that diversity in gender can bring in heterogeneous experience and strategic facets in the organization, and hence stellar organizational performance, but contradicted Dezso and Ross (2012) who postulated that women representation did not influence organizational performance except where an organization's strategy was focused on innovation. Educational background, functional background, tenure, and age however, did not exhibit significant effect on performance, hence, supported Wiersema and Bantel (1993) who argued that education alone cannot bring about performance, but has to be combined with other TMT demographics.

5.2.1 TMT Demographics on Financial Performance

The effect of TMT demographics was further tested against each of the six perspectives of performance. Results indicated the independent influence of TMT demographics on financial performance of Kenyan SCs are statistically significant for the gender ($p=0.000$, $F=6.520$). Overall, TMT demographics correlate with financial performance up to 0.538 meaning it is a moderately strong positive relationship and explain 29.0 percent variation in financial performance. The findings of the research are in tandem with the results of a research by Awino (2013) who found the influence of TMT demographics on financial performance in the service industry to be statistically significant. Hambrick (2005) study found that TMT demographics determine organizational efficiency and effectiveness that yielded to improved financial performance. Each TMT member's cognitive resources yield to the general success of the team hence TMT demographics promote creativity, innovativeness, and strategic decision making capacity.

The findings indicated that longer tenured TMTs had a tendency to pursue strategies reflective of industry trends, which they speculate reflects a manager's risk aversion, dedication to prior activities, and limitation in information handling and processing. The results are also in tandem with the results of a research by Kasomi (2015) who indicated that age has been found to influence performance both negatively and positively where by older managers have been found to be risk averse and would be best suited for organizations that are in stable environments. Younger managers are perceived to be innovative, agile, and have higher risk appetite.

The findings are inconsistent with studies by Kinuu (2014) and Kasomi (2015) who associated high educational achievement with skills, greater innovation, knowledge, and openness to adjustments. Additionally, Carpenter and Fredrickson (2013) note that socio-cognitive capabilities of TMTs connected to educational background, particularly greater information-processing capabilities, open mindedness, flexibility, and greater receptivity to adjustments are probably to take vital responsibilities in establishing success in the performance of organizations.

These findings also confirmed the ambiguity of the productivity effects of gender diverse TMTs. Past researches (Carter et al., 2010; Smith et al., 2006) indicated negative results that is in tandem with the results of this research and those studies that recorded negative results (Kolev, 2012; Minguez-Vera & Martin, 2011; Ahern & Dittmar, 2012) which are inconsistent with the findings of this study.

5.2.2 TMT Demographics on Customer Focus Performance

With regard to customer focus performance of Kenyan SCs, the results revealed that TMT demographics and performance are statistically significant ($p=0.027$, $F=2.682$). Overall, TMT demographics correlate with customer focus performance up to 0.371 meaning it is a moderately weak positive relationship and explain 13.8 percent variation in customer focus performance. Even though that is the case, none of the operational indicators of the TMT demographics revealed statistically significant independent effects. Positive effects were reported for all the other indicators of TMT demographics.

How an organization, public or private, responds to customer expectations has developed to be not only the rhetoric of each organization, but also holds notable orientation in each debate. No organization can actually exist without establishing its client service and ensuring that clients' requisites are met (Ojo, 2010). Responding to customer expectations aids in bonding the interaction among clients and the organizations. This is a two-way movement of value which eventually enhances organizational performance. SCs, therefore, are witnessing increased pressure to provide quality services and enhance efficiencies (Robinson, 2003).

Kolev (2012) argues that client focus performance is the alignment of an organization towards serving its clients' requisites. Maintaining a client focus is normally a powerful supporter to the general success of a corporation and comprises confirming that all facets of the corporation places its clients' contentment first. Also, maintaining a client focus normally comprises perpetuating an effectual client interactions and service scheme.

The results are also congruent with the results of a study by Christian et al., (2006) who indicated a positive influence of demographic traits. The positive findings of demographic traits are brought about because of broader perspectives while the negative results are attributed to problems related to group cohesion. Favourable perspectives of greater demographic characteristics incorporate creating many choices, improved examination of these choices, and improved forecasting of environmental adjustments, while the negative perspectives include sluggish decision-making, failures in communication, and interpersonal problems.

5.2.3 TMT Demographics on Internal Business Processes Performance

The findings also indicated that the effect of TMT demographics on internal business processes performance of Kenyan SCs are statistically significant ($p=0.002$, $F=4.107$). Overall, TMT demographics correlate with internal business processes performance up to 0.450 meaning it is a moderately weak positive relationship and explain 20.2 percent variation in internal business process performance. In relation to the independent TMT demographics, only gender revealed statistically significant effects on internal business processes performance. In their study to ascertain the influence of organizational culture on internal processes of large manufacturing companies in Kenya, Kariuki and Bwire (2016) found that organization culture explained variances in internal processes of large firms. Consequently, TMTs of large firms should cultivate organization culture capable of making positive contribution to the firm's internal business processes performance.

These results support arguments by Jehn and Bezrukova (2004) who indicated that failure to create a proper workgroup context that supports attainment of value in demographics is likely to leave the top managers balancing between a more complex and unproductive workplace. Tibben (2010) argument that TMT demographics seems to be a double-edged sword is also confirmed by the findings as the demographic characteristics have both negative and positive influence on performance. TMT demographics generate positive influences on performance as a result of increasing the opportunity for creativity. The negative effect is brought about by the dissatisfaction among and failure of the group members to identify with the group.

According to Pitcher and Smith (2001), there is no clear association between TMT diversity and the TMT perceptual diversity. Furthermore, TMT demographics cannot be simply adopted to estimate highly-rooted variables like attitudes and personalities. For instance, in their research it was determined the youth did not express the innovation and open mindedness of TMT members. These mixed results confirm the argument that the influences of the utilization of demographic characteristics in workgroups are not satisfactorily explained Tibben (2010). The proof is complex since TMT demographics seem to relate with a mixture of some team and institutional variables (Williams & O'Reilly, 1998).

5.2.4 TMT Demographics on Organizational Learning and Growth Performance

The findings further indicated the independent influence of TMT demographics on organizational learning and growth performance of Kenyan SCs are statistically significant ($p=0.000$, $F=5.598$). Organizational learning and growth performance illustrates the framework that is the requisite for the attainment of the goals of other firm objectives and it focuses on capabilities, goal orientation, and motivation of employers and information systems (Figge et al., 2002). Whereas performance evaluation could generate “adaptation” of structures, change in strategy can only take place through “learning”. Organizational learning alludes to procedures of discovering and correcting error. Institutions could or could not understand from their mistakes. Therefore, only those institutions that deliberately create structures and strategies in order to strengthen and make best use of “organizational learning” can be regarded as “learning organizations”.

Overall, TMT demographics correlate with organizational learning and growth performance up to 0.498 meaning it is a moderately weak positive relationship and explain 24.8 percent variance in organizational learning and growth. It was also established that functional background and gender revealed statistically significant effects on organizational learning and growth performance.

The results of the research are in tandem with the findings of a research by Pala et al., (2008) who indicated that TMT demographics such as functional background generates a feeling of organizational dedication determined by circumstances and the conventional orientation it creates which ultimately affects performance positively. Gender on the other hand has a high influence on human resources' organizational dedication, where it alludes to socio-psychological classification of masculinity and femininity and that also affects performance positively.

The negative effects of education are consistent with (Horwitz, 2005). He argued that negative influence of TMT demographics on organizational performance are attributed to the source of heightened dispute amongst people inside the social team (Horwitz, 2005). Nevertheless, the social institutional view notices a vital origination of antagonism and loss of efficiency inside institutions associated with the orientation of persons along social identification spheres and that undermines performance. This supports the argument that demographic characteristics can also play a negative role on performance especially when individuals align along social identity lines.

5.2.5 TMT Demographics on Social Responsiveness Performance

The relationship between TMT demographics and social responsiveness performance of Kenyan SCs was also established and the findings indicated a statistically significant ($p=0.005$, $F=3.631$) relationship. Overall, the results indicated that TMT demographics correlate with social responsiveness performance up to 0.420 meaning it is a moderately weak positive relationship and explain 17.6 percent variation in social responsiveness. Only gender revealed to have statistically significant effects on social responsiveness.

Social responsiveness is perceived as a brilliant investment, producing advantages both to the organization, and to their whole society. Enhancing the association with the society (customers, employees, civil societies, communities, trade unions, financiers, general public, suppliers, and government/administration), impacting the focused population, placing the organization on a higher-ranking step in the community, desired character for the organization, customer allegiance towards the organization and its products and services, inducing the staff and constructing excellence in trading offering an actual competitive impact are vital endowments of social responsiveness. Social responsiveness is important for the long run profitability of organizations and underscores human perspective of business, depicting an important relationship with the general community and with the society where the business is positioned (Dinu, 2012).

The effect of TMT demographics on social responsiveness performance was statistically significant in this research. This ascertains an empirical research by Post et al., (2011) which established that TMT demographics has significant influence on aspects of CSR done in an effort to gain support from different stakeholders. From the stakeholder theory (Freeman, 1984) there is an agreement between practitioners and academics alike that organizational success should be judged on how best TMTs manage the interests of its multiple stakeholders. Proponents of the stakeholder theory assert that for organizations to remain viable and get support from all stakeholders, they have to participate in CSR functions. Organizations that advance social benefits to the societies in which they work are able to rejuvenate their performance due to good public image (Bear et al., 2010).

5.2.6 TMT Demographics on Environmental Integrity Performance

The sixth and final aimed at testing the latest SBSC determinant of organizational performance which came into force as a result of evolving voice of natural environmentalists - environmental integrity performance (Hubbard, 2009; Elkington, 1997). The study findings revealed that the independent influence of TMT demographics on environmental integrity performance of Kenyan SCs are statistically significant ($p=0.003$, $F=3.972$) with TMT demographics correlating with environmental integrity up to 0.439 meaning it is a moderately weak positive relationship and explain 19.3 percent variation in environmental integrity. On the other hand, gender and tenure revealed statistically significant effects on environmental integrity and none of the other operational indicators of the TMT demographics showed statistically significant independent effects.

Organizations are aggressively initiating eco-friendly CSR processes that would trigger competitive advantage to create long term values. Organizations are building consensus on environmental social responsibility that lead to sustained competitive advantage (Ricks, 2005). In the previous two decades, more corporations have voluntarily integrated environmental issues in their business strategies as part of the stakeholder theory through corporate sustainability activities. As an example, customers and employees are putting immense pressure demanding integration of environmental integrity in the business operations.

Environmental regulation bodies have introduced a mandatory requirement that would ensure that organizations use eco-friendly technologies. This regulation was conceived to reduce negative consequences to the environment occasioned by some organizational processes. Regulators are also pushing corporations to be more ethical as this drive has worked for the shareholders because there is an interaction between financial performance and environmental integrity performance.

5.3 TMT Demographics, Corporate Strategy on Organizational Performance

To establish the intervening effect of corporate strategy on the association between TMT demographics and output of Kenyan SCs formed the second objective of the thesis. This research investigated the facets of corporate strategy in terms of corporate restructuring mainly focusing on corporations that had been performing poorly but have not yet reached a critical stage to wind up. Outsourcing encompassing intensity of outsourcing of none core functions in breadth and depth and the outsourcing policy. Turnaround that is the extent to which the organization is reviving its performance by employing more efficient operations in developing of products or services that are profitable, pruning workforce and trimming distribution outlets. Diversification concerned with introduction of new products/markets to meet customer needs. Corporate strategy, hence, was considered as a composite index in hypothesis testing.

The model indicated R^2 of 0.178 while the introduction of the mediator in the model showed an increase to 0.465. It means that the mediating influence of corporate strategy on the association amidst TMT demographics and output explained 46.5 percent of performance. The remaining 53.5 percent was described by other variables not reviewed in the model. There was equally a moderate positive increase in correlation to 0.682. The results further show that overall importance of the model with mediating effects indicated p-value of 0.000 that was lower than 0.05. This hypothesis was, thus, accepted and resolved that corporate strategy did have a mediating influence on the association between TMT demographics and organizational output.

The research results are consistent with Mkalama (2014) who contended that organizations which are able to align managerial demographics to their strategic direction perform better than those which fail to do so. The description and effectiveness of organizational reactions differ with how top managers trigger and interpret strategic issues.

5.4 TMT Demographics, Organizational Structure on Performance

The third objective sought to ascertain the moderating effect of organizational structure on the relationship amidst TMT demographics and performance. The findings indicated R^2 of 0.214 before introduction of the moderator in the model and this increased to 0.421 after introduction of a moderator. It means the moderation effect of organizational structure on the relationship amidst TMT demographic and performance explained 42.1 percent of changes in performance. The remaining 57.9 percent was described by other variables not reviewed in the framework. The results showed that general significance of the framework with moderated effects indicated p-value of 0.000 which is below 0.05 confirming existence of moderation.

The null hypothesis was, therefore, accepted and that meant that organizational structure had a moderating effect in the association amidst TMT demographics and organizational output. The findings further illustrated that organizational structure was positively correlated to performance and that a unit alteration in it produces positive alterations in performance.

The findings are consistent with Menz (2012) who indicates that backgrounds of the executives is highly influenced by their functional backgrounds and notes that TMT dominated by managers from output functions would probably focus on outside markets, whereas TMT dominated by managers from throughput functions would probably focus on internal efficiency. Past research has tended to associate the educational level of top managers with their alignment in perception and knowledge base.

The findings also support an argument by Mintzberg (1979) who suggests that an organic structure, having low extent of bureaucracy and high extent of information apportionment and decentralization improves organizational flexibility and capability to readjust to recurrent environmental adjustment. The results are however inconsistent with Oyewobi et al, (2013) who established that organizational arrangement or structure and form has no immediate influence on financial and non-financial output.

5.5 TMT Demographics, Corporate Strategy, Organizational Structure on Performance

The fourth objective was to determine the joint influence of TMT demographics, corporate strategy, and organizational structure on organizational output. The joint effect was evaluated as *H₄: TMT demographics, corporate strategy, and organizational structure combined have significant influence on the Kenyan SCs' performance.*

This amalgamation is in tandem with propositions by Carpenter (2002) and Doz and Kosonen (2007) who posited that the association between TMT demographics and performance require deliberation of some contextual factors such as corporate strategy that should be deliberated if interrogating TMT demographic facets - performance interaction. The finding depicted that the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a moderately strong positive influence ($R = 0.757$) on organizational performance. The joint influence of TMT demographics, corporate strategy, and organizational structure described 57.3 percent ($R^2 = 0.573$) of deviations in organizational output with other variables not reviewed in the framework representing 42.7 percent of organizational output.

The regression framework's F statistic ratio was 28.586 and the computed p-value was 0.000 and since the computed p-value was below 0.05, therefore, the study accepted the hypothesis implying that TMT demographics, corporate strategy, and organizational structure combined exhibited a significant influence on organizational output. On the contrary, independent effects of TMT demographics on organizational output was not statistically significant (p value=0.204 was above computed p value= 0.05).

The individual influence of corporate strategy and organizational structure on organizational output was statistically significant ($\beta=0.466$ and $\beta=0.338$ respectively) and the computed p values (0.000 and 0.001 respectively) were below 0.05. The results illustrate a unit adjustment in TMT demographics produces 0.126 positive adjustments of output. Comparably, a unit adjustment of corporate strategy produces 0.466 positive adjustments in output whereas a unit adjustment in structure produces 0.338 positive adjustments in output. The research furthermore evaluated individual combined influence of TMT demographics, corporate strategy, and organizational structure on the six individual SBSC determinants of organizational output.

The result is congruent with Harris and Ruefli (2000) who demonstrated that organizational structure and corporate strategy have a complementary interrelationship and a positive performance effect. Scholars contend that procedures which transform strategies into play, invariably referred to as strategy doing, operationalization, or implementation of strategies unfurl through structures, and actions. Strategies are legitimized through structures and behaviour and that eventually influences output of organizations.

Concerning financial performance, the findings demonstrated that TMT demographics, corporate strategy, and organizational structure had varied influence on financial performance. The independent, intervening, and moderating variables exhibited a positive influence ($\beta = 0.085$, $\beta = 0.500$ and $\beta = 0.032$ respectively) on financial output and only corporate strategy exhibited a statistically significant effect. The research results also demonstrated that the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a strong positive relationship ($R = 0.732$) on customer service. The study results illustrated that the combined influence of TMT demographics, corporate strategy, and organizational structure describes 53.6 percent of deviations in the Kenyan SCs' customer focus ($R^2 = 0.536$).

The findings were also varied compared with financial performance. The statistical evaluation led to the conclusion that a unit change in TMT demographics generates 0.027 positive changes in customer service, a unit change in corporate strategy generates 0.726 positive changes in customer service whereas a unit change in organizational structure generates 0.375 positive changes in customer service. Corporate strategy and organizational structure had a significant effect on customer service performance.

The description and effectiveness of organizational reactions differ with how top managers trigger and interpret strategic issues. According to Machuki and Aosa (2011), strategic decision making is critical as it determines whether or not the organization will continue to exist. Kaplan and Norton (2006) argued that the complexity of strategic decision making processes puts great demands on organizations and their TMTs because it influences customer service performance.

The results on organizational learning and growth illustrated that the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a moderate strong positive relationship ($R = 0.533$) on organizational learning and growth explaining 28.4 percent of variation in organizational learning and growth of Kenyan SCs ($R^2 = 0.284$). The findings also demonstrated that only corporate strategy and organizational structure exhibited a remarkable influence on organizational learning and growth. The findings also demonstrated that the combined influence of TMT demographics, corporate strategy, and organizational structure exhibited a strong positive relationship ($R = 0.626$) on social responsiveness besides environmental integrity ($R = 0.523$). The combined influence of TMT demographics, corporate strategy, and organizational structure describes 39.2 percent of variations in Kenyan SCs' social responsiveness ($R^2 = 0.392$) and 27.4 percent of deviations in Kenyan SCs' environmental integrity ($R^2 = 0.274$). Both corporate strategy and organizational structure exhibited a remarkable influence on social responsiveness performance. Only organizational structure had a remarkable influence on environmental integrity performance.

The results are congruent with postulations by Schein (1985) that strategies affect the association amidst structures and behaviour and the reciprocal holds. The postulation is that “espoused values” have an influence on “artefacts,” that in turn impact “espoused values.” As long as organizational structures and behaviour are recognized as components of organizational artefacts, all are contrived by strategy. The results also support Chandler’s (1962) dictum which empirically determined that firms, after alteration in strategies, experienced a phase of inefficaciousness. Nevertheless, after structural adjustments were attained, firms commenced to be greatly profitable again confirming that corporate strategy has a positive influence on performance.

The results are consistent with Finkelstein et al., (2009) who contemplated that worldwide for every ten SCs eight experienced a heterogeneous TMT that determine which corporate strategy to employ, on the contrary, TMT is greatly determined by the existing organizational structure as the organizational structure administers the flow of information across TMT and that consequently affects organizational performance remarkably. The findings also are in tandem with Akinyele (2011); Lavie’s (2006); and Grewal and Tansuhaj (2001) who noted that the structure and strategies utilized by corporations influence their market share positively.

5.6 Contribution of the Study to New Knowledge

Perhaps the most important implication of this thesis was in its undertaking to augment an empirical and conceptual debate on the interactions that exist among theories that enlighten TMT demographics, corporate strategy, and organizational structure on organizational performance. This makes this thesis important and unique. It is anticipated that the results of the thesis shall stimulate not only a profound conceptual, but also theoretical discourse on how to connect the two spheres.

The upper echelons theory underpins the interaction of TMT demographics and performance as it presupposes that strategic decisions and the performance degrees of corporations are comparatively forecasted by TMT demographics. Configuration and institutional theories establish the interface existing amidst structure and strategy. They determine how TMT demographics, organizational structure, and corporate strategy are profiled into a synergetic whole to yield outstanding performance whereas behavioural theory concentrates on the disposition of TMTs in strategy formulation and execution premised on the kind of structure they embrace. Finally, stakeholder theory is rooted in the definition of corporations as groupings of stakeholders. The findings confirmed of all the five theories employed in this study, consequently, enhancing their applicability.

Composite TMT demographics influenced organizational performance positively. While testing for the independent effects of TMT demographics' indicators on performance, gender was ascertained to be statistically remarkable in all the six determinants of SBSC performance except for customer focus performance (where the computed *p*-value was 0.083 greater than 0.050, therefore, not statistically significant). Gender is a sensitive issue and the 2010 Constitution of Kenya requirement of 30 percent representation of women in recruitment, promotion and appointment should be fully implemented in the TMTs of Kenyan SCs. Currently, this is an affirmative action policy and not fully executed to increase female participation and representation at all decision making levels. Corporate strategy and organizational structure mediated and moderated the relationship between TMT demographics and performance respectively; hence, TMTs in Kenyan SCs should formulate and implement corporate strategies given proper organizational structure hence stellar performance achievement.

Possibly the most captivating and unique findings of the thesis were the independent positive influences of TMT demographics which were not statistically remarkable nevertheless the overarching combined influence was significant in all cases evaluated. Performance was influenced positively by all the variables. Perhaps, this could have been probably enlightened by the excessive bureaucracy, appointment process, and politics that make SCs inefficient and deviate them from prudent business principles, lack of managerial discretion, and under-utilization of state resources, frequent adjustments, and problems which arise from SCs. This debate should extend past this thesis.

Finally, the study's conceptual model was tested and retained as is by empirical evidence hence leading to the likelihood of organizational performance being influenced by more than one variable. The retention of the model, therefore, served to validate the broad objective of this study that corporate strategy and organizational structure significantly influence the association across TMT demographics and performance of Kenyan SCs.

The chapter elaborated the discussion of the findings along hypotheses formulated which were organized on the foundation of the specific study objectives. The results were found to largely support several theoretical postulations and previous empirical studies while differing with others. The key findings were that TMT demographics were found to influence organizational performance significantly.

Corporate strategy was also ascertained to have a remarkable mediating influence on the association amidst TMT demographics and performance. Furthermore, organizational structure also had a significant moderating influence on the association amidst TMT demographics and organizational output. Concerning the joint effect, TMT demographics, corporate strategy, and organizational structure were found to jointly have an outstanding influence on organizational output. In what follows, chapter six presents the summary, conclusion, and recommendations.

CHAPTER SIX

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

6.1 Introduction

This study is one of the theoretically grounded empirical investigations of the effect of corporate strategy and organizational structure on the interaction between TMT demographics and performance of Kenyan SCs. To accomplish this, four objectives of the study were established in chapter one and corresponding hypotheses formulated in chapter two. The methodology of the research detailing the roadmap of how the research was done was highlighted in chapter three. The hypotheses were tested and findings reported in chapter four and discussed in chapter five respectively.

The fundamental focus and objective of any corporation should be continuous performance because it is along performance that corporations are capable of growing. Identifying the factors of corporation performance is vital mostly in the backdrop of the present economic setback as it ensures knowing those determinants which must be considered with a heightened interest so as to better corporation performance. This thesis used the SBSC measures of corporation performance.

This chapter, therefore, elaborates the summary of the study, the conclusions, and recommendations for further research. In what follows the vital results amongst associations of the variables of the thesis were handled and juxtaposed with the conclusions of the study. Additionally, it presents the consequences of the results to theory, policy, and managerial practice. Eventually, the chapter describes the limitations and generates guidelines which further researches should review.

6.2 Summary

This study first established the demographic information and the findings indicated that 32.3 percent of Kenyan SCs were broadly categorized as commercial while 67.7 percent as non-commercial thus majority of the Kenyan SCs are non-commercial and depend on exchequer for additional funding. Furthermore, majority of the Kenyan SCs were more than 20 years old with a representation of 43.8 percent while 42.7 percent had been in operations for more than five years and up to 20 years.

Age of an organization is strongly related to organizational maturity. The findings on age indicated that nearly 85 percent of the Kenyan SCs had been in existence for over 5 years. Only 15.6 percent of SCs were found young, less than 5 years old. Other findings revealed that most of the organizations under study have a formal written guideline that defines the age limit for top managers during recruitment. Furthermore, in most organizations, age has been a critical factor in recruitment of their top managers.

The broad objective was to establish the influence of corporate strategy and organizational structure on the association amidst TMT demographics and performance of Kenyan SCs. To achieve this, the study first established the interaction between TMT demographics and performance of Kenyan SCs then the mediating effect of corporate strategy on the association between TMT demographics and performance of Kenyan SCs followed by the moderating influence of organizational structure on the association amidst TMT demographics and organizational output of Kenyan SCs and lastly the joint effect of TMT demographics, corporate strategy and organizational structure on the organizational output of Kenyan SCs.

6.2.1 TMT Demographics on Organizational Performance

The analysis of this relationship brought out mixed results. TMT demographics had a significant influence on the organizational output of Kenyan SCs. TMT demographics account for up to 54.0 percent of deviation in corporation performance. Regarding the effect of TMT demographics on each measure of performance, TMT demographics had significant influence on financial performance, internal business processes, customer focus performance, social responsiveness performance, organizational learning and growth performance, and environmental integrity performance.

TMT demographics account for different percentages in variation of each of the measures of performance. TMT demographics account for up to 53.8 percent of the changes in financial performance, 37.1 percent of the variation in customer focus, 45.0 percent of the adjustments in internal business processes performance, 49.8 percent of the variance in organizational learning and growth performance, and 42.0 percent of the variation in social responsiveness performance and up to 43.9 percent in the variation of environmental integrity performance.

The findings have been supported by literature and indicate that TMT demographics of gender can bring in heterogeneous experiences and strategic facets in the organization. Longer tenured TMTs had a tendency to pursue strategies reflective of industry trends, which they speculate reflects a manager's risk aversion, dedication to prior activities, and limitation in information handling and processing. It can, therefore, be postulated that TMT demographics have an effect on organizational performance. The findings are also supported by earlier studies which also found positive association between TMTs demographics and corporation performance.

6.2.2 TMT Demographics, Corporate Strategy on Organizational Performance

Corporate strategy mediates the association between TMT demographics and organizational output. The mediating influence of corporate strategy on the association between TMT demographics and performance accounted for up to 46.5 percent of the variation in performance. Hierarchical regression was adopted to analyze the mediating responsibility of corporate strategy on the interaction between TMT demographics and organizational performance.

Findings demonstrated that corporate strategy had a significant mediating effect on this relationship. Notably, the introduction of the corporate strategy to TMT demographics resulted in a statistically significant relationship. Overall, the mediating effect of corporate strategy on the association amidst TMT demographics and organizational output resulted in the change of the explanatory power of the framework by 54.2 percent. This results supported previous studies while did not support others.

The study investigated the facets of corporate strategy. It was established that Kenyan SCs adapted corporate restructuring and turnaround strategies to a large extent whereas outsourcing and diversification was adapted to a strong moderate extent. Hierarchical regression was employed to analyze the mediating role of corporate strategy on the association across TMT demographics and corporation performance. Findings indicated that composite corporate strategy had a significant mediating influence on this relationship. Organizations which are able to align managerial demographics to their strategic direction therefore perform better than those which fail to do so. The scope and effectiveness of corporation reactions differ with how top managers trigger and interpret strategic issues.

6.2.3 TMT Demographics, Organizational Structure on Performance

Organizational structure had a remarkable moderating influence on the association amidst TMT demographics and organizational output. The moderation influence of organizational structure on the association amidst TMT demographic and performance accounts for up to 42.1 percent of changes in performance. The organizational structure performs an important role in the attainment of organizational set objectives and achievement of its strategic targets and course. Organizational structure becomes more applicable when it is in unison with the goal mission, surrounding that is competitive and capabilities of the corporation.

Organizational structure was positively correlated to performance and that a unit change in it yields positive changes in performance. This supports an argument, that when proper organizational structure is put in place, there is a reduction of role conflicts brought by TMT demographics and avoids stress to managers; it will also specify the span of control. Organizational structure is considered as a higher-order capability or resource whose applicability is derived from organization of other capabilities. These contingent factors of organizational structure owned by the firm must be in a proper combination in order to acquire competitive value and hence assist the organization attain high performance levels.

Organizational structure plays a pivotal duty in any specific corporation by providing the bedrock upon which conventional operating processes and routines rest. Furthermore, organizational structure is critical in determining how roles are shared among individuals and what part each must occupy in the organizational decision making process. In so doing, organizational structure reduces role conflicts hence positively influence and define the organization's strategy. Consequently, the organizational performance is positively influenced as the organization is enabled to achieve its goals and objectives.

The performance influence of organizational structure is moderated by variations in the environment and in order to achieve satisfactory superior output sufficient attention is needed to have organizational structure that is comparable with the existing environment dynamism in place. The structures should be portrayed with several features like governance, communication, control, organizational knowledge, prestige, values, and prestige.

6.2.4 TMT Demographics, Corporate Strategy, Organizational Structure on Performance

The relationship between these variables indicated mixed results. TMT demographics, corporate strategy, and organizational structure exhibited a relatively powerful positive influence on corporation performance. The joint influence of TMT demographics, corporate strategy, and organizational structure ascertained up to 57.3 percent of the deviation in organizational output. When TMT demographics, corporate strategy and organizational structure are all considered, only TMT demographics influence on corporation performance was not statistically remarkable. This indicates that when TMT makes proper strategic choices on the organizational structure to adopt, then it leads to better organizational performance.

When the three factors are considered jointly, they explain up to 31.2 percent of financial performance, 53.6 percent of deviation in Kenyan SCs' customer focus, 28.4 percent of deviation Kenyan SCs' in organizational learning and growth, 39.2 percent of variance in social responsiveness of Kenyan SCs and 27.4 percent of variance in environmental integrity of Kenyan SCs.

The varied findings could likely be accredited to the nature and effectiveness of how organizations respond to opportunities and pressures, both internally and externally, vary depending on how the top managers trigger and interpret strategic issues. It is, therefore, important for the organizations to assess the efficiency of operations as a contractual circumstance for organizational learning that yields to adjustments in corporate strategy. The long run competitiveness and viability of the corporation may, thus, be assured when top managers are able to align managerial demographics to their strategic direction. Since organizational structure and behaviour were recognized as factors of organizational artefacts, corporate strategy influenced both.

6.3 Conclusion

This thesis attempted to establish the effect of TMT demographics on the performance of Kenyan SCs. The moderating effect of organizational structure and the intervening effect of corporate strategy were also established. Specific objectives were formulated to achieve this relationship. Hypothesis formed from the objectives were also tested. The relationship was conceptualized and presented in a conceptual framework. The thesis employed primary data gathered through semi-structured instrument and analyzed data using Statistical Package for Social Scientists (SPSS) version 22. The analyses were done using descriptive statistics as well as simple, hierarchical, and multiple regression analyses leading to varied results.

The findings indicated that TMT demographics significantly influence organizational performance while corporate strategy significantly mediates the association between TMT demographics and performance. Organizational structure on the contrary significantly moderates the association between TMT demographics and performance. The three factors, that is, TMT demographics, corporate strategy, and organizational structure combined exhibited a remarkable influence on performance.

The study findings led to the confirmation that TMT demographics have a significant influence on the performance of Kenyan SCs. Perhaps, the positive results of TMT demographic characteristics are brought about because of broader perspectives including creating many choices, superior examination of choices, and greater forecasting of environmental adjustments. Age, for instance, generates a feeling of organizational dedication relying on experience and the conventional thinking it forms which ultimately affects performance positively. Gender, on the other hand, has a great effect on human capital's organizational dedication, where it means socio-psychological classes of masculinity and femininity and that also affects performance positively.

The study concludes that organizational structure has a moderating influence on the association amidst TMT demographics and performance. Organizational structure is positively correlated to performance and hence a unit adjustment in it generates positive adjustments in performance. This can be explained by the argument that in mechanistic organizations, labour is subdivided into greatly specialized duties (high complexity); staff are given restricted discretion in executing their duties, and regulations and techniques are cautiously outlined (high formalization). This can play a significantly positive effect on organizational performance as most Kenyan SCs adopt mechanistic structure. Excessive bureaucracy has been known to inhibit innovation and managerial discretion thus limiting performance.

The study also concludes that corporate strategy mediates the association amidst TMT demographics and organizational performance. Mediating influence of corporate strategy on the association amidst TMT demographics and performance accounted for 46.5 percent of the variation in performance. This implies that strategies which concurrently underline great discrimination and low cost levels impacting organizational performance positively, and that the probable organizational assistance required to attain a proper hybrid strategy incorporating both organic and mechanistic structures.

This study adopted SBSC measures of organizational performance which is unlike most researches in strategic management making this study unique. Most researches have adopted economic prosperity measures which are shareholder-centric despite there being consensus that while economic prosperity measures that are based on the shareholders are still valid and relevant, there is need for improvement in line with the emerging stakeholder theory. Stakeholders' view calls for assessment of organizational performance against the expectations of all its stakeholders which include employee's development, customers, social equity measures, and environmental integrity.

6.4 Implications of the Study

Several researches have concentrated on various factors influencing organizational performance of firms. TMT characteristics have also been widely researched. However, the focus on both social and functional demographic characteristics of the TMT which this study focused on leads to an important contribution in theory in this discipline. Most previous studies focused on environmental moderating effects, but this study focused on organizational structure. This leads to theory building and testing of a new conceptual framework which can lead to future studies testing the same in other sectors. The results from this research have undoubtedly precipitated domains of footprint to the prevailing body of knowledge (theory), policy, and managerial practice in Kenyan SCs.

Literature has implied that TMT demographics are critical to organizational success. Majority of extant literature anchored on upper echelons theory states that managerial characteristics determine strategic outcomes. Corporate strategy has also been linked to performance. However, limited empirical literature existed on the influence of corporate strategy and organizational structure on the relationship between TMT demographics and performance. The thesis attempted to ascertain this interaction. The thesis findings aroused profound academic debate of the interaction of these variables and formed a premise for enhancing managerial practice and policy in Kenyan SCs and beyond.

6.4.1 Theoretical Implications

The main theories which underpinned this study are configuration, theory (Miller and Friesen, 1978), upper echelons theory (Hambrick and Mason, 1984), institutional theory (Kondra & Hinings, 1998), the behavioral theory of the firm (Cyert & March, 1963; Simon, 1959), and the stakeholder theory (Freeman, 1984). The findings of the study led to comparisons with the proposition of the theories to test their applicability in the context of Kenyan SCs.

The study has widened the applicability of the upper echelon theory on performance of Kenyan SCs. The study has tested the applicability of the upper echelon's theory in the context of Kenyan SCs. According to the theory, TMT characteristics produce powerful prognostications of strategic behaviour when the varying levels of authority of representatives are considered for behavioural integration which has been recognized to have direct positive influences on performance (Lubatkin et al., 2006). The theory argues that TMT members could with stronger demographic characteristics, affect decision making procedures in the TMT and positively lead to organizational performance. The argument that organizational existence in tempestuous environments may be helped by enticing, appointing, and keeping demographically heterogeneous top managers who will make vital strategic decisions that lead to better performance has been proven in the study as the TMT demographics jointly predicted organizational performance positively.

The study contributes to the scope of TMT demographics. The study builds on the work of previous scholars who linked different categories of TMT demographics with organizational performance, for instance, Richards and Kirby (1999); Gonzales and Denisi (2009); and Østergaard, Timmermans, and Kristinsson (2011) who focused on the influence of social demographics only on performance of organizations and Bunderson and Sutcliffe (2002); Bunderson (2003) who concentrated on the influence of functional demographics only on performance of organizations.

To further continue their work, this study has looked at both the social and functional TMT demographics and their combined effect on organizational performance predicting positive effects. The individual social and functional TMT demographics have mixed effects on organizational performance, hence, confirming the previous varied results on the interaction between TMT demographics and organizational performance.

The upper echelons theory underpins the interaction of TMT demographics and performance as it presupposes that strategic decisions and the performance degrees of corporations are comparatively forecasted by TMT demographics. Configuration and institutional theories establish the interface existing amidst structure and strategy. They determine how TMT demographics, organizational structure, and corporate strategy are profiled into a synergetic whole to yield outstanding performance whereas behavioural theory concentrates on the disposition of TMTs in strategy formulation and execution premised on the kind of structure they embraced. Finally, stakeholder theory is rooted in the definition of organizations as groupings of stakeholders. These findings led to the confirmation of all the theories as they contribute to the performance of the Kenyan SCs.

6.4.2 Implications for Managerial Practice

TMT demographics were found to have a relevant effect on the performance of Kenyan SCs. This study underlined the need for the Kenyan government to address the issue of unclear policy and poor policy coordination by developing an overarching government policy on management of government-owned entities to provide a new institutional framework for governance, management and oversight of SCs. This study emphasized the need for the Kenyan government to address the challenge of poor corporate governance in the Kenyan SCs.

For instance, this could be done through establishing a Code of conduct such as the “Mwongozo” Code of conduct that was established with a view to ensure accountability, transparency and disclosure, effectiveness of boards, ethical leadership and good corporate citizenship, and high performance and excellence of SCs among other expectations. This study also emphasized the need for SCs to undertake deliberate steps to separate commercial activities from the non-commercial roles of policymaking, regulation, and service delivery.

The results recommend that top managers can exploit on particular types of TMT demographic characteristics in organizations if they put in place the proper corporate strategy within a favourable organizational structure which has less bureaucratic procedures. A team triumph can be strengthened when varying skills, experiences, and behaviours are amalgamated. For instance, an ideal corporate strategy within the appropriate organizational structure for TMTs that are demographically diverse should enhance a sense of TMT identification and ordinary destiny, and nurture better relationships. In instances where mixed TMT already function in unvarying environments, top managers may take advantage of differences in TMT demographics by promoting and executing ordinary, precise, and status-quo task targets in order for the prevailing differences to be pinpointed on a team meta-objective of sustaining stability and productivity.

TMT demographic in terms of educational level can be advantageous when the corporate strategy supports customer-focused values. Top managers of these organizations should regard generating a more adaptable, client-centric environment from which these heterogeneous TMT members are issued with satisfactory time to welcome and exploit their differences. The study, therefore, suggests that Kenyan SCs can improve their performance by developing and implementing peculiar strategies from which a definite type of TMT demographic characteristic can thrive.

Different TMT demographics have different effects on various indicators of organizational performance; therefore, matching the specific TMT demographics to various organizational performance indicators will enhance organizational performance. Additionally, different TMT demographics were found to vary with respect to importance in enhancing organizational performance, hence, TMT should seek to understand the implications of different TMT demographics and eventually provide a better match while recruiting TMT members. It is, thus, vital to understand the TMT demographics needs of each and every Kenyan SC.

6.4.3 Implications for Policy

The study recommends that since the perfect organizational structure is a prescription for stellar performance, the government should create favourable conditions in the strata of ranking, centralization of power, and horizontal integration. Work plans that support work allocation specifically responsibilities involving departmentalization, specialization, demarcation, centralization or decentralization, complication; and communication or synchronization systems incorporating conventionalism, formalization, and versatility should highly be encouraged among government parastatals since they will help to compliment the TMTs demographic characteristics in order to achieve high performance. Strategies that support organic structure having low extent of bureaucracy and high extent of information allocation and decentralization should be adopted since they improve organizational flexibility and capability to readjust to repeated environment adjustment.

SCs need to establish and maintain great administration and performance as a differentiating aspect of success identified under the global benchmarking framework. It is through a high operational performance that SCs will attain economic and growth goals in a profitable way. This will be achieved if SCs maintain adequate operative independence and maintain admission to satisfactory funding necessary to support enticement and preservation of skills and human capital leading to diverse TMTs.

SCs need to have a clearly defined, communicated and consistent corporate strategy whose purpose, roles, functions, and objectives are elaborate and subject to periodic review. Alongside establishing appropriate legal frameworks that support performance of SCs, governance policies and practices for SCs need to be organized in ways that streamline points of contact between regulators, agencies, government, and SCs.

The Government of Kenya will benefit from the study by developing standards and strategies which shall highlight the requisite TMT demographics this will, in turn, mean that Kenyan SCs will recruit TMTs with the right demographics and develop strategies that will bring about stellar performance.

6.5 Limitations of the Study

The concepts adopted in the thesis to forecast SCs' performance were TMT demographics, corporate strategy, and organizational structure, nevertheless, the three concepts do not demonstrate the concepts that have an effect in SCs' performance in entirety. Extant literature has substantiated that corporation performance can also be affected by some concepts comprising ownership structure, resource allocation, corporate governance, the outside environment, systems (for instance, technology, policies, and procedures), culture, staff needs and motivation, and job suitability. All these concepts were not regarded in the thesis. This initiates a gap for other studies to focus on.

In context, the thesis was done in the Kenyan SCs only. SCs function in varied surroundings from other corporations such as the private sector. Findings from this thesis, hence, should be utilized carefully as they may not apply to other sectors in general. These sectors may include manufacturing, transport, entertainment, and so on. This is borne out of the fact that corporations associated with the private sector function in a very distinct surrounding. Most likely the findings of the thesis could have been different if the thesis was undertaken in corporations belonging to the private sector.

This thesis also encountered methodological limitations. A descriptive cross-sectional survey was adopted by this thesis. The study design does not explore considerations of the concepts under evaluation. The findings of the thesis could likely have been dissimilar if, for instance, a longitudinal or an expository study design was employed. The longitudinal study design, for example, takes place over a long period of time and the adjustments happening in the trajectory of the thesis could have shaped the results.

Data collection was expensive as it involved the researcher and the three research assistant traversing the country, this is because Kenyan SCs are spread across the whole country and others operate from the neighbouring countries, for example, Tanzania and Uganda, this led to geographical challenges. In some instances, data collection involved visiting one organization more than three times. This challenge was, however, overcome by a research grant from the NRF and also dividing the country into regions to avoid overlaps, and in some instances, emails were used where the respondents requested to be sent the questionnaire on email and scanned back the duly filled questionnaire.

6.6 Suggestions for Further Research

The thesis concentrated on the need to determine the influence of TMT demographics on the Kenyan SCs' performance. The research determined that TMT demographics significantly influence organizational performance while corporate strategy significantly mediates the association between TMT demographics and performance. An organizational structure, on the other hand, significantly moderates the association amidst TMT demographics and performance. Although the study met all its objectives, it also aroused issues that necessitate future research. Therefore, the following directions could be considered by future researchers.

This study employed the organizational structure as a moderating variable on the association amidst TMT demographics and organizational performance. Studies conducted to ascertain the effect of demographic diversity on firm performance have argued that leadership can also perform a fundamental duty in mediating the association amidst demographic characteristics and performance. Further, other studies have argued that in order to take responsibility for potentially harmful repercussions of demographic characteristics, researchers can look at the mediating role of different group procedures for instance information sharing and handling, conflict and communication (Smith et al., 1995; Bunderson & Sutcliffe, 2002; Pelled, Eisenhardt, & Xin, 1999). To entirely comprehend the influence of TMT demographic characteristics on performance, the effects of contextual environments on persons and teams in which they perform their duties should be reviewed (Rousseau & Fried, 2001).

There is need to regard the prospective for leadership in research that have not incorporated this variable, as it may be an expository variable in the studies concerning demographic characteristics as Friedrich et al., (2010) indicates. Future studies can hence seek to explore the association between demographic characteristics and performance with leadership acting as a moderating variable or processes like conflict, communication and information sharing acting as intervening variables and relate the results to those of this thesis. Furthermore, more studies are required to further evaluate how context influences demographically mixed teams to create performance and to generate top managers and firms with knowledge and commendations for successful TMT demographics administration and management.

This study focused on TMT demographics and their influences on organizational performance. Social demographic characteristics were however not exhaustively investigated in the study. Factors such as culture and race were not considered. The Kenyan SCs are heavily influenced by cultural background issues as indicated by Ajulu (2002). This, therefore, presents a new knowledge gap for future studies to focus on by investigating the association between social demographic taking culture as a key variable on the performance of Kenyan SCs. This chapter is a summary of the study, its conclusion, and recommendations. The chapter presented the summary per objective and decisions on the results of tests of hypotheses. Conclusions have also been presented.

Overall, the study concluded that TMT demographics significantly influence organizational performance while corporate strategy significantly mediates the association between TMT demographics and performance. Organizational structure on the other hand significantly moderates the relationship between TMT demographics and performance. The three factors, that is, TMT demographics, corporate strategy, and organizational structure jointly have a significant influence on performance.

The chapter consequently enumerated on the key implications on theory, managerial practice, and policy. Limitations of the study have equally been mentioned. Along the key implications and limitations, the conclusion, and recommendations were made. Lastly, suggestions for future study have also been presented.

REFERENCES

- Aaker, D.A. (2009). *Brand portfolio strategy: creating relevance, differentiation, energy, leverage, and clarity*. New York, Simon and Schuster.
- Abubakar, I.R. (2010). *Ministry of state-owned enterprises, Indonesia: towards world class corporations*. Medan Merdakata No. 13, Jakarta, Indonesia
- Adeoye, A. & Elegunde, A. (2012). Impacts of external business environment on organizational performance in the food and beverage industry in Nigeria, *British Journal of Arts and Social Science*, 6 (2).
- Adewale, O. F. & Elumah, L. (2015). The influence of organizational structure on job performance (a study of universities in Nigeria). <https://ssrn.com/abstract=2634990> or <http://dx.doi.org/10.2139/ssrn.2634990>.
- Ahern, K. R. & Dittmar, A. K. (2012). The changing of the boards: the impact on firm valuation of mandated female board representation. *The Quarterly Journal of Economics*, 127, 137-197.
- Ajulu, R. (2002). Politicised ethnicity, competitive politics, and conflict in Kenya: a historical perspective. *African Studies*, 61(2), 251-268.
- Akinyele, S. T. (2011). Significance of strategic marketing to enterprise performance: an empirical analysis of Nigerian oil and gas industry, *Global Journal of Management and Business Research*, 10 (6), 60-77.
- Alkaraan, F. & Northcott, D. (2006). Strategic capital investment decision-making: a role for emergent analysis tools? a study of practice in large UK manufacturing companies, *The British Accounting Review*, 38(2), 149-173.

- Allison, G.T. (1971). *Essence of decision: explaining the Cuban missile crisis*. Boston, Little Brown.
- Alston, L. J., Eggerston, T. & North, D. C. (1996). *Empirical Studies of Organizational Change*, Cambridge, Cambridge University Press.
- Anderson, C. (1979). *Political design and the representation of interests*, in P. Schmitter and G. Lehmbruch (eds), trends towards corporatist intermediation. Beverly Hills, CA, Sage 145–173.
- Andrews, K. (1980). *The concept of corporate strategy*. 2nd ed. Irwin, Dow-Jones.
- Ansoff, H. I. (1965). *Corporate strategy*. New York, McGraw Hill.
- Aosa, E. (1992). An empirical investigation of aspects of strategy formulation and implementation within large private manufacturing companies in Kenya. (*Unpublished PhD thesis*), University of Strathclyde, Glasgow.
- Aversa, P., Furnari, S., & Haefliger, S. (2015). Business model configurations and performance: a qualitative comparative analysis in formula one racing, 2005–2013. *Industrial and Corporate Change*, 24 (3), 655-676.
- Awino, Z. B. (2007). The effect of selected strategy variables on firms. A study of supply chain management in large manufacturing companies in Kenya. (*Published PhD thesis*), University of Nairobi.
- Awino, Z. B. (2013). An empirical study of top management team diversity, and performance in the service industry. *Journal in Organizational Psychology and Educational Studies*, 2(1), 25-31.
- Awino, Z. B. (2013). Top management team diversity, quality decisions and organizational performance in the service industry. *Journal of Management and Strategy*, 4(1), 113.

- Awino, Z.B. & Mutua, J.M. (2014). Business process outsourcing strategy and performance of Kenyan state corporations. *Journal of Emerging Trends in Economics and Management Sciences*, 5(7), 37-43.
- Babbie, E. (2010). *The Practice of Social Research*, 12th ed. Wadsworth Cengage Learning.
- Baden-Fuller, C. & Haefliger, S. (2013). Business models and technological innovation, *Long Range Planning*, 46, 419–426.
- Bagire, V. (2012). Strategic configurations and performance of large non-governmental organizations in Uganda. (*Unpublished PhD thesis*), University of Nairobi.
- Barkley, R. A. (2012). *Executive functions: what they are, how they work, and why they evolved*. Ford Press.
- Baron, R. M. & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Barrick, M. B., Bradley, B. H., Kristof-Brown, A. L., & Colbert, A. E. (2007). The moderating role of top management team interdependence: implications for real teams and working groups. *Academy of Management Journal*, 50, 544-557.
- Bassett, L., Giannozzi, S., Pop, L., & Ringold, D. (2012). Rules, roles, and controls: governance in social protection with an application to social assistance. *Strategic Management Journal*, 36, 449-461.
- Bear, S., Rahman, N. & Post, C. (2010). The impact of board diversity and gender composition on corporate social responsibility and firm reputation. *Journal of Business Ethics*, 97, 207-221.

- Beardwell and Claydon (2007). The resource based view within the conversation of strategic management. *Strategic Management Journal*, 13(5), 368-380.
- Beckman, C. M., Burton, M. D. & O'Reilly, C. (2007). Early teams: the impact of team demography on VC financing and going public. *Journal of Business Venturing*, 2, 147-173.
- Berns, K.V. & Klarnar, P. (2017). A review of the ceo succession literature and a future research program, *Academy of Management Perspectives*, 31(2), 83-108.
- Bieker, T. & Waxenberger, B. (2003). *Sustainability balanced scorecard and business ethics – developing a balanced scorecard for integrity management*. Contribution to the 10th International Conference of the Greening of Industry Network, Goteborg, Sweden.
- Bieker, T. (2002). Sustainability Management with the balanced score card, in S. Karner, I. Oehme & U. Seebacher (eds), *Corporate Sustainability*, 5th International Summer Academy on Technology Studies, Deutschlandsber, Austria July 13-19, 2003, Conference proceedings, 17-34.
- Blau, P. M. (1977). *Inequality and heterogeneity*. New York, Free Press.
- Bloomfield, A. (2016). Norm entrepreneurs and theorising resistance to normative change. *Review of International Studies*, 42(2), 310-333.
- Bratton, J. (2015). *Introduction to work and organizational behaviour*. 3rd ed. London, Palgrave Macmillan.
- Bucic, T. & Gudergan, S. (2004). The impact of organizational settings on creativity and learning in alliances, *Management*, 7, 257-273.
- Bunderson, J. S. (2003). Team member functional background and involvement in management teams: direct effects and the moderating role of power centralization. *Academy of Management Journal*, 46, 458-473.

- Bunderson, J. S., & Sutcliffe, K. M. (2002). Comparing alternative conceptualizations of functional diversity in management teams: process and performance effects. *Academy of Management Journal*, 45, 875-893.
- Burns, N. & Grove, S. K. (2003). The practice of nursing research: conduct, critique and utilization. Toronto, WB Saunders. *Business Administration and Management*, 2(10), 697-703.
- Burns, T. and Stalker, G.M. (1961). *The management of innovation*. London, Tavistock.
- Burton, R. M., & Obel, B. (2004). Strategic organization diagnosis and design: *developing theory for application*. Boston, MA, Kluwer Academic Publishers.
- Busienei, J. R. (2013). Business strategy, organizational structure, human resource strategic orientation and performance of large private manufacturing firms in Kenya. (*Unpublished PhD thesis*), University of Nairobi.
- Cannella Jr, A. A., Park J. H. & Ho-Uk Lee (2014). Why do inconsistent results exist for the relationship between top management functional background diversity and firm performance? *Academy of Management Executive*, 14 (4), 21-43.
- Carpenter, M. A., & Fredrickson, J. W. (2013). Top management teams, global strategic posture, and the moderating role of uncertainty. *Academy of Management Journal*, 44(3), 533-545.
- Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). The upper echelons revisited: antecedents, elements, and consequences of top management team composition. *Journal of Management*, 60, 749-778.
- Carter, D. A., D'Souza, F., Simkins, B. J. & Simpson, W. G. (2010). The gender and ethnic diversity of US boards and board committees and firm financial performance. *Corporate Governance: An International Review*, 18(5), 396-414.

- Casadesus-Masanell, R. & Tarzijan, J. (2012). When one business model isn't enough, *Harvard Business Review*, 90, 132–137.
- Casson, M. (1998). *Entrepreneurship and the theory of the firm*, in Z. Acs B. Carlsson (eds.) *Entrepreneurship, Small and Medium-Size Enterprises and the Macroeconomy*, Cambridge UP.
- Cavaye, M.A. (1996). Guidelines for conducting positivist case study research in information systems. *Australian Journal of Information Systems*, 151, 208-224.
- Certo, T. C., Lester, H. R., Dalton, C. M., & Dalton, D. R. (2006). Top management teams, strategy and functional performance: a meta-analytical examination, *Journal of Management Studies*, 43, 22-38.
- Chandler, A. D. (1962). *Strategy and structure*. Cambridge, MA, MIT Press.
- Chandler, A. D. (1962). *Strategy and structure: chapters in the history of American industrial enterprise*. MIT Press, Cambridge, M.A.
- Chen, M., Lin, H., & Michel, J. (2010). Navigating in a hypercompetitive environment: the roles of action aggressiveness and top management team integration. *Strategic Management Journal*, 31, 1410-1430.
- Chepngeno, F. K, Wagoki, J, & Okello, B. (2014). Effects of organizational culture on sustainable competitive advantage in state owned corporations in Kenya: a case of postal corporation of Kenya. *International Journal of Science and Research*, 3(10).
- Child, J. (1972). Organizational structure, environment, and performance the role of strategy. *Journal of Sociology*, 6, 1-22.
- Child, J. (1972). Organizational structure and strategies of control: a replication of the Aston study, *Administrative Science Quarterly*, 6(2), 163-177.
- Chisholm, H. (1911). *Encyclopaedia Britannica dictionary for arts and sciences and literature and general information*, 11th ed. Encyclopaedia Britannica Co, 33.

- Christian, J., Porter, L. W., Moffitt, G. (2006). Workplace diversity and group relations: an overview. *Group Processes & Intergroup Relations*, 9(4), 459-466.
- Chung, C., Chao, L., Chen, C., & Lou, S. (2016). A balanced scorecard of sustainable management in the Taiwanese bicycle industry: development of performance indicators and importance analysis. *Sustainability*, 8, 518.
- Clegg, S. R. & Bailey, J. R. (2008). *International Encyclopedia of Organization Studies*, 1st ed. London, Sage Publications.
- Connelly, B.L., Ketchen, D.J., Gangloff, K.A., & Shook, C.L. (2016). Investor perceptions of ceo successor selection in the wake of integrity and competence failures: a policy capturing study. *Strategic Management Journal*, 37(10), 2135-2151.
- Cooper, D.R. & Schindler, P.S. (2006). *Business research methods*. 9th ed. NY, McGraw-Hill.
- Cox, T. H., Blake, S. (1991). Managing cultural diversity: implications for organizational competitiveness. *Executive*, 5(3), 45-56.
- Cronbach, L.J. (1951). Coefficient alpha and internal structures of tests. *Psychometrika*, 16(2), 297-334.
- Cyert, R. & March, J.G. (1963). *The behavioural theory of the firm*. 2nd ed. New York, McGraw Hill.
- Dalton, M.A. (2003). Social identity conflict, leadership, organizational behaviour. *MIT Sloan Management Review*.
- Dato-on, M. C. (2014). *The sustainable global marketplace*, Proceedings of the 2011 Academy of Marketing Science (AMS) Annual Conference. New York, Springer.

- Dauber, D., Fink, G., & Yolles, M. (2012). *A Configuration Model of Organizational Culture*. Sage Open, 1-16.
- Davies, A., Brady, T. & Hobday, M. (2007). Organizing for solutions: systems seller vs. system integrator. *Industrial Marketing*. 36, 183-193.
- Dayan, M. & Elbanna, S. (2011). Antecedents of team intuition and its impact on the success of new product development projects. *The Journal of Product Innovation Management*, 28(1), 159-174.
- Dean, K. S. (2010). *Strategies and benefits of fostering intra-organizational collaboration*. College of Professional Studies Professional Projects. Paper 15.
- Denscombe, M. (2010). *Ground rules for good research: guidelines for good practice*. Buckingham, Open University Press.
- Desai, V. M. (2016). The behavioural theory of the (governed) firm: corporate board influences on organizations' responses to performance shortfalls. *Academy of Managerial Journal*, 59(3), 860-879.
- Dessler, G. (2003). *Human resources management*. 9th ed. Upper Saddle River, New Jersey, Prentice Hall.
- Dezső, C.L. & Ross, D.G. (2012). Does female representation in top management improve firm performance? a panel data investigation. *Strategic Management Journal*, 33(9), 1072-1089.
- Dietrich, M. & Krafft, J. (2012). *Handbook on the economics and theory of the firm*. Northampton USA, Edward Elgar Publishing.
- Dimaggio, P. & Powell, W. (1993). The iron cage revisited: institutional isomorphism and collective rationality in organizational fields, *American Sociological Review* 48, 147–160.

- Domberger, S. (1998). *The contracting organization – a strategic guide to outsourcing*. Oxford, Oxford University Press.
- Domberger, S. (1998). *The contracting organization*. New York, NY, Oxford University Press.
- Donaldson, L. (1996). *For positive organization theory: proving the hard core*. London, England, Sage.
- Donaldson, L. (2001). *The contingency theory of organization*. Thousand Oaks, CA, Sage.
- Doty, H.D., Glick, W.H., Huber, G.P. (1993). Fit equifinality and organisational effectiveness: a test of two configurational theories. *Academy of Management Journal*, 36, 1196-1250.
- Doz, Y.L. & Kosonen, M. (2007). Embedding strategic agility: a leadership agenda for accelerating business model renewal. *Long Range Planning*, 43, 370-382.
- Doz, Y.L. & Kosonen, M. (2007). The new deal at the top. *Harvard Business Review*, 85(6), 98–104.
- Dwyer, S., Richard, O. C. & Chadwick, K. (2003). Gender diversity in management and firm performance: the influence of growth orientation and organizational culture. *Journal of Business Research*, 56(12), 1009-1019.
- Ekpu, R. (2004). Associated gas utilization, *Nigeria's Oil and Gas*, 3(8), 17-18.
- Elkington, J. (1997). *Cannibals with forks: the triple bottom line of 21st century business*. Gabriola Island, Capstone Publishing.
- Fairchild, A. J., & MacKinnon, D. P. (2009). A general model for testing mediation and moderation effects. *Prevention Science: The Official Journal of the Society for Prevention Research*, 10(2), 87–99.

- Ferejohn, J. (1974). *Pork barrel politics: rivers and harbors legislation, 1947-1968*. Stanford University Press.
- Figge, F., Hahn, T., Schaltegger, S., & Wagner, M. (2002). The sustainability balanced scorecard–theory and application of a tool for value-based sustainability management. *In Greening of Industry Network Conference, Gothenburg, (2)*.
- Finkelstein, S. & Hambrick, D.C. (1996). *Strategic leadership: top executives and their effects on organizations*. Minneapolis, West Publishing.
- Finkelstein, S., Hambrick, D. C., & Cannella, A. A. (2009). *Strategic leadership: theory and research on executives, top management teams, and boards*. Oxford University Press.
- Fiss, P. C. (2008). *Configuration of strategy, structure and environment: a fuzzy set analysis of high technology firms*. Paper presented at the 2008 MIT–BPS mini Conference, the 24th EGOs Colloquium in Amsterdam.
- Fredrickson, J.W. (1986). The strategic decision process and organizational structure. *Academy of Management Review*, 11(2), 283-290.
- Freeman, E. (1984). *Strategic management: a stakeholder approach*. Marshfield, MA, Pitman.
- Friedman, L. & Miles, S. (2006). *Stakeholder theory and practice*. Oxford University Press.
- Friedrich, T. L., Mumford, M. D., Vessey, B., Beeler, C. K., Eubanks, D. L. (2010). Leading for innovation: re-evaluating leader influences on innovation with regard to innovation type and complexity. *International Studies of Management & Organization*, 40(2), 6-29.
- Gaba, V. & Joseph, J. (2013). Corporate structure and performance feedback: aspirations and adaptation in M-form firms. *Organization Science*, 24, 1102–1119.

- Gaber, J. & Salkind N. J. (2013). *Encyclopaedia of research design encyclopaedia of research design*. SAGE Publications, Inc. City, Thousand Oaks.
- Gates, S. (1999). *Aligning strategic performance measures and results*, The Conference Board, New York.
- Gavetti, G., Greve, H. R., Levinthal, D. A., Ocasio, W. (2012). The behavioural theory of the firm: assessment and prospects. *The Academy of Management Annals*, 6, 1–40.
- Georgakakis, D. & Ruigrok, W. (2017). CEO succession origin and firm performance: a multilevel study. *Journal of Management Studies*, 54(1), 58-87.
- Georgakakis, D. (2014). *Antecedents and consequences of top management team diversity: expanding the upper echelons research stream*. Dissertation, University of St. Gallen.
- Ghasemi, A. & Zahedias, I.S. (2012). Pre-analytical and analytical considerations for measuring nitric oxide metabolites in serum or plasma using the griess method. *Clinical Laboratory*, 58(7), 615-624.
- GoK, (2011-2012). *Performance contracting guidelines for state corporations: performance contracting department*. Nairobi, Government Press.
- GoK, (2012). *State corporations act chapter 446*. Revised ed. Retrieved from www.kenyalawreview.
- Gonzales, J. A., & Denisi, A. S. (2009). Cross-level effects of demography and diversity climate on organizational attachment and firm effectiveness. *Journal of Organizational Behavior*, 30(1), 21-40.
- Graftstein, R. (1992). *Institutional realism: social and political constraints on rational actors*. New Haven, CT, Yale University Press.

- Greenwood, R. & Hinings, C.R. (1996). Understanding radical organizational change: bringing together the old and the new institutionalism, *Academy of Management Journal*, 21 (4), 1022–1054.
- Greiling, D. (2006). Performance measurement: a remedy for increasing the efficiency of public services? *International Journal of Productivity and Performance Management*, 55(6), 448-465.
- Grewal, R. & Tansuhaj, P. (2001). Building organizational capabilities for managing economic crisis: the role of market orientation and strategic management, *Journal of Marketing*, 65, 67-80.
- Hajipour, B., Mohammad, T. & Arash, S. (2011). An investigation of the relationships between industry structure, strategy type, organizational characteristics, and organizational performance: a case study of the food and chemical industries of Iran, *African Journal of Business Management*, 5(16), 7085-7098.
- Hall, R.H. (1977). *Organizational structure and processes*. Engle-wood. Cliffs, NJ, Prentice Hall.
- Hambrick, D. C. Seung, T.C, & Chen, M. (1996). The influence of top management team heterogeneity on firms' competitive moves. *Administrative Science Quarterly*, 4(41), 659-684.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206.
- Hambrick, D.C. (2007). Upper echelons theory: an update. *Academy of Management Review*, 32(2), 334–343.
- Hambrick, D.C., Humphrey, S.E. & Gupta, A. (2015). Structural interdependence within top management teams: a key moderator of upper echelons predictions. *Strategic Management Journal*, 36, 449-461.

- Harris, I. C., & Ruefli, T. W. (2000). The strategy-structure debate: an examination of the performance implications. *Journal of Management Studies*, 37, 587-604.
- Harvey, F. (2006). *Ontology*. In B. Warf (Ed.), *encyclopaedia of human geography*. Thousand Oaks, CA, Sage Publications Inc.
- Henderson, A. D., & Fredrickson, J. W. (2001). Top management team coordination needs and the ceo pay gap: a competitive test of economic and behavioural views. *Academy of Management Journal*, 44(1), 96-117.
- Heyden, M. (2012). Essays on upper echelons and strategic renewal: a multilevel contingency. *Erasmus Research Institute of Management (ERIM)*, 55(6), 448-465.
- Hill, S. & Birkinshaw, J. (2008). Strategy-organization configurations in corporate venture units: impact of performance and survival. *Journal of Business Venturing*, 23, 423-444.
- Hiriyappa, B. (2013). *Corporate strategy – managing the Business*. Bloomington, Author House.
- Horwitz, S. K. (2005). The compositional impact of team diversity on performance: theoretical considerations. *Human Resource Development Review*, 4(2), 219-245.
- Hubbard, G. (2009). Measuring firm's performance: beyond the triple bottom line. *Business Strategy and the Environment*, 19, 177–191.
- Hunter, S.D. (2015). Combining theoretical perspectives on the organization structure-performance relationship. *Journal of Organization Design*, 4(2), 24-37.
- IDRC (International Development Research Centre) (1999). *Enhancing organizational performance*. Ottawa, IDRC.

- Irungu, M. S. (2007). The effect of top management teams on the performance of publicly quoted companies in Kenya. (*Unpublished PhD Thesis*), University of Nairobi.
- Jehn, K.A. & Bezrukova, K. (2004). A field study of group diversity, workgroup context, and performance. *Journal of Organization Behaviour*, 25, 703-729.
- Jemison, D.B. (1981). The contributions of administrative behaviour to strategic management. *Academy of Management Review*, 6, 601-608.
- Jonathan, R. W. (2009). Reassessing China's state-owned enterprises. *Mckinseyquarterly.com*.
- Kaja, A. & Werker, E. (2009). Corporate misgovernance at the World Bank. *Working Paper 09-108*, Harvard Business School.
- K'Akumu, O. A., Jones, B., & Yang, J. (2013). Factor analysis of the market environment for artisanal dimension stone in Nairobi, Kenya. *Journal of Construction in Developing Countries*, 18(2), 15.
- Kamaara, M. W., Gachunga, H. & Waititu, A.G. (2013). The relationship between board of director characteristics and performance of commercial state corporations in Kenya. *International Journal of Innovate Research and Studies*, 2 (11), 124-136.
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: translating strategy into action*. Harvard Business Press.
- Kaplan, R.S. & Norton D.P, (2006). How to implement a new strategy without disrupting your organization. *Harvard Business Review*, 84(3), 100-109.
- Kaplan, R.S. & Norton, D.P. (1992). The balanced scorecard: measures that drive performance. *Harvard Business Review*, 62(4), 95-101.

- Kariuki, M.P. & Bwire, J.F. (2016). Organizational culture and customer perspective of large manufacturing firms in Kenya. *International Journal of Advanced Research in Education and Technology (IJARET)*, 3(2), 237-240.
- Kasomi, F.M. (2015). Diversity in top management, strategy, top managers' compensation and performance of Kenyan state corporations. (*Unpublished PhD thesis*), University of Nairobi.
- Khalil, E. L. (1995). Organizations versus institutions, *Journal of Institutional and Theoretical Economics*, 151, 445–466.
- Kilduff, M. & Krackhardt, D. (2008). *Interpersonal networks in organizations: cognition, personality, dynamics, and culture*. Cambridge, UK, Cambridge University Press.
- Kinuu, D. (2014). Top management team psychological characteristics, institutional environment, team processes and performance of companies listed in Nairobi securities exchange. (*Unpublished PhD thesis*), University of Nairobi.
- Kirton, G. & Greene, A. (2015). *The dynamics of managing diversity. a critical approach*, 4th ed. New York, Routledge.
- Kitiabi, R.K.K. (2006). Privatisation of public enterprises in COMESA: an exploration of approaches and strategies: the case of privatization of Telkom Kenya. (*Unpublished PhD thesis*), Durhan University.
- Knight, D., Pearce, C.L., Smith, K.G., Olian, J.D., Sims, H.P., Smith, K.A., & Flood, P. (1999). Top management team diversity, group process and strategic consensus. *Strategic Journal of Organization Science*, 1, 88-115.
- Kolev, G. I. (2012). Underperformance by female CEOs: a more powerful test. *Economic Letters*, 117, 436-440.
- Kondra, A. Z. & Hinings, C. R. (1998). Organizational diversity and change in institutional theory. *Organization Studies*, 19(5), 743-769.

- Kotha, S. & Nair, A. (1995). Strategy and environment as determinants of performance: evidence from the Japanese machine tool industry. *Strategic Management Journal*, 16(7), 497-518.
- Kreikebaum, H. (1995). Strategische Unternehmensplanung, 6th ed., Stuttgart 1997, p. 113, with reference to the PIMS research project; Schmidt, A.G.: Der Einfluß der Unternehmensgröße auf die Rentabilität von Industrieunternehmen, Wiesbaden, 154.
- Krishnan, H. A. & Park, D. (2005). A few good women – on top management teams. *Journal of Business Research*, 58(12), 1712-1720.
- Larkin, I., Pierce, L. & Gino, F. (2013). The psychological costs of pay-for-performance: implications for the strategic compensation of employees. *Strategic Management Journal*, 5(18), 85–96.
- Lavie, D. (2006). Capability reconfiguration: an analysis of incumbent responses to technology change, *Academy of Management Executive*, 31(1), 152-174.
- Lawrence, P.R. & Lorsch, J. (1967). *Organization and environment*. Boston, Harvard Business School.
- Letangule, S.L. & Letting, N.K. (2012). Effects of performance contract on organization performance: the case study of Kenya's ministry of education. *International Journal of Management and Business Studies*, 2, 29-37.
- Levene, H. (1960). *Robust tests for equality of variances*, in Ingram Olkin, Harold Hotelling, *contributions to probability and statistics: essays in honour of Harold Hotelling*. Stanford, Stanford University Press, 278–292.
- Liu, X. H., Ge, Y. H. & Wang, Q. (2014). The effects of interaction on enterprise performance from the perspective of enterprise culture. *African Journal of Business Management*, 8(4), 137-145.

- Ljungquist, U. (2007). Core competency beyond identification: presentation of a model, *Management Decision*, 45(3), 393-402.
- Lynch, R.L. & Cross, K.F. (1991). *Measure up – the essential guide to measuring business performance*. London, Mandarin.
- Lythcott, J. & Duschl, R. (1990). Qualitative research: from methods to conclusions. *Journal of Scientific Education*, 74, 449-460.
- Machuki, V. (2011). External environment-strategy co-alignment, firm-level institutions and performance of publicly quoted companies in Kenya. (*Unpublished PhD thesis*), University of Nairobi.
- Machuki, V. N. & Aosa, E. (2011). The influence of external environment on the performance of publicly quoted companies in Kenya. *Business Administration and Management Journal*, 1(7), 205-218.
- Machuki, V. N., Aosa, E. & Letting, N. K. (2012). Firm level institutions and performance of publicly quoted companies in Kenya. *International Journal of Humanities and Social Sciences*, 2(21), 298-312.
- Mallin, C.A. & Michelon, G. (2011). Board reputation attributes and corporate social performance: an empirical investigation of the US best corporate citizens. *Accounting and Business Research*, 41, 119-144.
- Mansoor, N., Aslam, H. D., Barbu, C. M., Capusneanu, S. & Lodhi, M. A. (2012). Organizational structure as determinant of organizational performance, uncovering essential facets of organic and mechanistic structure, *American Journal of Scientific Research*, 55, 48-55.
- Marcel, J.J. (2009). Why top management characteristics matter when employing a chief operating officer: a strategic contingency perspective, *Strategic Management Journal*, 30, 647-658.

- March, J.G. & Simon, H.A. (1958). *Organizations*. John Wiley and Sons, New York.
- Maria, R. (2012). Empirical study on the indicators of sustainable performance –the sustainability balanced scorecard, effect of strategic organizational change. *Academy of Economic Studies*, 14(32), 451-469.
- Marie, C. L. (2013). Gender diversity in top management and firm performance: an analysis with the IAB-establishment panel. *CAED Conference Paper, Atlanta, September 18th -20th, 2013*.
- Marimuthu, M. & Kolandaisamy, I. (2009). Can demographic diversity in top management team contribute for greater financial performance? an empirical discussion. *The Journal of International Social Research*, 2(8), 273-286.
- Menz, M. (2012). Functional top management team members: a review, synthesis, and research agenda. *Journal of Management*, 38(1), 45-80.
- Meyer, J. W. & Scott, W.R. (1983). *Organizational environments: ritual and rationality*. Beverly Hills, CA, Sage.
- Michel, J.G. & Hambrick, D.C. (1992). Diversification posture and top management team characteristics. *Academy of Management Journal*, 35, 9–37.
- Miles, R.E. & Snow, C.C. (1978). *Organizational strategy, structure, and process*. in collaboration with Alan D. Meyer and with contributions by Henry J. Coleman, Jr. Stanford. New York, McGraw Hill.
- Miller, D. & Friesen, P.H. (1984). *Organizations: a quantum view*. Englewood-Cliffs, N.J.: Prentice-Hall. <https://doi.org/10.1086/228372>.
- Miller, D. & Whitney, J.O. (1999). Beyond strategy: configuration as a pillar of competitive advantage. *Business Horizons*, 42(3), 5-17.

- Miller, D. (1986). Configurations of strategy and structure: towards a synthesis. *Strategic Management Journal*, 7, 233-249.
- Miller, J.G. & Roth, A. (1994). A taxonomy of manufacturing strategies. *Management Science*, 40(3), 285-304.
- Milliken, F. J. & Martins, L. L. (1996). Searching for common threads: understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21(2), 402-433.
- Minguez-Vera, A. & Martin, A. (2011). Gender and management on Spanish SMEs: an empirical analysis. *The International Journal of Human Resource Management*, 22(14), 2853-2873
- Mintzberg, H. (1979). *The structuring of organizations*. Englewood Cliffs, NJ, Prentice-Hall.
- Mintzberg, H. (1998). *Strategic safari: a guided tour through the wilds of strategic management*, New York.
- Mkalama, R. N. (2014). Top management demographics, strategic decision making, macro-environment and performance of Kenyan state corporations. (*Unpublished PhD thesis*), University of Nairobi.
- Muchemi, A. W. (2013). Top management team diversity and performance of commercial banks in Kenya. (*Unpublished PhD thesis*), University of Nairobi.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research methods: quantitative and qualitative approaches*. Revised edition, ACTS Press.
- Munyoki, C. (2015). Competitive strategies, organizational autonomy, positioning and performance of Kenyan state corporations. (*Unpublished PhD thesis*), University of Nairobi.

- Muthu, S. S. (2016). *Textiles and clothing sustainability: sustainable technologies*. Singapore, Springer Nature.
- Mutuku, C., K'Obonyo, P., & Awino, Z. B. (2013). Top management team diversity, quality of decisions and performance of commercial banks in Kenya. *Asian Journal of Humanities and Social Sciences (AJHSS)*, 1(3), 205-218.
- Nachmias, D. & Nachmias, C. (1996). *Research methods in the social sciences*. 5th ed, London, Arnold Publishing.
- Newbert, S.L. (2008), Value, rareness, competitive advantage, and performance: a conceptual-level empirical investigation of the resource-based view of the firm, *Strategic Management Journal*, 29(7), 745-68.
- Nielsen, B. B. & Nielsen, S. (2013). Top management team nationality diversity and firm performance: A multilevel study. *Strategic Management Journal*, 34(3), 373-382.
- Nielsen, B. B., & Nielsen, S. (2011). The role of top management team international orientation in international strategic decision-making: the choice of foreign entry. *Strategic Management Journal*, 26(3), 301-316.
- Nielsen, S. (2010). Top management team diversity. a review of theories and methodologies. *International Journal of Management Reviews*, 26(3), 301-316.
- Norburn, D. & Birley, S. (1988). The top management team and corporate performance. *Strategic Management Journal*, 7, 101–118.
- Nunnally, J.C. (1978). *Psychometric Theory*. 2nd ed. New York, McGraw-Hill.
- Nyangau, J. Z. (2015). Higher education as an instrument of economic growth in Kenya. *Forum for International Research (FIRE)*, 1(1), 7-25.

- O'Reilly, C.A., Caldwell, D.F. & Barnett, W.P. (1989). Work group demography, social integration, and turnover. *Administrative Science Quarterly*, 34(1), 21-37.
- O'Sullivan, E. & Abele, M. (2007). Urban middle grade student mathematics achievement growth under comprehensive school reform. *Journal of Educational Research*, 102(3), 223-236.
- Obong'o, S.O. (2009). Implementation of performance contracting in Kenya. *International Public Management Review*, 10(2), 67-84.
- OECD (Organization for Economic Co-operation and Development) (2011). *The size and composition of the SOE sector in OECD Countries*. OECD Corporate Governance Working Paper 5, Paris, OECD.
- OECD (Organization for Economic Co-operation and Development) (2012). *Towards new arrangements for state ownership in the Middle East and North Africa*. Paris, OECD.
- OECD (Organization for Economic Co-operation and Development) (2012). *OECD guidelines on corporate governance of state-owned companies*. Paris, OECD.
- Ogollah, K.O. (2012). Organizational configuration, stage of development and performance of commercial banks in Kenya. (*Unpublished PhD thesis*), University of Nairobi.
- Olesia, W.S., Namusonge, G. S., & Iravo, M.A., (2015). Influence of visioning on organizational commitment in Kenya state corporations. *Journal of Humanities and Social Science*, 20(5), 08-15.
- Oliver, C. (1992). The antecedents of deinstitutionalization, *Organization Studies*, 13(4), 563–588.
- Ongeti, W. J. (2014). Organizational resources, corporate governance structures and performance of Kenyan state corporations. (*Unpublished PhD thesis*), University of Nairobi.

- Ongore V.O. & K'Obonyo, P.O. (2011). Effects of selected corporate governance characteristics on firm performance: empirical evidence from Kenya. *International Journal of Economics and Financial Issues*, 1(3), 99-122.
- Østergaard, C. R., Timmermans, B., Kristinsson, K. (2011). Does a different view create something new? the effect of employee diversity on innovation. *Research Policy*, 40(3), 500-509.
- Owino, J. O. (2014), Organizational culture, marketing capabilities, market orientation, industry competition and performance of microfinance institutions in Kenya, *(Unpublished PhD Thesis), University of Nairobi*.
- Oyewobi, A. O., Windapo, K. S. & Rotimi, J. O. (2013). *Impact of organizational structure and strategies on construction organizations performance*, University of Cape Town, South Africa and Auckland University of Technology, New Zealand.
- Pala, F., Eker, S. & Eker, M. (2008). The effects of demographic characteristics on organizational commitment and job satisfaction: an empirical study on Turkish health care staff, *The Journal of Industrial Relations and Human Resources*, 10, 54-75.
- Papadakis, V.M. & Barwise, P. (2002). How much do CEOs and top managers matter in strategic decision making? *British Journal of Management*, 1(13), 83-95.
- Patton, M. Q. (1990). *Qualitative evaluation and research methods*. Thousand Oaks, CA, Sage.
- Pearce II, J.A., Robinson, R. B., & Mital, A. (2012). *Strategic Management: formulation, implementation and control*. 12th ed. New Delhi, Tata McGraw Hill Education.
- Pelled, L. H., Eisenhardt, K.M., & Xin, K. R. (1999). Exploring the black box: an analysis of work group diversity, conflict and performance. *Administrative Science Quarterly*, 44, 1–28.

- Pertusa-Ortega, E.M. (2010). Competitive strategy, structure and firm performance: a comparison of the resource-based view and the contingency approach. *Management Decision*, 48(8), 1282-1303.
- Peters, B. G. & Pierre, J. (2012). *The sage handbook of public administration*, London, Sage.
- Pitcher, P., & Smith, A. D., (2001). Top management team heterogeneity: personality, power, and proxies. *Organization Science*, 12(1), 1-18.
- Pokhariyal, G.P. & Yalla, A.O. (2011). Effect of national strategy implementation on competitive: a case of Kenya's trade, international marketing and investment strategies. *International Journal of Business and Public Management*, 1(1), 60-68.
- Porter, M. E. (1985). *Competitive strategy*. New York, The Free Press.
- Porter, M.E. (1985). *Competitive Advantage: creating and sustaining superior performance*, New York, Free Press.
- Post, C., Rahman, N. Rubow, E. (2011). Green governance: boards of directors' composition and environmental corporate social responsibility. *Business and Society*, 50, 189-223.
- PTPR (2013). Report of the presidential taskforce on parastatal reforms. Retrieved at www.apsea.or.ke/.../76-report-of-presidential-taskforce-on-parastatal-reforms.
- PTPR (2015). *Report of the presidential taskforce on parastatal reforms- On-going Parastatal Reforms (Rationale and Status)*. State Corporations Advisory Committee.
- Qingmin, K., Helmut, N. & Juegen, D. (2012). Managing beyond the factory walls: effects of four types of strategic integration on manufacturing plant performance, *Journal of Operations Management*, 24, 148-164.

- Raynard, M. Gerry, J. & Royston, G. (2015). *Institutional theory and strategic management: a multiple-perspective approach*, edited by Mark Jenkins and V. Ambrosini, Palgrave.
- Razali, N. & Wah, Y. B. (2011). Power comparison of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors and Anderson-Darling Tests. *Journal of Statistical Modelling and Analytics*, 2(1), 21–33.
- Richards, O. C., & Kirby, S. L. (1999). Organizational justice and the justification of work force diversity programs. *Journal of Business & Psychology*, 14(1), 109-118
- Ricks, Jr. J.M. (2005). An assessment of strategic corporate philanthropy on perceptions of brand equity variables. *Journal of Consumer Marketing*, 22(3), 121-134.
- Robbin, S. P. & DeCenzo, D. A. (2005). *Fundamentals of management: essential concepts and applications*, Upper Saddle River, NJ, Prentice Hall.
- Robbins, S. P. (2003). *Organizational behaviour*, Prentice Hall.
- Rousseau, D. M. (1985). Issues of level in organizational research: multi-level and cross-level perspectives. In B. M. Staw, & L. L. Cummings (Eds.), *Research in organizational behaviour*, 7, 1–37.
- Sababu, B.M. (2007). *Strategic management. the analytical approach*. The JKF, Nairobi.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research methods for business students*. 4th ed. Prentice Hall, Financial Times.
- Schein, E. H. (1985). *Organizational culture and leadership*. San Francisco, CA, Jossey-Bass.
- Schermerhorn, J.R., Hunt, J.G. & Osborn, R.N. (2002). *Organizational behaviour*. 7th ed., John Wiley and Sons, New York.

- Schneider, S. K., Northcraft, G. B. (1999). Three social dilemmas of workforce diversity in organizations: a social identity perspective. *Human Relations*, 52(11), 1445-1467.
- Scott, W.R. (2004). *Institutional theory: contributing to a theoretical research program*. Stanford University Press.
- Sekaran, U. (2003). *Research methods for business*. 4th ed. Hoboken, NJ, John Wiley & Sons.
- Selznick, P. (1957). *Leadership in administration*. New York, Harper and Row.
- Semadeni, M., & Anderson B. S. (2010). The follower's dilemma: innovation and imitation in the professional services industry. *Academy of Management Journal*, 53, 1175–1193.
- Semmar, A. (2012). *Corporate governance of state-owned enterprises in Morocco: evolution and perspectives, in OECD, towards new arrangements for state ownership in the Middle East and North Africa*. Paris, OECD Publishing.
- Shermon, G. (2016). *Disrupting human resources talent rules*. London, Lulu.com
- Simon, H.A. (1959). Theories of decision-making in economics and behavioural science. *The American Economic Review*, 49(3), 253-283.
- Simons, R. (2013). *Levers of control: how managers use innovative control systems to drive strategic renewal*. Harvard Business Press.
- Simons, S. M. & Rowland, K. N. (2011). Diversity and its impact on organizational performance: The influence of diversity constructions on expectations and outcomes. *Journal of Technological Management and Innovation*, 6(3), 172-183.

- Sine, W. D., Mitsuhashi, H. & Kirsh, D.A. (2006). Revisiting Burns and Stalker: formal structure and new venture performance in emerging economic sectors, *Academy of Management Journal*, 49, 121-132.
- Smith, K. G., Smith, K. A., Olian, J. D., Sims, H. P., Jr, O'Bannon, D. P., & Scully, J. A. (1995). Top management team demography and processes: the role of social integration and communication. *Administrative Science Quarterly*, 39, 412–438.
- Smith, N., Smith, V. & Verner, M. (2006). Do women in top management affect firm performance? a panel study of 2,500 Danish Firms. *International Journal of Productivity*, 55(7), 569-593.
- Sox, H.C. & Greenfield, S. (2009). Comparative effectiveness research: a report from the institute of medicine. *Annals of Internal Medicine*, 151, 203-205.
- Staehele, W.H., Conrad, P., & Sydow, J. (1997). *Management. Eine verhaltenswissenschaftliche Perspektive*, 7th ed., München, 866.
- Stiles, P. & Taylor, B. (2001). *Boards at work: how directors view their roles and responsibilities*. Oxford, Oxford University Press.
- Tan, J.J. & Litschert, R.J. (1994). Environment-strategy relationship and its performance implications: an empirical study of the Chinese electronics industry. *Strategic Management Journal*, 1(1), 1-20.
- Theonig, J. (2011) *Institutional theories and public institutions: new agendas and appropriateness*. Peters, B.G. and J. Pierre. Handbook of Public Administration, Sage, 185-101.
- Thomas, J.G. (2017). *Diversification strategy*. Encyclopaedia of management. Retrieved from <http://www.referenceforbusiness.com/management/De-Ele/Diversification-Strategy.html>.

- Thompson, J. (2007). *Crafting and executing strategy: the quest for competitive advantage, concepts and cases*. New York, McGraw-Hill.
- Tibben, P. A. (2010). Top management team diversity and performance, what is the impact of top management team diversity on firm performance in Western Europe? (*Unpublished PhD Thesis*), Utrecht University.
- Todeva E, (2006). *Business networks: strategy and structure*, New York, Routledge.
- Todeva E, (2007). *Behavioural theory of the firm*, in international encyclopaedia of organization studies, Sage.
- Todeva, E. (2006). *Acting in business networks*, in E. Todeva (2006) *business networks: strategy and structure*. New York, Taylor & Francis.
- Trout, J, (2015). *Differentiate or die: survival in our era of killer competition*. 2nd ed. New Delhi, Westland.
- UNCTAD (2007). *World investment report: transactional corporation, extractive industries and development*. Geneva, UNCTAD.
- Venkatraman, N. & Ramanujam V. (1986). Measuring business performance in strategy research: a comparison of approaches. *The Academy of Management Review*, 11(4), 801-814.
- Venkatraman, N. (1989). The concept of fit in strategy research: toward a verbal and statistical correspondence. *Academy of Management Review*, 14 (3), 423-444.
- Waldeck T, (2007). *The effect of team composition on strategic sensemaking*. Frankfurt, Springer Science and Business Media.
- Wernerfeldt, B. (1984). A resource-based view of the firm, 1984; Prahalad, C.K., Hamel, G.: the core competence of the corporation. *Harvard Business Review*, 68(3), 79.

- Wiersema, M. F., & Bantel, K. A. (1992). Top management team demography and corporate strategic change. *Academy of Management Journal*, 35(1), 91-121.
- Williams, K., & O'Reilly, C. A. (1998). Demography and diversity in organizations: a review of 40 years of research. In B. M. Staw, & L. L. Cummings (Eds.), *Research in Organizational Behaviour*, 2077–2140.
- Wolf, J. & Engelhoff, W.G. (2002). A re-examination and extension of international strategy-structure theory. *Strategic Management Journal*. 23, 181-189.
- World Bank (2014). *Corporate governance of state-owned enterprises: a toolkit*. DOI: 10.1596/978-1-4648-0222-5, Washington, DC, World Bank.
- World Bank, (2008). *Cities of hope: governance, economic and human challenges of Kenya's Five Largest Cities*, Report No. 46988.
- World Bank, (2012). *Kenya economic update: devolution without disruption: pathways to a successful new Kenya*. Nairobi, World Bank.
- Xu, S., Cavusgil, S., & White, J. (2006). The impact of strategic fit among strategy, structure, and processes on multinational corporation performance: a multi-method assessment. *Journal of International Marketing*, 14(2), 1-31.
- Zhao, J.X., Zhang, J., Asano, A., Ohno, Y., Oouchi, T., Takahashi, T., Ogawa, H., Irikura, K., Thio, H.K., Somerville, P., Fukushima, Y. & Fukushima, Y. (2006). Attenuation relations of strong ground motion in Japan using site classification based on predominant period, *Bulletin of Seismological Society of America*, 96(3), 898-913.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*. Cengage Learning.
- Zucker, L. (1987). Institutional theories of organizations. *Annual Review of Sociology*, 13, 443-464.

APPENDICES

Appendix I: Research Questionnaire

Dear Respondent,

This questionnaire is designed to collect data from Kenyan state corporations on top management team demographics, corporate strategy, organizational structure and organizational performance. The data will be utilized for academic intentions only and shall be handled with utmost confidence. Your participation in facilitating the study is highly appreciated.

Section I: Organizational Profile

1. Name of Organization(Optional)_____
2. Parent Ministry _____
3. Please indicate the organization's broad categorization
 - i) Commercial []
 - ii) Non Commercial []
4. For how many years has the organization existed?(tick as appropriate) i) Upto 5 years [] ii) Above 5 years and upto 10 years [] iii) More than 10 and upto 15 years [] iv) Above 15 years and upto 20 years [] v) More than 20 years []
5. What is the organization's scope of operation (Tick as appropriate)
 - i. National (throughout Kenya)
 - ii. Regional (parts of Kenya)
 - iii. East Africa and beyond
6. List the products/services offered to the public by the organization
 - i) _____
 - ii) _____
 - iii) _____
 - iv) _____
 - v) _____

Section II: Top Management Team Demographics

One aspect of this study is top management demographics. This consists of the unique personal traits or attributes ascribed to individual top managers. For purposes of this study, top managers are all managers from the level of Heads of Departments to the Chief Executive Officer or Equivalent.

7. Kindly indicate the extent to which the following statements apply to your organization in regard to the recruitment of top management in your organization. TICK as appropriate, using the key provided below.

Key:

1-Not at all; 2-Less extent; 3- Moderate extent; 4- Large extent; 5-Very large extent

No	Statements (Questionnaire Items)	1	2	3	4	5
Professional Background						
i.	Our organization has minimum professional qualifications that have been considered while recruiting top managers					
ii.	In our organization functional skills of a top manager are considered during corporate strategy making process					
iii.	We relate functional skills of a top manager to the position we are recruiting for in our organization					
Educational Background						
iv.	In our organization educational level is related to innovation, experience, knowledge, skills, and openness to change					
v.	Our organization has a set criterion of minimum academic qualifications that are considered while recruiting top managers					
vi.	The ability to adapt to changes in our organization is a reflection of the level of education of top managers					

Age					
vii.	Age has been a critical factor in recruitment of our organization's top managers.				
viii.	Age is related to innovation, agility, knowledge, skills, and risk appetite in our organization				
ix.	Our organization has a formal written guideline that defines the age limit for top managers during recruitment				
Gender					
x.	When recruiting, the gender rule has been adhered to in our organization				
xi.	When making strategic decisions in our organization views from either gender are considered				
xii.	Gender is a critical factor in choosing team leaders in our organization				
Tenure					
xiv.	Length of service of a top manager in our organization is considered important during corporate strategy making process				
xv.	The ability to adopt new ideas in our organization is a reflection of the length of service of top managers				
xvi.	There are clear guidelines that define the tenure of top managers in our organization				

Please comment on any other issues regarding top management in your organization _____

Section III: Corporate Strategy

8. Corporate strategy is another aspect of this study which consists of most factors considered during your firm's decision making process. Use the key below to TICK as appropriate.

Key:1 = Not at all; 2 = to small extent; 3= to a moderate extent; 4=to a large extent; 5 =to a very large extent

No	Statements	1	2	3	4	5
	Corporate restructuring					
i.	Our organization strives to make business processes simplified at minimal cost					
ii.	Our organization aligns its structures into end to end process rather departments					
iii.	Our organization's TMT are persistent in implementing new policies and programs to achieve desired results					
iv.	Our organization makes new investments with higher returns					
v.	Our organization pursues internal reorganization to optimize on opportunities					
vi.	Our organization emphasizes on productivity					
vii.	Our organizational structure supports speedy development of products and services					
	Outsourcing					
viii.	Our organization considers allowing outside service providers to none core functions					
ix.	Our organization uses outside service provider as an opportunity for cost cutting					
x.	Our organization pursues outsourcing as a means of providing quality services at a minimal cost					
xi.	Our organization pursues outsourcing as it enhances profitability through cost saving					

	Turnaround					
xii.	Our organization seeks to introduce new profitable quality rebrands/products/services with appealing features to the public					
xiii.	Our organization specializes on its target market and customer groups					
xiv.	Our organization trims the distribution outlets/branches to maximize profits					
xv.	Our organization reviews changes in the workforce policies to increase efficiency					
xvi.	Our organization's value chain is transformed from being protective to being productive					
xvii.	Our organization does research to match products/services with customer needs					
	Diversification					
viii.	Our organization keeps checking the untapped opportunities in the market to earn more					
xix.	Our organization invests in very high risk markets.					
xx.	Our organization acts upon customer feedback.					
xxi.	Our organization offers customers a variety of products/services.					
xxii.	Our organization has been introducing new products to existing/new markets					
xiii.	Our organization top managers are persistent in implementing new policies/programs to achieve desired results					

9. Please comment on any other issues regarding corporate strategy in your organization _____

Section IV: Organizational Structure

10. This section seeks details of the extent to which various forms of organizational structure exist in your organization. Please indicate to what extent they have applied to your organization, using the key provided to TICK as appropriate.

Key: 1-Not at all; 2-Less extent; 3- Moderate extent; 4- Large extent;

5-Very large extent

No.	Statements	1	2	3	4	5
	Mechanistic structure					
i	The work roles in the corporation are highly structured					
ii	Decision making is highly centralized					
iii	Power and authority are highly centralized and controlled by top management					
iv	The organizational structure is well/highly known to everybody in the corporation					
v	Our organization has highly specialized groups such as research and development, finance, human resource, marketing, production etc					
vi	The corporation has highly standardized behavior through formal training and related mechanisms					
vii	Our organization is characterized by high level of complexity					
viii	Our organization carefully/highly defines rules and procedures					
ix	Decision making takes place at the upper levels of the organization					

	Organic structure					
x	There are few/no written rules and procedures					
xi	Decision making is distributed across all levels of the organizations, most communication is lateral					
xii	The activities of employees are governed by low/verbal rules and procedures					
xiii	Our organization has several levels of management i.e. organization is a network of persons or teams					
xiv	Our organization has several branches across the country with delegated authority to control tasks					
xv	The corporation takes into consideration the needs of their employees as people work together in different capacities simultaneously and over time					
xvi	Our organization gives workers limited/delegated discretion in performing their tasks and work process tends to be unpredictable					

Section V: Organizational Performance.

11. This section seeks details of your performance. Please indicate to what extent they have applied to your organization. Kindly use the key provided to TICK as appropriate.

Key: 1-Not at all; 2-Less extent; 3- Moderate extent; 4- Large extent; 5- Very large extent

	Performance Indicators	1	2	3	4	5
	Financial					
i.	The organization has complied with set budgetary levels					
ii.	There has been reduction in costs of operations					
iii.	The organization has improved its Appropriation-in-Aid					
iv.	Allocated funds have been utilized effectively					
v.	Allocated funds have been utilized efficiently					
vi.	The debt to equity ratio has been a favorable one					


	Customer focus					
vii.	The organization responds to customer complaints promptly.					
viii.	The organization is able to retain its customers as compared to its peers in the industry					
ix.	The organization has a customer loyalty scheme					
x.	There has been increased access to quality public service					
xi.	The customer satisfaction index has been improving for the last five years					
	Internal business processes					
xii.	There has been continuous re-engineering of internal processes to meet customer expectations					
xiii.	The cost incurred in completing business processes has been reduced considerably.					
xiv.	Its takes lesser time to complete basic processes					
xv.	The corporation has had a proper asset management system					
xvi.	The company has maintained various certification standards e.g. ISO					
	Organizational learning and growth					
xvii.	The organizational activities have continued to improve for the last five years					
xviii.	The organization processes are documented into procedure manuals					
xix.	Our corporation is insightful on progressing staff expertise and capabilities					
xx.	Our organization has a system on how new employees are socialized.					
xxi.	The organization conducts refresher courses for employees					
xxii.	The organization benchmarks with its peers in the world over					
xxiii.	Our corporation has a system that encourages staff growth for instance study and sabbatical leaves					

Social responsiveness						
xxiv.	The organization has set measures to prevent spread of HIV/AIDS					
xxv.	The organization has set measures to enhance awareness on negative effects of drug and substance abuse					
xxvi.	The organization is keen on empowering marginalized groups such as youth and women.					
xxvii.	There have been deliberate efforts to ensure gender mainstreaming in the organization.					
xxviii.	Corruption eradication has been mainstreamed in the organizational activities					
xxix.	The organization has a good Medical scheme for its employees					
Environmental integrity						
xxx.	The corporation has made deliberate efforts to ensure environmental sustainability					
xxxi.	The organizations' waste management practices are done in ways that reduce their effect on health, and environment .					
xxxii.	The organizations supports use and Investment in renewable sources of energy such as wind, solar, waves, and biomass					
xxxiii.	The organization embraces best practices of sanitation within all its precincts.					

Would you require a summary of the research findings? Yes [] No []

Thank you and God bless you

Appendix II: Full Admission to Postgraduate Studies (Doctorate)


UNIVERSITY OF NAIROBI
BOARD OF POSTGRADUATE STUDIES

Telephone: 318262
Fax Number: 243626
Telegrams: "Varsity of Nairobi"
Email: bps@uonbi.ac.ke
Our Ref: D80/60978/2010

P. O. Box 30197, 00100
NAIROBI, KENYA

2nd August, 2016

Mr. Francis Joseph Bwire
C/o Associate Dean, GBS
School of Business

Dear Mr. Bwire,

FULL ADMISSION TO POSTGRADUATE STUDIES (DOCTORATE)

Following your application for a higher degree at this University, I am pleased to inform you that the Director acting on behalf of the Board of Postgraduate Studies has approved your application for full registration for the degree of Doctor of Philosophy in Business Administration in the School of Business. She has also approved Prof. Z. B. Awino, Dr. Reginah K. Kitiabi and Prof. Ganesh P. Pokhariyal as the supervisors of your thesis entitled; "Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations." The Guidelines on Postgraduate Supervision can be accessed on our website (www.bps.uonbi.ac.ke) while the Research Notebook is available at the University Bookstore.

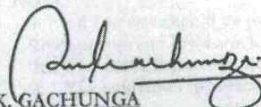
The degree for which you are registered will be offered by coursework, research and thesis.

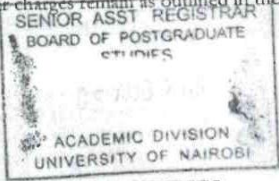
Your admission into the programme commenced on 11th January 2010 and your registration is governed by the common regulations for Doctorate degrees in all Faculties and the School of Business. You will be expected to carry out supervised thesis research in your chosen area of study for a minimum period of four (4) semesters, with effect from the date of this letter, culminating in a doctoral thesis.

Please note that all fees and other charges due shall be paid by Direct Cash Deposits, EFT (Swift Code is "BARCKENX) or RTGS transfer to UON CESSP Collection Account No. 2032771362 at Barclays Bank, Barclays Plaza Nairobi, Kenya or at any Barclays Bank Branch countrywide using the Reference Number quoted above. Personal Cheques, Bankers Cheques or Institutional Cheques are NOT acceptable. The student account will be updated the next working day after payment and can be accessed through the student online portal (<http://smis.uonbi.ac.ke>) available in the University website (www.uonbi.ac.ke).

Details regarding payment of fees and other charges remain as outlined in the attached fees structure.

Yours sincerely,


J. K. GACHUNGA
FOR: DIRECTOR, BOARD OF POSTGRADUATE STUDIES



. c.c. Dean, School of Business
PhD Programme Co-ordinator, SOB
Prof. Z. B. Awino (Supervisor) - School of Business
Dr. Reginah K. Kitiabi (Supervisor) - School of Business
Prof. Ganesh P. Pokhariyal (Supervisor) - School of Mathematics, CBPS

Encl. Fees structure

JKG/mv

Source: Director, Board of Postgraduate Studies, University of Nairobi (2016)

Appendix III: Personal Letter of Introduction

Francis Joseph Bwire
University of Nairobi, School of Business
P. O. Box 30197-00100
Nairobi, Kenya
Email: f.bwire@yahoo.com
Cellphone No. +254 763 566 252

Date: -----

The Chief Executive Officer

P. O. Box -----
-----, Kenya.

Dear Sir/Madam,

**REQUEST FOR DATA: TOP MANAGEMENT TEAM DEMOGRAPHICS,
CORPORATE STRATEGY, ORGANIZATIONAL STRUCTURE AND
PERFORMANCE OF KENYAN STATE CORPORATIONS**

I am a Doctor of Philosophy (PhD) candidate in the Department of Business Administration, School of Business at the University of Nairobi. As part of the requirements for the award of the PhD degree, I am required to undertake a research study. My research topic is: "Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations."

I kindly request you to take part in this study by answering all questions as completely as possible in the attached questionnaire. The research results will be solely used for academic purposes and will be treated with strict confidentiality that it deserves. Should you require the summary of the research findings, kindly indicate so at the end of the questionnaire. Your co-operation is highly appreciated.


Yours sincerely,



FRANCIS JOSEPH BWIRE
Doctor of Philosophy (PhD) Candidate.

Source: Researcher (2016)

Appendix IVA: Research Authorization Letter



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/61069/13147** Date: **29th August, 2016**


Francis Joseph Bwire
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Top management team demographics, corporate strategy, organizational structure and performance of Kenyan State Corporations,*” I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **26th August, 2017.**

You are advised to report to the **Chief Executive Officers of selected state corporations, the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officers
Selected state corporations.

The County Commissioners
All Counties.


Source: NACOSTI (2016)

**Appendix IVB: Permit from National Commission for Science,
Technology and Innovation**

**THIS IS TO CERTIFY THAT:
MR. FRANCIS JOSEPH BWIRE
of UNIVERSITY OF NAIROBI, 0-100
NAIROBI, has been permitted to conduct
research in All Counties**



**on the topic: TOP MANAGEMENT TEAM
DEMOGRAPHICS, CORPORATE
STRATEGY, ORGANIZATIONAL
STRUCTURE AND PERFORMANCE OF
KENYAN STATE CORPORATIONS**

**for the period ending:
26th August, 2017**

Applicant's Signature 

Permit No : NACOSTI/P/16/61069/13147
Date Of Issue : 29th August, 2016
Fee Received : Ksh 2000

**Director General for Science,
Technology & Innovation**

Source: NACOSTI (2016)

**Appendix IVC: Permit from National Commission for Science,
Technology and Innovation continued.....**

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

RESEARCH CLEARANCE

PERMIT

Serial No 11854

CONDITIONS: see back page.




REPUBLIC OF KENYA

Source: NACOSTI (2016)

Appendix V: Letter of Introduction from the University of Nairobi



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF BUSINESS
DOCTORAL STUDIES PROGRAMME

Telephone: 4184160/1-5 Ext. 225
Email: dsp@uonbi.ac.ke

P.O. Box 30197
Nairobi, Kenya

08th August, 2016

TO WHOM IT MAY CONCERN

RE: FRANCIS JOSEPH BWIRE:D80/60978/2010

This is to certify that, **FRANCIS JOSEPH BWIRE:D80/60978/2010** is a Ph.D candidate in the School of Business, University of Nairobi. The title of his study is: **“Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations.”**

The purpose of this letter therefore, is to kindly request you to assist and facilitate in carrying out the research/study in your organization. A questionnaire is herewith attached for your kind consideration and necessary action.

Data and information obtained through this exercise will be used for academic purposes only. Hence, the respondents are requested not to indicate their names anywhere on the questionnaire.

We look forward to your cooperation.



DR. JOHN YABS
FOR: ASSOCIATE DEAN,
GRADUATE BUSINESS STUDIES
SCHOOL OF BUSINESS

MK/mvk

Source: Associate Dean, School of Business, University of Nairobi (2016)

Appendix VI: Notice of Intent to Submit PhD Thesis

Bwire Joseph Francis
School of Business, University of Nairobi
P. O. Box 30197-00100
Nairobi, Kenya
Email: f.bwire@yahoo.com
Cellphone No. +254 763 566 252

August 29th, 2017

Director, Board of Postgraduate Studies
University of Nairobi

Through:

Associate Dean, School of Business
University of Nairobi

Chairman, Department of Business Administration
School of Business, University of Nairobi

The Lead Supervisor
School of Business, University of Nairobi

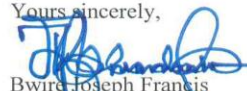
Dear Sir/Madam,

NOTICE OF INTENT TO SUBMIT PHD THESIS (D80/60978/2010)

This is to inform you of my intent to submit my PhD Thesis report on “**Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations**”. Attached herewith please find the relevant abstract of the study.

Your continued support is highly appreciated.

Yours sincerely,


Bwire Joseph Francis
Doctor of Philosophy (PhD) Candidate.

Encl.

Source: Researcher (2017)

Appendix VII: Reply to Notice of Intent to Submit PhD Thesis



University of Nairobi Graduate School

Telephone: 3318262
Fax Number: 243626
Telegrams: "Varsity of Nairobi"
Email: gs@uonbi.ac.ke
Our Ref: D80/60978/2010

P. O. Box 30197, 00100
Nairobi, Kenya

12th October 2017

Mr. Joseph Francis Bwire
C/O Dean,
School of Business

Dear Mr. Bwire,

NOTICE OF INTENT TO SUBMIT YOUR PH.D THESIS

We are writing to acknowledge receipt of your notice of 29th August 2017 of your intent to submit your PhD thesis entitled; "Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations". We also wish to acknowledge receipt of the abstract of the thesis. Please submit 4 copies of theses to the Director, Graduate School together with your cleared fee statement from Finance Office (G3).

In addition, you should run and submit an anti-plagiarism test on your thesis whose tolerance levels should be 15% or below.

You will also be required to show evidence of 2 publications or 2 letters of acceptance from peer reviewed journals from your PhD work before the oral defence. The publication should be co-authored with the supervisors.

We look forward to receiving your thesis within 3 months from the date of this letter.

Yours sincerely,

A.M. SIMIYU (MS)
FOR: DIRECTOR, GRADUATE SCHOOL

c.c. Dean, School of Business
Dr. Mary Kinoti, Associate Dean, GBS
Co-ordinator, Doctoral Studies Programme – SOB

AMS/mv

Source: Director, Graduate School, University of Nairobi (2017)

Appendix VIII: Board of Examiners Meeting's Letter



UNIVERSITY OF NAIROBI GRADUATE SCHOOL

Telephone: 3318262 Ext. 28267
Fax Number: 243626
Telegrams: "Varsity of Nairobi"
E-mail: gs@uonbi.ac.ke

P.O. Box 30197,
NAIROBI, KENYA

OUR REF: D80/60978/2010

March 19th 2018

Mr. Francis Joseph Bwire
C/O Dean,
School of Business

Dear Mr. Bwire,

BOARD OF EXAMINERS MEETING

This is to inform you that the Board of Examiners meeting for your Ph.D thesis will be held on **Tuesday 20th March 2018 at 9.00 a.m. at Ambank House 15th Floor, School of Business Office.**

Please note that you are expected to show evidence of 2 publications or 2 letters of acceptance from peer reviewed journals from your PhD work before the oral defence. The publication should be co-authored with the supervisors.

Please arrange to report for an oral examination at the time and place mentioned above.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Catherine Njue'.

CATHERINE NJUE (MS)
FOR: DIRECTOR, GRADUATE SCHOOL

c.c. Dean, School of Business
Registrar, CHSS

CN/mv

Source: Director, Graduate School, University of Nairobi (2018)

Appendix IX: PhD Thesis Correction Letter



UNIVERSITY OF NAIROBI
GRADUATE SCHOOL

Telephone: 3318262 ext. 28267
Fax Number: 243626
Email: gs@uonbi.ac.ke
Our Ref: D80/60978/2010

P. O. Box 30197 - 00100
NAIROBI, KENYA

24th May 2018

Mr. Francis Joseph Bwire
C/O Dean,
School of Business

Dear Mr. Bwire,

PHD THESIS CORRECTION

The Director, Graduate School has approved the recommendation of the Board of Examiners that you be required to correct the errors appearing in your Ph.D thesis entitled; "**Top Management Team Demographics, Corporate Strategy, Organizational Structure and Performance of Kenyan State Corporations**". To assist you in this exercise, I am enclosing a list of corrections to be effected.

You should also collect copies of your examined thesis from the Dean's/Director's office for purposes of carrying out the said corrections.

You are expected to undertake your corrections in **one month** from the date of this letter. You are also advised to liaise with your supervisor, **Prof. Zachary B. Awino** who is required to issue a confidential certificate of corrections indicating the title of thesis, degree and field of study to the Director, Graduate School. **The certificate of corrections must be submitted through the Chairman of the Board of Examiners/Dean/Director.**

Following the corrections, you will be required to **submit after one month** four (4) copies of the corrected thesis as well as one soft copy on compact disk (CD) in PDF form to the Graduate School, for the award of the degree. Please ensure that the soft copy bears the name(s) of the supervisor(s) who have signed the final copies of your thesis. The hard copies should be black, hard bound with the name of the candidate, course and year of graduation written on the spine in gold and the front page branded in accordance with the University Policy. Bindery shall be done at the **University of Nairobi Library ONLY.**

In addition, you will be expected to submit a signed declaration of originality form as well as the University of Nairobi Digital Repository Deposit Agreement/Consent Form.

Yours sincerely,

B. MWANGI (MR)
FOR: DIRECTOR, GRADUATE SCHOOL

c.c. Dean, School of Business
Prof. Zachary B. Awino (Supervisor) – School of Business

Encl: List of corrections

BM/mv

Source: Director, Graduate School, University of Nairobi (2018)

Appendix X: National Research Fund Grant Award Letter



Source: National Research Fund (2018)

Appendix XI: List of Kenyan State Corporations

Purely Commercial State Corporation

No. Name of State Corporation

1. Agro-Chemical and Food Company
2. Kenya Meat Commission
3. Muhoroni Sugar Company Ltd
4. Nyayo Tea Zones Development Corporation
5. South Nyanza Sugar Company
6. Chemilil Sugar Company Ltd
7. Nzoia Sugar Company Ltd
8. Simlaw Seeds Kenya
9. Simlaw Seeds Tanzania
10. Simlaw Seeds Uganda
11. Kenya National Trading Corporation
12. Kenya Safari Lodges and Hotels Ltd. (Mombasa Beach Hotel, Ngulia Lodge, Voi Lodge)
13. Golf Hotel Kakamega
14. Kabarnet Hotel Limited
15. Mt. Elgon Lodge
16. Sunset Hotel Kisumu
17. Jomo Kenyatta Foundation
18. Jomo Kenyatta University Enterprises Ltd.
19. Kenya Literature Bureau (KLB)
20. Rivatex (East Africa) Ltd.
21. School Equipment Production Unit
22. University of Nairobi Enterprises Ltd.
23. University of Nairobi Press (UoNP)
24. Development Bank of Kenya Ltd.
25. Kenya Wine Agencies Ltd. (KWAL)
26. KWA Holdings
27. New Kenya Co-operatives Creameries
28. Yatta Vineyards Ltd.
29. National Housing Corporation
30. Research Development Unit Company Ltd.
31. Consolidated Bank of Kenya
32. Kenya National Assurance Co. (2001) Ltd.
33. Kenya Reinsurance Corporation Ltd.
34. Kenya National Shipping Line

Source: Presidential Taskforce on Parastatal Reforms (2013).

State Corporations with Strategic Functions

No. Name of State Corporation

1. Kenya Animal Genetics Resource Centre
2. Kenya Seed Company (KSC)
3. Kenya Veterinary Vaccine Production Institute
4. National Cereals & Produce Board (NCPB)
5. Kenya International Convention Centre
6. Geothermal Development Company (GDC)
7. Kenya Electricity Generating Company (KENGEN)
8. Kenya Electricity Transmission Company (KETRACO)
9. Kenya Pipeline Company (KPC)
10. Kenya Power and Lighting Company (KPLC)
11. National Oil Corporation of Kenya
12. National Water Conservation and Pipeline Corporation
13. Numerical Machining Complex
14. Kenya Broadcasting Corporation
15. Kenya Development Bank (after merging TFC, ICDC, KIE, IDB, AFC)
16. Postal Corporation of Kenya
17. Kenya IXIM Bank
18. Kenya Post Office Savings Bank
19. Kenya Airports Authority (KAA)
20. Kenya Ports Authority (KPA)
21. Kenya Railways Corporation

Source: Presidential Taskforce on Parastatal Reforms (2013).

State Agencies – Executive Agencies

No. Name of State Corporation

1. Internal Revenue Service (after transfer of Customs department from KRA)
2. Kenya Revenue Intellectual Property Service (after merging Kenya Copyright Board, Kenya Industrial Property Institute, and Anti-Counterfeit Agency)
3. Kenya Investment Promotion Service (after merging KTB, EPC, Brand Kenya Board & KenInvest)
4. Konza Technopolis Authority
5. Bomas of Kenya
6. Water Services Trust Fund
7. Leather Development Council
8. Agricultural Development Corporation
9. Anti-Female Genital Mutilation Board
10. Constituency Development Fund
11. Crops Development and Promotion Service (new)
12. Customs and Boarder Security Service (successor to the Kenya Citizens and Foreign Nationals Management Service)
13. Drought Management Authority
14. Export Processing Zones Authority
15. Financial Reporting Centre
16. Fisheries Development and Promotion Service (new)
17. Higher Loans Education Board
18. Information and Communications Technology Authority
19. Investor Compensation Fund Board
20. Kenya Academy of Sports
21. Kenya Accountants & Secretaries National Examination Board (KASNEB)
22. Kenya Deposit Protection Authority
23. Kenya Ferry Services Ltd (KFS)
24. Kenya Institute of Curriculum Development Service
25. Kenya Film Development Service
26. Kenya Law Reform Commission
27. Kenya Medical Supplies Authority
28. Kenya National Bureau of Statistics
29. Kenya National Examination Council (KNEC)
30. Kenya National Highways Authority (KeNHA)
31. Kenya National Innovation Agency
32. Kenya Ordnance Factories Corporation
33. Kenya Roads Board (KRB)
34. Kenya Trade Network Agency
35. Kenya Wildlife and Forestry Conservation Service
36. Kenyatta National Hospital
37. LAPSSSET Corridor Development Authority
38. Livestock Development and Promotion Service (new)
39. Local Authorities Provident Fund
40. Moi Teaching and Referral Hospital
41. Nairobi Centre for International Arbitration

42. National Aids Control Council
43. National Cancer Institute
44. National Coordinating Agency for Population & Development
45. National Council for Law Reporting
46. National Council for Persons with Disabilities
47. National Hospital Insurance Fund
48. National Industrial Training Authority
49. National Irrigation Board
50. National Museums of Kenya
51. National Quality Control Laboratories
52. National Social Security Fund Board Trustees
53. National Youth Council
54. Nuclear Electricity Board
55. Policy Holders Compensation Fund
56. Sports Kenya
57. The Kenya Cultural Center
58. Tourism Fund
59. Unclaimed Financial Assets Authority
60. Water Resource Management Authority
61. National Campaign Against Drug Abuse Authority
62. Biashara Kenya (after merging Small and Micro enterprises Authority, Women Fund, Uwezo Fund and Youth Enterprises Development Authority)

Source: Presidential Taskforce on Parastatal Reforms (2013).

State Agencies – Independent Regulatory Agencies

No. Name of State Corporation

1. Commission for University Education
2. Communications Commission of Kenya
3. Competition Authority
4. Council for Legal Education
5. Energy Regulatory Commission
6. Health Services Regulatory Authority
7. Kenya Bureau of Standards
8. Kenya Civil Aviation Authority (KCAA)
9. Kenya Film Regulatory Service
10. Kenya Maritime Authority
11. Kenya National Accreditation Service
12. Kenya Plant and Animal Health Inspectorate Service (after taking over functions of National Biosafety Authority)
13. Livestock Regulatory Authority
14. National Commission for Science, Technology and Innovations
15. National Construction Authority
16. National Environmental Management Authority (NEMA)
17. National Land Transport & Safety Authority
18. Public Benefits Organizations Regulatory Authority
19. Public Procurement Oversight Authority (PPOA)
20. Technical and Vocational Education and Training Authority
21. Tourism Regulatory Authority
22. Water Services Regulatory Board
23. Financial Supervisory Council (after merging Capital Markets Authority, Insurance Regulatory Authority, Retirement Benefits Authority, and SACCO Societies Regulatory Authority)
24. Mining and Oil Exploration Regulatory Service
25. Agricultural, Fisheries and Food Authority

Source: Presidential Taskforce on Parastatal Reforms (2013).

State Agencies – Research Institutions, Public Universities, Tertiary Education and Training

No. Name of State Corporation

1. Chuka University
2. Cooperative University College
3. Dedan Kimathi University
4. Egerton University
5. Embu University College
6. Garissa University College
7. Jaramogi Oginga Odinga University of Science and Technology
8. Jomo Kenyatta University of Agriculture and Technology
9. Karatina University
10. Kenya Agricultural and Livestock Research Organization (KALRO)
11. Kenya Forestry Research Institute
12. Kenya Industrial Research & Development Institute
13. Kenya Institute of Mass Communication
14. Kenya Institute of Public Policy Research & Analysis (KIPPRA)
15. Kenya Marine and Fisheries Research Institute
16. Kenya Medical Research Institute (KEMRI)
17. Kenya Medical Training College (KMTC)
18. Kenya Multimedia University
19. Kenya School of Government
20. Kenya School of Law
21. Kenya Utalii College (KUC)
22. Kenya Water Institute
23. Kenyatta University
24. Kibabii University College
25. Kirinyaga University College
26. Kisii University
27. Laikipia University
28. Maasai Mara University
29. Machakos University College
30. Maseno University
31. Masinde Muliro University of Science and Technology
32. Meru University of Science and Technology
33. Moi University
34. Murang'a University College
35. National Crime Research Center
36. Pwani University
37. Rongo University College
38. South Eastern Education, Science and Technology Kenya University
39. Taita Taveta University College
40. The Technical University of Kenya
41. Technical University of Mombasa
42. University of Eldoret
43. University of Kabianga
44. University of Nairobi
45. Bukura Agricultural College

Source: Presidential Taskforce on Parastatal Reforms (2013).

Appendix XII Categorization of Kenyan State Corporations

Sector of State Corporation	Population
Tertiary Education and Training Corporations	19
Regional Development Authorities	12
Service Corporations	29
Research Corporations	19
Public Universities	15
Regulatory Authorities	31
Commercial/Manufacturing Corporations	37
Financial Corporations	25
Total	187

Source: Presidential Taskforce on Parastatal Reforms (2013).