RESOURCE MOBILIZATION STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA

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NOVEMBER 2025

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Signature

JESSE NG'ANG'A KANG'OROTI Date 28th October 2025

23/05527

I do hereby confirm that I have examined the master's dissertation of

Jesse Kang'oroti's

And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

Commercial state corporations are essential drivers of national development, tasked with delivering public services, generating revenue, and supporting economic growth. However, many face challenges in securing and managing resources effectively, which hampers their ability to meet their mandates and deliver value to the public. The general of this research was to determine the influence of resource mobilization strategies on the organizational performance of commercial state corporations in Kenya. The specific objectives were to assess the influence of organizational capacity building on performance, evaluate the effect of strategic resource planning, determine the effect of source diversification, and examine the effect of partnership development to organizational performance. Guided by the Resource-Based View and Dynamic Capabilities Theory, the study frames organizational capacity building and strategic resource planning as internal competencies and adaptive capabilities that drive performance. Stakeholder and Contingency theories then situate source diversification and partnership development within external and environmental alignment, emphasizing responsiveness to stakeholder expectations and contextual conditions. Using a descriptive survey design, data were collected via structured questionnaires from heads of key departments across all 28 commercial state corporations and analyzed with correlation and multiple regression techniques. The model was statistically significant and explained roughly three-quarters of the variance in organizational performance, indicating that the suite of resource mobilization strategies meaningfully improves operational efficiency, customer satisfaction, and project completion. Among the strategies, strategic resource planning emerged as the strongest predictor of performance, while organizational capacity building though positive, was comparatively weaker. The study concludes that strengthening planning discipline, deepening staff and digital capabilities, broadening income streams, and cultivating high-value partnerships are mutually reinforcing levers for sustained performance. It recommends institutionalized training and technology adoption, robust planning frameworks linked to long-term goals, deliberate income diversification beyond traditional sources, and strategic, stakeholder-centric partnerships that enhance knowledge sharing and execution capacity.

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DEDICATION

I dedicate this dissertation to my cherished family in appreciation of their unwavering support, love, and unwavering support throughout my academic journey. Their patience and sacrifices armed me with courage and resolve to pursue my studies with focus and commitment. Above all, I dedicate this dissertation to the Almighty God for granting me wisdom, good health, and resilience to complete this academic milestone successfully.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organizations
CLRM	Classical Linear Regression Model
CSCs	Commercial State Corporations
FDI	Foreign Direct Investment
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
NACOSTI	National Commission for Science, Technology, and Innovation
NGOs	Non-governmental Organizations
RBV	Resource Based View
ROA	Return on Assets
ROE	Return on Equity
SCAC	State Corporations Advisory Committee
SMEs	Small and Medium Enterprises
SOEs	State Owned Enterprises
SPSS	Statistical Package for Social Sciences
US	United States

VRIN	Valuable, rare, inimitable and non-substitutable

DEFINITION OF TERMS

Resource Mobilization Strategies are deliberate organizational actions and processes aimed at securing, managing, and optimizing resources to support sustainable growth and achieve strategic goals (Green & Daniel, 2021).

Organizational Capacity Building organization's ability to transform resources into valuable outcomes aligned with its strategic goals, emphasizing that effective resource alignment is essential for maintaining competitiveness and sustainability (Daft, 2024).

Strategic Resource Planning are structured approaches employed by organizations to acquire, allocate, and optimize resources needed to achieve their strategic objectives and ensure sustainability (Kumar & Wilson, 2023)

Source Diversification	Expanding funding sources by engaging multiple donors or investing in various financial products to increase resilience (Thomas & Sun, 2021).
Partnership Development	establishing collaborations and alliances that create shared value, resources, and knowledge (Smith & Johnson, 2022). Source diversification
Organizational Performance	measures an organization's effectiveness in achieving its objectives, often evaluated by metrics such as operational efficiency, customer satisfaction, and project completion (Jackson et al. 2022).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Resource mobilization strategies are particularly crucial for Commercial State Corporations (CSCs) in Kenya, many of which are currently facing operational inefficiencies, financial constraints, and threats of restructuring or mergers due to underperformance (Kumar & Wilson, 2023; Waweru & Muturi, 2023). These strategies enable CSCs to secure and effectively utilize resources necessary to meet their mandates, improve service delivery, and enhance organizational sustainability within Kenya's challenging economic and policy environment. The recent global focus on resource mobilization has expanded with digital transformation and data-driven approaches, which allow organizations to leverage analytics and collaborative networks, enabling a more dynamic and adaptive resource management framework (Smith & Johnson, 2023). This evolution is essential as organizations worldwide face increased financial pressures and resource constraints, making strategic resource mobilization not only a tool for survival but also a foundation for growth and resilience in today's fast-changing markets (Green & Daniel, 2022).

Resource mobilization strategies play a transformative role in improving organizational performance by ensuring effective resource acquisition, allocation, and utilization aligned with strategic goals. Through targeted capacity-building initiatives, organizations improve their workforce skills and technological infrastructure, which directly enhances productivity and operational efficiency (Roth & Li, 2023). By diversifying funding sources, organizations reduce financial vulnerability and increase their ability to fund innovation and expansion, which leads to greater resilience and adaptability in a competitive market environment (Baker & Allen, 2022). This multi-faceted approach to resource mobilization enables organizations to respond more effectively to shifts in demand and industry trends, boosting customer satisfaction and overall performance outcomes (Harris, 2023).

Strategic resource planning and collaborative partnerships are vital for effective resource mobilization and improved organizational performance. In Kenya’s commercial state corporations, their success is motivated by elements like institutional capacity, government policy, and the strength of partnerships. Well-structured financial planning and resource allocation, when supported by these drivers, enhance project completion rates and optimize resource utilization (Chang & Williams, 2023). Collaborative partnerships, including alliances and knowledge-sharing networks, allow organizations to have accessibility to a wider variety of expertise and resources, fostering innovation and expanding market reach (Davies & Morgan, 2023). These strategies not only enable businesses to fulfil their immediate performance goals but also support sustainable growth and long-term competitive advantage in a rapidly changing global market (Lewis & Chen, 2022).

Globally, in the United States, resource mobilization strategies are primarily driven by public-private partnerships and philanthropic funding, which enable state corporations to access diverse sources of capital and improve operational efficiency (Williams & Reed, 2023). Similarly, Kenya’s commercial state corporations could greatly benefit from adopting such diversified resource mobilization approaches, especially as many currently rely heavily on government subventions and traditional revenue streams. The limited diversification of funding in Kenyan CSCs has contributed to persistent financial constraints, operational inefficiencies, and underperformance, highlighting the need to learn from global practices and adapt them to the Kenyan context. According to Smith (2024), U.S. organizations utilize venture capital and grants to fund large-scale projects, particularly in technology and infrastructure, helping them withstand economic fluctuations. Lane and Scott (2023) emphasize that this diversified approach enhances resilience by allowing organizations to tap into various funding streams, ensuring a more stable foundation for growth and innovation.

China's resource mobilization strategies are characterized by a strong central government role, which prioritizes state-backed funding and strategic resource allocation for key sectors like technology and renewable energy (Zhao, 2024). Chen and Wong (2023) note that the Chinese government utilizes a centralized approach, funneling resources through state-owned enterprises (SOEs) to achieve national development goals. Additionally, Li and Guo (2022) highlight that China's investment in capacity building, including technological upgrades and skills development, strengthens the operational capabilities of SOEs, aligning them closely with government priorities.

Regionally, in Egypt, resource mobilization relies heavily on international collaborations, which provide access to external funding for critical development projects in healthcare, education, and energy (Hassan & El-Baz, 2023). Ali and Moustafa (2022) observe that partnerships with organizations like the World Bank and the United Nations are essential to Egypt's resource mobilization efforts, allowing the country to leverage global expertise and funding. Naguib and Youssef (2024) argue that these partnerships have enabled Egypt to improve capacity-building initiatives, enhancing the performance and service delivery of its public institutions. Similarly, Kenya's commercial state corporations also depend significantly on development partners and international collaborations to bridge resource gaps and strengthen institutional capacity, making the Egyptian experience relevant to the Kenyan context.

Nigeria’s resource mobilization strategies focus on public-private partnerships and foreign direct investment (FDI), especially in infrastructure and energy sectors (Adeyemi & Omotayo, 2023). According to Okoro and Eke (2022), Nigeria aims to reduce its economic dependence on oil by diversifying funding sources, thereby fostering resilience and stability. Adebayo and Alabi (2024) emphasize that capacity building within state institutions is essential for sustainable performance, enabling Nigeria to develop a self-sustaining model that reduces reliance on external funds. Like Nigeria, Kenya’s commercial state corporations equally face the challenge of over-reliance on limited and traditional funding sources, and can draw lessons from Nigeria's approach of leveraging public-private partnerships, foreign direct investment, and capacity building to diversify resources and enhance organizational resilience and sustainability.

In Kenya, resource mobilization within state corporations emphasizes partnerships and internal revenue generation to lessen dependency on foreign aid (Mwangi & Wambua, 2022). Kamau and Otieno (2023) note that public-private partnerships are crucial for funding infrastructure projects, particularly in energy and transport sectors. Additionally, Ndung’u and Njuguna (2024) highlight the importance of capacity building, focusing on technical skills and technology integration to improve efficiency within Kenyan public institutions.

For Kenya’s commercial state corporations, strategic resource planning, source diversification, capacity building, and partnerships are vital for enhancing organizational performance. However, persistent challenges such as corruption, inefficiencies in fund utilization, and policy gaps continue to undermine the effectiveness of these strategies.

Otieno and Mugo (2023) highlight how digital transformation efforts by entities like the KRA and KPA have improved operations but are often constrained by these systemic issues. Kariuki and Wafula (2024) further note that partnerships expand resource bases, while Onyango and Mwema (2022) emphasize the role of strategic collaborations in fostering resilience. Despite these efforts, existing studies mainly focus on isolated aspects such as digitalization or partnerships without holistically addressing how a combination of resource mobilization strategies can overcome these persistent challenges and improve performance. This investigation attempts to close the important information gap that is created.

1.1.1 Resource Mobilization Strategies

Resource mobilization strategies are structured approaches employed by organizations to acquire, allocate, and optimize resources needed to achieve their strategic objectives and ensure sustainability (Green & Daniel, 2021). These strategies encompass a variety of methods designed to secure financial, human, technological, and material resources, which are critical for operational efficiency and growth. Key components of resource mobilization include identifying potential funding sources, building organizational capacity to manage resources effectively, and fostering partnerships that enhance resource availability and utilization (Smith, 2024; Williams & Reed, 2023).

Resource mobilization strategies rely heavily on organizational capacity building, which involves developing an organization’s internal capabilities to effectively manage and capitalize on resources. Capacity building is crucial as it enhances skills, competencies, and infrastructure, enabling organizations to achieve their objectives with limited resources. Key components include staff training, development of technological infrastructure, and the implementation of efficient management systems. By investing in these areas, organizations can improve operational efficiency and responsiveness to changing market demands (Smith, 2024). Additionally, capacity building allows organizations to retain a skilled workforce, which strengthens institutional knowledge and adaptability, ensuring a foundation for sustainable growth and resource optimization (Williams & Reed, 2023).

Source diversification is a vital component of resource mobilization, enabling organizations to secure multiple funding streams such as grants, donations, service fees, and partnerships that reduce dependency on any single source and improve financial stability. By diversifying funding, organizations can better withstand economic shifts and ensure continuity even when one income stream is disrupted (Adeyemi & Omotayo, 2023). This approach not only provides financial flexibility but also enhances an organization's appeal to investors, as it demonstrates fiscal responsibility and strategic planning (Kamau & Otieno, 2023). Source diversification is essential for this study, as it highlights how varied funding strategies contribute to organizational resilience and sustainability, enabling organizations to meet their objectives more effectively (Kariuki & Wafula, 2024).

Strategic resource planning is another essential component, as it enables organizations to align their resources with long-term goals and priorities. This involves identifying future resource needs, setting achievable objectives, and developing a roadmap for securing and utilizing resources effectively (Chen & Wong, 2023). Through strategic resource planning, organizations can ensure that resources are allocated to high-impact projects, reducing waste and increasing the effectiveness of initiatives. This planning process also allows organizations to be proactive rather than reactive, helping them anticipate future needs and challenges. Strategic resource planning is particularly beneficial for maintaining resilience and flexibility, as it provides a structured approach to adjust to modifications within external environment, including economic shifts or regulatory changes (Kamau & Otieno, 2023).

Partnership development is a key element of resource mobilization, as collaborative relationships can provide access to new resources, expertise, and markets. Partnerships may include alliances with other organizations, public-private partnerships, or collaborations with international donors and agencies. These partnerships expand the resource base, bring in new knowledge, and create opportunities for shared initiatives that enhance the organization's reach and impact (Naguib & Youssef, 2024). Effective partnership development requires identifying and building relationships with key stakeholders who share similar goals, which can amplify the organization's efforts and reduce resource constraints. For example, partnerships can provide technical assistance, reduce operational costs, and enhance the scalability of projects, all of which contribute to improved organizational performance and sustainability (Otieno & Mugo, 2023). This study focused on these four resource mobilization strategies due to their wider applicability in previous literature.

1.1.2 Organizational Performance

Organizational performance reflects the effectiveness of an organization meeting its objectives, balancing financial and non-financial goals. Kaplan and Norton (2023) describe it as the achievement of both profit-related and customer-centric targets, encompassing factors like profitability, customer satisfaction, and internal efficiency. Daft (2024) defines it as an organization's ability to transform resources into valuable outcomes aligned with its strategic goals, emphasizing that effective resource alignment is essential for maintaining competitiveness and sustainability.

Organizational performance has been measured using diverse indicators. Lee and Kim (2022) assessed financial performance in the banking sector using profitability ratios, return on assets (ROA), and return on equity (ROE), highlighting financial efficiency. Meanwhile, Miller and Zhang (2023) used customer satisfaction and employee retention to measure performance in the retail sector, aligning with customer service priorities. In manufacturing, metrics like production efficiency and market share have been used to capture performance in operations-focused environments.

In this study, organizational performance was measured using operational efficiency**,** customer satisfaction, and project completion rate to provide a comprehensive view of performance. These indicators reflect resource utilization, customer satisfaction, and project effectiveness, offering a balanced assessment of the organization’s sustainability and overall impact.

1.1.3 State Corporations in Kenya

State corporations in Kenya, also known as parastatals, are government-owned entities founded to create income, support economic growth, and deliver necessary public services (Government of Kenya, 2022). These organizations operate across sectors such as energy, finance, transport, health, and agriculture, playing a critical role in implementing government policies, addressing market gaps, and supporting socio-economic goals (Waweru & Muturi, 2023). They are designed to ensure efficient service delivery to the public while contributing to job creation and infrastructure development (Mugenda, 2024). Despite their significance, these corporations often face challenges such as financial inefficiencies, governance issues, and resource constraints, which affect their ability to perform effectively and achieve their objectives (Njenga & Otieno, 2023).

Conducting the current study on resource mobilization strategies within the context of Kenyan state corporations is worthwhile, as these organizations are essential to national development. Effective resource mobilization strategies can help address operational challenges in state corporations, enabling them to better meet public service demands and enhance sustainability (Ochieng & Wambua, 2024). Understanding how aspects such as organizational capacity building, strategic planning, financial management, and partnerships influence performance can provide valuable insights to improve efficiency and accountability (Kamau & Nyaga, 2022). Additionally, the study's findings could inform recommendations for enhancing resource management practices, ultimately strengthening Kenya's public sector and empowering state corporations to fulfill their mandate more effectively (Mburu & Kariuki, 2023).

1.2 Statement of the Problem

Commercial state corporations in Kenya continue to experience chronic resource mobilization weaknesses that erode operational continuity and public value. Recent evidence shows that nearly 60% of state corporations faced material funding stress over the past five years, with knock-on effects such as stalled projects and diminished service delivery (Government of Kenya, 2023). These constraints are especially consequential in sectors like energy, finance, and transport that are foundational to national socio-economic performance (Waweru & Muturi, 2023). While organizational capacity building, strategic resource planning, source diversification, and partnership development are frequently proposed as remedies, their effects individually and jointly remain under-specified for commercial state corporations in the Kenyan context (Ochieng & Wambua, 2024).

Existing studies are inadequate for three reasons. First, they often examine generic governance or operational challenges rather than resource mobilization strategies per se, or they focus on non-commercial public entities whose mandates, revenue models, and risk exposures differ materially from commercial state corporations, limiting external validity (Waweru & Muturi, 2023; Kamau & Nyaga, 2022). Second, most adopt single-strategy lenses or descriptive designs that neither model the simultaneous implementation of multiple strategies nor quantify their relative and combined effects on performance, leaving strategy trade-offs and complementarities empirically unresolved. Third, prior work commonly relies on perception-based outcomes or narrow financial indicators, with limited triangulation to operational performance dimensions relevant to public value (service efficiency, customer satisfaction, and project delivery). Consequently, decision-makers lack Kenya-specific, commercially grounded evidence to prioritize and sequence resource mobilization levers.

Accordingly, this study contributes by advancing theory through an integrated lens linking Resource-Based View and Dynamic Capabilities to internal competencies and adaptive planning, and Stakeholder and Contingency perspectives to external alignment and environmental fit; providing policy-relevant evidence for the National Treasury and parent ministries on which strategy mix yields the greatest performance payoffs under Kenya's operating conditions; and offering managerial guidance to boards and executives on how to design, bundle, and execute capacity building, strategic planning, source diversification, and partnership development to maximize organizational performance.

1.3 Objectives of the Study

The general of this research was to determine the influence of resource mobilization strategies (organizational capacity building, source diversification, strategic resource planning, and partnership development) on the organizational performance of commercial state corporations in Kenya.

The specific objectives were:

i. To determine the influence of organizational capacity building on the organizational performance of commercial state corporations in Kenya.
ii. To establish the influence of source diversification on the organizational performance of commercial state corporations in Kenya.
iii. To establish the influence of strategic resource planning on the organizational performance of commercial state corporations in Kenya.
iv. To examine the influence of partnership development on the organizational performance of commercial state corporations in Kenya

1.4 Research Questions

The study addressed the following research questions:

1. How does organizational capacity building influence the organizational performance of commercial state corporations in Kenya?
2. What is the impact of strategic resource planning on the organizational performance of commercial state corporations in Kenya?
3. How does source diversification affect the organizational performance of commercial state corporations in Kenya?
4. In what ways does partnership development contribute to the organizational performance of commercial state corporations in Kenya?

1.5 Significance of the Study

This research will prove important to the following beneficiaries:

1.5.1 Policy Makers

This study holds significant value for policymakers by providing insights into the effectiveness of resource mobilization strategies within commercial state corporations. Understanding how variables like organizational capacity building, strategic resource planning, financial planning skills, and partnership development influence performance will enable policymakers to take well-informed choices which support the financial and operational sustainability of these corporations. The findings may highlight areas where policy reforms or additional resources are needed, helping policymakers design frameworks that encourage efficient resource utilization and promote accountability in these organizations. This could result in a greater resilient and productive public sector, finally playing a part in Kenya's socio-economic development goals.

1.5.2 Commercial State Corporations

For commercial state corporations, this study provides practical recommendations for enhancing resource mobilization practices, which can address some of the core challenges that hinder their performance. By examining specific strategies such as partnership development and financial planning skills, the study offers actionable insights that can help these corporations improve their financial stability, operational efficiency, and service delivery. This is particularly important given that many commercial state corporations face financial constraints and operational inefficiencies. Implementing the findings could empower these organizations to achieve their mandates more effectively and meet public expectations for high-quality service delivery, which is crucial for public trust and support.

1.5.3 Researchers and Academicians

Academicians and researchers will also benefit from this study as it fills a critical gap in existing literature on resource mobilization within commercial state corporations in Kenya.

Previous studies have not thoroughly explored the combined impact of capacity building, strategic planning, financial skills, and partnerships on organizational performance in this context. By addressing this gap, the findings lay the groundwork for more investigation, offering a comprehensive framework that can be applied or adapted in other public-sector studies. The findings will enrich academic discourse while serving as key reference for students, scholars, and researchers interested in resource mobilization, public sector management, and organizational performance, ultimately advancing knowledge in these areas.

1.6 Scope of the Study

The scope of this research aimed to examine the effect of resource mobilization strategies on the organizational performance of commercial state corporations in Kenya. The study focused on four strategies: organizational capacity building, strategic resource planning, source diversification, and partnership development. The dependent variable, organizational performance, was measured by operational efficiency, customer satisfaction, and project completion rate. The study population encompassed all 28 commercial state corporations in Kenya, utilizing a census technique because of the population's workable number. The target respondents for this study were the head of operations, the head of finance, the head of marketing, and the head of human resources in each commercial state corporation, as they are primarily in charge of the creation of, implementation, and management of resource mobilization strategies. Utilizing the descriptive survey research design, this survey employed descriptive, correlation, and regression analyses for data examination. This research was conducted from May 2025 to August 2025.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter analyzes the empirical literature of academic studies that explores how resource mobilization strategies influence the organizational performance of commercial state corporations. Additionally, the chapter reviews four theories Resource-Based View Theory, Dynamic Capabilities Theory, Stakeholder Theory, and Contingency Theory that guide this research.

2.2 Theoretical Review

In this segment, the key theories underpinning the relationship between resource mobilization strategies and organizational performance will be examined. The discussion will focus on the RBV Theory, Dynamic Capabilities Theory, Stakeholder Theory, and Contingency Theory, which provide a theoretical framework for understanding how these strategies impact the effectiveness and sustainability of organizations.

2.2.1 Resource-Based View Theory

The Resource-Based View (RBV) theory, introduced by Penrose (1959), emphasizes that an organization's competitive advantage stems from its ability to make efficient use of unique internal resources which are valuable, rare, inimitable, and non-substitutable (VRIN). Recent research supports this view, indicating that such resources provide organizations with sustainable performance advantages in dynamic environments (Barney et al., 2021; Grant, 2021). The theory further highlights the need for organizations to identify and mobilize their internal resources, such as skills, infrastructure, and processes, to maximize performance outcomes. For commercial state corporations in Kenya, RBV underscores the critical role of resource mobilization strategies like capacity building and strategic resource planning in achieving operational efficiency and fulfilling their mandates (Helfat & Martin, 2022).

Critics of RBV argue that its focus on internal resources often ignores the influence of external factors and dynamic market conditions on organizational performance. Helfat and Martin (2022) point out that RBV lacks a mechanism for explaining how organizations adapt their resources to changing environments, which is crucial for long-term sustainability. Additionally, Priem and Butler (2022) note that the theory provides limited guidance on how organizations can develop resources that meet the VRIN criteria, making it less actionable for strategic management. Grant (2021) also highlights that RBV is overly static and does not adequately account for the continuous resource evolution required in competitive markets. For Kenyan state corporations, this critique suggests that while internal resource optimization is essential, there is a need to integrate external partnerships and adapt to dynamic market conditions to ensure comprehensive performance improvements.

RBV theory remains important to this investigation since it gives a foundation for exploring how internal resource optimization through strategies like organizational capacity building and strategic resource planning impacts performance. Specifically, the theory aligns with the first and second goals of the research, that center on determining the influence of organizational capacity building and strategic resource planning on organizational performance. By focusing on how commercial state corporations in Kenya can maximize the value of their internal resources, this survey draws from RBV principles to explain how resource mobilization strategies enhance operational efficiency, customer satisfaction, and project completion rates in a resource-constrained environment.

2.2.2 Dynamic Capabilities Theory

Dynamic Capabilities Theory, proposed by Teece et al. (1997), highlights how an organization may adapt to quickly changing surroundings by integrating, developing, and reconfiguring its internal and external skills. It posits that competitive advantage lies in the organization's capacity to adapt its resource base to match evolving market demands (Helfat & Martin, 2022). This idea emphasizes the significance of agility in resource mobilization, focusing on processes such as innovation, strategic decision-making, and knowledge transfer to maintain relevance and performance in dynamic contexts. For commercial state corporations in Kenya, the theory underscores the necessity of continually adapting strategies like partnership development and source diversification to respond to funding challenges and regulatory changes (Teece, 2021).

Critics of Dynamic Capabilities Theory argue that its broad conceptualization often lacks clear operational definitions, making it difficult to apply empirically. Eisenhardt and Martin (2022) point out that while the theory highlights the importance of adaptability, it does not adequately specify how organizations can systematically develop dynamic capabilities. Additionally, Winter (2021) argues that dynamic capabilities are resource-intensive, which may limit their applicability in resource-constrained organizations like commercial state corporations in Kenya. Despite these limitations, the ideology offers a solid foundation for comprehending how organizations can align their resource mobilization strategies with external environmental changes.

Dynamic Capabilities Theory was particularly pertinent to this research since it provides insights into how organizations can adapt resource mobilization strategies, such as strategic resource planning and partnership development, to dynamic and uncertain environments. Specifically, the theory aligns with the second and fourth objectives of research, that focus on establishing any impact of strategic resource planning and partnership development on organizational performance. For Kenyan state corporations, the theory supports the exploration of how continuous adaptation of both internal and external strategies enhances operational efficiency, customer satisfaction, and project completion rates. This reinforces the study's objective of assessing the adaptability of resource mobilization strategies in driving sustainable performance within commercial state corporations.

2.2.3 Stakeholder Theory

Stakeholder Theory, developed by Freeman (1984), posits that an organization's capacity to generate value of all its stakeholders not just its shareholders determine how successful it will be. It highlights the significance of recognizing and attending to the demands and interests of various stakeholders, including employees, customers, suppliers, government, and the community (Freeman et al., 2021). This theory emphasizes that organizations must engage in continuous dialogue and collaboration with stakeholders to maintain legitimacy, achieve their goals, and sustain long-term performance. For commercial state corporations in Kenya, the theory underscores the critical role of partnership development and resource mobilization in meeting stakeholder expectations and achieving organizational objectives (Phillips et al., 2022).

Despite its widespread acceptance, Stakeholder Theory has faced criticism for its broad and sometimes ambiguous definitions of stakeholders and their interests. Jensen (2021) argues that focusing on multiple stakeholders may dilute an organization's strategic focus, making it challenging to prioritize and efficiently distribute resources. Additionally, critics suggest that the theory lacks practical frameworks for balancing conflicting stakeholder demands, which can create decision-making complexities (Mitchell et al., 2022). For state corporations in Kenya, these challenges highlight the importance of aligning stakeholder engagement with strategic objectives to optimize resource mobilization efforts without compromising performance.

Stakeholder Theory was pertinent to our research since it offers a foundation for comprehending how partnerships and collaborations influence resource mobilization strategies and organizational performance. Specifically, the theory supports the final goal of this investigation, which seeks to investigate the impact of partnership development on organizational performance. By engaging with diverse stakeholders, commercial state corporations can enhance their resource base, improve service delivery, and ensure alignment with public expectations. This theoretical perspective aligns with the study's objective of assessing how partnership development, as a resource mobilization strategy, contributes to operational efficiency, customer satisfaction, and project completion rates in Kenyan state corporations.

2.2.4 Contingency Theory

Contingency Theory, developed by Burns and Stalker (1961), asserts that management and organizational success cannot be approached in a one-size-fits-all manner. Instead, an organization's effectiveness is grounded in the capacity it has to align its strategies, structures, and processes with the specific demands of its external environment (Donaldson, 2021). The theory emphasizes the importance of flexibility and adaptability, suggesting that organizations should tailor their resource mobilization strategies, such as strategic planning and source diversification, to match environmental contingencies like economic fluctuations, technological advancements, and regulatory changes. For commercial state corporations in Kenya, this theory highlights the need to adapt resource mobilization efforts to the dynamic socio-economic and policy contexts in which they operate (Fiedler, 2023).

Notwithstanding its benefits, contingency theory has drawn criticism because of its poor predictive ability as well as absence of clarity. Critics contend that the hypothesis often provides broad recommendations without clear guidelines on how organizations should identify and adapt to contingencies (Schoonhoven, 2022). Additionally, it is sometimes viewed as overly reactive, focusing on external alignment without adequately addressing the role of proactive decision-making and internal innovation. For Kenyan state corporations, this criticism emphasizes the necessity of a balanced approach that integrates contingency considerations with strategic foresight and resource optimization.

Contingency Theory was pertinent to this research since it provides a structure for analyzing the way commercial state corporations adapt their resource mobilization strategies to changing external conditions. Specifically, the theory supports the second and third objectives of the survey, that focus on assessing the impact strategic resource planning and source diversification have on organizational performance. By examining how these strategies align with environmental contingencies, the study will offer insights into how adaptability enhances operational efficiency, customer satisfaction, and project success. The theory’s emphasis on contextual alignment is directly connected to the study's aim of establishing how resource mobilization strategies affect the performance of commercial state corporations in Kenya.

2.3 Empirical Review

This section examines earlier studies conducted by academicians on how resource mobilization strategies influence organizational performance globally, regionally, and locally, and identifies the existing research gaps.

2.3.1 Organizational Capacity Building and Organizational Performance

Several studies have explored the link between organizational capacity building and organizational performance, revealing common themes and notable divergences. Omondi and Wanjiru (2024) and Brown and Carter (2023) both emphasize the significance of staff training and technological adoption in improving organizational performance. Omondi and Wanjiru (2024), focusing on NGOs in Nairobi County, established that staff training and technological enhancement positively influenced operational efficiency, while knowledge sharing had a moderate impact. Similarly, Brown and Carter (2023), in a study of public healthcare institutions in the UK, found that staff training and technology adoption significantly enhanced performance, though resource allocation efficiency showed a moderate effect. However, Brown and Carter’s reliance on qualitative data without statistical validation contrasts with Omondi and Wanjiru’s quantitative approach, creating a methodological gap. Both studies also overlooked the role of strategic planning in capacity-building, an aspect this study seeks to integrate.

Further, Chukwu and Abiola (2023) and Kiptoo et al. (2023) broaden the discussion by considering additional dimensions of capacity building, such as leadership training and resource allocation efficiency. Chukwu and Abiola (2023), studying public health institutions in Nigeria, found technology integration to be the most impactful factor, followed by resource allocation efficiency and training. Kiptoo et al. (2023) examined county governments in Kenya and reported a strong link between leadership training and performance, but a weaker relationship with policy formulation. While both studies acknowledged the positive role of capacity building, they did not explore customer satisfaction or strategic alignment as performance outcomes, leaving a conceptual gap that this study addresses by incorporating non-financial performance indicators.

Additionally, Johnson and Smith (2022) provide insights from the private sector, showing that leadership development and team training in tech-based startups significantly contributed to innovation and employee productivity. Although valuable, this study's focus on the private sector presents a contextual limitation when applied to Kenya's state corporations. Across the reviewed studies, there is a pattern of narrowly examining isolated components of capacity building, often overlooking the interconnection between capacity building and other resource mobilization strategies such as strategic resource planning and partnership development. In order to close this larger gap, this project will look into how capacity building, alongside other mobilization strategies, influences the performance of commercial state corporations in Kenya, particularly considering the growing challenges of inefficiency and the risk of restructuring.

2.3.2 Source Diversification and Organizational Performance

The relationship between source diversification and organizational performance has garnered interest across different sectors and contexts. Kiplang'at et al. (2024) and Omondi and Njoroge (2023), focusing on Kenyan agricultural cooperatives and commercial banks respectively, found that income diversification positively influences financial stability and operational efficiency. Kiplang'at et al. (2024) emphasized that cooperatives drawing revenue from member contributions, donor funding, and product sales experienced greater stability, while Omondi and Njoroge (2023) highlighted that commercial banks benefiting from diversified non-interest income streams achieved better financial performance. Despite these positive results, both studies were limited to specific sectors, leaving a contextual gap regarding the applicability of diversification in commercial state corporations (CSCs) facing different mandates and operational challenges.

Regionally, Ali and Mustafa (2023) examined state-owned enterprises (SOEs) in South Africa and found that diversification through external grants and service income contributed significantly to financial performance, although over-reliance on loans weakened outcomes. Similarly, Brown and Taylor (2022) in the United Kingdom, and Anderson and Lee (2023) in Australia, documented that diversification into multiple funding streams such as grants, corporate sponsorships, crowdfunding, and investments helped nonprofit and social enterprises achieve financial sustainability and resilience. However, while these studies confirm that source diversification plays a crucial role in reducing financial vulnerability, they primarily focused on financial outcomes, neglecting important non-financial performance indicators such as operational efficiency, customer satisfaction, and project completion rates.

Moreover, most reviewed studies heavily relied either on qualitative methods (e.g., focus group discussions by Anderson and Lee, 2023) or were sector-specific (e.g., agricultural cooperatives, banks, and nonprofits), limiting the generalizability of their findings to the context of commercial state corporations in Kenya. Few studies systematically link diversification to non-financial performance indicators, which are highly relevant given the dual mandate of CSCs to deliver public services and remain financially viable. This study addresses this broader conceptual and contextual gap by exploring how source diversification affects not only financial but also non-financial performance outcomes, such as efficiency, customer satisfaction, and project success, within Kenyan commercial state corporations.

2.3.3 Strategic Resource Planning and Organizational Performance

Empirical evidence consistently shows that strategic resource planning is vital for enhancing organizational performance, although studies vary in focus and findings. Kariuki and Wambua (2024) and Abdullahi and Musa (2023) both affirm that aligning financial planning and resource allocation with organizational goals positively influences performance. Kariuki and Wambua (2024), focusing on Kenyan state corporations, found that financial and human resource alignment improved operational efficiency and project completion rates. Similarly, Abdullahi and Musa (2023) reported that monitoring mechanisms within Nigeria's public institutions were particularly effective in driving performance. However, both studies neglected other critical aspects of resource planning, such as partnerships and customer-focused outcomes, limiting their applicability in explaining broader performance dimensions.

Studies by Mbogo et al. (2023) and Miller and Johnson (2023) introduced additional variables such as stakeholder involvement and long-term goal alignment. Mbogo et al. (2023) found that stakeholder involvement was a strong predictor of project completion rates among Kenyan county governments, while Miller and Johnson (2023) highlighted that financial forecasting and strategic goal alignment were key to improved performance in U.S.-based nonprofit organizations. Despite these contributions, both studies overlooked customer satisfaction and operational efficiency as key performance indicators, which are crucial for public-oriented institutions like commercial state corporations.

Smith and Anderson (2022) extended the conversation by focusing on resource allocation efficiency, workforce planning, and infrastructure development in public hospitals in the UK. Their findings underscored the significant role of workforce planning and infrastructure in improving operational performance. However, the healthcare-specific focus limits generalizability to commercial state corporations with more diverse mandates. Across these studies, there is an evident gap in examining how strategic resource planning, when integrated with other resource mobilization strategies such as partnerships and capacity building, influences not only financial but also non-financial performance indicators. The goal of the present investigation was to close this gap by holistically assessing how strategic resource planning contributes to operational efficiency, customer satisfaction, and project success within the unique setting of Kenya's commercial state corporations.

2.3.4 Partnership Development and Organizational Performance

Existing studies consistently highlight the significance of partnership development in enhancing organizational performance, though they vary in focus and application. Ochieng and Mwangi (2024) and Kinyua et al. (2023) both emphasized the role of partnerships in the Kenyan public sector. Ochieng and Mwangi (2024) found that collaborations with private sector players and donor agencies significantly improved operational efficiency and project completion rates among state corporations. Similarly, Kinyua et al. (2023) noted that partnerships facilitated resource mobilization, technology transfer, and capacity building in county governments, contributing positively to project implementation. However, both studies paid limited attention to customer satisfaction and the long-term sustainability of partnerships, aspects that are crucial for evaluating overall organizational performance.

In the international context, Johnson and Brown (2023) and Nguyen and Pham (2023) further supported the importance of partnerships. Johnson and Brown (2023) showed that public-private partnerships and inter-organizational collaborations significantly boosted the performance of nonprofit organizations in the United States, while Nguyen and Pham (2023) established that partnerships with international donors and government agencies improved the financial and operational sustainability of public enterprises in Vietnam. However, neither study sufficiently examined the role of knowledge sharing within partnerships or its influence on customer satisfaction, limiting the full understanding of partnership dynamics.

Smith and Taylor (2022) added another perspective by exploring partnerships in the renewable energy sector in the United Kingdom, showing that international collaborations and technology partnerships positively influenced innovation and market share. Despite these findings, the study's private-sector focus limits its relevance to the distinct operational and performance challenges facing Kenyan state corporations. A broader gap across these studies is the limited integration of partnership development with other resource mobilization strategies when explaining organizational performance. The current study sought to fill this gap by examining how partnerships, together with other strategies, influence key performance indicators such as operational efficiency, customer satisfaction, and project completion rates in commercial state corporations in Kenya.

2.4 Summary of Literature Review and Research Gaps

The literature review highlights that resource mobilization strategies have a significant impact on how well organizations succeed. Key strategies such as organizational capacity building, strategic resource planning, source diversification, and partnership development have been identified as critical components that significantly influence organizational performance. Organizational capacity building enhances internal competencies, infrastructure, and processes, enabling organizations to optimize their resources and achieve operational efficiency. Strategic resource planning ensures that resources are aligned with long-term goals, reducing inefficiencies and increasing resilience to environmental changes. Source diversification reduces dependence on single funding streams, ensuring financial stability and adaptability. Partnership development fosters collaborations, knowledge sharing, and access to new resources, which are essential for enhancing customer satisfaction and project completion rates.

Despite the extensive research on resource mobilization strategies and organizational performance, several gaps remain. Many studies have focused on specific sectors such as nonprofit organizations, private enterprises, and healthcare institutions, leading to a contextual gap when applying these findings to commercial state corporations in Kenya. Additionally, while individual strategies have been studied, there is a conceptual gap in understanding how these strategies collectively influence performance metrics such as operational efficiency, customer satisfaction, and project success. Methodological gaps are also evident, as some studies rely heavily on qualitative approaches or descriptive statistics, limiting the generalizability of findings. Furthermore, limited empirical evidence exists on the relationship between these strategies and non-financial performance indicators, particularly in the context of Kenyan state corporations.

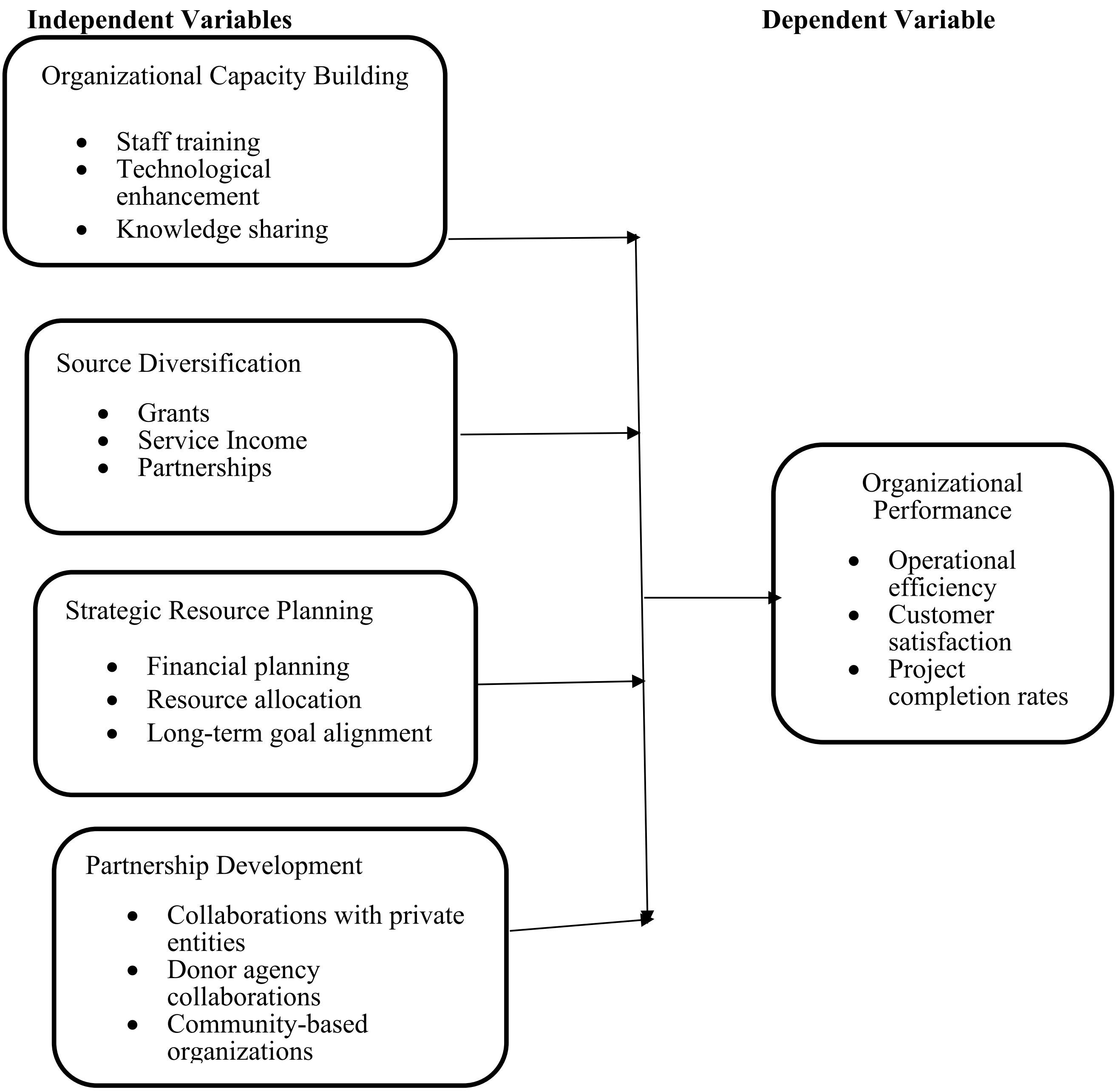
The current study aimed to fill these gaps by systematically examining how organizational capacity building, strategic resource planning, source diversification, and partnership development collectively impact Kenya's commercial state businesses' performance. By filling these particular empirical gaps, the report offers practical advice that can help organizational leaders and legislators develop plans to improve resource mobilization and improve organizational performance.

2.5 Conceptual Framework

The prototype that was created below illustrates the projected the link among the variables in the research. Organizational capacity building, strategic resource planning, source diversification, and partnership development are the independent variables. The dependent variable that the research seeks to elaborate on is organizational performance.

FIGURE 2.1:

Conceptual Framework



2.6 Operationalization of Variables

TABLE 2.1:

Operationalization of Variables

Variable type	Variable	Indicators	Measurement scales
Dependent	Organizational performance	• Cost effectiveness of operations • Customer satisfaction ratings • Percentage of projects completed on time	Likert/ordinal
Independent	Organizational capacity building	• Number of training programs conducted • Adoption of new technologies • Frequency of knowledge sharing sessions	Likert/ordinal
Independent	Source diversification	• Percentage of income from grants • Percentage of income from service delivery • Revenue share from partnerships	Likert/ordinal
Independent	Strategic resource planning	• Existence of financial plans • Periodicity and updates of strategic plans • Alignment of resources to strategic goals	Likert/ordinal
Independent	Partnership development	• Number of partnerships • Frequency of interaction with donors • Projects implemented in partnership with CBOs	Likert/ordinal

(Source; Research 2024)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

In this focus, the focus is on the research methodology that guided this survey. The chapter outlines the research design adopted, the target population for the study, the sampling method used, and the instruments and procedures for data collection. Additionally, it details the approach for data collection, the methods of data analysis, the presentation of findings, and the diagnostic tests that were carried out in in order to ensure the reliability and validity of the results, concluding with ethical considerations.

3.2 Research Design

Research design alludes to the broad structure which describes the way a research study will be conducted to achieve its objectives (Leavy, 2022). The purpose of a research design is to guarantee that the information gathered is pertinent and sufficient to address the research questions effectively. This study adopted descriptive research design. A descriptive research approach enables the researcher to clearly state and analyze The attributes of parameters under investigation (Kazdin, 2021). The adoption of a descriptive research design in this study was justified as it is well-suited for examining and describing the influence of resource mobilization strategies such as organizational capacity building, strategic resource planning, source diversification, and partnership development on the performance of commercial state corporations in Kenya.

3.3 Target Population

The population of a study refers to the total group of individuals, events, or items that are the subject of investigation (Nayak & Singh, 2021). A well-defined population encompasses a specific group of people, services, elements, or objects relevant to the research objectives (Pandey & Pandey, 2021). All 28 of Kenya's commercial state enterprises were included in the investigation's target population, as determined by the State Corporations Advisory Committee (SCAC, 2023). The target respondents for this study were the head of operations, the head of finance, the head of marketing, and the head of human resources in each commercial state corporation, as they are personally in charge of the creation, implementation, and management of resource mobilization strategies. This resulted in a total of 112 respondents.

3.4 Sample Size and Sampling Procedure

Sample size refers to how many members or components are chosen from a population to be included in a study, guaranteeing that the findings are representative of the whole community (Nayak & Singh, 2021). The term "sampling procedure" describes the process by which pieces or persons are chosen within the population to form the sample, aiming to achieve accuracy and minimize bias in the research findings (Pandey & Pandey, 2021). This study adopted a census sampling procedure, where all 28 commercial state corporations in Kenya were included, targeting the head of operations, the head of finance, the head of marketing, and the head of human resources in each commercial state corporation. This resulted in a total of 112 respondents. A census approach was selected because the population size was manageable, ensuring comprehensive data collection without the need for sampling.

3.5 Instrumentation

Instrumentation alludes to the procedure of developing and utilizing tools for data collection to measure variables accurately and systematically (Cooper & Schindler, 2018). For this study, the target respondents for this study were the head of operations, the head of finance, the head of marketing, and the head of human resources in each commercial state corporation, as they are individually in charge of the creation, implementation, and management of resource mobilization strategies. A structured questionnaire served as the main instrument for gathering data.

3.5.1 Pilot Testing

A pilot test was conducted using respondents from 11 procurement managers working in commercial state corporations, representing approximately 10% of the total population, and these participants were left out of the final research. The pilot test was conducted with the aim of assessing the reliability, validity, and clarity of the questionnaire before full data collection. Conducting the pilot test was essential to identify and correct any ambiguities, inconsistencies, or design weaknesses in the instrument. This process helped ensure that the final questionnaire was well-structured, clear, and capable of capturing precise and pertinent information for the research.

3.5.2 Validity of Instrument

According to Cooper and Schindler (2018), an instrument's validity is determined by how well it measures the notion it is meant to evaluate. Construct validity guarantees that variables' operational definitions correspond to their theoretical interpretations. In this study, construct validity was achieved by adapting and refining an existing questionnaire from prior research to align with the study's objectives. Content validity was confirmed through expert review, where the questionnaire was evaluated by the supervisor and subject matter experts. Their feedback ensured that the instrument comprehensively covered all the variables of interest and that the theoretical dimensions were consistent with the intended constructs. Additionally, a thorough review of the study ensured that the questionnaire remained aligned with the theoretical framework envisioned for the study.

3.5.3 Reliability of Instrument

The term "reliability" describes how well an instrument consistently produces stable and similar results under the same conditions (Cooper & Schindler, 2018). In this study, Cronbach's Alpha analysis was employed to assess the dependability of the research tools, ensuring the precision and consistency of the internal data collection instrument. Cronbach's Alpha is a widely accepted metric for evaluating the reliability of a questionnaire, providing a "true" base score even when some items are modified or replaced (Khan, 2018). A reliability coefficient between 0.7 and 0.8 is generally considered acceptable, while a coefficient above 0.8 is deemed excellent. The reliability of the questionnaire in this study was evaluated against this threshold to ensure its suitability for collecting consistent and dependable data. The reliability test results are as shown in Table 3.1

TABLE 3.1:

Reliability Results

Variables	Items	Cronbach Alpha	Remark
Organizational capacity building	6	.761	Reliable
Source diversification	6	.748	Reliable
Strategic resource planning	6	.813	Reliable
Partnership development	6	.768	Reliable
Organizational performance	6	.902	Reliable

3.6 Data Collection Method

Data collection is the systematic process of gathering and analyzing information related to specific variables to answer research questions, test hypotheses, and evaluate outcomes (Burns & Burns, 2018). A structured questionnaire served as the main tool for gathering data for this investigation, as it is cost-effective, reliable, and efficient for gathering data within a short timeframe. The survey was created using closed-ended questions to allow for specific and concise responses, facilitating consistency and ease of analysis. It was divided into three sections: background information, resource mobilization strategies, and organizational performance, ensuring that all variables of interest were adequately addressed and enabling a comprehensive analysis of their relationships.

3.7 Data Analysis

Data analysis refers to the process of refining, organizing, and transforming raw data into a systematic and interpretable form to address the research objectives (Burns & Burns, 2018). Kothari (2018) describes it as a sequence of interconnected operations aimed at summarizing and organizing collected data to provide meaningful insights. For this investigation, the investigator reviewed the complete questionnaires to guarantee that they were adequate and complete. The questionnaires were then sorted based on their suitability, and each question was coded and scored appropriately. The data was analyzed using descriptive statistics, such as the standard deviation, which measures dispersion, and the mean, which measures central tendency. Furthermore, inferential analysis was performed to investigate the associations between the variables using regression and correlation. The data was processed and analyzed using the Statistical Package for the Social Sciences (SPSS). The findings were presented in tables for clarity and ease of interpretation.

The regression model below was used:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where: Y = organizational performance

α =y regression intercept.

β_1, β_2, β_3, β_4= Model coefficients

X_1 = Organizational capacity building

X_2= Source diversification

X_3= Strategic resource planning

X_4= Partnership development

ε =error term

3.7.1 Diagnostic Tests

Prior to regression analysis, diagnostic checks were carried out to make certain that the assumptions of the classical linear regression model are not violated. Violations of these assumptions can lead to biased, inconsistent, and inefficient model estimates. Therefore, diagnostic tests are performed to validate the suitability of the regression model and confirm that it adheres to the underlying principles, ensuring the reliability and precision of the findings. These assessments are beneficial to maintain the integrity of the statistical analysis and prevent misleading conclusions.

3.7.1.1 Normality Test

The Shapiro-Wilk test was employed to determine if the residuals were dispersed properly, which is essential for regression analysis. The Shapiro-Wilk test was preferred due to its suitability for small to medium sample sizes, while the Kolmogorov-Smirnov test complemented it. These tests were appropriate given the continuous nature of the data collected from commercial state corporations.

3.7.1.2 Multicollinearity Test

Multicollinearity was tested using a correlation matrix, where a coefficient exceeding 0.8 indicated severe multicollinearity (Cooper & Schindler, 2023). If detected, multicollinearity was addressed by either removing or combining highly correlated variables or applying variance inflation factor (VIF) analysis for further verification. Addressing multicollinearity is crucial to reduce inflated standard errors and ensure the reliability of the regression coefficients and hypothesis tests.

3.7.1.3 Heteroscedasticity

If heteroskedasticity occurs, it must be checked and completely accounted for in the classical linear regression model. The incorrect phrase ought to have a constant variance. If the error variance is constant, the data is said to be homoscedastic. If a regression analysis is run before checking for heteroskedasticity, the estimated coefficients will be biased, and the standard errors will be incorrect. For the research, heteroskedasticity was assessed using the Breusch-Pagan / Cook-Weisberg test. The null hypothesis for this test was the presence of homoscedastic error variance.

3.8 Ethical Considerations

Rigorous ethical guidelines were followed in this investigation to guarantee the rights of those participating and the validity of the findings. Before the data collection, all necessary permits and approvals were sought, including authorization from KCA University and a research permit from NACOSTI, which regulates research activities in Kenya. In addition, formal approval was requested from the management of the selected commercial state corporations to access relevant staff and information. Informed consent was acquired from every respondent, where participants were fully briefed on the goals of the research, the fact that participation was entirely voluntary, and their freedom to leave at any time without incurring any fees. Confidentiality was strictly maintained, with all gathered information safely kept and only accessible to the research team. Respondents' identities and organizational information were not disclosed without explicit consent, ensuring trust and privacy throughout the research process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the data analysis and interprets the findings in relation to the study objectives. The section begins with the response rate, followed by descriptive statistics, correlation analysis, assumption diagnostics, and regression results. The discussion integrates these findings with existing theoretical and empirical literature to highlight the implications of the study on resource mobilization strategies and the organizational performance of commercial state corporations in Kenya.

4.2 Response Rate

The section begins by presenting the response rate, which indicates the level of participation and completeness of the data collected for analysis. Out of the 112 questionnaires administered to respondents, 101 were duly completed and returned, representing a response rate of 90.2 percent, while 11 questionnaires, accounting for 9.8 percent, were not returned. This high response rate surpasses the minimum threshold of 70 percent often recommended in survey research, suggesting that the study obtained sufficient and reliable data for analysis. The implication is that the results derived from this study are credible, representative of the target population of commercial state corporations in Kenya and provide a sound basis for drawing valid conclusions and making informed recommendations.

TABLE 4.1:

Response Rate

Response Rate	Frequency	Percent
Returned	101	90.2
Unreturned	11	9.8
Total	**112**	**100**

4.3 Demographic Characteristics

This section presents the demographic characteristics of the respondents, which provide important background information on the study participants. Understanding these characteristics is essential as they offer insights into the composition of the sample and help in interpreting the study findings within the context of the respondents' profiles. The analysis covers aspects such as gender, age, education level, and years of experience, thereby establishing the diversity and representativeness of the data collected.

4.3.1 Gender of the Respondents

The results on gender distribution show that a majority of the respondents, 61 representing 60.4 percent, were male, while 50 respondents, accounting for 39.6 percent, were female. This indicates that although both genders were well represented in the study, there was a slight dominance of male respondents. The interpretation suggests that commercial state corporations in Kenya may still exhibit a male-leaning workforce composition, particularly in managerial or decision-making positions. The implication is that the findings of this study reflect perspectives from both genders, thereby enhancing inclusivity and balance in the responses, while also highlighting the need for continued efforts toward achieving greater gender parity in leadership and management within these corporations.

TABLE 4.2:

Gender Distribution

Gender	Frequency	Percentage
Male	61	60.4
Female	50	39.6
Total	**101**	**100**

4.3.2 Age of the Respondents

The age composition results reveal that nearly half of the respondents, 49 representing 48.5 percent, were aged between 41 and 50 years, making this the largest age group in the study. Respondents aged between 31 and 40 years accounted for 28.7 percent, while those above 50 years comprised 22.8 percent of the sample. This distribution suggests that the majority of participants were in their mid-career to late-career stages, bringing with them significant professional experience and institutional knowledge. The implication is that the responses obtained are informed by individuals with extensive exposure to organizational processes and decision-making, thereby strengthening the reliability of the insights on resource mobilization strategies and organizational performance in commercial state corporations.

TABLE 4.3:

Respondents' Age Composition

Age	Frequency	Percentage
31-40 years	29	28.7
41-50 years	49	48.5
Above 50 years	23	22.8
Total	**101**	**100**

4.3.3 Highest Level of Education

The results on the highest level of education attained by the respondents show that the majority, 60 representing 59.4 percent, held a Master's degree, followed by 21 respondents, accounting for 20.8 percent, who had a Bachelor's degree. Fourteen respondents, or 13.9 percent, possessed a Diploma, while a smaller proportion of six respondents, representing 5.9 percent, had attained a PhD. This distribution indicates that most respondents were highly educated, with postgraduate qualifications forming the largest share. The implication is that the participants had strong academic backgrounds, which likely enhanced their understanding of organizational processes and strategies. Consequently, the study findings can be considered credible, as they are informed by respondents with advanced knowledge and analytical capacity relevant to resource mobilization and organizational performance.

TABLE 4.4:

Highest Level of Education

Education	Frequency	Percentage
Diploma	14	13.9
Bachelor's Degree	21	20.8
Master's Degree	60	59.4
PhD	6	5.9
Total	**101**	**100**

4.3.4 Years in Current Position

The results on respondents' tenure in their current positions indicate that the majority, 66 representing 65.3 percent, had served for more than five years, while 22 respondents, accounting for 21.8 percent, had been in their roles for between four and five years. A smaller group of 13 respondents, representing 12.9 percent, reported a tenure of between two and three years. This distribution suggests that most respondents had substantial experience in their respective positions, which implies familiarity with organizational operations, policies, and resource mobilization strategies. The implication is that the data collected reflects perspectives grounded in long-term engagement and institutional knowledge, thereby strengthening the validity and depth of the study findings on organizational performance of commercial state corporations.

TABLE 4.5:

Years in Current Position

Number of years	Frequency	Percentage
2-3 years	13	12.9
4-5 years	22	21.8
Above 5 years	66	65.3
Total	**101**	**100**

4.4 Descriptive Statistics

This section presents the descriptive statistics of the study variables, which provide a summary of the respondents' perceptions on resource mobilization strategies and organizational performance. The analysis focuses on measures of central tendency and dispersion, specifically the means and standard deviations, to highlight the general trends and variations in the responses. By examining these statistics, the study establishes how organizational capacity building, source diversification, strategic resource planning, and partnership development are perceived and practiced within commercial state corporations, and how these factors relate to organizational performance.

4.4.1 Organizational Capacity Building

The analysis of descriptive statistics for organizational capacity building provides insights into how respondents perceive the role of various initiatives in enhancing organizational performance. Six statements were evaluated, each capturing a critical aspect of capacity building, ranging from staff training and technology adoption to financial planning, strategic alignment, income diversification, and partnerships. The overall mean score was 3.53 with a standard deviation of 0.60, suggesting that respondents generally agreed with the statements and exhibited moderate consistency in their views. These results underscore the significance of capacity building as a resource mobilization strategy that underpins operational effectiveness in commercial state corporations.

The findings show that staff training programs were rated with a mean of 3.10 and a standard deviation of 1.13, indicating a moderate level of agreement but also notable variation among respondents. This suggests that while some corporations have invested in staff development to improve operational efficiency, others may lag behind, leading to differing experiences across institutions. The implication here is that training, as a capacity-building measure, is not yet uniformly institutionalized, and enhancing its scope could further improve organizational outcomes by equipping employees with relevant skills.

On the adoption of modern technologies, the mean score of 2.70 with a standard deviation of 1.00 reflects a relatively low level of agreement, showing that respondents were less convinced about the contribution of technology to productivity improvements. This may point to limited integration of digital tools or challenges in technology uptake within some corporations. The implication is that to fully leverage organizational capacity, there is a need for stronger investments in technological infrastructure and digital transformation, which could help streamline processes, reduce inefficiencies, and enhance competitiveness.

Financial planning and strategic alignment of goals received some of the highest levels of agreement, with mean scores of 4.20 (SD = 0.40) and 3.70 (SD = 0.78), respectively. These findings suggest that corporations recognize the importance of structured financial planning in ensuring efficient resource allocation and the value of aligning long-term goals with resource mobilization strategies. The low standard deviations further imply consistent agreement among respondents. The implication is that these practices are relatively well established and are central to improving performance, highlighting the necessity for policy frameworks that reinforce disciplined planning and strategic coherence.

Similarly, partnerships and income diversification were rated positively, with collaborations with external partners recording a mean of 4.10 (SD = 0.30), and income diversification achieving a mean of 3.40 (SD = 0.91). The results suggest that partnerships are widely embraced as a means of enhancing efficiency, while diversification efforts are moderately recognized but vary across organizations. The implication is that partnerships represent a strong pillar for capacity building, particularly in resource-constrained environments, whereas income diversification requires further strengthening to reduce overreliance on limited funding sources. Collectively, these results emphasize that organizational capacity building, when pursued through comprehensive staff training, technological investment, financial discipline, strategic alignment, partnerships, and diversification, forms a critical foundation for sustainable organizational performance.

TABLE 4.6:

Descriptive Statistics for Organizational Capacity Building

Statements	N	Mean	Std. Dev
Staff training programs in our organization enhance operational efficiency.	101	3.10	1.13
The adoption of modern technologies has improved our organization's productivity.	101	2.70	1.00
Financial planning ensures resources are efficiently allocated to achieve goals.	101	4.20	0.40
Our organization effectively aligns long-term goals with strategic resource plans.	101	3.70	0.78
Diversifying income sources reduces reliance on a single funding stream.	101	3.40	0.91
Collaborations with external partners enhance our organization's operational efficiency.	101	4.10	0.30
Overall mean Score	**101**	**3.53**	**0.60**

4.4.2 Source Diversification

The analysis of descriptive statistics for source diversification highlights how respondents perceive the effectiveness of diversifying income sources in enhancing organizational stability. The six statements evaluated covered grants, service delivery, partnerships, exploration of new funding sources, minimizing dependency, and overall financial stability. The results yielded an overall mean score of 3.85 with a standard deviation of

0.43, suggesting that respondents generally agreed with the importance of source diversification, with relatively consistent opinions across the sample. This underscores the recognition of diversification as a central resource mobilization strategy among commercial state corporations.

The results show that grants and service delivery are considered key contributors to organizational income, both recording a high mean of 4.10 with a low standard deviation of 0.30. This indicates a strong consensus among respondents that these two sources significantly sustain financial stability. The implication is that grants, likely from government or donor institutions, and service-generated revenue remain critical pillars for financial sustainability. This reliance, however, may also point to a risk of vulnerability if either stream declines, thus reinforcing the importance of balancing these with additional revenue sources.

Partnerships and efforts to actively seek new funding sources were also rated highly, both with a mean score of 4.00 and a standard deviation of 0.44. These findings suggest that corporations increasingly recognize partnerships not only as collaborative mechanisms but also as vital avenues for generating financial resources. Similarly, the pursuit of new funding streams reflects proactive financial management aimed at mitigating risks associated with reliance on traditional income sources. The implication here is that broadening funding bases through partnerships and innovation in resource generation strengthens organizational resilience and adaptability to financial uncertainties.

In contrast, minimizing dependence on a single income source was rated moderately, with a mean of 3.01 and a relatively high standard deviation of 1.09. This indicates divergent experiences among respondents, with some organizations effectively reducing dependency, while others still rely heavily on limited income streams. The implication is that despite recognizing the importance of diversification, practical implementation remains uneven across corporations. This unevenness highlights the need for capacity-building initiatives, financial policies, and leadership strategies that encourage organizations to consistently diversify revenue channels.

Finally, the statement on diversification enhancing financial stability was rated positively, with a mean of 3.90 and a standard deviation of 0.70, reflecting general agreement though with some variability. This suggests that organizations that have diversified their income sources are experiencing tangible financial stability benefits. The overall implication of these findings is that while source diversification is recognized and practiced to a large extent, gaps still exist in its uniform application across commercial state corporations. Strengthening diversification strategies could play a decisive role in reducing financial risks and ensuring long-term sustainability.

TABLE 4.7:

Descriptive Statistics for Source Diversification

Statements	**N**	**Mean**	**Std. Dev**
A significant percentage of our organization's income comes from grants.	101	4.10	0.30
Revenue from service delivery contributes significantly to our financial stability.	101	4.10	0.30
Partnerships generate a substantial share of our organization's revenue.	101	4.00	0.44
The organization actively seeks new funding sources to diversify income streams.	101	4.00	0.44
Dependence on a single income source is minimized through effective source diversification.	101	3.01	1.09
Source diversification has enhanced the financial stability of the organization.	101	3.90	0.70
Overall Mean Score	**101**	**3.85**	**0.43**

4.4.3 Strategic Resource Planning

The descriptive statistics for strategic resource planning highlight how respondents perceive the effectiveness of planning frameworks in guiding resource mobilization and enhancing organizational performance. Six statements were examined, covering documentation of financial plans, periodic updates of strategies, alignment of resources, prioritization of projects, definition of long-term goals, and overall impact on efficiency. The results produced an overall mean score of 4.02 with a low standard deviation of 0.24, suggesting strong agreement among respondents and consistent perceptions across the sample. These results emphasize that strategic resource planning is widely embedded and valued in commercial state corporations.

The findings indicate that well-documented financial plans and periodically updated strategic plans were both rated at a mean of 4.00, with no variation in responses (SD = 0.00). This uniformity suggests that all respondents acknowledged the existence of structured financial and strategic planning frameworks within their organizations. The implication is that corporations in this sector have institutionalized financial and strategic planning practices, ensuring that resource allocation decisions are based on formalized and transparent processes. Such practices reduce the risk of ad hoc decision-making and contribute to stronger accountability in resource management.

Alignment of resources with strategic objectives and efficient allocation of funds to priority projects were also rated highly, with mean scores of 4.00 (SD = 0.44) and 3.90 (SD = 0.54), respectively. These results suggest that corporations generally ensure resources are directed toward achieving their stated goals, though some variation in experiences exists. The implication is that while most organizations demonstrate disciplined financial planning, others may still face gaps in aligning resources to objectives or in allocating funds optimally. Addressing these gaps could enhance organizational performance by ensuring that strategic priorities consistently drive financial decisions.

The results further reveal that defining long-term goals and incorporating them into resource planning, as well as the role of strategic planning in enhancing operational efficiency, were both rated highest, with means of 4.10 and low standard deviations of 0.30. This demonstrates that respondents strongly believe long-term foresight and strategic planning contribute directly to improved efficiency and sustainability. The implication is that corporations that emphasize forward-looking strategies are better positioned to manage challenges, seize opportunities, and optimize their performance over time.

Overall, the findings show that strategic resource planning is not only well practiced but also highly valued across commercial state corporations in Kenya. The consistency in responses suggests that most organizations have developed mature planning systems that are integral to their operations. The implication is that strategic resource planning stands out as a cornerstone for achieving efficiency, accountability, and long-term stability. Strengthening these practices further, particularly in aligning resources to strategic goals and enhancing prioritization, will continue to play a pivotal role in driving organizational performance.

TABLE 4.8:

Descriptive Statistics for Strategic Resource Planning

Statements	**N**	**Mean**	**Std. Dev**
Our organization has well-documented financial plans to guide resource allocation.	101	4.00	0.00
Strategic plans are updated periodically to reflect current goals and challenges.	101	4.00	0.00
Resources are effectively aligned with the strategic objectives of the organization.	101	4.00	0.44
Financial planning ensures that funds are allocated efficiently to priority projects.	101	3.90	0.54
Long-term goals are clearly defined and incorporated into strategic resource plans.	101	4.10	0.30
Strategic resource planning has enhanced operational efficiency in the organization.	101	4.10	0.30
Overall Mean Score	**101**	**4.02**	**0.24**

4.4.4 Partnership Development

The descriptive statistics for partnership development provide an understanding of how respondents perceive the role of collaborative relationships in enhancing resource mobilization and organizational performance. Six statements were analyzed, covering the establishment of partnerships, donor engagement, collaborations with community-based organizations, access to resources, knowledge sharing, and the sustainability of partnerships. The overall mean score was 3.92 with a low standard deviation of 0.15, indicating strong agreement among respondents and consistent experiences across organizations. This highlights partnership development as a critical component of resource mobilization strategies in commercial state corporations.

The results show that the establishment of partnerships with key stakeholders was moderately rated with a mean of 3.50 and a standard deviation of 0.67. This suggests that while many organizations have cultivated partnerships, the extent of these collaborations varies significantly across corporations. The implication is that although partnerships are acknowledged as valuable, not all corporations have fully tapped into their potential. Strengthening stakeholder engagement across the board could therefore expand opportunities for resource mobilization and broaden the organizations' influence.

Regular interaction with donors was highly rated, with a mean score of 3.90 and a standard deviation of 0.30, suggesting strong and consistent donor engagement. This reflects the recognition that donor relationships remain central to sustaining partnerships and securing resources. The implication is that corporations that maintain close contact with donors are more likely to strengthen trust, attract continued funding, and develop sustainable support networks. Such proactive engagement is crucial in an environment where donor funding can fluctuate due to economic and policy shifts.

Collaborations with community-based organizations (CBOs), partnerships with external entities, and knowledge sharing between partners all recorded high mean scores of 4.00, with no variability (SD = 0.00). This uniformity demonstrates unanimous agreement among respondents that these forms of collaboration directly contribute to improved access to resources, enhanced capacity, and better organizational performance. The implication is that CBOs and external partnerships are widely recognized as indispensable in creating synergies, leveraging shared expertise, and addressing community needs effectively. These partnerships strengthen inclusivity while reinforcing the credibility and relevance of state corporations in their operating environments.

Finally, maintaining partnerships for mutual benefits and long-term collaboration was rated the highest, with a mean of 4.10 and a standard deviation of 0.30. This indicates that respondents strongly value the sustainability of partnerships, emphasizing the importance of nurturing relationships over time rather than focusing solely on short-term benefits. The implication is that commercial state corporations understand the necessity of continuity in partnerships for securing stable resource flows and sustaining long-term impact. Collectively, these results reveal that while partnerships are already an established strategy, opportunities remain for expanding and deepening stakeholder networks, which could further enhance organizational resilience and performance.

TABLE 4.9:

Descriptive Statistics for Partnership Development

Statements	**N**	**Mean**	**Std. Dev**
The organization has established numerous partnerships with key stakeholders.	101	3.50	0.67
There is regular interaction with donors to strengthen partnerships and resource mobilization.	101	3.90	0.30
Collaborative projects with community-based organizations (CBOs) have positively impacted organizational performance.	101	4.00	0.00
Partnerships with external entities have improved our organization's access to resources.	101	4.00	0.00
Knowledge sharing between partners has enhanced our organization's capacity and performance.	101	4.00	0.00
Partnerships are actively maintained to ensure mutual benefits and long-term collaboration.	101	4.10	0.30
Overall Mean Score	**101**	**3.92**	**0.15**

4.4.5 Organizational Performance

The descriptive statistics for organizational performance provide an overview of how respondents perceive the effectiveness of commercial state corporations in achieving efficiency, customer satisfaction, and timely project delivery. Six statements were assessed, focusing on operational efficiency, customer feedback, project completion, and service delivery outcomes. The overall mean score was 3.93 with a standard deviation of 0.43, indicating that respondents generally agreed with the performance indicators, with relatively consistent views across the organizations. These findings suggest that commercial state corporations are moderately to highly effective in achieving their performance objectives, though variations exist in specific areas such as project completion timelines.

The results show that cost-effective operations and positive customer satisfaction ratings both recorded mean scores of 3.89 with standard deviations of 0.54. This reflects strong agreement among respondents that their organizations emphasize efficiency in operations and maintain a satisfactory level of service delivery to stakeholders. The implication is that cost-consciousness and customer responsiveness are embedded in operational practices, which enhances both financial sustainability and stakeholder trust. However, the moderate variation in responses suggests that while some corporations excel in these areas, others may still have gaps to address.

Project completion within set timelines was rated lower, with a mean of 3.59 and a standard deviation of 0.66. This indicates that although corporations strive to meet project deadlines, delays remain a common challenge. The implication is that inefficiencies in planning, resource allocation, or execution may hinder timely completion, which in turn affects performance and credibility. Addressing these gaps through improved monitoring, accountability, and resource management could strengthen the timeliness of project delivery and overall organizational outcomes.

Operational efficiency and timely project completion as drivers of reputation were rated the highest, both scoring 4.10 with standard deviations of 0.30. These results suggest that respondents strongly agree that streamlined processes, resource optimization, and on-time delivery significantly enhance performance and organizational reputation. The low variation in responses underscores consistent recognition of these practices across corporations. The implication is that operational efficiency and timely delivery stand out as the strongest levers for improving organizational performance and maintaining credibility among stakeholders.

Lastly, reduced customer complaints were rated positively, with a mean of 4.00 and a standard deviation of 0.63, further reinforcing the perception that corporations are improving service delivery and responsiveness. Taken together, the findings suggest that while customer satisfaction and operational efficiency are strong performance pillars, challenges remain in ensuring consistent timeliness of project completion. The implication is that enhancing project management practices and minimizing delays will be critical for sustaining high levels of performance, strengthening reputation, and maintaining stakeholder confidence in commercial state corporations.

TABLE 4.10:

Descriptive Statistics for Organizational Performance

Statement	**N**	**Mean**	**Std. Dev.**
The organization ensures cost-effective operations in its processes and activities.	101	3.89	0.54
Customer satisfaction ratings consistently indicate positive feedback from stakeholders.	101	3.89	0.54
The organization completes a significant percentage of its projects within the set timelines.	101	3.59	0.66
Operational efficiency has improved due to streamlined processes and resource optimization.	101	4.10	0.30
Customer complaints have reduced, demonstrating improved service delivery and satisfaction.	101	4.00	0.63
Timely project completion has positively impacted the organization’s performance and reputation.	101	4.10	0.30
Average	**101**	**3.93**	**0.43**

4.5 Correlation Analysis

The correlation analysis was conducted to establish the strength and direction of the relationships between the independent variables (organizational capacity building, source diversification, strategic resource planning, and partnership development) and the dependent variable (organizational performance). The results, tested at the 5 percent significance level, show that all the independent variables are positively and significantly correlated with organizational performance.

The relationship between organizational capacity building and organizational performance was found to be strong and positive, with a correlation coefficient of $r = 0.824$, $p < 0.05$. This indicates that organizations that invest in staff training, technology adoption, and other capacity-building initiatives tend to achieve higher performance outcomes. The implication is that capacity building equips organizations with the skills, systems, and competencies needed to operate efficiently and meet stakeholder expectations, making it a critical driver of organizational success.

Source diversification also demonstrated a strong and significant positive correlation with organizational performance, with a coefficient of $r = 0.823$, $p < 0.05$. This result suggests that organizations that diversify their revenue sources—through grants, service delivery, and partnerships—are more likely to achieve financial stability, which in turn enhances performance. The implication is that reducing reliance on a single income stream shields organizations from financial risks and creates opportunities for sustainable growth.

Strategic resource planning was positively and significantly correlated with organizational performance, with a coefficient of $r = 0.706$, $p < 0.05$. Although slightly weaker than the first two, this correlation still reflects a strong association, highlighting the role of well-documented plans, resource alignment, and long-term goal setting in improving performance. The implication is that commercial state corporations that institutionalize strategic planning are better positioned to allocate resources effectively, enhance accountability, and achieve operational efficiency.

Lastly, partnership development showed a moderate but significant positive correlation with organizational performance, with a coefficient of $r = 0.538$, $p < 0.05$. This suggests that partnerships, while not as strongly related to performance as the other factors, still contribute meaningfully to organizational outcomes. The implication is that collaborations with donors, community-based organizations, and other stakeholders provide valuable resources and knowledge-sharing opportunities that enhance organizational capacity, though their effect may be influenced by the quality and sustainability of such partnerships.

TABLE 4.11:

Correlation Results

		Organizational performance	Organizational capacity building	Source diversification	Strategic resource planning	Partnership development
Organizational performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Organizational capacity building	Pearson Correlation	.824**	1			
	Sig. (2-tailed)	.000				
Source diversification	Pearson Correlation	.823**	.567**	1		
	Sig. (2-tailed)	.000	.000			
Strategic resource planning	Pearson Correlation	.706**	.630**	.692**	1	
	Sig. (2-tailed)	.000	.000	.000		
Partnership development	Pearson Correlation	.538**	.541**	.441**	.412**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=101

4.6 Diagnostic Tests

This section presents the results of diagnostic tests conducted to ensure that the assumptions of regression analysis were not violated. The tests assessed normality, multicollinearity, and heteroscedasticity, which are essential in confirming the reliability and validity of the regression model. By addressing these assumptions, the study ensures that the statistical inferences drawn from the model are robust and credible.

4.6.1 Tests of Normality

The normality test was conducted using the Shapiro–Wilk statistic to determine whether the study variables followed a normal distribution, an important assumption in regression analysis. The results show that all the variables had probability values greater than the 5 percent significance level, with organizational performance ($p = 0.066$), organizational capacity building ($p = 0.866$), source diversification ($p = 0.594$), strategic resource planning ($p = 0.387$), and partnership development ($p = 0.109$). These findings indicate that the null hypothesis of normality cannot be rejected, suggesting that the data for all variables were approximately normally distributed.

The implication of these results is that the dataset satisfied the assumption of normality, which validates the use of regression analysis as an appropriate method for testing the relationships between the study variables. By meeting this assumption, the analysis reduces the risk of biased estimates and ensures that the statistical inferences drawn are credible. This provides a strong foundation for proceeding with correlation and regression analysis, as the results can be interpreted with greater confidence in their accuracy and reliability.

TABLE 4.12:

Test of Normality

Variable	Obs	W	V	z	Prob>z
Organizational Performance	101	0.96753	1.999	1.506	0.06603
Organizational Capacity Building	101	0.99002	0.6	-1.108	0.86616
Source Diversification	101	0.98545	0.896	-0.239	0.59448
Strategic Resource Planning	101	0.98147	1.141	0.286	0.38741
Partnership Development	101	0.96126	1.385	1.89	0.10939

4.6.2 Tests of Multicollinearity

The multicollinearity test was carried out using the Variance Inflation Factor (VIF) and tolerance values to determine whether high intercorrelations existed among the independent variables. The results show that all variables had VIF values well below the commonly accepted threshold of 10, ranging from 1.072 for strategic resource planning to 1.321 for partnership development. Correspondingly, the tolerance values ranged from 0.757 to 0.9328, all comfortably above the lower limit of 0.1. These results indicate that multicollinearity was not a concern in this dataset, as none of the independent variables were excessively correlated with one another.

The implication of these findings is that each independent variable contributed unique information to the regression model without redundancy, allowing for reliable estimation of coefficients. This ensures that the statistical analysis could effectively isolate the individual effect of organizational capacity building, source diversification, strategic resource planning, and partnership development on organizational performance. Consequently, the regression results derived from this model can be interpreted with confidence, as the risk of inflated standard errors or misleading significance levels due to multicollinearity was minimized.

TABLE 4.13:

Test of Multicollinearity

Variable	VIF	Tolerance
Organizational Capacity Building	1.2045	0.8302
Source Diversification	1.2726	0.7858
Strategic Resource Planning	1.072	0.9328
Partnership Development	1.321	0.757

4.6.3 Tests of Heteroscedasticity

The Breusch–Pagan/Cook–Weisberg test was used to assess whether heteroscedasticity existed in the regression model, which would violate the assumption of constant variance in the error terms. The results yielded a chi-square statistic of 0.8351 with a corresponding probability value of 0.6117. Since the p-value is greater than the 5 percent significance threshold, the null hypothesis of homoscedasticity could not be rejected. This indicates that the residuals were evenly distributed, and the variance of the errors remained constant across observations.

The implication of this result is that the dataset met the assumption of homoscedasticity, validating the use of regression analysis without the need for robust standard errors or data transformation. This strengthens the reliability of the regression model by ensuring that the coefficient estimates are efficient and unbiased. Consequently, the inferences drawn from the regression results can be considered statistically sound and reflective of the true relationships between resource mobilization strategies and organizational performance.

TABLE 4.14:

Test of Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
chi2(1)	=	0.8351
Prob > chi2	=	0.6117

4.7 Regression Analysis

This section presents the results of regression analysis carried out to determine the effect of resource mobilization strategies on the organizational performance of commercial state corporations in Kenya. The results are presented in three parts: the model summary, which highlights the overall explanatory power of the model; the ANOVA test, which indicates the model's statistical significance; and the regression coefficients, which show the individual contribution of each independent variable to organizational performance.

The model summary results indicate that the independent variables—organizational capacity building, source diversification, strategic resource planning, and partnership development—jointly explained a substantial proportion of the variance in organizational performance, with an R value of 0.875 and an R Square of 0.766. This means that approximately 76.6 percent of the variation in organizational performance among commercial state corporations can be attributed to the combined effect of the four predictors, while the remaining 23.4 percent is explained by other factors not included in the model. The adjusted R Square value of 0.756 further confirms the robustness of the model by accounting for the number of predictors, indicating that the explanatory power remains strong even after adjustment. The relatively small standard error of estimate (0.213) suggests that the model predictions closely align with the observed values, reinforcing the accuracy and reliability of the regression results.

TABLE 4.15:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.766	.756	.213057162423600

a. Predictors: (Constant), Partnership development, Strategic resource planning, Organizational capacity building, Source diversification

The Analysis of Variance (ANOVA) results show that the regression model was statistically significant, with an F-statistic of 78.605 and a corresponding p-value of 0.000, which is well below the 5 percent significance level. This indicates that the combined influence of organizational capacity building, source diversification, strategic resource planning, and partnership development significantly predicts organizational performance among commercial state corporations. The large difference between the regression sum of squares (14.273) and the residual sum of squares (4.358) further demonstrates that a substantial proportion of the variation in performance is explained by the independent variables, confirming the overall fitness and reliability of the regression model.

TABLE 4.16:

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.273	4	3.568	78.605	.000[b]
	Residual	4.358	96	.045		
	Total	18.630	100			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Partnership development, Strategic resource planning, Organizational capacity building, Source diversification

The regression coefficients show that all four predictors had positive and statistically significant effects on organizational performance at the 5 percent level. Organizational capacity building had a coefficient of B = 0.246, p = 0.002, indicating that a unit increase in capacity-building initiatives is associated with a 0.246 increase in organizational performance, holding other factors constant. Source diversification also had a significant positive effect (B = 0.324, p = 0.003), suggesting that broadening revenue sources substantially enhances performance. Strategic resource planning recorded the highest coefficient (B = 0.388, p = 0.002), highlighting its strong role in ensuring efficient allocation of resources and alignment with organizational goals. Partnership development, while comparatively lower, remained significant (B = 0.341, p = 0.044), showing that collaborations with stakeholders contribute positively to performance outcomes. The constant term was negative and insignificant (B = -1.080, p = 0.103), implying that in the absence of the four strategies, organizational performance would decline, but this effect is not statistically meaningful. Overall, the results affirm that all the resource mobilization strategies examined are critical drivers of organizational performance in commercial state corporations.

TABLE 4.17:

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.080	.657		-1.644	.103
	Organizational capacity building	.246	.076	.342	3.222	.002
	Source diversification	.324	.108	.323	3.003	.003
	Strategic resource planning	.388	.124	.217	3.126	.002
	Partnership development	.341	.167	.122	2.044	.044

a. Dependent Variable: Organizational performance

The following is the regression model that was estimated from the study results:

$\mathbf{Y = -1.080 + 0.342X_1 + 0.323X_2 + 0.217X_3 + 0.122X_4}$

Where:

Y = Organizational performance,

X_1 – Organizational capacity building,

X_2 – Source diversification,

X_3 – Strategic resource planning,

X_4 – Partnership development

4.8 Hypothesis Testing

This section presents the results of hypothesis testing based on the regression analysis conducted. Each of the study's four hypotheses was tested at the 5 percent significance level to determine whether the proposed relationships between resource mobilization strategies—organizational capacity building, source diversification, strategic resource planning, and partnership development—and organizational performance were supported. The findings are discussed in relation to the regression coefficients and p-values, indicating whether each null hypothesis was rejected or retained.

4.8.1 Organizational Capacity Building and Organizational Performance

The first objective of the study was to determine the effect of organizational capacity building on organizational performance of commercial state corporations in Kenya. The regression results revealed that organizational capacity building had a positive and statistically significant effect on performance ($B = 0.246$, $p = 0.002$). This finding indicates that initiatives such as staff training, adoption of modern technologies, and resource allocation processes contribute to improved operational efficiency, customer satisfaction, and timely project completion. The study therefore rejected the null hypothesis and concluded that organizational capacity building significantly contributes to organizational performance.

The findings are supported by the Resource-Based View (RBV) theory, which posits that organizations achieve superior performance by leveraging valuable and unique internal resources. Investments in training, technology, and knowledge-sharing create distinctive competencies that enhance competitiveness and efficiency. Similarly, the Dynamic Capabilities Theory emphasizes the capacity of organizations to reconfigure and adapt resources to changing environments. The positive effect of organizational capacity building on performance in this study confirms that commercial state corporations that build and adapt their internal capabilities are better positioned to sustain operational efficiency and achieve long-term performance improvements.

Empirical studies also reinforce this conclusion. Omondi and Wanjiru (2024), in their study of NGOs in Nairobi County, found that staff training and technological enhancement positively influenced operational efficiency, while knowledge sharing had a moderate impact. Brown and Carter (2023), examining public healthcare institutions in the UK, similarly showed that staff training and technology adoption significantly enhanced performance, although they noted resource allocation efficiency had only a moderate effect. The present study extends these findings by demonstrating similar effects in Kenya's commercial state corporations, while also incorporating non-financial performance outcomes that were overlooked in these earlier works.

Further support comes from Chukwu and Abiola (2023) and Kiptoo et al. (2023). Chukwu and Abiola (2023), in a study of Nigerian public health institutions, identified technology integration as the most impactful factor, followed by resource allocation efficiency and staff training. Kiptoo et al. (2023), in research on Kenyan county governments, highlighted a strong link between leadership training and performance, though the relationship with policy formulation was weaker. While these studies confirmed the positive role of capacity building, they did not capture customer satisfaction and strategic alignment as outcomes. Johnson and Smith (2022) also showed, in tech-based startups, that leadership development and team training enhanced innovation and productivity, though their private sector context limited applicability to public corporations. By addressing these gaps, the present study contributes evidence that capacity building—when integrated with broader mobilization strategies—significantly drives performance in commercial state corporations in Kenya.

4.8.2 Source Diversification and Organizational Performance

The second objective of the study was to establish the effect of source diversification on the organizational performance of commercial state corporations in Kenya. Regression results revealed that source diversification had a positive and statistically significant effect on performance ($B = 0.324$, $p = 0.003$). This finding suggests that corporations that draw income from a variety of sources—including grants, service delivery, and partnerships—are more likely to achieve financial stability, operational efficiency, and improved service outcomes. The study therefore rejected the null hypothesis and concluded that source diversification significantly contributes to organizational performance.

The results align with the Resource Dependency Theory, which posits that organizations depend on external resources to survive and thrive, and their ability to diversify these resources determines their resilience and adaptability. By tapping into multiple funding streams, commercial state corporations reduce vulnerability associated with reliance on a single income source. At the same time, diversification strengthens their bargaining power and capacity to pursue strategic objectives. The significant effect of source diversification observed in this study confirms the theoretical argument that broadening income bases shields organizations from financial risks while enhancing long-term performance and sustainability.

Empirical studies provide further evidence of this relationship. Kiplang'at et al. (2024), studying Kenyan agricultural cooperatives, found that diversification through member contributions, donor funding, and product sales enhanced financial stability. Similarly, Omondi and Njoroge (2023) reported that Kenyan commercial banks with diversified non-interest income streams exhibited stronger financial performance and operational efficiency. While both studies demonstrated positive outcomes of diversification, they were sector-specific and did not extend their findings to commercial state corporations, which face different mandates and performance expectations. The present study builds on these insights by confirming that diversification strategies also enhance both financial and non-financial outcomes in CSCs.

Regionally and globally, Ali and Mustafa (2023) found that South African state-owned enterprises improved financial performance through diversification into external grants and service income, though they cautioned that over-reliance on loans weakened outcomes. Brown and Taylor (2022), in the United Kingdom, and Anderson and Lee (2023), in Australia, also confirmed that diversification into multiple funding sources—such as grants, sponsorships, crowdfunding, and investments—strengthened financial sustainability and resilience among nonprofit and social enterprises. However, these studies primarily focused on financial indicators and overlooked non-financial outcomes such as efficiency, customer satisfaction, and project delivery. By demonstrating that diversification significantly influences both financial and non-financial performance in

Kenyan commercial state corporations, the current study addresses this conceptual gap and contributes context-specific evidence that broadens the scope of existing literature.

4.8.3 Strategic Resource Planning and Organizational Performance

The third objective of the study was to examine the effect of strategic resource planning on the organizational performance of commercial state corporations in Kenya. Regression results revealed that strategic resource planning had a positive and statistically significant effect on performance ($B = 0.388$, $p = 0.002$). This indicates that corporations that adopt well-documented financial plans, align resources with strategic objectives, and incorporate long-term goals into their operations are more likely to achieve higher operational efficiency, improved customer satisfaction, and timely project completion. Based on these results, the study rejected the null hypothesis and concluded that strategic resource planning significantly contributes to organizational performance.

These findings are supported by the Contingency Theory, which asserts that organizational effectiveness is achieved when strategies and structures are aligned with the environment and specific situational factors. Strategic resource planning ensures that resources are allocated efficiently and aligned with organizational objectives, allowing institutions to respond effectively to both internal needs and external pressures. The positive relationship established in this study confirms that commercial state corporations which adopt flexible and forward-looking planning frameworks are better able to adapt to dynamic environments and deliver improved performance outcomes.

Empirical studies reinforce these findings. Kariuki and Wambua (2024), examining Kenyan state corporations, found that aligning financial and human resource planning with organizational goals significantly enhanced operational efficiency and project completion rates. Similarly, Abdullahi and Musa (2023), in their study of Nigerian public institutions, reported that incorporating monitoring mechanisms into resource planning frameworks drove organizational performance. However, both studies overlooked critical aspects such as partnerships and customer-focused outcomes, which the present study integrated, thereby offering a more comprehensive view of the influence of strategic planning on performance.

Further evidence comes from Mbogo et al. (2023) and Miller and Johnson (2023). Mbogo et al. (2023) established that stakeholder involvement in resource planning strongly predicted project completion rates among Kenyan county governments, while Miller and Johnson (2023) demonstrated that financial forecasting and goal alignment improved performance in nonprofit organizations in the United States. Although both studies highlighted the value of strategic planning, they did not consider customer satisfaction and operational efficiency as performance outcomes. Smith and Anderson (2022) also emphasized the role of resource allocation efficiency, workforce planning, and infrastructure in improving operational performance in UK public hospitals, though their healthcare focus limited applicability to commercial state corporations. By addressing these gaps, the current study extends prior research by showing that strategic resource planning enhances not only financial outcomes but also non-financial performance dimensions such as efficiency, customer satisfaction, and timely project delivery within Kenyan commercial state corporations.

4.8.4 Partnership Development and Organizational Performance

The fourth objective of the study was to determine the effect of partnership development on the organizational performance of commercial state corporations in Kenya. Regression analysis results indicated that partnership development had a positive and statistically significant effect on performance ($B = 0.341$, $p = 0.044$). This means that partnerships with stakeholders such as donors, private sector actors, and community-based organizations contribute meaningfully to operational efficiency, project completion, and service delivery outcomes. Based on these findings, the study rejected the null hypothesis and concluded that partnership development significantly enhances the performance of commercial state corporations.

The findings are consistent with the Stakeholder Theory, which emphasizes that organizations perform better when they effectively engage and collaborate with diverse stakeholders. Partnerships provide access to resources, knowledge, and networks that strengthen organizational capacity and promote accountability to stakeholders. Similarly, the Institutional Theory supports the notion that partnerships help organizations align with external expectations, norms, and pressures, thereby improving legitimacy and enhancing performance. The significant positive effect observed in this study demonstrates that commercial state corporations that nurture and sustain partnerships are better positioned to deliver efficient, credible, and sustainable services.

Empirical studies in the Kenyan context support this conclusion. Ochieng and Mwangi (2024) found that collaborations with private sector players and donor agencies improved operational efficiency and project completion rates among state corporations. Likewise, Kinyua et al. (2023), studying county governments, noted that partnerships facilitated resource mobilization, technology transfer, and capacity building, all of which positively contributed to project implementation. However, these studies placed limited focus on customer satisfaction and long-term sustainability of partnerships, aspects which the present study incorporated to provide a more holistic understanding of partnership development in driving performance outcomes.

International evidence also reinforces the importance of partnerships. Johnson and Brown (2023) reported that public-private partnerships and inter-organizational collaborations significantly boosted nonprofit performance in the United States. Similarly, Nguyen and Pham (2023) found that partnerships with international donors and government agencies enhanced both financial and operational sustainability of public enterprises in Vietnam. Smith and Taylor (2022) added insights from the renewable energy sector in the UK, showing that international collaborations and technology-focused partnerships enhanced innovation and market share, though their private-sector lens limits direct applicability to Kenyan CSCs. By integrating these insights and filling gaps left by previous studies, the current research demonstrates that partnership development—when embedded alongside other resource mobilization strategies—has a strong positive influence on operational efficiency, customer satisfaction, and project delivery within Kenya's commercial state corporations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a synthesis of the study findings, drawing conclusions in line with the research objectives and the hypotheses tested. It begins with a summary of the key results from the analysis of resource mobilization strategies and their effect on organizational performance of commercial state corporations in Kenya. The section then outlines conclusions derived from these findings, highlighting their theoretical, practical, and policy implications. Finally, the chapter provides recommendations for policymakers, managers, and other stakeholders, as well as suggestions for future research to address gaps that were beyond the scope of this study.

5.2 Summary

This section provides a summary of the study findings based on the four specific objectives that guided the research. Each objective is revisited alongside the results obtained from the analysis, highlighting the key patterns and relationships between resource mobilization strategies and organizational performance. The summaries are intended to give a clear account of how the study variables interacted, setting the foundation for drawing meaningful conclusions and recommendations.

5.2.1 Organizational Capacity Building and Organizational Performance

The first objective of the study was to determine the effect of organizational capacity building on the organizational performance of commercial state corporations in Kenya. Descriptive results showed that respondents generally agreed on the importance of capacity-building initiatives, with a composite mean of 3.53 and a standard deviation of 0.60. Staff training programs and adoption of modern technologies were moderately rated, suggesting variability across corporations, while financial planning, strategic alignment of long-term goals, and collaborations with partners were highly rated, reflecting consistent recognition of their contribution to efficiency and effectiveness. These findings suggest that although capacity-building practices are embraced in varying degrees, they remain a central strategy for enhancing operational efficiency, customer satisfaction, and timely project delivery.

The inferential results reinforced these observations. Correlation analysis revealed a strong and positive relationship between organizational capacity building and performance (**r** = 0.824, $p < 0.01$), indicating that higher investment in training, technology, and planning is associated with improved outcomes. Regression analysis further confirmed this relationship, showing that organizational capacity building had a positive and statistically significant effect on performance (B = 0.246, p = 0.002). This implies that strengthening internal capacities contributes substantially to improving both financial and non-financial performance indicators among commercial state corporations. The findings therefore establish that capacity building is a critical driver of organizational success, underscoring the need for sustained investments in training, technology adoption, and structured planning to ensure continued efficiency and competitiveness.

5.2.2 Source Diversification and Organizational Performance

The second objective of the study was to establish the effect of source diversification on the organizational performance of commercial state corporations in Kenya. Descriptive results revealed a strong endorsement of diversification practices, with an overall mean score of 3.85 and a standard deviation of 0.43. Respondents highly rated grants and service delivery as significant contributors to organizational income (means = 4.10 each, SD = 0.30), while partnerships and the pursuit of new funding sources also scored strongly (mean

= 4.00, SD = 0.44). However, minimizing reliance on a single source of income was moderately rated (mean = 3.01, SD = 1.09), suggesting variability across corporations in addressing over-dependence. Collectively, these findings demonstrate that while grants and service revenues remain dominant, there is growing recognition of the role of partnerships and innovative funding in strengthening financial stability and resilience.

The inferential results provided further support for the importance of diversification. Correlation analysis showed a strong and positive relationship between source diversification and organizational performance ($r = 0.823$, $p < 0.01$), indicating that diversification strategies are closely associated with better performance outcomes. Regression analysis also confirmed a positive and statistically significant effect of source diversification on performance ($B = 0.324$, $p = 0.003$). This suggests that organizations drawing from multiple income streams are more likely to achieve operational efficiency, deliver timely projects, and enhance customer satisfaction. The findings therefore establish that diversifying revenue bases is a crucial strategy for reducing financial vulnerability and improving overall performance in commercial state corporations.

5.2.3 Strategic Resource Planning and Organizational Performance

The third objective of the study was to examine the effect of strategic resource planning on the organizational performance of commercial state corporations in Kenya. Descriptive results showed strong consensus among respondents on the importance of strategic planning, with an overall mean score of 4.02 and a standard deviation of 0.24. Well-documented financial plans and periodic updates of strategic plans were uniformly endorsed (mean = 4.00, SD = 0.00), while alignment of resources with objectives (mean = 4.00, SD = 0.44) and efficient fund allocation to priority projects (mean = 3.90, SD = 0.54) were also highly rated. The highest scores were recorded for long-term goal integration (mean = 4.10, SD = 0.30) and the contribution of strategic planning to operational efficiency (mean = 4.10, SD = 0.30). These findings illustrate that resource planning is not only widely practiced but also consistently viewed as critical in aligning goals, ensuring efficient allocation, and enhancing organizational effectiveness.

The inferential analysis confirmed these descriptive patterns. Correlation results indicated a strong and significant positive relationship between strategic resource planning and organizational performance ($r = 0.706$, $p < 0.01$), showing that organizations with effective planning frameworks perform better in terms of efficiency, customer satisfaction, and project delivery. Regression results further established that strategic resource planning had a positive and statistically significant effect on performance ($B = 0.388$, $p = 0.002$). This finding underscores the importance of integrating financial planning, resource allocation, and long-term goal setting in achieving sustainable performance outcomes. The results therefore affirm that strategic resource planning is a vital mechanism for enhancing operational efficiency and accountability, making it indispensable for commercial state corporations seeking improved service delivery and long-term stability.

5.2.4 Partnership Development and Organizational Performance

The fourth objective of the study was to determine the effect of partnership development on the organizational performance of commercial state corporations in Kenya. Descriptive results indicated a strong appreciation of partnerships as a performance-enhancing strategy, with an overall mean of 3.92 and a standard deviation of 0.15. Respondents agreed that regular donor engagement (mean = 3.90, SD = 0.30), collaborations with community-based organizations (mean = 4.00, SD = 0.00), and partnerships with external entities (mean = 4.00, SD = 0.00) significantly improved access to resources and project outcomes. Knowledge sharing among partners (mean = 4.00, SD = 0.00) and maintaining partnerships for mutual long-term benefits (mean = 4.10, SD = 0.30) were also highly rated. However, the establishment of partnerships with key stakeholders was moderately rated (mean = 3.50, SD = 0.67), suggesting variation in how extensively corporations have cultivated stakeholder relationships. These results demonstrate that partnerships are widely valued for enhancing efficiency, resource access, and organizational capacity, though the depth of engagement differs across institutions.

The inferential results further emphasized the importance of partnerships. Correlation analysis revealed a moderate but significant positive relationship between partnership development and organizational performance ($r = 0.538$, $p < 0.01$), suggesting that partnerships contribute meaningfully, though not as strongly as other strategies, to performance outcomes. Regression analysis confirmed that partnership development had a positive and statistically significant effect ($B = 0.341$, $p = 0.044$), implying that partnerships enhance efficiency, service delivery, and timely project completion when effectively managed. These findings highlight that while partnerships are vital, their impact depends on the strength and sustainability of the relationships cultivated. The study therefore concludes that partnership development is an essential resource mobilization strategy, and enhancing the quality and breadth of collaborations can significantly strengthen the performance of commercial state corporations.

5.3 Conclusions

This section presents the conclusions of the study drawn from the findings of each research objective. The conclusions highlight the key insights on how resource mobilization strategies influence organizational performance of commercial state corporations in Kenya, thereby linking the empirical evidence to the broader theoretical and practical context.

5.3.1 Organizational Capacity Building and Organizational Performance

Based on the first objective, the study concludes that organizational capacity building significantly enhances the performance of commercial state corporations in Kenya. Investments in staff training, adoption of modern technologies, and structured planning processes were shown to improve operational efficiency, customer satisfaction, and project completion. The strong positive correlations and significant regression results confirm that organizations that prioritize continuous capacity development build unique internal competencies and dynamic capabilities that translate into superior performance outcomes. Therefore, capacity building emerges as a critical driver of organizational success and sustainability.

5.3.2 Source Diversification and Organizational Performance

From the second objective, the study concludes that source diversification is a significant determinant of organizational performance among commercial state corporations in Kenya. Drawing income from multiple sources such as grants, service delivery, and partnerships was found to enhance financial stability, reduce dependence on a single revenue stream, and improve operational outcomes. The strong positive correlation and statistically significant regression results confirm that diversification not only safeguards organizations against financial vulnerability but also strengthens efficiency, customer satisfaction, and timely project delivery. Thus, source diversification is a vital strategy for achieving both financial and non-financial performance objectives.

5.3.3 Strategic Resource Planning and Organizational Performance

With regard to the third objective, the study concludes that strategic resource planning plays a pivotal role in enhancing organizational performance of commercial state corporations in Kenya. Evidence from the findings demonstrated that well-documented financial plans, effective alignment of resources with organizational objectives, and integration of long-term goals significantly improve operational efficiency, accountability, and project completion rates. The strong positive correlation and significant regression results affirm that corporations that institutionalize structured planning frameworks are better equipped to optimize resources, respond to environmental demands, and achieve sustainable performance outcomes. Therefore, strategic resource planning stands out as an indispensable mechanism for improving both financial and non-financial organizational results.

5.3.4 Partnership Development and Organizational Performance

Regarding the fourth objective, the study concludes that partnership development has a significant positive effect on the performance of commercial state corporations in Kenya. Collaborations with donors, private sector actors, and community-based organizations were found to enhance access to resources, promote knowledge sharing, and support efficient project implementation. Although the correlation with performance was moderate compared to other strategies, the regression results confirmed that partnerships remain a meaningful driver of efficiency, customer satisfaction, and timely project completion. This underscores the importance of cultivating strong, sustainable, and mutually beneficial partnerships as a strategic approach to improving organizational outcomes.

5.4 Recommendations of the Study

Based on the first objective, the study recommends that commercial state corporations should strengthen organizational capacity building by investing more in staff training, modern technology adoption, and knowledge-sharing systems. Regular training programs should be institutionalized to enhance employee skills and competencies, while investment in technological infrastructure should be prioritized to improve efficiency and service delivery. Moreover, organizations should integrate capacity-building initiatives into long-term strategic plans to ensure sustainability. By doing so, corporations will not only enhance operational efficiency but also improve adaptability in dynamic environments, thereby sustaining their competitiveness and relevance.

In relation to source diversification, the study recommends that commercial state corporations should expand and balance their income streams to reduce over-reliance on single funding sources such as government grants or donor support. This can be achieved by developing innovative revenue-generating activities, exploring public-private partnerships, and strengthening service delivery models that generate income. Corporations should also establish policies that promote financial innovation, enabling them to tap into emerging opportunities such as digital platforms and strategic collaborations. Diversification will help ensure financial stability, minimize risks of funding shocks, and enhance the ability of organizations to deliver on both financial and non-financial performance outcomes.

On strategic resource planning, the study recommends that corporations should institutionalize robust planning frameworks that align resources with strategic objectives and long-term goals. This includes developing comprehensive financial and operational plans, ensuring regular updates to reflect emerging challenges and opportunities, and adopting monitoring mechanisms to track resource allocation efficiency. In addition, involving stakeholders in the planning process can improve accountability and ownership, ultimately leading to better performance outcomes. By embedding strategic planning into organizational culture, corporations can strengthen resource optimization, improve project delivery timelines, and achieve higher levels of customer satisfaction and operational efficiency.

Finally, regarding partnership development, the study recommends that commercial state corporations should deepen and sustain collaborations with diverse stakeholders, including donors, private sector players, and community-based organizations. To maximize benefits, corporations should focus on building long-term, mutually beneficial partnerships that go beyond resource mobilization to include technology transfer, knowledge sharing, and capacity building. Clear partnership management frameworks should be established to ensure accountability, trust, and sustainability of collaborations. Strengthening partnerships will not only provide access to additional resources but also enhance innovation, improve service delivery, and contribute to the overall resilience and performance of commercial state corporations.

5.5 Research Areas for Further Studies

First, future research could extend the scope of this study by examining other resource mobilization strategies beyond the four variables considered—organizational capacity building, source diversification, strategic resource planning, and partnership development. For instance, future studies could investigate the role of digital transformation, innovation strategies, or governance practices in shaping organizational performance. Incorporating these additional dimensions would provide a broader understanding of the diverse mechanisms through which commercial state corporations and other public institutions mobilize resources and improve performance outcomes.

Secondly, this study focused exclusively on commercial state corporations in Kenya, which may limit the generalizability of the findings to other contexts. Further research could replicate the study across different types of state corporations, non-commercial public entities, or even private sector organizations to allow for comparative analysis. Such studies would provide insights into whether resource mobilization strategies operate similarly across sectors or whether contextual differences, such as organizational mandates, funding structures, and regulatory environments, significantly influence their effectiveness.

Lastly, while this study adopted a quantitative approach, future research could incorporate qualitative or mixed-method designs to provide deeper insights into how resource mobilization strategies are formulated, implemented, and sustained over time. Case studies, interviews, and focus group discussions could reveal nuanced perspectives on challenges and best practices that are not easily captured through survey data. This would enrich the understanding of how organizations navigate resource constraints and stakeholder demands, ultimately contributing to more robust policy and managerial recommendations.

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APPENDICES

Appendix I: Introduction Letter

December, 2024

Jesse Ng'ang'a Kang'oroti

Masters Student

KCA University

RE: REQUEST FOR RESEARCH DATA

I am undertaking a degree in MBA Corporate management at KCA University and I am expected to submit a research paper on **"Effect of resource mobilization strategies on organizational performance of commercial state corporations in Kenya"** as part of my course work**.**

To accomplish this, your corporation has been chosen to collect the data needed for this research. Your name will not be included in the research, and this info will be used solely for academic purposes. The research conclusions will be made availed on demand.

Kind regards.

Jesse Ng'ang'a Kang'oroti

Masters Student – Researcher

KCA University

Appendix II: Questionnaire

This questionnaire has been designed to gather information on the effect of resource mobilization strategies on the performance of commercial state corporations in Kenya. We kindly request you to carefully read through the questions and provide accurate and honest responses. The information collected will be used solely for academic purposes and will be treated with the utmost confidentiality.

Instructions

Pick only a response (box) for every question.

PART A: BACKGROUND INFORMATION

1. Kindly indicate your gender

   a) Male ( )

   b) Female ( )

2. Please indicate your age

   (a) Below 30 years ( )

   (b) Between 31-40 years ( )

   (c) Between 41-50 years ( )

   (d) Above 50 years ( )

3. How long have you been in your current position?

   a) Less than 1 year ( )
   b) Between 2-3 years ( )
   c) Between 4-5 years ( )
   (d) More than 5 years ( ).

4. Please indicate the highest level of education

   (a) Diploma ( )

   (b) Undergraduate Degree ( )

   (c) Master's Degree ( )

   (d) PhD ( )

PART B: RESOURCE MOBILIZATION STRATEGIES

This section is divided into four key components: organizational capacity building**,** strategic resource planning**,** source diversification**,** and partnership development.

Organizational capacity building

To what extent does the following aspects of organizational capacity building enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Staff training programs in our organization enhance operational efficiency.					
The adoption of modern technologies has improved our organization's productivity.					
Financial planning ensures resources are efficiently allocated to achieve goals.					
Our organization effectively aligns long-term goals with strategic resource plans.					
Diversifying income sources reduces reliance on a single funding stream.					
Collaborations with external partners enhance our organization's operational efficiency.					

Strategic resource planning

To what extent does the following aspects of strategic resource planning enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Our organization has well-documented financial plans to guide resource allocation.					
Strategic plans are updated periodically to reflect current goals and challenges.					

Resources are effectively aligned with the strategic objectives of the organization.					
Financial planning ensures that funds are allocated efficiently to priority projects.					
Long-term goals are clearly defined and incorporated into strategic resource plans.					
Strategic resource planning has enhanced operational efficiency in the organization.					

Source diversification

To what extent does the following aspects of source diversification enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	**1**	**2**	**3**	**4**	**5**
A significant percentage of our organization’s income comes from grants.					
Revenue from service delivery contributes significantly to our financial stability.					
Partnerships generate a substantial share of our organization’s revenue.					
The organization actively seeks new funding sources to diversify income streams.					
Dependence on a single income source is minimized through effective source diversification.					
Source diversification has enhanced the financial stability of the organization.					

Partnership development

To what extent does the following aspects of partnership development enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
The organization has established numerous partnerships with key stakeholders.					
There is regular interaction with donors to strengthen partnerships and resource mobilization.					
Collaborative projects with community-based organizations (CBOs) have positively impacted organizational performance.					
Partnerships with external entities have improved our organization's access to resources.					
Knowledge sharing between partners has enhanced our organization's capacity and performance.					
Partnerships are actively maintained to ensure mutual benefits and long-term collaboration.					

PART C: Organizational Performance

To what extent do you agree with the following statements? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Component	1	2	3	4	5
The organization ensures cost-effective operations in its processes and activities.					

Customer satisfaction ratings consistently indicate positive feedback from stakeholders.					
The organization completes a significant percentage of its projects within the set timelines.					
Operational efficiency has improved due to streamlined processes and resource optimization.					
Customer complaints have reduced, demonstrating improved service delivery and satisfaction.					
Timely project completion has positively impacted the organization's performance and reputation.					

THANK YOU

Appendix III: Ethical Clearance Request Form

RESEARCH, INNOVATION, AND OUTREACH DIVISION

KCA UNIVERSITY SCIENTIFIC AND ETHICS REVIEW COMMITTEE

REQUEST FOR ETHICAL REVIEW FORM

The request must include the following information for the research to be considered for approval:

Name, institution, and contact details (email and phone number) of the principal/lead investigator/researcher:	Jesse Ng'ang'a Kang'oroti 230557@students.kcau.ac.ke +254719159232 KCAU
If it is a thesis, include also the name(s), institution(s), and contact details (emails and phone numbers) of the supervisor(s):	Supervisor: Dr. Edward Owino KCAU Email: owino@kcau.ac.ke Phone no.+254722254867
Date of request:	31/01/2025
Title of the Research:	Effect of resource mobilization strategies on organizational performance of commercial state corporations in Kenya
Planned or confirmed source of funding:	Personal funding
Members of the research group and their roles in the implementation of the study, as well as possible cooperation with other universities, research institutes, or similar organizations:	Jesse Ng'ang'a as the principal researcher authorized with steering the study design, data collection, analysis and dissertation findings reporting lead person. Since the study is a requirement for the award of MBA in KCAU, no corporation with other universities or research institutes. Commercial state corporations head of operations will however be involved in offering insights through structured questionnaire on how their organizations utilize resource mobilization strategies to

	remain competitive. KCAUSERC for ethical review and approval
What is the level of risk presented by your research?	Please indicate whether the research risk assessment (Check risk document) stated on the application is: ✓ **Low risk** ☐ **Low risk** (*Research has no foreseeable risk of harm, discomfort, or inconvenience to respondents*) ☐ **Medium risk** (*Research has potential risk of unexpected negative consequences, harm or discomfort, but where appropriate steps can be taken to mitigate the risk*) ☐ **High risk (***Research with real and foreseeable risk of harm and discomfort to participants and or the research team, and which may lead to serious adverse consequences if these risks are not managed in a responsible manner. It involves highly sensitive topics and/or the participation of very vulnerable and marginalized individuals/groups*)
Would you like to bring any aspects of the applications to the Ethics Review Committee's attention?	**Please indicate them here** Voluntary participation: All respondents will voluntarily participate, with the right to withdraw at any time without consequences Confidentiality: The respondents will be kept anonymous and with no personally identifiable information will be published or disclosed. Minimum risk: There are no anticipated physical or psychological risk associated with this research. Data security: Data will be stored securely and only used solely for academic motives
What research data will be collected?	Primary data obtained via questionnaires
What personal data and confidential information will be processed?	Personal data Participants gender, age, years of service in their position, personal or job emails Confidential information Head of operations or their equivalent insights regarding

	resource mobilization strategies in their corporations
Specify any special category or sensitive data that will be collected (tick all that apply)	☐ Ethnicity ☐ Mental Health (status, medical records conditions, to include disability) ☐ Physical Health (status, medical records conditions, to include disability) ☐ Sexual Orientation/Sexual life ☐ Genetic Data (to include DNA data) ☐ Biometric data (such as facial scan, iris scan, or fingerprint data used to identify a participant) ☐ Political opinions ☐ Trade Union membership ☐ Religious or philosophical beliefs ☐ Criminal Convictions and offences (to include alleged offences and convictions) ☐ None ☐ Other – Please specify below
How will data be stored and transferred during the research?	Password protected files to prevent unauthorized data access
Specify who will be able to access the identifying information and how you will ensure they process the information securely	Jesse Ng'ang'a, the principal researcher. I will use code for the identifying information during analysis to ensure confidentiality. Data will be stored in password protected files during analysis to ensure confidentiality and will be disposed 12 months after dissertation completion in compliance with the ethical research guidelines
How will research data be preserved and shared on completion of the project? (NB: *Enter N/A in this section unless results will be published*)	N/A
Describe the measures that will be taken to ensure data are suitable for sharing, e.g., securing consent, anonymizing data prior to deposit/sharing, and sharing confidential or high-risk information using a controlled access repository.	All participants will be required to provide informed consent before participating in the study. Any identifying information such as job titles, gender or age will be coded prior to data analysis. Data will be aggregated, ensuring individual responses cannot be traced to specific participants
State how long you plan to retain personal data and any confidential information after the end of the project. Indicate also how the data will be disposed	Twelve months after completion of the study Identifying and confidential information for the participants will be permanently deleted after the one-year period

As the Principal Investigator of this study, I declare that I take full responsibility for the proposed study and will conduct it according to the documented proposal and in line with

KCAUSERC ethical guidelines.

By signing this document, I agree that:

a) All documents submitted with this application are true representations of the study and have not been falsified.
b) This study will not commence in any way, and no participant will be recruited until final official approval is received from KCAUSERC
c) The study will be conducted according to the protocol submitted. All participants will be recruited and consented to according to the protocol.
d) Any protocol deviations or protocol violations to the submitted study must be reported to KCAU in writing by email to KCAUSERC immediately. Within five (5) business days of the deviation or violation, the Deviation/Violation Must be reported to the ISERC office.
e) Any study-related unexpected or serious adverse event must be reported to the ISERC Office by email within twenty-four (24) hours after the PI becomes aware of the event.

Principal Investigator's Signature. Jesse Nganga. **Date** 31st January 2025

INFORMED CONSENT FOR RESEARCH PARTICIPATION

Introduction
You are invited to participate in a research study. This document provides information about the study so that you can make an informed decision about your participation. Please take the time to read the information below. If you have any questions, feel free to ask the researcher. **(PI to Fill in the sections italicized)**

Purpose of the Study
The purpose of this study is to determine effect of resource mobilization strategies on organizational performance of commercial state corporations in Kenya. With many facing inefficiencies, financial instability, and the recent proposal by government to merge state corporations with related responsibilities, optimizing capacity building, strategic resource planning, source diversification, and partnerships is crucial. This study fills an empirical gap by analyzing how these strategies collectively enhance efficiency, financial sustainability, and service delivery. The findings will offer actionable insights for policymakers to strengthen state corporations, ensuring their long-term viability and contribution to economic growth.

Study Procedures
If you agree to participate, you will provide primary data through a structured questionnaire targeting heads of operations in commercial state corporations. The study will be completed within three months and aims to generate insights on resource mobilization strategies and organizational performance.

Potential Risks and Discomforts
There may be some risks associated with participation in this study.

As at now, there are no foreseeable risk or discomfort to this study participants. Every effort will be made to minimize potential risk that may arise, and you can withdraw from the study at any time without penalty.

Potential Benefits
While participation may not directly benefit you, the findings of this study may help in developing frameworks to enhance the operational efficiency and sustainability of commercial state corporations, ultimately supporting economic stability and growth.

Confidentiality
Your participation will be kept confidential. Any data collected will be stored securely and only accessible to the research team. Your identity will not be revealed in any publication or presentation resulting from this research.

Voluntary Participation
Participation in this study is completely voluntary. You have the right to withdraw from the study at any time without any negative consequences or loss of benefits to which you are otherwise entitled.

Questions

If you have any questions about this study, your participation, or your rights as a participant, please contact the principal investigator at +254719159232 or 230557@students.kcau.ac.ke.

Consent
By signing below, you indicate that you have read the information provided above, understand the purpose and procedures of the study, and voluntarily agree to participate. You can withdraw from the study at any time without penalty.

Participant Statement:

I, the undersigned, consent to participate in this study.
Name of Participant: ____________________________
Signature of Participant: ____________________________
Date: ____________________________

Researcher (Principal Investigator –P1) Statement:

I, the undersigned, confirm that I have explained the nature of this study to the participants, answered all questions, and ensured that they understand the information provided.
Name of Researcher: Jesse Ng’ang’a Kang’oroti
Signature of Researcher:
Date: 31st January 2025