



**PARTICIPATIVE DECISION MAKING AND PERFORMANCE OF INDEPENDENT
REGULATORY AGENCIES IN KENYA**

¹Tiony Hilary Kimeli, ²Prof. Karanja Ngugi, ³Dr. Nyang'au Samson Paul

1 Ph.D. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya;

Email: tionykim@gmail.com

2 Ph.D., Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

3 Ph.D., Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

ABSTRACT

This study sought to investigate the influence of participative decision making on performance of independent regulatory agencies in Kenya and to investigate the moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya. The study adopted descriptive correlational research design and used the positivist research paradigm. The unit of analysis was each of the 48 independent regulatory agencies in Kenya, while the unit of observation were the top management level and lower cadre employees within each of the 48 independent regulatory agencies. The target population for this study was 336 employees within the top management and the lower cadre. The overall sample size for this study was determined using Yamane's formula which obtained 183 respondents. Primary data was collected using questionnaires. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 29 software. Quantitative data was analyzed using descriptive statistics and presented in tables and figures. The study also computed correlation and regression analyses to test the relationship between the study variables and hypotheses. The study concluded that participative decision making has a positive effect on employee commitment which leads to enhanced organizational performance. It is expected to lead to greater innovation, lower employee turnover and absenteeism among others. Thus, this study recommends a need for the management of independent regulatory agencies in Kenya to consider the adoption of participative decision making strategies if these organizations are to enhance their performance. In addition, resource mobilization was found to have a significant positive moderating effect on the relationship between participative decision making and performance of independent regulatory agencies in Kenya.

Keywords: Participative decision making, performance, resource mobilization, positivist research paradigm.

Background of the Study

Independent regulatory agencies in Kenya are meant to contribute immensely to Kenya's economic and social development. They play a critical role in the oversight of their sectors which include licensing of operators, protecting consumers and enforcement of compliance to licence requirements. For these agencies to operate and meet their performance targets, they require a well-motivated human resource component. According to Ekwoaba, Ufodiama and Inya (2019), human resource is a critical ingredient to the success of any organization because they coordinate other resources of an organization for the purposes of the achievement of the set objectives. Employees in an organization are known for the generation of useful ideas, and therefore, their feedback and ideas are key in the improvement of organizational commitment and ultimately organizational performance (Ugwu, Okoroji and Chukwu, 2018).

Decision making is one of the most relevant activity of management in any organization (Ademola, 2021). Participative decision making is considered as an effective tool to promote organizational performance. Participative decision making is defined as a management process that allocates power and authority to employees through their involvement (Wagner, 1994). Particularly, it is defined as 'a mode of organizational operations in which decisions as to activities are arrived at by the very persons who are to execute those decisions (Kombo et al., 2018). Participative decision making is one form of structural empowerment because it allows employees to participate in decision making processes, and thus have influence over decisions (Yuki & Fu, 2019). Various researchers have focused on participative decision making arguing that employee participation can provide intrinsic benefits and employees' attitudes and behaviours, such as job satisfaction and lower levels of absenteeism (Daniels & Bailey 2019). Therefore, participative decision making contributes to the ultimate well-being of an organization (Management Study Guide, MSG, 2016).

Independent regulatory agencies in Kenya continue to face a range of challenges, including but not limited to accountability, service delivery, productivity and stakeholder satisfaction. This is despite the fact that these agencies are meant to contribute immensely to Kenya's economic and social development. Their performance and operational efficiency has continued to deteriorate in recent years (Yatani, 2021). These challenges that have led to unsatisfactory performance underscore the critical need to investigate the role of decision making in these organizations. This study, therefore delved into participative decision making and its influence on addressing the said challenges, providing a comprehensive understanding of how participative decision making impacts on the performance of independent regulatory agencies in Kenya.

Statement of the Problem

Despite the fundamental importance of independent regulatory agencies in Kenya, these agencies are besieged by an array of formidable challenges thus hampering their performances. These include accountability, poor service delivery and productivity amongst others. This is despite the financial support that it continues to get from the exchequer (Oketch, Kilika, & Kinyua, 2021). The challenges include financial mismanagement, bureaucracy, red tape and political interference (Kimunguyi, 2017). Lack of participation by employees in these organizations is attributed to be one of the major contributory factors to continued poor performance (Nyaberi, 2020). Performance is an indication of how well an organization has served the various stakeholders (Freeman & Ehrhardt, 2012). The Performance Evaluation of State Corporations and Tertiary Institutions report for the Financial Year 2021/2022 released 11th of April 2023 ranked independent regulatory agencies at number five out of the eight functional categories of State. The independent regulatory agencies were ranked as the most deteriorated category of State Corporations (PSPMU, 2022).

In a report for performance of State Corporations for the Financial Year (FY) 2020/2021, the composite score for independent regulatory agencies did not compare with public universities (3.0312) which was the best performing category of State agencies (PSPMMU, 2021). In comparison to FY 2019/2020, there was a marginal decline in performance for the State Corporations. For instance, there was a marginal decline in performance of State Corporations when compared to financial year 2018/19. The average composite score for FY 2018/2019 was 3.1449 whereas that of 2019/2020 was 3.1972 which indicates a negative change by 1.6%. This shows that there has been a general decline in performance of State Corporations in which as per the statistics, independent regulatory agencies are among some of the poor performing State Corporations. During the FY 2020/2021, 74.8% of State Corporations (including regulatory agencies) did not achieve their performance targets.

Annually, Kenyan manufacturers lose 40% of their market share to counterfeit products. This translates to 30 billion Kenyan shillings in actual currency terms. Additionally, jobs are lost as a result of this vice (KIPPRA, 2019). In Kenya, trading in counterfeit goods in 2019 was worth 70 billion Kenya Shillings, rivaling tourism, tea and coffee, the top exchange earners for the country (Lutta, 2019). This is a big indictment to independent regulatory agencies especially those entrusted with the responsibility of ensuring that no counterfeit products are brought into or manufactured in the country. The loss in revenue seriously affects the government's development agenda at the time the country is grappling with financial challenges.

Participative decision making gives opportunities to employees in an organization to share their creative ideas to improve a critical situation. It is a key ingredient required in any leadership of an organization as it plays a critical role in the success of an organization (Maxwell, 2007). There is a paucity of research on the influence of participative decision making on performance of independent regulatory agencies in Kenya. The various aspects of participative decision making is well established in literature; Kuria (2017), Karimi, Were and Kwasira, (2023), Kyondo, Mugaa and Gitari, (2023) and Wanjala and Musiega, (2019). Some of these studies were done in organizations like healthcare institutions, tobacco industry and schools, thus presenting contextual gaps. The studies done outside Kenya i.e. Chimaobi and Chikannele (2020), Sunil (2019) and Singh (2019) may not be generalized in the Kenyan Context. Therefore, this study sought to bridge this research gap by providing an in-depth analysis on the influence of participative decision making on performance of independent regulatory agencies in Kenya.

Objectives of the Study

1. To examine the influence of participative decision making on performance of independent regulatory agencies in Kenya.
2. To investigate the moderating effect of the resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya.

Research Hypothesis

- Ho1:** There is no significant influence of participative decision making on performance of independent regulatory agencies in Kenya.
- Ho2:** There is no significant moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya.

LITERATURE REVIEW

Theoretical Review

Goal Setting Theory

This theory, postulated by Locke (1968) anchors this study. It states that individuals are motivated to work towards attainment of pre-determined goals or objectives they set for themselves or they are part of. Goal setting is the process of establishing specific and effective targets for task performance (Moeller et al., 2012). According to Locke, et al. (1981), goal setting has a positive influence on task performance. This is further buttressed by Latham and Locke (2007) who explained that a specific high goal leads to even higher performance than urging people to do their best. Therefore, by being part of the whole process, employees understand their involvement and strive towards accomplishing the set goals and objectives (Ugwu et. al., 2018).

Goal Setting Theory is linked to participative decision making and the performance of employees. It explains how employees are motivated to work for the goals they participate in setting together. The Goal setting theory is likened to Management by Objective (MBO) on the premise that when goals are verified and feedback on performance is given; chances of improvement are also increased. The managerial implication for this theory is that job responsibilities and roles of employee should be designed in such a way to give them access to job autonomy which will increase their commitment, morale and level of satisfaction to accomplish pre-determined goals or objectives. This study therefore, employed this theory to examine the influence of participative decision making on performance of independent regulatory agencies in Kenya.

Resource Mobilization Theory

This theory was advanced by Buechler (1995) and stated that a core professional group in a social movement organization works towards bringing money, supporters, attention of the media and donors, alliances with those in power, and refining the organizational structure. This is because social movements need resources in order to be effective because dissent and grievances alone will not generate social change. The theory emphasizes on the ability of movement's members to: acquire resources and to mobilize people towards accomplishing the movement's goals. This theory assumes that individuals are rational thus weigh the costs and benefits of movement participation and act only if benefits outweigh costs (Riziki, Atera, & Juma, 2019).

One key facet of resource mobilization theory is the concept of resource acquisition, recognizing the multifaceted nature of resources. This encompasses tangible material resources such as financial support, infrastructure, and technology. Equally important are human resources, acknowledging the pivotal role of skilled and committed individuals in leadership and organizational capacities. Moreover, cultural resources, including shared values, symbols, and narratives, are considered integral to mobilizing support for social movements (Shuja, & Abbasi, 2019).

Conceptual Framework

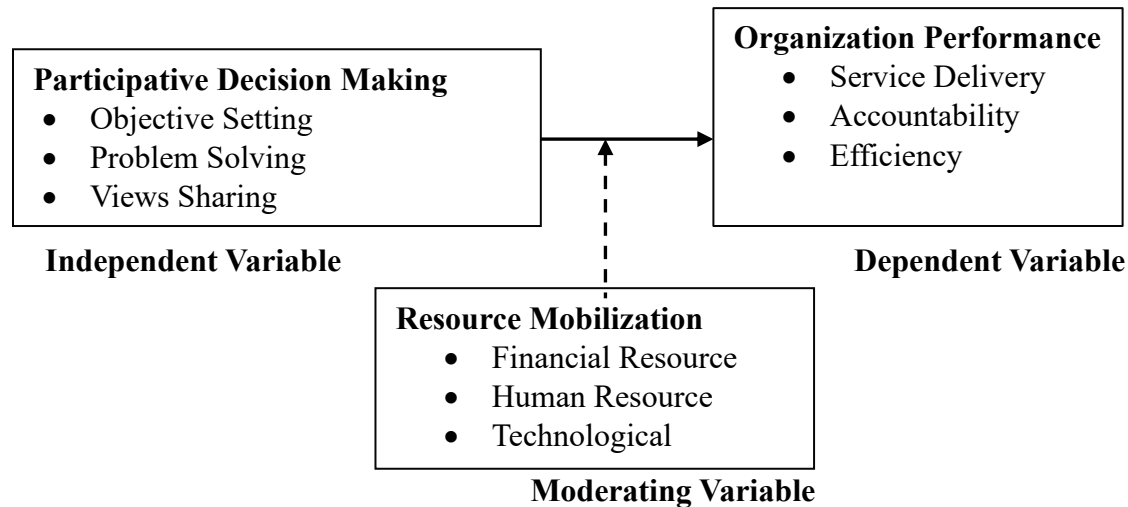


Figure 1: Conceptual Framework

Participative Decision Making

Participative decision making is defined as a management process that allocates power and authority to employees through their involvement (Wagner, 1994). Particularly, it is defined as ‘a mode of organizational operations in which decisions as to activities are arrived at by the very persons who are to execute those decisions (Kombo et al., 2018). Thus, PDM is associated with direct involvement of stakeholders, as well as mutual regard and respect towards other parties in an organization (Markey, 2017). In summary, PDM is one form of structural empowerment because it allows employees to participate in decision making processes, and thus have influence over decisions (Yuki & Fu, 2019). As an alternative to assuming that decisions should be made by management, researchers have focused on PDM arguing that employee participation can provide intrinsic/personal benefits and employees’ attitudes and behaviours, such as job satisfaction and lower levels of absenteeism (Daniels & Bailey 2019).

Participation in decision making can satisfy employees self-actualization needs and by doing so, increase employees’ motivation, job satisfaction and job performance. The best way to improve productivity is by striving for the shared goals of employees and managers. This can be done by allowing worker input into developing the mission statement, establishing policies and procedures, determining perks, improving communication and thereby increasing morale and satisfaction (Noah, 2019). Employee participation in decision making serves to create a sense of belonging among the workers as well as congenial environment in which both the management and workers voluntarily contribute to healthy industrial relations. This study therefore sought to examine the influence of participative decision making on performance of independent regulatory agencies in Kenya.

Resource Mobilization

Resource mobilization refers to the process of gathering, allocating, and managing resources to achieve specific goals and objectives. In various contexts, such as business, non-profit organizations, and government agencies, resource mobilization is a crucial aspect of strategic planning and sustainable development (Shuja, & Abbasi, 2019). A resource is any physical or non-physical entity of limited availability that needs to be utilized to obtain a benefit. Resources at the disposal of a project can either be physical such as machinery and equipment or intangible such as trade mark, intellectual property and processes. Adequate use of different resources can make a

firm complete a project within the stipulated time and reduce the cost overruns (Robert, 2021). Resources can either make or break an organization; they have therefore to be used efficiently and effectively. The main reason behind this is that the resources are hard to obtain, expensive or even at times both (Collins & James, 2018).

Financial resource mobilization is a critical component for the sustainable functioning and growth of any organization. This aspect involves identifying and securing funding from various sources to support the organization's activities and objectives. Organizations often diversify their financial resources, tapping into avenues such as grants, donations, loans, and revenue generation. Successful financial resource mobilization requires strategic planning, effective fundraising campaigns, and prudent financial management. Creating realistic budgets aligned with organizational priorities, implementing transparent financial reporting practices, and exploring innovative funding models contribute to building a robust financial foundation. Moreover, organizations need to continuously assess and adapt their financial strategies to respond to changing economic conditions and donor landscapes (Shuja, & Abbasi, 2019).

Organizational Performance

Organizational performance encompasses the achievement of objectives such as high profits, quality products, market share, financial results, and survival using relevant strategies (Kombo et al., 2018). Omar and Zineb (2019) define performance as a set of financial and non-financial indicators reflecting the degree of goal attainment. In the context of independent regulatory agencies, which are not profit-driven, this study focuses on non-financial performance measures, including customer and employee satisfaction, productivity, accountability and lead time reduction (Druckman et al., 1997). Scholarly evidence suggests that organizational performance increasingly relies on the participation and involvement of workers in decision making (Dundon & Rafferty, 2018; Looise et al., 2019).

Employee participation enhances decision making quality, promotes commitment to outcomes, eases implementation, creates a positive work environment, and increases organizational morale and productivity (Markey, 2017; Dede, 2019). Workers with greater autonomy in their work demonstrate high job satisfaction and performance (Spreitzer et al., 1997). A positive relationship exists between participative decision making and organizational commitment, leading to improved productivity. Stone (2018) advises organizations to adopt participative decision making to enhance profit and reduce expenses, emphasizing the varied levels of progress and participation in different organizations (Looise et al., 2019). Delegating authority to employees in matters decision making enhances organizational performance and contributes to employee skill development (Stone, 2018).

Empirical Review

A number of researchers have delved into studies relating on the relationship between participative decision making and organization performance both in public and private sector enterprises with varied findings. Some of these studies conducted from different parts of the world, including Kenya are reviewed below.

In Uganda, Nyindo (2023) conducted a study on participatory decision making and organizational performance of Uganda Martyrs University (UMU). The findings of the study indicated a significant positive correlation (0.399) between employee participation in decision making and organizational performance. This aligns with Bhatti and Qureshi (2018) who asserts that the participation of employees in decision making has a positive impact on employee commitment which leads to positive organizational performance. This is further buttressed by literature

reviewed which support the assertion that employees participation in decision making does in fact influence the organizational effectiveness which includes reduction in employee absenteeism (Massarik & Tannenbaum, 2001) and employee turnover Vendenberg et. al., (1999).

In Indonesia (Irawanto, 2017), Bangladesh (Bhuiyan, 2017), Nigeria's hospitality industry (Isichei & Damachi, 2019), and TYX Oil Limited in Lagos State (Ekwoaba et al., 2019) all found positive relationships between employee participation in decision making and motivation, organizational commitment, and performance. Odero and Makori (2018) explored the relationship between employee involvement and performance of part-time lecturers in Kenyan public universities, finding a significant influence of employee involvement in decision making on performance of public universities in Kenya. Mutua, Were and Kwasira (2023) sought to explore the effects employee participation on employee performance in Tobacco industry in Kenya. The findings revealed that there is positive and significant influence on employee participation in decision making and performance ($\beta=0.490$, $p=0.000<.05$). This thus demonstrates that employee participation in decision making has a significant effect on performance. Overall, the empirical review of the literature underscore the multifaceted relationship of participative decision making and performance outcomes.

Research Methodology

Research methodology provides a framework for conducting a research study. A research philosophy refers to the process of discovering knowledge and turning it into knowledge that is acceptable in a particular discipline (Ryan, Scapens & Theobald, 2002). It can also be defined with the help of a research paradigm. According to Cohen, West and Aiken (2014), research paradigm can be defined as the broad framework, which comprises perception, beliefs and understanding of several theories and practices that are used to conduct research (Mackey & Gass, 2015; Babbie, 2015). This study adopted positivist research paradigm. According to Cooper and Schindler (2018), the positivist research paradigm is founded on real facts, objectivity, impartiality, measurement, and the validity of results. The current study was therefore anchored on the positivism paradigm because it is highly structured in methodology, which enables the generalization of quantifiable observations and the evaluation of results with the help of statistical methods. The research problem of this study was carried through the use of descriptive correlational research design. This design is used in research studies that aim to establish the relationship between different variables (McBurney & White, 2009). It investigates relationships between two or more variables without the researcher controlling or manipulating any of them.

In this study, the unit of analysis was each of the independent regulatory agencies while the unit of observation which defines the independent elements in a population were the top management level and lower cadre employees within each of the 48 independent regulatory agencies. The management level employees included top managers of the departments, lower cadre employees included clerical officers and employee representatives. The target population for the research was 336 respondents, top level managers from departments, clerical officers and employee representatives working a respective independent regulatory agencies. The participants were targeted in the research as they are well versed in the day to day operations at these category of State Corporations.

The overall sample size for this study was determined using a formula by Yamane (1967). Therefore, using Yamane's formula, the sample size for the study was 183 respondents. Stratified random sampling was used in selecting the sample for this study. The selected departments/sections formed the strata. A further stratification was based on respondents' position that is management level employees and non-managerial employees within the department at the

time of data collection. This study made use of questionnaires that were distributed to the respondents with the aid of research assistants. According to Lancaster, Dodd, and Williamson (2004), the sample size for high-precision pilot studies should be between 1% and 10%. 18 respondents were given questionnaire for pilot testing. The Statistical Package for Social Sciences (SPSS) version 29 software was used to analyze the data. Quantitative data was analyzed using descriptive statistics such as frequency, percentages, and means and summary graphs, pie charts, and frequency distribution tables to depict the data's sets of categories. The Pearson correlation coefficient was used to test associations between the independent and dependent variables. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The validity of multi-regression models was tested in this study using ANOVA and the F distribution.

Research Findings and Discussion

A total of 183 employees from the top management level and those in the lower cadre working at independent regulatory agencies in Kenya were selected as the sample for this study. A total of 183 questionnaires were administered out of which 163 were returned. The returned questionnaires were verified for accuracy and completeness. They were found to be valid, reliable, and suitable for further analysis and reporting. The response rate for the study was 88.87% which according to Mugenda and Mugenda (2003) is excellent and suitable for data analysis and reporting.

Descriptive Analysis

Participative Decision Making

The first objective of this study was to establish the influence of participative decision making on performance of independent regulatory agencies in Kenya. Respondents were asked to indicate their level of agreement with statements on participative decision making with regards to performance of independent regulatory agencies in Kenya. Table 1 presents a summary of findings obtained.

Regarding objective setting, 80.3% of the respondents agreed to the statement that employees are usually involved in the planning of organizational goals ($M=3.82$, $SD=1.3$). 74.7% of the respondents agreed that to a great extent, their organization involves them in decision making thus assists the organization in establishing expectations of employees. However, the answers were varied as shown by the standard deviation of 1.25 and a mean of 3.91. The findings agree with Kuria (2017) that public organizations are encouraged to advocate for the involvement of its employees in planning of organization goals as this will elicit their commitment to these goals and thus the achievement of organizational objectives. Respondents were also asked to indicate the extent to which participation is able to make goals more important to employees by creating a greater sense of ownership. Findings from the study revealed that 78.5% of the respondents agreed on the statement; however, the answers were varied as shown by the standard deviation of 1.21 and a mean of 4.01. The study's findings are in agreement with Pervaiz and He (2021) who aver that participation in goal-setting by the employees makes the goals more acceptable and leads to more involvement from them. On whether employee participation establishes a clearly defined and thought-out direction they need to make, which will lead them to eventually achieve their longer-term wellness goals, 72.8% of the respondents agreed with this statement ($M=3.85$, $SD=1.28$).

Regarding problem solving, findings from the study showed 72.8% of the respondents agreed that the management allows employees to participate in the problem solving ($M=3.85$, $SD=1.31$). Respondents were asked to indicate the extent to which the managers in their organization explain issues to employees and brainstorm solutions until the group agrees on how to resolve the issue.

Findings from the study showed that 70.8% of the respondents agreed that managers in their organizations involve them in brainstorming solutions on issues affecting the day to day operations ($M=3.84$, $SD=1.24$). The findings of the study are in agreement with Musheke and Phiri (2021) who advocate that the management in an organization must empower and support employees to brainstorm and offer solutions to problems affecting their organization. Respondents were asked to indicate the extent to which the organization usually brings together stakeholders who through their analytical decision making abilities can influence the outcome of the problem. Findings from the study showed that majority of the respondents agreed on the statement; however, the answers were varied as shown by the standard deviation of 1.33 and a mean of 3.83.

On views sharing, 72.7% of the respondents confirmed that their organizations do allow them to contribute views for decision making processes in the organization ($M=3.86$, $SD=1.26$). The findings of this study are consistent with that of Ekwoaba, Ufodiama and Inya (2019) who emphasize that by allowing the employees contribute views for decision making, the organization could benefit from creative and innovative endowments that reside in its workforce. Besides, allowing employees to contribute their views for decision making is expected to lead to lower employee absenteeism and turnover (Nyindo, 2023). On whether employees are encouraged to collaborate allowing free-flowing exchange of ideas that often leads to innovative solutions, the respondents were in agreement to this statement ($M=4.01$, $SD=1.21$). Lastly, respondents agreed to the statement that all stakeholders in the organization are free to share their views on matters affecting their welfare with the management ($M=3.82$, $SD=1.33$).

Table 1: Descriptive Statistics on Participative Decision Making

Statement	Mean	Std. Dev.
Objective setting		
Employees are usually involved in planning organizational goals and how to meet them on a realistic timescale.	3.82	1.3
Involving employees in decision making helps the organization establish expectations of employees.	3.91	1.25
Participation is able to make goals more important to employees by creating a greater sense of ownership.	4.01	1.21
Employee participation in decision making establishes a clearly defined and thought-out direction they need to make, which will lead them to eventually achieve their longer-term wellness goals.	3.85	1.28
Problem solving		
The management allows employees to participate in the problem solving.	3.85	1.31
Managers in our organization explain issues to employees and brainstorm solutions until the group agrees on how to resolve the issue.	3.84	1.24
The organization usually brings together stakeholders who through their analytical decision making abilities can influence the outcome of the problem.	3.82	1.32
The organization usually brings team members from across the organization to focus on solving a specific problem.	3.85	1.28
Views sharing		
Employees are encouraged to collaborate allowing free-flowing exchange of ideas that often leads to innovative solutions.	4.01	1.21
Leader involves members by asking them to share ideas, perceptions, and information concerning decisions to be made.	3.83	1.33
Employees contributed views for decision making process in the organization.	3.86	1.26
All stakeholders in the organization are free to share their views on matters affecting their welfare with the management.	3.82	1.33
Aggregate Score	3.87	1.28

Resource Mobilization

The second objective of the study was to examine the moderating effect of the resource mobilization on the relationship between participative leadership and performance of independent regulatory agencies in Kenya. The responses were rated on a five point Likert scale as presented in the table 2 below. From the results the respondents agreed that their organization has clear strategies for acquiring financial resources to support its operations (M= 3.86, SD=1.32). In addition, the respondents agreed that their organization actively seeks partnerships and collaborations to enhance resource mobilization (M= 3.84, SD=1.29). Further, the respondents agreed that there is a strong correlation between resource mobilization efforts and the overall performance of the organization (M= 3.86, SD=1.31). The respondents also agreed that they regularly assess and update our technological resources to align with the set standards (M= 3.97, SD=1.21).

The respondents agreed that they actively engage in information sharing and networking with other organizations to enhance resource mobilization (M= 3.91, SD=1.28). In addition, the respondents agreed that the organization has a contingency plan in place to address unexpected challenges in resource mobilization (M= 3.88, SD=1.28). Further, the respondents agreed that the organization has well-defined processes for acquiring and managing material resources such as equipment and infrastructure (M= 3.82, SD=1.31). The respondents also agreed that the institution participates in relevant training programs to enhance the skills of our workforce. (M= 3.80, SD=1.31). The respondents agreed that the organization has effective mechanisms for attracting and retaining skilled human resources. (M= 3.78, SD=1.3).

Table 2: Resource Mobilization

Statement	Mean	Std Dev.
The organization has clear strategies for acquiring financial resources to support its operations.	3.86	1.32
Our organization actively seeks partnerships and collaborations to enhance resource mobilization.	3.84	1.29
The organization has effective mechanisms for attracting and retaining skilled human resources.	3.78	1.3
There is a strong correlation between resource mobilization efforts and the overall performance of the organization.	3.86	1.31
We regularly assess and update our technological resources to align with the set standards.	3.97	1.21
The organization has well-defined processes for acquiring and managing material resources such as equipment and infrastructure.	3.82	1.31
Our institution participates in relevant training programs to enhance the skills of our workforce.	3.8	1.31
The organization has a contingency plan in place to address unexpected challenges in resource mobilization.	3.88	1.28
We actively engage in information sharing and networking with other organizations to enhance resource mobilization.	3.91	1.28
Aggregate Score	3.86	1.29

Performance of Independent Regulatory Agencies

The main objective of the study was to examine the influence of participative decision making on the performance of independent regulatory agencies in Kenya. Respondents were therefore requested to indicate their level of agreement with statements on the performance of independent regulatory agencies in Kenya. Table 3 presents a summary of the findings obtained.

The findings show the mean values and standard deviations for various aspects of organizational performance including productivity, accountability, customer satisfaction and lead time reduction. The mean values for most of the performance aspects were on the range of 3.14–4.24, indicating a positive perception of their organization's performance by the respondents. The standard deviations were within an acceptable range, indicating a slightly high level of agreement among the respondents.

The results suggest that there is room for improvement in various aspects of performance of independent regulatory agencies in Kenya. For instance, the mean values for the organization employing external oversight for the purposes of accountability ($M = 3.47$, $SD = 1.32$), organization response to customer complaints and feedback, and thus acting to improve on overall customer experience ($M = 3.47$, $SD = 1.30$) and participative decision making has made the organization streamline operations ($M = 3.43$, $SD = 1.15$) are within acceptable range. It also indicates that more needs to be done by respective organizations in order to improve on aspects of accountability and customer satisfaction. On the other hand, productivity and lead time reduction had means above 3.5, meaning aspects of productivity were satisfactory ($M = 4.14$, $SD = 0.58$), and lead time reduction ($M = 3.87$, $SD = 0.93$).

The assertion that participative decision making has made the organization streamline operations ($M = 3.43$, $SD = 1.15$) is in agreement with a study by Kuria (2017) who argues that a positive increase in employee participation in decision making leads to an increase in organizational performance through the streamlining of its operations.

Table 3: Descriptive Statistics on Performance of Independent Regulatory Agencies in Kenya

Statement	Mean	Std. Dev.
Productivity		
By comparing actual achievements against set goals, the organization has been productive.	4.14	0.58
The organization has been able to balance its expenditures against returns.	3.60	0.95
Our organization has been successful in adhering to time-schedule and cost estimates.	4.24	0.87
Accountability		
Our organization has metrics to measure accountability that influence the overall performance.	3.96	0.87
The organization employs external oversight, such as regulatory or legal, that impact accountability within our organization.	3.47	1.32
The organization has taken steps to improve accountability within the organization and these steps have led to an overall performance.	4.04	0.86
Lead time reduction		
Customers get services within a short period of time.	3.72	0.86
Consultative participation has made our organization streamline operations.	3.43	1.15
Institutional culture of activities has improved productivity through shortened lead-time.	3.87	0.93
Customer satisfaction		
Our organization measures customer satisfaction and what methods have been effective in gathering feedback from customers.	4.24	0.87
Our organization leverages on customer feedback to drive product or service improvements.	3.96	0.87
Our organization has realized improved service delivery to our customers.	3.87	1.16
Our organization respond to customer complaints and feedback, and thus act to improve on overall customer experience.	3.47	1.30
Aggregate Score	3.84	0.97

Inferential Analysis

The study conducted both correlation and regression analyses to assess the relationship and strength between variables and determine the independent variables' contribution to the dependent variable.

Correlation Analysis

The study revealed a strong positive and significant correlation between performance of independent regulatory agencies in Kenya and participative decision making, with a Pearson's correlation coefficient of 0.763 and a p -value < 0.001 , implying that 76.3% of performance of independent regulatory agencies in Kenya is explained by participative decision making. The study's findings are consistent with that of Ademola (2021) who argue that employee participation in decision making has significant positive influence on employee performance and ultimately, the organization's performance.

Table 4: Correlation Analysis

		Performance	Participative decision making
Performance of independent regulatory agencies	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	163	
Participative decision making	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	
	N	163	163

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

Test for Hypothesis One

The first objective of the study was to establish the influence of participative decision making on performance of independent regulatory agencies in Kenya. The associated null hypothesis was that there is no significant influence of participative decision making on performance of independent regulatory agencies in Kenya. A univariate analysis was conducted to test the null hypothesis.

R is the correlation coefficient, which indicates the strength and direction of the relationship between the predictor and outcome variables. In this case, $R = .658$ suggests a moderate positive relationship between participative decision making and the outcome variable (performance of independent regulatory agencies in Kenya). R Square is the coefficient of determination, which indicates the proportion of variance in the outcome variable that can be explained by the predictor variable. In this case, $R \text{ Square} = 0.433$ suggests that participative decision making explains 43.3% of performance of independent regulatory agencies in Kenya. The results mean that the model applied to link the relationship. This also implies that 56.7% of the variation in the dependent variable is attributed to other variables not captured in this model.

Table 5: Model Summary for Participative Decision Making

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	0.433	0.431	0.68213

a Predictors: (Constant), Participative Decision Making

Table 6 provides the results on the analysis of the variance (ANOVA). The results indicate that the model was statistically significant. This was supported by the calculated F statistic of 231.239 that was greater than the $F_{critical}$ values and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. The results imply that participative decision making is an acceptable predictor of performance of independent regulatory agencies in Kenya.

Table 6: ANOVA for Participative Decision Making

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.595	1	107.595	231.239	.000 ^b
	Residual	140.985	162	0.465		
	Total	161.58	163			

a. Dependent Variable: Performance of independent regulatory agencies in Kenya

b. Predictors: (Constant), Participative Decision Making

Regression of Coefficients for Participative Decision Making

Regression of coefficients results in Table 7 reveal that participative decision making and performance of independent regulatory agencies in Kenya are significantly related ($\beta = 0.285$, $p=0.000$). This implies that a unit increase in participative decision making would lead to an increase by 0.131 in performance of independent regulatory agencies in Kenya.

Table 7: Beta Coefficients for Participative Decision Making

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1		B	Std. Error	Beta		
1	(Constant)	3.228	0.099		32.776	0.000
	Participative Decision Making	0.131	0.025	0.285	5.181	0.000

a Dependent Variable: Performance of independent regulatory agencies in Kenya

Hypothesis Testing for Participative Decision Making and Performance of Independent Regulatory Agencies in Kenya

The hypothesis was tested by using multiple linear regressions (Table 7). The null hypothesis was that participative decision making does not significantly influence performance of independent regulatory agencies in Kenya. Results in Table 7 show that the p-value was $0.000 < 0.05$. The results further revealed that $t_{cal} 5.181 > t_{critical} (1.96)$. This indicates that the null hypothesis was rejected that there is no significant relationship between participative decision making and performance of independent regulatory agencies in Kenya. Therefore, the study concluded that participative decision making has significant influence on performance of independent regulatory agencies in Kenya.

H_{a2} : Participative decision making significantly influences performance of independent regulatory agencies in Kenya.

Further, the study suggests the use of the following model;

Performance of independent regulatory agencies in Kenya = 3.228 + 0.131 participative decision making.

Test for Hypothesis Two

A hierarchical regression model was used to test for the moderating effect. This helped to test the second research hypothesis that there is no significant moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya. The study therefore computed a moderating effect regression analysis.

Ho2: There is no significant moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya.

The study used stepwise regression to establish the moderating effect of resource mobilization (M) on the relationship between participative decision making (X) and the performance of independent regulatory agencies in Kenya (Y).

From the model summary findings in Table 8, the first model is the regression between participative decision making (X) without moderator and interaction, the value of R-squared was 0.582 which suggests that 58.2% change in performance of independent regulatory agencies in Kenya can be explained by participative decision making. The p-value for the first model (0.000) was less than the selected level of significance (0.05), suggesting that the model was significant.

The findings in the second model, which used participative decision making, resource mobilization, and interaction term (X*M) as predictors, had an R-Squared of 0.606. This implies that the introduction of resource mobilization in the second model led to a 0.024 increase in r-squared, showing that resource mobilization positively moderates the relationship between participative decision making and the performance of independent regulatory agencies in Kenya. The import of this is that resource mobilization could influence an organization's decisions which are likely to affect its performance positively or negatively. This agrees with Kuratko and Hodgetts (2004) who noted that resource mobilization could directly or indirectly influence an organization's decisions, thus affecting its performance. According to Njuguna, Munyoki and Kibera (2014), resource mobilization plays a central role in the organization's decision making processes and its strategic adaptations.

Table 8: Model Summary for Moderation Effect

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	.763 ^a	.582	.580	.38296	.582	346.470	1	162	.000
2	.778 ^b	.606	.602	.37265	.024	14.961	1	161	.000

a. Predictors: (Constant), participative decision making

b. Predictors: (Constant), participative decision making, resource mobilization, X*M

From the model summary findings in Table 9, the F-calculated value for the first model was 346.470 and for the second model it was 190.429. Since the F-calculated values for the two models were higher than the F-critical values, the two models were a good fit for the data. Also, the p-values for both models were less than 0.05, an indication that they were significant. Therefore, the

model could be used to predict the moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya.

Table 9: ANOVA for Moderation Effect

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.811	1	50.811	346.470	.000 ^b
	Residual	36.517	162	.161		
	Total	87.328	163			
2	Regression	52.889	2	26.445	190.429	.000 ^c
	Residual	34.439	161	.139		
	Total	87.328	163			

a. Dependent Variable: Performance of independent regulatory agencies in Kenya

b. Predictors: (Constant), participative decision making

c. Predictors: (Constant), participative decision making, resource mobilization, X*M

Further, by substituting the beta values as well as the constant term from the coefficient's findings in Table 10 for the first step of regression modeling, the following regression model will be fitted:

$$Y = 3.228 + 0.131 X$$

By substituting the beta values as well as the constant term from model 2 emanating from the second step in regression modeling, the following regression model was fitted:

$$Y = 2.812 + 0.364X + 0.267M - 0.188 X*M$$

In Model 1, the results indicate that participative decision making has a moderate positive influence on performance of independent regulatory agencies in Kenya (Beta = .0131, $p < .05$). In Model 2, the results show that participative decision making (Beta = .364, $p = .000$) and resource mobilization (Beta = .267, $p = .000$) have significant positive effects on performance of independent regulatory agencies in Kenya. Additionally, the interaction effect between participative decision making and resource mobilization (X*M) (Beta = - 0.188, $p = .000$) implies that an increase in the predictor variable is associated with a decrease in the dependent variable.

These findings suggest that effective participative decision making and a positive resource mobilization are important factors in enhancing performance of independent regulatory agencies in Kenya. The interaction effect between participative decision making and resource mobilization indicates that resource mobilization can amplify the positive effects of participative decision making practices on performance of independent regulatory agencies in Kenya.

Table 10: Beta Coefficients for Moderation Effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	3.228	.024		-.002	.998		
	Participative decision making	.131	.027	.763	18.614	.000	1.000	1.000
2	(Constant)	2.812	.024		-.002	.998		
	Participative decision making	.364	.046	.545	7.883	.000	.333	3.001
	resource mobilization	.267	.069	.267	3.868	.000	.333	3.001
	X*M	-.188	.031	-.284	-6.093	.000	.640	1.564

a. Dependent Variable: Performance of independent regulatory agencies in Kenya

Conclusions

The null hypothesis was, that there is no significant influence of participative decision making on performance of independent regulatory agencies in Kenya. The study found out that participative decision making has a significant influence on performance of independent regulatory agencies in Kenya. The sub-constructs of participative decision making that is objective setting, problem solving and views sharing influence performance positively. Participation of employees' of independent regulatory agencies in decision making has significant effect on performance of the said organizations. The effect of this conclusion is that allowing employees to participate in aspects such as objective setting, views sharing and problem solving serves as a direct collective action towards the realization of organizational objectives. This conclusion is agrees with studies undertaken by Sofijanovna and Zabijakin-Chatleska (2013), Amah and Ahiauzu (2013) and Dubey (2015) which concluded that promotion of participative decision making initiatives serves as a catalyst for productive in an organization. The study findings therefore provides a basis for shaping policy direction towards tapping into the potential that lies in the adoption of participative decision making strategies within not only independent regulatory agencies in Kenya but other public sector institutions.

The second research hypothesis tested was that there is no significant moderating effect of resource mobilization on the relationship between participative decision making and performance of independent regulatory agencies in Kenya. The study found that resource mobilization is statistically significant in explaining participative decision making and performance of independent regulatory agencies in Kenya. The study findings showed that the financial, human and technological resources at the disposal of independent regulatory agencies have a statistically significant moderating effect on the relationship between various variables of participative decision making and performance of independent regulatory agencies in Kenya. In summary, participative decision making is at the core of ensuring sustainable performance at these category of State Corporations. Based on the findings of this study it can be concluded that it is imperative for policy makers in these institutions to leverage on participative decision making that encourages the employees to participate in the decision making aspects of an organization for sustained performance.

Recommendations for Policy and Practice

The study found that participative decision making is crucial to successful performance of independent regulatory agencies in Kenya. Thus, the study strongly recommends that the policy makers at independent regulatory agencies embrace the participative decision making practice of allowing employees to participate in decision making aspects of the organization so as to promote creativity and innovation. This is to be done through engaging the employees in setting the objectives of the organization as well as allowing them room to ventilate ideas through views sharing. It is crucial to ensure that decision-making processes involve input from relevant stakeholders, allowing the full potential of participative decision making to be realized. For participative decision making to be effective, the management is advised to empower its employees with the necessary skills required on specific issues on which decisions are to be rendered so as to enhance quality decision making. This will assist the employees in executing their responsibilities with minimum difficulty. Additionally, it is recommended that the policy makers at independent regulatory agencies introduce shared governance models i.e. structures and processes through which decisions are made collectively by representatives from different departments or units. This ensures that decisions are more representative of the organization as a whole and not limited to a select few. In addition, the organization should rotate leadership roles and decision-making responsibilities periodically among qualified individuals. This not only

prevents power from being concentrated but also provides individuals with a broader perspective on the organization.

The study established that resource mobilization significantly moderates the relationship between participative decision making and performance of independent regulatory agencies in Kenya. It is therefore strongly encouraged that the government creates policies that aim to enhance resource mobilization and curb resource wastage. When this is done, it is likely to enhance the operations of independent regulatory agencies in Kenya and guarantee a positive performance by these key institutions.

Recommendations for Further Studies

This study focused on independent regulatory agencies in Kenya. Future studies could examine the impact of participative decision making on performance in other government organizations and other sectors including but not limited to the public sector in Kenya. The private sector like the public sector is key in Kenya's economic growth. The current study employed descriptive research design to explore the impact of the variables on performance of independent regulatory agencies in Kenya. Future studies could use mixed-methods research to gain a deeper understanding of the impact of the variables on organizational performance, including qualitative data collection methods such as interviews, focused groups, and case studies.

REFERENCES

- Ademola, A. O. (2021). *Effects of Participative Decision Making Process on Employees' Performance in the Organisation: (A Study of Zenith Bank Nigeria Plc)*. (Doctoral Dissertation, Mountain Top University, Ibafo, Ogun State, Nigeria).
- Amah, E. & Ahiauzu, A. (2013). Employee involvement and organisational effectiveness *Journal of Management Development*, 32 (7), 661-674.
- Babbie, E. R. (2015). *The practice of social research*. Nelson Education.
- Bhatti, K.K., & Qureshi, T.M. (2018). Impact of employee participation on job satisfaction, employee commitment and employee productivity, *International Review of Business Research Papers*; 3(2):54-68.
- Bhuiyan, M. H. (2017). Employee Participation in Decision making in RMG sector of Bangladesh: Correlation with Motivation and Performance. *Journal of Business and Technology*; 5(2):122-132.
- Buechler, S. M. (1995). New Social Movement Theories. *The Sociological Quarterly*, 36(3), 441–464. <https://doi.org/10.1111/j.1533-8525.1995.tb00447.x>.
- Chimaobi, I. & Chikamnele, M.J. (2020). Employee participation in decision making and its impact on organizational performance: Evidence from government owned enterprises, Port Harcourt, Nigeria”, *SSRN Electronic Journal*, 27(18), 1-18.
- Cohen, P., West, S. G., & Aiken, L. S. (2014). *Applied multiple regression/correlation analysis for the behavioral sciences*. Psychology Press.
- Cooper, D. R. & Schindler, P. S. (2018). *Qualitative research: business research methods*, Boston, MA: McGraw-Hill.
- Daniels, K. & Bailey, A. (2019). Strategy Development Processes and Participation in Decision making: Predictors of Role Stressors and Job Satisfaction, *Journal of Applied Management Studies*. 8(1), 27–42.
- Dede, C. H. (2019). Employee Participation in Decision Making and Organizational Productivity: Case Study of Cross River State Board of Internal Revenue, Calabar. *IIARD International Journal of Economics and Business Management* ISSN 2489-0065 Vol. 5 No. 1 www.iiardpub.org.

- Druckman, D., Singer, J. E., & Van Cott, H. (1997). *Enhancing organizational performance*. Washington, D.C: National Academy Press.
- Dubey, A. D. (2015). Worker participation in management decision making within selected establishments in Uttar Pradesh, India. *Annual Research Journal of Symbiosis Centre for Management Studies*, 3, 239–255.
- Dundon, T., & Rafferty, A. (2018). The (potential) demise of HRM? *Human Resource Management Journal*, 28, 3, 377-391.
- Ekwoaba, J., Ufodiama, N., & Inya, E. (2019). Participative Decision Making and Organisational Performance: A Snapshot Survey of Nigerian Oil and Gas Sector. 3. 13-28.
- Freeman, S.J., & Ehrhardt, K. (2012) “The antecedents of downsizing”, In Cooper, C. L., Pandey, A. and Campbell Quick, J. (eds.) *Downsizing. Is Less Still More?* Cambridge, Cambridge University Press. 41.
- Gandolfi, F. (2005) “Australian and New Zealand.
- Irawanto, D. W. (2017). Employee Participation in Decision making: Evidence From A State-Owned Enterprise In Indonesia. *Management*, 20(1), 159-172.
- Isichei, E.E., & Damachi, G.U. (2019). Employees’ Participation in Decision making and the Hospitality Industry in Nigeria. An Investigative Study of Selected Hotels in the Federal Capital Territory, Abuja, Nigeria. *Academic Journal of Economic Studies*; 1(4):54-66.
- Karimi, J., Were, S., & Kwasira, J. (2023). Employee Participation and Employee Performance in Tobacco Industry in Kenya. *African Journal of Emerging Issues*, 5(4), 70 - 92. Retrieved from <https://ajoeijournals.org/sys/index.php/ajoei/article/view/399>.
- Kimunguyi, S. (2017). *Factors Affecting Financial Health of Non-governmental Organizations (NGOs) in the Health Sector in Kenya*. (Doctoral dissertation, JKUAT).
- KIPPRA (2019). Institutions Combating Counterfeit Goods not Doing Enough to Protect Kenyans. Available at: [https://kippra.or.ke/institutions-combating-counterfeit-goods-not-doing-enough-to-protect-kenyans/#:~:text=The%20Kenya%20Association%20of%20Manufacturers,%24%2042%20million\)%20per%20year.](https://kippra.or.ke/institutions-combating-counterfeit-goods-not-doing-enough-to-protect-kenyans/#:~:text=The%20Kenya%20Association%20of%20Manufacturers,%24%2042%20million)%20per%20year.)
- Kombo, B.W., Obonyo, G.O., & Oloko, M. (2018). Effects of Delegation on Employee Performance in Savings and Credit Cooperative Societies in Kisii County, Kenya. *The International Journal of Business & Management*, 2 (7), 2321 – 8916.
- Kuratko D. F. & Hodgetts R. M. (2004). *Entrepreneurship : theory process practice* (6th ed.). Thomson/South-Western.
- Kuria, L.K. (2017). *Influence of Employee Participation on Performance of Government Healthcare Institutions in Kenya*. (Doctoral dissertation, JKUAT).
- Kyondo, K., N.,Mugaa, L.& Gitari,J.(2023). Employee Relations and Staff Performance in Public Universities within Nairobi County, Kenya.*Journal of Entrepreneurship & Project Management*, 7(9), 37-51.<https://doi.org/10.53819/81018102t301016>.
- Lancaster G. A. Dodd S. & Williamson P. R. (2004). Design and analysis of pilot studies: recommendations for good practice. *Journal of Evaluation in Clinical Practice* 307–312. <https://doi.org/10.1111/j.2002.384.doc.x>.
- Latham, G. P., & Locke, E. A. (2007). New developments in and directions for goal-setting research. *European Psychologist*, 12(4), 290-300.
- Locke, E. (1968). Goal Setting Theory, Retrieved on Available:<http://web.utah.edu/basford/familyfinance/documents/LockesGoalSettingTheory.docx> (January 6, 2018).
- Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal setting and task performance: 1969–1980. *Psychological Bulletin*, 90(1), 125-152.
- Looise, J.K., Torke, N., & Wigboldus, J. E. (2019). Understanding Worker Participation and Organizational Performance at the Firm Level: In Search for an Integrated Model. *Advances in Industrial and Labour Relations Journal*; 1(8):87-113.

- Lutta, P. (2019). Institutions Combating Counterfeit Goods not Doing Enough to Protect Kenyans. KIPPR A.
- Mackey, A., & Gass, S. M. (2015). *Second language research: Methodology and design*. Routledge.
- Markey, R. (2017). Non-union employee representation in Australia: A case study of the Suncorp Metway Employee Council Inc. *Journal of Industrial Relations*, 49(2), 187-209.
- Massarik, F., & Tannenbaum, R. (2001). *Participation of Subordinates in the Managerial decision making process* (7th Edition ed.): Harvad Mc Graw-Hill.
- Maxwell, J.C. (2007). *The 21 Irrefutable Laws of Leadership*. Harper Collins Leadership.
- McBurney, D. & White, T. (2009). *Research Methods*. New York, NY: Cengage Learning.
- Moeller, A. J., Theiler, J. M., & Wu, C. (2012). Goal setting and student achievement: A longitudinal study. *The Modern Language Journal*, 96(2), 153-169.
- M.S.G, Management Study Guide (2016). Advantages of Participative Management. Available: <https://www.managementstudyguide.com/participative-management-advantages-disadvantages.htm>.
- Mugenda, A., & Mugenda, O. (2003). *Research methods; quantitative and qualitative approaches*. Africa Center for Technology (ACTS), Nairobi Kenya.
- Musheke, M. and Phiri, J. (2021) The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. *Open Journal of Business and Management*, 9, 659-671. doi: 10.4236/ojbm.2021.92034.
- Njuguna, N.-K., Munyoki, J., & Kibera, F. (2014). Influence of External Organizational Environment on Performance of Community-Based HIV and Aids Organizations in Nairobi County, Kenya. *European Scientific Journal*, ESJ, 10(28). Retrieved from <https://eujournal.org/index.php/esj/article/view/4408>.
- Noah, Y. (2019). A Study of Worker Participation in Management Decision making within Selected Establishments in Lagos, Nigeria. *Journal of Social Science*, 17 (1), 31-39.
- Nyaberi, J.P.L. (2020). Leadership Style and Performance of State Corporations of Kenya. *The Strategic Journal of Business & Change Management*, 7 (4), 1515-1522.
- Nyindo, I. (2023). Participatory Decision Making and Organizational Performance of Uganda Martyrs University (UMU). *American Research Journal of Humanities & Social Science (ARJHSS) E-ISSN: 2378-702X Volume-06, Issue-09, pp-18-57* www.arjhss.com.
- Odero, J.A., & Makori, E.M. (2018). Employee Involvement and Employee Performance: The Case of Part Time Lecturers in Public Universities in Kenya. *International Journal of Management and Commerce Innovations*; 5(2):1169-1178.
- Oketch, J. O., Kilika, J. M., & Kinyua, G. M. (2021). TMT Characteristics and Organizational Performance in a Regulatory Setting in Kenya. *Journal of Economics and Business*, 4, 1.
- Omar, T., & Zineb, I. (2019). Firm Performance: Definition and Measurement Models. *European Scientific Journal*, ESJ, 15(1):93-93. doi: 10.19044/ESJ.2019.V15N1P93.
- Pervaiz, S., Li, G., & He, Q. (2021). The mechanism of goal-setting participation's impact on employees' proactive behavior, moderated mediation role of power distance. *PloS one*, 16(12), e0260625.
- PSPMU (2022). Report on Performance Evaluation of State Corporations and Tertiary Institutions for the Financial Year 2021/2022. Republic Of Kenya Ministry Of Public Service and Gender. Available at: <http://www.psyg.go.ke/wp-content/uploads/2021/07/Report%20on%20Evaluation%20of%20the%20Performance%20of%20MDAs%20for%20FY%202019-2020.pdf>.
- PSPMMU (2021). Report on Evaluation of the Performance of Ministries, State Corporations and Tertiary Institutions for the Financial Year 2019/2020. Republic Of Kenya Ministry Of Public Service and Gender. Available at: <http://www.psyg.go.ke/wp-content/uploads/2021/07/Report%20on%20Evaluation%20of%20the%20Performance%20of%20MDAs%20for%20FY%202019-2020.pdf>.

[content/uploads/2021/07/Report%20on%20Evaluation%20of%20the%20Performance%20of%20MDAs%20for%20FY%202019-2020.pdf](#).

- Riziki, K. O., Atera, F. T. & Juma, D. (2019). Influence of resource mobilization on sustainability of community water projects in Kakamega County. *The Strategic Journal of Business & Change Management*, 6 (2), 1776 –1787.
- Ryan R. J. Scapens R. W. & Theobald M. (2002). *Research method and methodology in finance and accounting*. Thomson. London.
- Shuja, A., & Abbasi, A. S. (2019). An Investigation of the Impact of Resource Mobilization On Business Continuity Management: A Study on Banking Sector of Pakistan. *Sci.Int.(Lahore)*,27(3),2551-2558.
- Singh, H. (2019). *The Impact of Employee Participation in Decision Making on Organizational Productivity*. (Doctoral dissertation, Selinus University of Sciences and Literature, USA).
- Sofijanova, E. & Zabijakin-Chatleska, V. (2013). Employee involvement and organisational performance: Evidence from the manufacturing sector in Republic of Macedonia. *Trakia Journal of Sciences*, 11 (1), 31-36.
- Spreitzer, G.M. Kizilos, M., & Nason, S. (1997). A Dimensional Analysis of Empowerment in Relation to Performance, Job Satisfaction, and Job-related Strain. *Journal of Management*, 23(5), 679-704.
- Stone, D. (2018). Global Public Policy, Transnational policy communities and their networks, *Journal of policy sciences*. 1 1(6), 1-4.
- Sunil, D. (2019). The Impact of Employee Participation in Decision Making on Organizational Productivity. (Doctoral dissertation, Munich, GRIN Verlag, <https://www.grin.com/document/900417>).
- Ugwu, K. E., Okoroji, L. I., & Chukwu, E. O. (2018). Participative Decision Making and Employee Performance in the Hospitality Industry: A Study of Selected Hotels in Owerri Metropolis, Imo State. *Management Studies and Economic Systems (MSES)*, 4 (1), 57-70, Winter 2019, Available at SSRN: <https://ssrn.com/abstract=3660568>.
- Vendenberg, R. J., Richardson, H.A. and Eastman, L., (1999). The impact of high involvement work processes on organisational effectiveness: a second-order latent variable approach', group and organisational Management.
- Wagner, J.A. (1994). Participations effects on performance and satisfaction: A Reconsideration of the research evidence. *Academy of Management Review Journal*, 1(9), 312-330.
- Wanjala, S.C., & Musiega, D. (2019). Effect of career management on employee intention to leave among teachers in public secondary schools in Bungoma South Sub County, Kenya. *The Strategic Journal of Business & Change Management*, 6 (4), 1262 – 1275.
- Yamane, T. (1967). *Statistics, an Introductory Analysis*, 2nd Ed., New York: Harper and Row.
- Yatani, U. (2021). Update on Reforms of State Corporations. *The National Treasury & Planning Press Statement*, Thursday 8th July, 2021.
- Yuki, G., & Fu, P. P. (2019) Determinants of Delegation and Consultation by Managers, *Journal of Organizational Behavior*. 20 (2) 19–32.