

# Journal of Strategic Management



**ISSN Online: 2616-8472**

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Peer Reviewed Journals & books

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**ISSN: 2616-8472**

# Influence of Top Management Support on Performance of State Corporations in Kenya

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*How to cite this article:* Njenga, J. W. M., Kariuki, P. M., & Wanjohi, P. (2023). Influence of Top Management Support on Performance of State Corporations in Kenya. *Journal of Strategic Management*, 7(1), 89-102. <https://doi.org/10.53819/81018102t5149>

## Abstract

State corporations in Kenya have undergone several scrutinizes due to their poor performances. The study thus sought to determine the influence of top management support on performance of state corporations in Kenya. The study adopted the descriptive research design method to ascertain and describe the characteristics and status of the variables. A sample size of 264 respondents selected from State Corporations in Kenya was reached, and a semi-structured questionnaire was used to collect primary data. Data was analyzed using the SPSS software. The study findings showed that top management support has a positive and significant relationship with performance. The study also found out that management's commitment determines the level of organizational success, thus performance and that the policies defined by the government in conjunction with the State Corporations influence the degree of performance. Most top leaders in State Corporations have upheld the stated visions and have been working to ensure they are achieved, thus, most corporations recorded high performance. The study recommends that the top management in organizations need to pay greater attention to the mission and vision of their corporations in order to come up with high-level strategies for their achievement. The study also recommends that the government of Kenya should re-evaluate the policies set for management of State Corporations and improve on them so that they can be able to address the changes being experienced in the management environment, as this will scale up organizational performance. The government and other the regulatory bodies should implement supportive policies for top management in State Corporations to adopt for enhanced performance

**Keywords:** *Top management support, performance, state corporations, Kenya*

<https://doi.org/10.53819/81018102t5149>

## **1.0 Introduction**

In the recent years, the performance of most public organizations has come under scrutiny by governments, owing to their importance in serving the needs of citizens (Khan, Lederer & Mirchandani, 2018). Researchers have brought forth endless issues related to low performance in State Corporations globally, which have majorly been attributed to low commitment and support from top managers in the organizations. Ali, Li, Khan, Shah & Ullah (2020) notes that the top management is the body at the heart of organizational operations, which ultimately determine the level of ultimate performance. The failure of most organizations stems from the fact that the top management of such organization failed woefully in their duties. This means that the success of any organization towards meeting its objectives, depends largely on the vision of top management, which acts like a compass through which the organization finds its bearing in the prevailing market (Chepkosgei, Mwangi & Kinyua, 2020). Top management support encompasses direct involvement by the highest-level executives in critically important programs of an organization. This includes translating policies into goals, objectives and strategies and projects. Boyne, James, John & Petrovsky (2019) have shown that top management support is the most fundamental success factor in any organization.

Top management is responsible for making decisions that affect every aspect in the organization and has an integral role to play in ensuring that implementation of programs is a success to the organization towards delivery of quality services (Ahmed, Mohamad & Ahmad, 2019). They should provide adequate support in terms of facilities and resources to facilitate implementation of all programs towards delivery of quality services. They also organize for training programs to educate the employees concerning expected operations and outcomes. Organizational performance is concerned with the overall productivity in an organization and is a formula for the assessment of the functioning of an organization under certain parameters such as productivity, employee' morale and effectiveness (Sicotte & Delerue, 2021). Performance management and improvement is at the heart of management since a lot of strategic thinking is geared towards defining and measuring performance, hence, the importance of top management (Jehangir, Dominic, Langove & Khan, 2018).

Globally, State Corporations play a significant role in enhancing the socio-economic welfare of citizens in any given country (World Bank, 2018). They play a crucial role in developed and developing countries as a tool for promoting the social and economic development. It is stated that about 20 percent of the investment from the State Corporations globally contributes to 5 percent of employment and more than 40 percent of the overall economic output in some countries (Wachira, Karanja & Iravo, 2018). These institutions considered to continue delivering services that are as critical to the economic development of any nation. However, as has been observed, some of these State Corporations have not been able to attain their objectives and goals set leading to the stage for a decline in performance over a couple of years. According to Richards, Yeoh, Chong and Popovič (2019), the decline in performance has been partially attributed to poor strategies by the top management, as well as in competencies.

Internationally, state corporations are an important element of most economies, including the most advanced economies. In the United State of America, State Corporations are federal government-chartered and corporations owned by the federal government, which operate to provide public services. Reports have shown that the organizations have performed fairly over the years, as the

top management aspect has been emphasized in management (Ali, Li, Khan, Shah & Ullah, 2020). The State Corporations in Ghana were set up to improve the financial welfare of the citizens. They are concerned with promoting delivery of services as transport, mining, aeronautics, shipping, exchanging, banking, correspondence, development, ventures, fabricating, and a few different exercises. Nonetheless, the performance of State Corporations in Ghana was characterized by a significant decline during the 1980s in the light of reasons that ranged from administrative ineptitude to monetary fumble. As noted, State Corporations in Ghana relied excessively on external donors for funding budgets and had a weak governance structure (Boyne, James, John & Petrovsky, 2019).

Currently, there are 138 State Corporations in eight categories based on their core mandate (Mulili & Wong, 2020). The performance of Kenyan State Corporations remains crucial for micro and macro-economic development of the country. The decline in the performance of State Corporations has resulted in the government providing direct financial support and sometimes strategy review to resuscitate affected institutions (Laimaru, 2018). As has been noted by Kiragu and Riro (2019), some of the financial and commercial state corporations in Kenya have continued to underperform. Notably, the National Bank of Kenya announced a 73.5 percent dip in profit with respect to its performance in the first nine months of 2017. Similarly, Kenya Airways has made losses to a tune of Sh26.23billion causing market jitters concerning its sustainability as a State Corporation. It is on this backdrop that this study sought to establish the effect of top management support on performance of State Corporations in Kenya.

### **1.1 Statement of the Problem**

The performance of some state corporations has been poor. For instance, Kenya Power and Lighting Company reported a net loss of Ksh. 1 335, 042, 000 in 2020 (Auditor General, 2021). Further, South Nyanza Sugar Company (Sony) has been reporting losses; in 2018, the losses were Ksh. 2,109,764 000 and Ksh. 135, 8342, 000 in 2019 (Auditor General, 2021). Moreover, the insolvency of Chemilil, Muhoroni, Nzoia and Sony Sugar has grown by 19.7 percent from Sh65.56 billion in 2019 to 78.45 in 2020 (Auditor General, 2021). Besides, by 2021, the University of Nairobi (UoN) and Kenyatta University have dipped into a combined Sh4.3 billion financial deficit, underlining the cash flow problems at the institutions (Auditor General, 2021). Also, Kenya National Shipping Line reported a net loss of 46, 987, 078 in 2019 and Ksh. 47, 873, 383 in 2020 (Auditor General, 2021). Thus, based on the few sampled state corporations, losses have been reported and this could be due to ineffective top management and this formed the rationale of the current study. Effective top management strategies necessary to support the process of strategic decision-making that is key to enhanced performance (Sicotte & Delerue, 2021).

Nonetheless, how top management support enhances the performance of state corporations is not clear, notwithstanding the critical role that they play in enhancing economic development in the country in addition to delivering amenities to the citizens. Like any other establishments, several State corporations face considerable challenges in their performance. Some of the key challenges include; organizational culture and structure, management commitment, staff competency, resource accessibility, among others which influence organizational performance (Chepkosgei, Mwangi & Kinyua, 2020). The causes of poor performance in state corporations have been the focus of several research studies and various authors have alluded to the fact there are various

factors responsible for poor performance, but there has been no consensus on the main factors. Hickman and Silva (2018) indicated that most State Corporations have failed to properly execute strategic communication despite having well-articulated strategies. The researchers have also concentrated on the causes of low performance in selected state corporations but have not given an insight into the outcomes of the top management support on implementation. Therefore, based on the research problem and knowledge gaps revealed, this study sought to investigate the influence of top management support on the performance of state corporations in Kenya.

## **1.2 Research Objective**

The study sought to examine the relationship between top management support and performance of state corporations in Kenya.

## **2.0 Literature Review**

The literature review included the theoretical review, empirical literature and conceptual framework.

## **2.1 Theoretical Review**

This study was anchored on Behavioral theory. Behavioral theory was developed by Cyert and March in 1963. According to behavioral theory, leaders create optimistic execution levels for their organizations in light of historical firm performance and observed execution of companions or reference gatherings. Execution below desire demonstrates potential issues in accomplishing long term objectives (O'Brien & David, 2020). This implies that a firm should frame time to time audits of their execution to check whether the strategies they are actualizing and the way they are executing them is on course towards accomplishing their set desires. The top management's commitment to quality is very important because they provide the resources for implementing and maintaining the management system, which contains all the processes related to efficiency (Jensen & Meckling, 2019). Basic leadership is not generally judicious since organizations are political frameworks comprised of coalitions of individuals with halfway clashing objectives and interests (Scott & Davis, 2021). Fundamental leadership is best depicted as a blend of judicious and political bits of knowledge where levelheadedness shapes as far as possible and strategic choice procedures and the political point of view shape the social setting of the organization (Scherer, Palazzo & Matten, 2020).

Great administration can be accomplished through successful basic leadership to prioritize the portion of money related and human capital assets. Choices must be made on the most proficient method to organize key activity via doing budgetary appraisal to survey the accessibility of assets and improvement measures to evaluate whether the proposed activities improve the soundness of the firm (Camerer, 2020). This Behavioral Theory was relevant in the study as it informs the top management support variable. This is because state corporations are made up of groups which may include managers, stakeholders, workers and suppliers and these groups are affected by decisions made in the organizations. The theory argues that a firm's goals must be implemented through decision making at the top and be affected by the lower level of management. Therefore, for firms to achieve their set goals and perform accordingly, top management support is key for decision-making and performance improvement. The theory indicates that top management's commitment to quality is very important because they provide the resources for implementing and maintaining the management system, which contains all the performance-related processes. Hence, the theory was considered relevant to inform variable top management support in the study.

## 2.2 Empirical Literature

Top Management support describes organizational senior manager's favorable attitude and behaviour towards organizational performance, and visible support in all operations. Management support has been identified as a key factor influencing performance of State Corporations in most countries. Organizational top leadership should openly support and recognize their work as a top priority and of great importance. Senior management must be committed with its own involvement and willingness to allocate valuable resources to implementation of programs. It also includes their involvement in setting up programs, evaluating all projects and identifying opportunities as well as potential risks associated with performance. The management also helps in identifying the right persons for every organizational program, organizing them into teams, and empowering them for the duties allocated to them (Al Shobaki, Abu Amuna & Abu-Naser, 2020).

A study conducted by Yaacob, Baroto, Kamarudin and Arifin (2019) showed that top management plays an essential role in enhancing organizational performance as it provides the appropriate environment and making decisions that enhance the creation and execution of knowledge successfully. Ideal top management shows a deep awareness of its followers needs, and provides an incentive, which is a source of encouragement and motivation for them to innovate and solve problems. Top management helps employees to address their needs for empowerment, improve personality, accomplish achievement, and enhance self-efficacy. Many researchers point out that top management plays an important role in organizational outcomes and plays a key role in influencing the adoption of innovational activities in organizations, which in turn enhance performance. Effective top management teams engage employees in key decisions that affect them and the organization. They explain to the employees the importance of commitment at work, productivity and so forth, which in turn affects performance in a positive way.

Sicotte and Delerue (2021) argued that adoption and implementation of effectiveness in organizational management requires adequate support and positive attitude towards change. The management should cultivate a positive attitude and instill courage to the employees to be part of the management process. The top management should set performance targets to increase focus and direction to ensure that the maintain focus towards improved performance (Khan, Lederer & Mirchandani, 2018). Performance targets are key components of in performance since they shape the behavior and culture of the employees, and thus enhance objectivity and focus in change implementation. This ensures that both the top management and the employees work together as a team towards the same direction, sharing common goals and objectives (Yaacob *et al.*, 2019). In State Corporations, the top management acts as role models by representing all the interest of the stakeholders; they act as agents of change through leading by examples in guiding employees in execution of their roles and responsibilities (Ahmed, Mohamad & Ahmad, 2019).

The top management motivates the employees to contribute positively towards great performance. Indicate that the top management plays a critical role in enhancing successful implementation of change; they are highly involved in fostering change in the organization, thus, fostering for top performance. They act as key pillars of change by setting standards and inspiring employees in the organization. The top management rewards and recognizes employees who show exemplary performances, which is meant to motivate performing employees and to encourage other employees to participate fully in organizational activities. Iqbal, Long, Fei and Bukhari (2019) conducted a study that focused on the support of top management on projects in the software

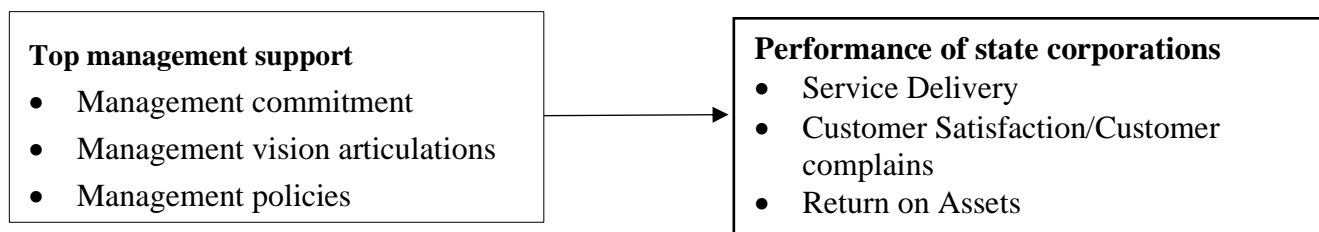
sector. The research objective was to identify top management support processes that greatly affects software development projects and compare critical processes with the actual support provided by organizations. The study found out that executives choose to perform easy to do processes. Critical top management support processes, which has greater impact on performance, often receives low level of attention from senior managers. The study therefore concluded that most managers are not aware of or prefer to ignore, the impacts of various supporting processes have on organizational performance (Ahmed, Mohamad & Ahmad, 2019).

Kanwal, Zafar and Bashir (2020) established that, 70% of strategies in public organizations fail due to poor execution, whereby managers are indecisive and lack commitment, and not because of strategic content or decision itself. Other researchers estimated the rate of failure to be between 50% and 90%. This implies that executives must make wise decisions when approaching certain strategies that could affect people and their overall implementation. Uncertainty of business environment, strategic planning often centres around the managers due to their ultimate responsibility on the direction of the firm, (Koufopoulos & Chrysochoidis, 2020); which cause employees from different hierarchical positions within an organization to experience resistance to and influence organizational practices from interactions on many different levels, thereby stoking inertia (Jarzabkowski & Bologun, 2019). Top management support in State Corporations has an integrative effect, which uncover clashes of interest at different levels; and hence each business unit and sub-business units respond and experience in different manner to the integrative effects of planning strategies. Therefore, self-interest, political issues within organization, and the limited level of managers' responsibilities influence how information is shared, and hence the level of performance.

### 2.3 Conceptual Framework

A conceptual framework is a hypothetical framework of principles, assumptions and rules that demonstrate the relationship between a study's dependent and the independent variables. The independent variable of the study include top management support and dependent variable is performance of State Corporations. The conceptual framework for the study is as presented below in Figure 1

**Figure 1: Conceptual Framework**



**Independent Variable**

**Dependent Variable**

### 3.0 Research Methodology

Descriptive survey design was adopted for the study. This research design fitted the study since it is an efficient method for systematically collecting data from a broad spectrum of individuals making it possible to collect a large amount of data on the study problem with minimum effort. This study followed positivism research philosophy, which supports the use of scientific research

methods in observing and measuring of facts without any influence from the researcher and guarantees generalizing in an objective manner, the findings from the quantitative analysis. The population of the study comprised of 264 respondents. The primary data was collected using questionnaires. Stratified sampling method was applied in the study. The validity of the research instrument was tested through content validity, where the researcher engaged supervisors, who assisted in checking the quality and consistency of the questionnaire items. The reliability of the research instrument was tested through piloting, where the researcher engaged 10% six (6) of State Corporations in Kenya. The responses obtained from the pilot study were analyzed through Cronbach Alpha analysis. A value of 6.7 was obtained, which showed high-level consistency in the questionnaire items, hence; the questionnaire was considered reliable, and was used in the data analysis process. The study used the descriptive and inferential statistics to analysis the data. SPSS software version 22.0 was embraced in the study.

## **4.0 Results and Discussion**

Questionnaires were administered to all the 264 respondents. Out of the 264, 251 of the questionnaires were dully filled and returned, indicating a response rate of 95.1%.

### **4.1 Descriptive Analysis**

The researcher used descriptive statistics to explain the scores of data by use of statistics. Mean, standard deviation and percentages were used to present the study findings.

#### **4.1.1 Top management Support**

To obtain information about the first independent variable Top Management Support, several statements were asked and the respondents required to provide feedback on a Likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “There is a clear management support and commitment towards betterment of performance of our institution” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 57.8% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “The Board diversity plays a significant role in the performance of the organization?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741.

On the statement “My organization’s Board comprises of members from diverse academic and industry backgrounds that helps enrich its decision-making.”, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “Leadership allows participation of staff in determining what strategies to implement and how to implement them”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.251. On the statement “The management has established



clear policies to assist in running of the organization.” 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178.

On the statement “Leadership are at the forefront of the quality management and strongly promote it for improvement of roles, processes and tasks in the organization.” 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105. On the statement “Performance Management Analysis (PMA) is utilized during tasks activities and outcomes performance evaluation processes” 2.8% strongly disagreed to the statement, 3.2% disagreed to the statement, 21.5% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.84 and standard deviation 0.883. Finally, the average mean score of the survey questions under management support was 3.61, with a standard deviation of 0.969. This implied that most of the respondents agreed with the survey questions under the variable management support.

**Table 1: Top Management Support**

Top Management Support	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
There is a clear management support and commitment towards betterment of performance of our institution	-	5.6	23.5	57.8	13.1	3.78	.739
The Board diversity plays a significant role in the performance of the organization	-	-	19.1	41.0	38.9	4.21	0.741
My organization’s Board comprises of members from diverse academic and industry backgrounds that helps enrich its decision-making.	-	2.8	38.6	32.3	26.3	3.82	.885
Leadership allows participation of staff in determining what strategies to implement and how to implement them.	13.1	10.4	23.9	35.5	17.1	3.33	1.251
The management has established clear policies to assist in running of the organization.	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Leadership are at the forefront of the quality management and strongly promote it for improvement of roles, processes and tasks in the organization.	8.0	23.9	26.3	33.5	8.4	3.10	1.105
Performance Management Analysis (PMA) is utilized during tasks activities and outcomes performance evaluation processes.	2.8	3.2	21.5	51.8	20.7	3.84	0.883
<b>Average</b>						<b>3.61</b>	<b>0.969</b>

#### **4.1.2 Performance of State Corporations**

To obtain information about the first independent variable Performance of State Corporations, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “The service delivery in the organization has been very much effective over the years.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.576. On the statement “Our organization has realized improved level of employees’ performance”, 5.6% strongly disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 57.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “Employees can easily identify with goals set by the organization”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement “There has been growth in total assets in our organization over the last five years”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874. On the statement “Our organization has experienced increased Return on Assets over the last five years” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869. On the statement “Our organization has realized expansion to different locations within the country through adoption of information technology which has in turn enhanced performance.” 11.6% strongly disagreed to the statement, 13.5% strongly disagreed to the statement, 17.1% of the respondents neither agreed nor disagreed to the statement, 31.9% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.318.

On the statement “Our organization’s efficiency level has improved over the years” 2.8% of the respondents neither agreed nor disagreed to the statement, 18.3% of the respondents agreed to the statement 48.6% of the respondents strongly agreed to the statement, whereas 30.3% of the respondents strongly agreed to the statement, with a mean of 4.04 and standard deviation 0.859. On the statement “The majority of the customers/clients have shown satisfactions in our delivery of services/goods” 5.6% of the respondents disagreed to the statement, 38.2% of the respondents neither agreed nor disagreed to the statement, 34.7% of the respondents agreed to the statement whereas 21.5% of the respondents strongly agreed to the statement, with a mean of 3.72 and standard deviation 0.864. Concerning the statement “The complaints from customers/clients have consistently decreased over the years” 29.5 % of the respondents disagreed to the statement, 21.5% of the respondents neither agreed nor disagreed to the statement, 25.5% of the respondents agreed to the statement whereas 23.5% of the respondents strongly agreed to the statement, with a mean of 3.43 and standard deviation 1.145. The study results showed the average mean score was found

to be 3.83 with a standard deviation of 0.954. This implied that most of the respondents agreed with those questions about the performance of state corporations

**Table 2: Performance of State Corporations**

Performance of State Corporations	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
The service delivery in the organization has been very much effective over the years	-	-	10.4	64.9	24.7	4.14	0.576
Our organization has realized improved level of employee’s performance	5.6	-	16.7	57.0	20.7	3.87	0.929
Employees can easily identify with goals set by the organization	2.0	13.1	21.5	49.4	13.9	3.60	0.951
There has been growth in total assets in our organization over the last five years.	2.8	-	12.4	40.6	44.2	4.24	0.874
Our organization has experienced increased Return on Assets over the last five years.	2.8	-	22.7	47.0	27.5	3.96	0.869
Our organization has realized expansion to different locations within the country through adoption of information technology which has in turn enhanced performance	11.6	13.5	17.1	31.9	25.9	3.47	1.318
Our organization has realized improved service delivery to our customers.	7.6	2.8	19.9	34.3	35.5	3.87	1.156
Our organization’s efficiency level has improved over the years	2.8	-	18.3	48.6	30.3	4.04	0.859
The majority of the customers/clients have shown satisfactions in our delivery of services/goods to them	5.6	-	38.2	34.7	21.5	3.72	0.864
The complaints from customers/clients have consistently decreased over the years	-	29.5	21.5	25.5	23.5	3.43	1.145
<b>Average</b>						<b>3.83</b>	<b>0.954</b>

#### 4.2 Correlation Analysis

Correlation analyses was intended to establish the relationship between top management support and performance of state corporations. Table 3 indicates a positive and significant association between top management support and the performance of State Corporations. This association is illustrated by the correlation coefficient of 0.653 at a 0.001 level of significance. The results are consistent with Yaacob, Baroto, Kamarudin and Arifin (2019), who showed that top management plays an essential role in enhancing organizational performance. Sicotte and Delerue (2021) argue that adopting and implementing effectiveness in organizational management requires adequate support and a positive attitude toward change, enhancing performance. The management should cultivate a positive attitude and instill courage in the employees to be part of the management process.

**Table 3: Correlation Coefficient for Top Management Support**  
**Correlations**

		X <sub>1</sub>
Y	Pearson Correlation	.653**
	Sig. (2-tailed)	.001
	N	251

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

Where; X<sub>1</sub> is Top management support and Y Performance of State Corporations

### 4.3 Regression Analysis

The study adopted simple linear regression to establish the relationship between top management support and performance of state corporations.

From table 4, the regression model of x<sub>1</sub> and y was significant with  $f(1, 249) = 185.527$ , p-value <0.001, inferring that top management support was a significant predictor in the model. The coefficient of determination R<sup>2</sup> of 0.427 showed that 42.7% of the performance of state corporations is explained by top management support. The remaining percentage of the performance of state corporations can be explained by other factors not included in the model. the R of 0.653 from table 4. shows there is a moderate positive correlation between top management support and the performance of state corporations in Kenya.

The first hypothesis tested was;

**H<sub>01</sub>**: Top management support has no significant statistical influence on the performance of state corporations in Kenya.

The regression results tested the hypothesis and was determined by the p-value. The study found that the p-value obtained, as shown in Table 4. under the coefficient section, was .001. Thus, the null hypothesis is rejected. Thus, the study concludes a significant positive relationship between top management support and the performance of State Corporations in Kenya. The beta coefficient value for top management support (0.587) meant that for every one (1) unit increase in the dimension of top management support in state corporations, it leads to 0.587 increase in the performance of state corporations, as shown in table 4.24 under coefficients section.

The results were fitted in the Model  $Y = \beta_0 + \beta_1 X_1 + e$

The model equation therefore became  $Y = -5.241E-005 + 0.587 X_1$

Where, Y=Performance of State Corporations, X<sub>1</sub>= Top Management Support

The research findings agreed with the outcomes by Ali, Li, Khan, Shah & Ullah (2020), who notes that the top management is the body at the heart of organizational operations, ultimately determining the level of ultimate performance. Boyne, James, John and Petrovsky (2019) indicate that top management support is the most fundamental success factor in any organization. Besides, Ahmed, Mohamad and Ahmad (2019) established that top management is responsible for making decisions that affect every aspect of the organization and influence its performance. According to Richards, Yeoh, Chong and Popovič (2019), the decline in performance has been partially attributed to poor strategies by the top management and competencies.

**Table 4: Regression Analysis for construct Top Management Support**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.653 <sup>a</sup>	.427	.425	.44830	.427	185.527	1	249	.001
a. Predictors: (Constant), Top Management Support									

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.286	1	37.286	185.527	.001 <sup>b</sup>
	Residual	50.042	249	.201		
	Total	87.328	250			

a. Dependent Variable: Performance of State Corporations

b. Predictors: (Constant), Top Management Support

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.241E-005	.028		-.002	.999
	Top Management Support	.587	.043	.653	13.621	.001

a. Dependent Variable: Performance of State Corporations

## 5.0 Conclusion

The study's intention was to establish the influence of top management support on performance of State Corporations in Kenya. Under the descriptive statistics, it was found that the average mean score of the survey questions under management support was 3.61, with a standard deviation of 0.969. This implied that most respondents agreed with the survey questions under the variable management support. Top management support positively influences the performance of state corporations in Kenya. Performance was generally improved through enhanced quality of services, cost reduction in operations and enhanced customer service efficiency. These findings imply that generally the performance of the state corporations in Kenya was on the increase as the companies embarked on top management support.

## 6.0 Recommendations

The study recommends that the top management in the state corporations and other organizations should focus more on increased management and employee commitment to organizational issues for enhanced performance. This can be achieved through motivation, rewards and incentives to as well as capacity building to boost the skills of the management and employees. The study recommends that the management in all state corporations should come up with policies to facilitate effective communication across all the organization's departments. This translates to adopting strategic communication strategies and innovating to support broad operations. In addition, the study recommends that the government and other the regulatory bodies should implement supportive policies for top management in State Corporations to adopt for enhanced

performance. The study as well recommended that for effectiveness and efficiency in performance, the top management should embrace clear ideas before communicating, and have a clear understanding of the human as well as physical environment and reasons of communication identified.

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