

**EFFECT OF CORPORATE GOVERNANCE ON PERFORMANCE OF KENYA
AGRICULTURAL AND LIVESTOCK RESEARCH ORGANIZATION IN KENYA**

By

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MASTER OF BUSINESS ADMINISTRATION IN CORPORATE MANAGEMENT

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION
IN CORPORATE MANAGEMENT IN THE SCHOOL OF BUSINESS AT KCA
UNIVERSITY**



MAY, 2024

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for the 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 the author duly acknowledged.

Name: **Arnold Madegwa Odanga**


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Signed.......... Date..........

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

Arnold Madegwa Odanga

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

Signed.......... Date..........

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EFFECT OF CORPORATE GOVERNANCE ON THE PERFORMANCE OF KENYA AGRICULTURAL AND LIVESTOCK RESEARCH ORGANIZATION IN KENYA

ABSTRACT

The aim of the study was to determine the effect of corporate governance management on performance of Kenya Agricultural and Livestock Organization research funds. Descriptive research design was applied. The study had a population of 75 employees from the Kenya Agricultural and Livestock Research Organization research institutes. The study utilized primary and secondary data which was collected using questionnaires. The study managed to obtain 64 completed questionnaires, representing 85.3 percent response rate. A pilot test was conducted using 22 questionnaires of research scientist and technical officers to check the reliability and validity of the data. The statistical package for social sciences (SPSS) version 24 was used to analyze data. Descriptive statistics was used to describe the variables using the mean and standard deviation. Regression analysis was used to establish the effect of corporate governance on the performance of the Kenya Agricultural and livestock research funds. As shown by the mean of 2.572 it was clear that leadership has a moderate impact on performance of research funds. As demonstrated by a mean of 3.853 it is evident that control mechanism has significant effect on performance of research funds. Institutional culture has a big impact on the performance of research funds as shown by the mean of 3.531. As shown by the mean of 3.503 performance of research funds is based on the structures the organization put in place. The study revealed that there is a positive relationship which is statistically significant between the performance of KALRO research funds and institutional leadership ($r=0.589$, $P = 0.000 < 0.005$). There is a strong positive relationship which is statistically significant between the performance of KALRO research funds and control mechanism ($r=0.700$, $p=0.000 < 0.05$). There is a moderate positive relationship that is statistically significant between the performance of KALRO research funds and institutional structure ($r=0.650$, $p=0.000 < 0.055$). There is a strong positive relationship which is statistically significant between the performance of KALRO research funds and institutional culture ($r=0.801$, $P=0.001 < 0.005$). Therefore, an increase in institutional leadership, control mechanism, institutional structure and institutional culture results in higher performance of KALRO research funds. The results of the analysis of variance (ANOVA) test indicated that independent variables (institutional leadership, control mechanisms, institutional structure and culture) are important in performance of KALRO research funds as indicated by significance value = 0.000 which is lesser level significance ($p=0.000 < 0.005$). The study concluded that the effect of corporate governance and performance of research funds was positive. The limitation of this study was that it was carried out on only KALRO research institutes, neglecting other research institutions. This study recommends that management should fortify leadership system, establish a setting whereby members of staff assist one another, support institutional committees to operate effectively so as to enhance transparency and accountability. Allocate adequate resources to support employees undertake their tasks, ensure continuous orientation of employees to enable them acclimatize with the organization.

Key Words

Kenya Agricultural and Livestock Research Organization (KALRO)
SPSS (Statistical Package for Social Sciences)
ANOVA (Analysis of Variance)

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DEDICATION

This project is dedicated to my family for their unwavering support throughout this process. They unconditionally provided financial assistance and devoted their time to ensure I completed this journey. They taught me that the best kind of knowledge is that which is pursued for its own sake and that even the largest task can be accomplished if taken one step at a time.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAs	Chief Accountants
CFOs	Chief Financial Officers
CGR	Corporate Governance Rating
CGR	Corporate Governance Rating
GOK	Government of Kenya
HCM	Human Capital Management
GOK	Government of Kenya
HCM	Human Capital Management
HRIS	Human Resource Information System
HRM	Human Resource Management
R S	Research Scientists
ID	Institute Directors
YF	Youth Fund
ICRI	Industrial Crops Research Institute
DRI	Dairy Research Institute
RRI	Range Research Institute
FCRI	Food Crops Research Institute
BTRI	Biotechnology Research Institute
VSRI	Veterinary Research Institute
KALRO	Kenya Agricultural & Livestock Research Organization.
FAO	Food Agricultural Organization
ILRI	International Livestock Research Organization
OECD	Organization for Economic Co-operation and Development

EU	European Union
SEC	Securities and Exchange Commission
SHRM	Strategic Human Resource Management
SM	Succession Management
SP	Succession Planning
CGI	Chartered Governance Institute

DEFINITION OF TERMS

Corporate Governance: It is the system of rules, practices and process by which a company is controlled (CGI).

Corporate Governance Management Systems: is the process, control mechanisms, regulations, policies, and organizational structure along with strategic plans that guide the tasks of a public organization to attain its goals (Gerald and pitk 2019).

Content Analysis:

Effectiveness and Efficiency: the extent to which a public financial institution achieves its goals through prudent management of resources and the systems the put in place to ensure transparency and accountability. (Kefela 2011)

Control Mechanisms: These are the checks and balances in decision. These mechanisms are designed to monitor and regulate the actions of individuals within an organization ultimately safeguarding the interests of shareholders and stakeholders. making process external systems that impact companies' degree administration and are not directly under the control of the organization. (Murithii A. and Anlesinya , A(2019)

Institutional Structure: These refer to the informal procedures that emerge that emerge in organizations operations. The top management significantly influence the institutional culture. (Cacciopo , 2019)

Institutional Leadership: Focuses on how individuals are guided to perform their tasks, facilitated with necessary resources and requisite support. (Odipo et al. 2019)

Internal Mechanisms: Refers to the control mechanism that management relies upon in decision making and are put in place to either deter errors from entering the process or detecting errors once they occur (Kisambo, 2016).

Institutional Culture: This is a system of shared values and social beliefs that produces norms of behavior and establish an institutional way of life (Apriliani *et al.*, 2016).

Performance of Research Funds: Is the process ensure the research funds are well managed (Kidake et al. 2009).

CHAPTER ONE:

INTRODUCTION

This chapter reviewed the history of the research funds, the idea of corporate governance on international, local, and regional viewpoints, of the trouble encountered performance of research funds, various theories, the reason for the research, and the extent of the research.

1.1 Background of the Study

Tirole (2001) declares the initial definition is associated with safeguarding of the shareholder's interest and with the origin of the separation of leadership and with origin the of separation of leadership and management. Co-o prorate governance was defined by Adams and Meharan (2003) as the process through which shareholders observe management and insiders to safeguard their interest.

According to Namisi (2002) indicates that a firm attains its required results through sound governance systems. Therefore, corporate governance may influence performance in terms of a firm's leadership structure, control mechanism, institutional culture and structure. A sound governance structure leads to numerous number of benefits to the firm like attracting funds easily due to guarantee investor's rights hence increasing performance. (Mac Gee 2008)

Theories that this study is anchored on are Agency theory (Jensen and Meckling 1976) Stakeholder theory (Freeman 1984) and stewardship theory (Donaldson, 1991) Davis (1993) Agency theory established is established on the interest of conflict among several contracting parties in a company like debtors, stakeholders and managers. The theory was first put forward by Freeman (1984.) A person or a group of persons who can impact or be impacted by achieving organizational goals is known as stakeholder (Freeman 1984). Therefore, firms are squarely responsible to the stakeholder who have direct influence on the firm. The organization duty is to

account not only those who are influenced by the firm but all affected parties whose life experiences may be influenced by company's actions

The e agricultural sector in Kenya is supported by government and non-governmental agencies which are under the ministry of agriculture. The increase in growth of the population that demand for food that is driven by agricultural research cannot be overemphasized. We have to deal with a number of challenges in addressing food security to due inadequate funding. Majority of the research fail to get funding due to poor management systems just like the banks majority of which had subsided due to embezzlement of bank asset or mismanagement. Banks that got affected were imperial bank, Dubai bank, and banks have to deal with issues of fraud, mismanagement, insider lending, weak internal controls and conflict of interest, poor control mechanism and lack well define organization structure.

The aforementioned concern also happens to agricultural institutions considering that they are allocated financial resources to conduct research. This is purely attributed to bad corporate governance thus this project describe reality of the of link between performance and corporate governance ok KALRO research institutes.

Company's collapse due to financial irregularities and mismanagement. The companies were believed to be carrying out well. This has brought about a candid discussion on how they are managed in developing and developed economic climates. There is a lot more needs be done towards enhancing control mechanism, institutional leadership, institutional culture and structure with focus being on the proper management of the firm. Having such a system in place is believed to promote accountability and transparency thus promoting investor confidence. The work of such systems, is believed, can assist control the administration situations that cause the economic detractions observed throughout the years (Kisambo et al., 2014).

The concern that has necessitated reconsidering in regards to enhancing corporate governance consist of the messing up of monetary efficiency at Enron and the collapse of Lehman Brothers Ethical Resource Centre Maleche (2017) and the sub- Prime Mortgage situation that brought about the Wall Street situation of Summer in 2007 (Zywicki(2014). These made business to realize that mainstreaming corporate governance in the organization is critical for sustainability. It is important to affirm that corporate governance might be essential for dealing such troubles.

Institutions have been run down by managers this is associated with unsound management practices such as poor accounting systems, lack of proper. control mechanism etc . Benz and Forez (2009), for example, corporate governance in public establishments can pick up from exclusive organizations. A good management system (Matey and Ikpar (2017) might provide a brand-new understanding to enhance organizational performance.

Investment in appropriate administration systems for business administration are implemented it is feasible to reward such of the companies.

Fidanoski, et al., (2014) claim that corporate governance allows the liability of private workers and guarantees depend on by the investors and stakeholders. According to Adeoye(2015) automated business administration management systems should consequently offer reliable defense for stakeholders in public organizations to guarantee return on investment.

1.1.1 Corporate Governance

Corporate governance is the systems of rules practices and process by which a company is directed and controlled. Corporate governance essentially involves balancing interests of company's many stakeholders which can include shareholders, senior management, customers, suppliers, lenders, the government and the community. As such, co-operate governance

encompasses practically every sphere of management, from actions plans and internal controls to performance measurement and corporate disclosures.

It can be defined as the associations of the stake holder or shareholder and management (OECD 2015) Corporate governance improves long term shareholders value simultaneously safeguarding other shareholder interests by enhancing accountability (Sebi 2003).

Corporate governance creates long-term trust between organizations and shareholders. Good governance is essential to the existence of an organization hence it motivates and reinforce the faith of the investor making certain that the organization commitment to increasing profit and growth (Gatamah, 2002)

1.1.2 Global overview of corporate Governance.

Institutions globally continue to invest in corporate governance to safeguard against misappropriation of resources. This is evidenced by developed and developing countries in the world. Dennis and Rofar (2014) the conceptualization of the company administration system is credited to the Organization for Economic Co-operation and Development (OECD). For companies to get credibility in the financial investment market atmosphere it is critical to have a proper administration system in place to assist firms get space in effective monetary markets. Studies Indicate there is strong relationship between corporate governance and firm performance in Germany as opined by Drobetz et al. (2004).

Corporate Governance remains critical for the survival of so many businesses, therefore they should strive to ensure that their process and systems are working.

Research indicate that Corporate Governance Rating are structured right into investor legal rights, openness business administration dedication, managerial aspects, board discoin making process, control mechanism accounting process. Firm performance, measured by Tobin's Q, and

compliance with Germany's Corporate Governance Code is a negative correlation, for one year and using publicly available data Bassen et al 2008). Mismanagement of financial resources by managers, a number of researcher's have researched the connection between corporate governance and company efficiency and surprisingly located various outcomes. A few of them discovered a favorable organization between corporate governance and company efficiency (Kiel and Nicholson 2003;

Braga and Sharstri , (2011) opines that efficient institutional management has come to be essential for boosting firm performance in Europe by enhancing accountability , boosting the control mechanism , creating a transparent work environment . The same has gotten substantial popularity in institutions that embrace (Adiloglu and Vuran 2012). In another research it is noted that corporate governance in developed nations has an impact on company efficiency and vice versa Yermack et. al (1996)

1.1.3 Regional Overview of corporate Governance.

Survival of companies is demonstrated by sound management system that they have put in place especially for financial growth and is consequently of relevance in Africa. An organization that invests in company administration methods provides critical information to its equitability to owners and various other investors, therefore decreasing information crookedness. This will enable the company attract more capital from other investors which is attributed to how reliable its company administration method.

A research study conducted in Ghana that targeted leading 100 businesses and some state-owned corporations on the status of corporate governance in both the economic sector and public market revealed that there is a critical obstacle dealing with company's dishonest behavior and missing moral management (Petrovic 2008). This is supported by research by Egwuatu(2010) showed in Algeria the Securities and Exchange Commission (SEC), guided estimated firms to

launch their monetary lead to all securities market drivers to fend off expert misuses that had defined the system in regards to accessibility to market information in the past.

Okeahalm et al. (2012) Opines that that any African countries have implemented nationwide institutional devices to advertise great corporate governance systems. According to Akinoboade (2010) Training, technological, and recognition increasing assistance has been prolonged by the World Bank and the Commonwealth Secretariat to different African nations such as Burundi, Nigeria , Tanzania, Mali, Gabon, Cameroon, Gambia, Mozambique, Mauritius, Mozambique, and Zambia to assist them to establish suitable devices to advertise corporate governance system.

In Namibia, a proper business administration system has been appreciated as a basic purpose for the dependable usage and administration of state-owned institutions. The very first in addition to the Zambia Revenue Authority report has been critical in entrenching sound corporate management systems. However, in Africa, corporate governance is required to be integrated to proper management systems. The difficulty is to appertain to the peculiarities of the sub-region and create devices and methods to attain this (Kisambo 2005).

The International Monetary Fund and World Bank's record pointed out in Kiyanga (2014), there exists so many obstacles for companies to operate in Ghana this consists of fragmented lawful arrangements that control company governance. The of absence of an economic coverage control mechanism, inadequate accountancy knowledge and learning combined with lack of transparency and absence of proper accounting systems oversight body are pointed out as being several of the corporate management systems problems encountered most state-owned entities. Better Agyemang and Castellini (2015) state that The absence of an excellent corporate management system in state-owned entities in Ghana has resulted in terrible inefficiency and failure of the organizations in a lot of instances Agyemang et. al (2010). It is important to note

that Corporate Governance System rankings across Africa indicate a wide variation in firm-level governance and that the average firm-level governance is lower in countries with weaker regulatory systems.

The control techniques and procedures are considered significant in reducing threats for financiers, embezzling in financial investment resources, and boosting the efficiency of companies specifically in rising economic situations (Ndiege and Aboju 2019). Therefore, corporate governance reforms that have been embarked on Africa have put specific significance on boosting business techniques for all business stakeholders. For instance, the casual nature of the majority of companies in Namibia coupled with the high degree of federal government possession of business entities present difficulties to the technique of corporate governance system (Sugathan and George 2015).

1.1.4 Local Overview of Corporate Governance

As illustrated in the developed economic blocs across the global and growing countries in this space of corporate governance. Kenya is not left out in regards to sound corporate governance systems especially in state corporations. The corporate governance continues to deteriorate in Kenya even though there is a limited legal infrastructure structure Mukanyi (2011). Muriithi (2009) opines that many institutions in Kenya have been identified with financial irregularities of different magnitude. This is supported by a research study conducted by Meza (2012) on the impact of corporate management systems on the performance of public firms in Kenya which confirmed that sound governance systems play a significant role in pointing out the degree of efficiency CIRC (2010). Additionally, he concludes that developing nations like Kenya usually experience troubles that include unclear economic situations, weak lawful controls, conflict of interest and constant central government interference with business. These issues make it necessary for developing nations to embrace efficient corporate governance frameworks. It has

however it has been recommended that enhanced corporate governance systems can function as a motivation for bringing in international financial investment (Mogire et al (2018).

1.1.5 Profile of Kenya Agricultural and Livestock Research Organization Research Funds in Kenya

Agricultural research plays a critical role in promoting economic development, especially in developing countries, Agriculture can help alleviate poverty, raise incomes, and improve food security for 80 percent of the world's poor, who live in rural areas and work mainly in farming. The Agricultural and Livestock Research Organization mainly gets her research funds to support conduct of agricultural research these funds are received from from the World Bank, European Union, USAID, and other donors as such there must be structures in place to ensure this money is well utilized. Therefore, the corporate governance system in place must be sound so as to restore donor confidence.

Apart from Kenya, nations like Nigeria, Burundi and Tanzania have had unmatched effort to promote good governance to enhance service delivery. By putting in place mechanisms that support Agricultural, social, political, and economic amongst others. It has been emphasized that there needs to be a transfer of agricultural funds to devolved units to promote agriculture in rural areas (Kiome 2014). These funds must be effectively utilized by ensuring that we have proper control mechanisms, sound institutional leadership structures and a strong institutional culture and structures. According to Olalusi et al (2012) nations in the Caribbean, and East Asia and East Europe long accepted corporate governance as a vital part of economic growth. The lengthy experience they have gathered for many years has seen them much better than their African nations (Olalusi et al 2012). It has been observed in these study, agricultural institutions that reinforce corporate management by making sure openness and accountability in use of agricultural research funds leading to higher donor confidence that translates to continuous support towards funding.

(Ochieng and Tubey 2013). Therefore, Kenya Agricultural and Livestock Organization through its research institutes should strive to ensure cooperate governance systems is well entrenched this will ensure transparency and accountability in management of research funds.

This research study is concentrated on Kenya Agricultural and Livestock Research Organization Research because of its significant role it plays in undertaking research. The organization receives funds from the government and donors as such this funds require prudent management. considering that such funds are of critical value to any kind of country, creating employment opportunities and promoting agricultural research. For these funds to run, KALRO has established a secretariat to oversee the management of research funds therefore sound corporate governance is critical for effective and efficient management of the resources.

To Oversight, the institutes, KALRO secretariat 7 put in mechanisms that promote good governance through strengthening the institutional leadership enhanced control mechanism and a strong institutional culture and structures The study was carried out to ascertain the corporate governance system in place to make sure that their goals are successfully achieved. The Kenya Agricultural and Livestock Research Organization research funds support various activities including; developing agricultural technologies and promoting sound agricultural practices marketing and processing of agricultural and livestock products.

The Agricultural Research funds are based upon the concept that the target team of recipients is farmers who take part in farming tasks specifically in rural areas, for this reason, their goals are not fulfilled, and neither is their input in the advancement procedure recognized or made up properly. These are the young people, men ladies and those involved in farming. These funds are aimed at making it possible for the research organization to develop research technologies that promote farming to benefit the farmers as a way of addressing unemployment, promote food

security which essentially uniquely affects them therefore it is important to have sound corporate governance system in place that will ensure transparency and accountability.

Agricultural research plays a considerable role in promoting economic growth. Agricultural research supports development of technologies that are geared towards supporting farmers increase production. The reasoning behind this effort was that sustainable farming improves livelihoods in the rural areas. Therefore, research funds must be properly managed to support agricultural research. As a result, they are straight investors in the future of any type of economic climate coupled with a vital vehicle driver of work development and financial tasks (Mapesa and Kibua 2006).

It is important to note that KALRO has made considerable efforts to improve the organizational and management systems including setting up research priority setting fora's. In addition, the linkages between KALROs strategic and adoptive programs were strengthened to ensure that newly developed technologies reach farmers. (Kiome 2003).

1.2 Statement of the Problem

For the organization to be successful it must adhere to corporate governance. Any failure on corporate governance has shown detrimental effects on performance and the eventual collapse of event giant organizations. Information has proven that the performance of any organization is anchored on corporate governance. The absence of internal controls, poor institutional, leadership and weak institutional culture and structure, weak governance practices, conflict of interest are factor behind the history of poor governance systems which has resulted to poor performance.

Having proper corporate management, in private and public organizations restores donor confidence other reports indicate that businesses fail due to financial irregularities and poor

accounting systems in those organizations. Although research carried out by scientists (Martin and Cullen (2006) attributes corporate governance failure to poor financial decisions made by the team consisting of Directors and Chief accountants. Relating to developing countries such as Kenya have advocated for enhanced corporate governance techniques in Agricultural Research Funds management.

The study shows that there is big connection between the corporate management systems and institutional efficiency. Accordingly, the context of the research concentrated on advanced agricultural research institutions that have strong corporate governance system and therefore don't have have strong governance systems like Kenya Agricultural Research Organization. (Magguilera et al, 2007). A solid Corporate Governance Management System shows up to end up being essential for boosting these organizations' efficiency and reducing inefficiency. This has robustly resulted in increased funding to support undertake agricultural research. This implies that there is a demand to create sound corporate management system versions that focus on the problems in agricultural institutions and that are not straight obtained from established organizations (Ayandele, et al., 2013).

Kenya Agricultural and Livestock Research Organization is one of the largest research organizations in the region whose mandate is to undertake research in the fields of Agriculture and Livestock. Owing to its strategic importance, the Government has continued to fund the organization both in recurrent and development expenditures. During the financial year 2022/2023, the Government funded the organization to the tune of Ksh. 4 billion (GOK, 2023). During the same financial year, the organization launched its 5-year strategic plan which prioritized research in specialized fields of agriculture and livestock. To operationalize the strategy, the Government increased its budgetary allocation to 4.75 billion in the current financial year i.e 2023 /2024 (GOK, 2023). Further, the organization has continued to receive

support from a number of development partners. During the financial year 2022/2023, Kenya Climate Smart Agriculture funded research activities to the tune of Ksh. 2.4 billion, (KALRO Financial report, 2022).

In its strategic plan, KALRO envisions to be an organization of excellence in agricultural research through innovative research technologies. Despite efforts being put in place by the Government, the organization is facing performance challenges. During the performance evaluation results of the financial year 2022/2023, KALRO scored a mean score of 70%. This indicated a drop in performance from the previous financial year of 2022/2022 whose score was 74%. This is against its projected score of 80% which is required to make it an organization of excellence in agricultural and livestock research. This study, therefore, seeks to establish the effect of corporate governance on the performance of Kenya Agricultural and Livestock Organization research funds

1.3 Objectives of the Study

The research study will be steered by both General and specific objectives as listed below:

1.3.1 General Objective

To establish the effects of Corporate Governance on the Performance of Kenya Agricultural and Livestock Research Organization Research Funds in Kenya.

1.3.1 Specific Objectives

1. To determine the effect of institutional leadership on the performance of Kenya Agricultural and Livestock Organization Research Funds in Kenya
2. To identify the result of control Mechanisms on the performance of Kenya Agricultural and Livestock Research Organization research funds in Kenya.

3. To analyze the effect of the institutional structure on the performance of Kenya Agricultural and Livestock Research Organization study funds.
4. To examine the effect of institutional culture on the performance of Kenya Agricultural and Livestock Research Organization research study funds.

1.4 Research Questions

1. What is the effect of institutional leadership on the performance of KALRO research funds?
2. How do control mechanisms affect the performance of KALRO research funds?
3. To what extent does the institutional structure affect the performance of KALRO research funds?
4. What is the effect of institutional culture on the performance of KALRO research funds?

1.4.0 Justification of The Study

This recognizes the need to have a proper corporate governance system in place for efficient management of institutions. Therefore, the research adds value to the existing body of expertise concerning corporate governance systems and institutional efficiency. This is because the research study will have explored exactly how corporate governance influences the efficiency of public institutions recognizing various governance challenges faced by this institution. bring into perspective this concept offers step-by-step and academic understandings right into the requirements of sound corporate governance that provide solutions to the problems under which organizations run to rank and increase their efficiency.

Different research has been carried out in the location of corporate governance and research funds administration monitoring systems. Nonetheless, the majority of these research studies are mainly concentrated on established Research institutions, for this reason a focus was given to Kenya Agricultural and Livestock Research Organization. More so, the research studies seem concentrated much more on exclusively on financial institutions and for this reason we analyzed Kenya's Agricultural research funds' context as being an agricultural research-based organization.

In this context, despite the various research studies that have concentrated on the significance of good governance researchers seem concentrated mainly on other elements of corporate governance and much less initiative invested in recognizing the effects of corporate governance funds on the performance of Kenya Agricultural and Livestock Research Organization research funds in Kenya, if those research studies have remained in. This study got an in-depth understanding on how these funds are managed. The research study evaluated the effect of Corporate Governance on the performance of Kenya Agricultural and Livestock Research Organization research funds in Kenya. Consequently, the list below will certainly be the recipients of the research study:

1.4.1 Institutional Leaders

This research study will undoubtedly be very valuable for present and future leaders, research scientists, state authorities, Boards of Management, and Directors in Agricultural Agencies, Government Ministries, Departments of State Ministries, and the National Government. Institutional leaders must be equipped with adequate knowledge in management aspects. The findings of this study on the effects of corporate governance on the performance of Kenya

Agricultural and Livestock Research Funds will undoubtedly be advantageous to public research organizations tasked with educating farmers about agricultural technologies.

These establishments would undoubtedly benefit from the research by having a solid framework for financial institutional management that will enhance resource management. This will undoubtedly boost good governance in the overall administration of agricultural research money and win back donor confidence. This will help to mitigate the possibility of poor governance and provide guidance on how to effectively handle the many corporate governance facets for improved organizational performance. This will undoubtedly have a significant impact on benefactor confidence building.

1.4.1.1 Senior Scientists, Directors, and Leadership of the Institutions

The expertise obtained from this research will certainly allow the supervisors, Senior accountants, Principal investigators and top management of the research organization to recognize the level to which internal controls, sound leadership structure institutional culture and structure might impact the efficiency of organization and for the survival and development of public Institutions.

1.4.2 National Government Public Institutions

The research study will be valuable in filling that expertise in the institutional administration systems which will certainly upscale and work throughout to support institutional growth.

1.4.3 Research Institutions

The study will likewise add to the existing body of expertise on Corporate Governance. This will certainly act as a referral for future scientists and scholars in the area of monitoring.

1.5 Scope of the Study

The research study analyzed the effect of Corporate Governance on the performance of Kenya Agricultural and Livestock Research Organization research funds. The emphasis of research study focused on institutional leadership control mechanisms and institutional culture and structure on the performance of Kenya Agricultural and Livestock Research Organization research funds Kenya.

Geographically, the research study was carried out in the headquarters of the previously mentioned research institutes situated throughout the country. Conceptually concentrating on corporate governance devices explored institutional leadership, Control Mechanism, institutional Structure, and Institutional culture being the independent variables of the research study.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on reviewing literature that is relevant to the study. It consists of theories that support the study. The chapter also consists of reviewing past studies that are relevant to individual study variables. Further, the chapter also consists of reviewing the conceptual framework which explains the relationship between independent variables and the dependent variable.

2.1 Theoretical Framework

The study was supported by three theories, Agency theory (Jensen 1983) Steward theory (Donaldson 1991; Davis 1993) Stakeholder theory (Freeman, 1984)

This will look at the conceptual viewpoints appropriate to the research in terms of corporate governance and performance of Kenya Agricultural and Livestock Research Organization Research Funds which are based upon the structures, framework works and procedures the organization put in place towards ensuring prudent management of these funds.

This section will look at the academic point of view of the performance of agricultural research funds. Analyze the structure in place that supports good governance for organizations in terms of institutional leadership, control mechanism institutional culture and structure.

2.2.0 Agency Theory (Jensen , 1983)

This theory wa put forward by (Jesen , 1993). The theory focused on conflict of interest among several contracting partiers in a firm, like corporate managers, debtors and shareholders.

This theory further explains that, an agent is a person who acts on behalf of another person, the principal, in dealing with other people. (Otieno, 2015) Argues that corporate governance stems from the company concept which postulates that good governance is needed to make sure that the principal-agent trouble is minimized. For example, a selling agent acts on behalf of a principal, manufacturer of goods, to sell goods on the manufacture behalf. Similarly, a stock broker is an agent who acts on behalf of a client (the principal) to buy or sell shares on client's behalf (Jensen 2015). The issues occurring from the principal-agent connection might be worsened by 3 elements: concealed details sunk prices and opportunism (Njau, 2016). According to (Aimone et al 2016) Concealed information happens when representatives have expertise that the principal is uninformed of. The importance of surprise details is that the representative will certainly have the ability to 'shirk' or reduce initiatives to the hindrance of the principal (Butera, L. 2016).

It is critical to overcome such concealed details this will require to put mechanisms in place that promote transparency and openness which by itself will reduce such incidences. Also advancement of reward systems that motivate the representative to disclose their concealed expertise. The idea is that people are self-interested and not ready to compromise their passions for the very best interests of others (Blander, et al. 2016). Getting rid of opportunism is hard as it is based upon the identical fertilization of human practices that overviews presumptions of business efficiency along with the advantages of market-assisted corporate governance: the self-centered actions of people. However, opportunism can be lessened with clear coverage and monitoring (i.e. responsibility) (Fatuma et. 1 2010). The ramifications of the firm concept for why corporate governance finest technique systems might offer efficiency gains coupled with affordable benefits to organizations are hence fixated on the presumption that cooperate governance is needed to make sure representative practices are tailored towards the rate of interests of principals.

The organizational leadership must operate in environment that is well structured so as to promote transparency and accountability therefore having the right systems in place is critical towards achieving the element of good governance. (Bagito 2012); analyzed the effect of the institutional framework as the tracking system to reduce the major representative issue which is the essence of the firm concept. intricacies of business life.

According to McColgan (2001) Indicated that an organization's scope of agency conflict is different from another organization's scope, of conflict, as the effectiveness of governance is reducing them. This theory therefore proposes that several mechanisms are available to lower the agency problems in the organization. For instance, incentives to the top management to reward their effort fulfill the interest of the owner. It necessary to have a detailed understanding towards what are the mechanisms that are needed to solve the problems that pertains to poor governance. This theory has been used to ascertain the tolerance that a corporation will accept with risk hence study risk trade-off between the agent and the principal (Wiseman 1997). Furthermore, it describes the effects of cost in corporations (Eisennherdt , 1989).

Poor institutional leadership is viewed to negatively impact performance due to a lack of transparency and accountability amongst the leaders. This interferes with overall management thus affecting the decision-making process. The agency theory advocates for strong institutional leadership. In this context the common assumption is that executive directors will be able to be supervised by the outside directors since they have the expertise and are self-reliant (Fama & Jansen , 1983) Therefore, strong institutional leadership is fundamental to the shareholders, best interest.

2.2.1 Steward Theory (Donaldson 1991 and Davis 1993)

This theory was proposed (Donaldson 1991 and Davis 1993) This theory addresses the underlying assumption in the theory of agency which is the existence of tension between the principal's risk propensity and their agents. In this theory, good stewards are managers of an organization and aim towards achievement achieving greater levels of corporate and shareholder returns. Stewardship theory dissimilar from the theory of agency, assumes that managers are stewards they behave in in alignment with the goals of their principals. They are viewed to be loyal to the organization and willing to attain high performance.

The theory is relevant to this study because cooperate governance is about safeguarding shareholders interest shareholders whereas this theory believes that managers are willing to abandon their self-interest in the aim pf achieving principal objectives s .

Further, the theory states that managers left on their own will act as responsible stewards of the assets and resources they control. Stewardship fosters a culture of responsibility, transparency, and accountability within organizations Sagini(2007). When leaders embody and promote these values, it permeates throughout the company, influencing employee behavior and decision-making at all levels. A strong ethical culture reduces the likelihood of misconduct, fraud, and unethical practices, safeguarding the company's reputation and preserving stakeholder trust Stewardship fosters a culture of responsibility, transparency, and accountability within organizations which are values of good governance. When leaders embody and promote these values, it permeates throughout the company, influencing employee behavior and decision-making at all levels (Ombui 2009) A strong ethical culture reduces the likelihood of misconduct, fraud, and unethical practices, safeguarding the company's reputation and preserving stakeholder trust. The principles of stewardship concept are based upon social psychology which concentrates on the practices of execs who think their responsibility is to protect the passion of

the principal (Donaldson 1997). In a comparable capillary to the company strategy, the stewardship concept offers that the cooperate governance of an organization is essential to make certain that the passions of stakeholders along with the long-term survival of the company (Donaldson and Davis 2009).

Stewardship in corporate governance represents a paradigm shifts towards responsible and sustainable business practices. By embracing stewardship principal, organizations can establish a foundation for long term success, building trust, fostering innovation, and driving positive societal impact.

The guardian's practices will certainly not depart from the passion of the company because the guardian looks to optimize the purposes of the company where the guardian's energies are likewise made the best use of as business success is crucial to accomplish the goal of the guardians (Smallman, 2004). According to this theory, corporate governance is necessary to ensure that the organization is headed in 'the right direction, with this direction referring to the interests of stakeholders. Gordon G. (2017) argued, stewardship theory revolves around the notion that leaders can instil a common set of values and understanding within an organization and that stewardship has the capacity to subsume and incorporate concerns about efficiency into a more socially responsible, normative framework.

Stewardship theory finds a strong relationship between stewards and the success or the performance of the firm and therefore the stewards protect the organization and maximize the performance (Gordon G., 2017), and try to satisfy most of the stakeholder groups in an organization. Stewardship theory makes three key assumptions in regard to corporate governance and organizational survival. According to Davis et al. (1997), corporate governance should revolve around the capacity of leading individuals within the organization to manage the

organization in a manner that secures its long-term viability. This leadership role necessitates acceptance of management by members of an organization.

Stewardship Theory holds that there is no inherent problem of executive control, meaning that organizational managers tend to believe in their actions (Donaldson, 2008). The essential assumption underlying the prescriptions of Stewardship Theory is that the behaviors of the manager are aligned with the interests of the principals. Stewardship Theory places greater value on goal convergence among the parties involved in corporate governance than on the agent's self-interest (Kolbjornrud, V. 2017). Further, they argued that the leadership of an organization should be a function of the interests of principals, with principals defined more loosely to include (internal and external) stakeholders.

The implication of this contention is that principals, who may not possess direct ownership rights over a firm (Apondi , A., *et. al.*2019) are those who have a direct interest in the organization (e.g. such as employees of the organization who rely on the organization for regular wages). Finally, the long-term viability of the organization requires its leaders to implement strategies and practices that provide value-added benefits to the organization. These three assumptions have been duly noted in regard to Kenya Agricultural and Livestock Research Organization Research Funds. The leadership structure of an institution, entrusts the conduct of running the institution to management staff while maintaining a general overview. In order to fulfil these duties, the top management should be aided by, and even may insist upon, the development of long-term planning by the Management (Robertson, 2009). When lack information or ill will threatens the whole institution or any part of the institution, it is the responsibility of the governing board to provide the support.

The steward theory indicates that, the position of the CEO and Chairman is held by a single person and the power to determine strategy and the future of the organization is the responsibility

of a single person. The focus of stewardship theory is on structures that facilitate and empower rather than monitor and control, and thus this theory has a relaxed view of the separation of the role of chairman and CEO which supports appointment of the CEO as the chair of the board with dual leadership and a majority of specialist executive directors rather than non-executive directors (Clarke 2004)

2.2.2 Stakeholder Theory (Freeman 1984)

The theory was initially established by Freeman (1984). According to Freeman (1984) stakeholder is a person and group of persons which can impact or are impacted by the attainment of the firm's goal. This theory focuses on corporate activity effect on all its stakeholders rather than focusing on shareholders. The consequence is that corporate governance should be long-term in focus and concerned with underlying value creation, rather than comparatively short-term financial accountability indicators. Stakeholder theory endeavors to incorporate elements of agency and stewardship theories (Donaldson and Davis, 2007). The theory represents recognition by scholars that current approaches to understanding the business environment fail to take into account a wide range of groups who can affect or are affected by the corporation, its stakeholders (Mutua, and Kilika, 2016).

The contention of stakeholder theory is that the long term commercial and strategic performance of organizations, particularly corporatized firms, is dependent on its relationship with stakeholders. Stakeholders, however, must be parties that have indirect interests in the activities and performance of an organization (e.g. employees, communities in which the organization operates and shareholders) (Bourne, L. 2016). As Bourne, agrees with Donaldson and Preston (1995), the 'stake' denoted by the term 'stakeholder' is understood to impose normative obligations and hence a stake is identified as 'an interest' for which a valid normative claim can be advanced (Bourne, 2016).

The stakeholders have an obligation from, and on, the organization that may be identifiable, justified and reasonably measured. It can be seen that stakeholder theory is an extension of the agency perspective, where responsibility of the governing body is increased from shareholders to other stakeholders' interests (Smallman 2010). Researchers argue that the standard design of the firm, in both lawful along supervisory types, has fallen short of self-control supervisory actions. The effect of the stakeholder concept for corporate governance demands controlling frameworks that placement not simply between representatives but principals. For the stakeholder concept corporate governance is user-friendly as well and managerial reasoning is needed for durable business efficiency (Donaldson et al. 2009). The stakeholder concept asserts that (Herremans, et al. 2016) whatever the utmost purpose of the firm or various other kinds of service task supervisors and business owners have to consider the reputable rate of interests of those teams and people that can influence (or be influenced by) their tasks.

Freeman et. al.,2004) opines that assumptions regarding risk holder behaviors are very important because they affect the sorts of administration frameworks embraced.

Stakeholders are critical to the lasting feasibility of companies. The repercussion of this presumption is that corporate governance is required to focus on efficiency results that are advantageous to all share holder teams, which tends to cause motivation frameworks and coverage needs that advertise non-financial results such as ' (Berg, 2016). Second, stakeholder theory acknowledges that a wide range of stakeholders with varying expectations and attitudes about the organization make it challenging to meet stakeholder interests. Therefore, key presumptions on stakeholder behavior underpin stakeholder approaches (Colvin et al., 2016). It is possible to categorize managerial actions as somewhat unpredictable or normative instrumental (Donaldson1995).

Stakeholder theory also presupposes that various stakeholder groups exert varying degrees and kinds of power. Different types of legitimacy, such as institutionalized authority in the form of laws provided to specific stakeholders, are the source of these disparities in stakeholder power (Jackson and Rathert, 2016). As a result, compared to other stakeholders, those with more control over resources may be able to have disproportionate influence and power over an organization and hence its corporate governance structure.

According to Gomes and Novaes (2005), the implication of legitimacy is that stakeholders may be broadly classified into two key groups: Primary stakeholders are those who have formal and economical relationships with the organization. Secondary stakeholders are those agents that are not directly related to the organization despite being able to influence and be influenced by its operation and outcomes. According to Smallman (2004), the main criticism of stakeholder theory is focusing on identifying the problem of who constitutes genuine stakeholders. An additional debate is that conference stakeholders' passions additionally result in corruption, as it uses representatives the possibility to divert a wide range far from investors to others (Smallman 2004).

As a result, it can be seen that corporate governance consists of a number of interconnected and equally beneficial components. These three primary concepts of good governance firm, stewardship, and stakeholder conceptions. Although there are differences between the three ideas, it seems that they are all centered on the need for corporate governance to prioritize the development of duty, responsibility, and openness (Clarke 2004). These ideas are all concerned with ensuring that corporate governance promotes the long-term viability of business.

2.2.3 Institutional Leadership

Institutional leadership involves the establishment and protection of Institutional values. a Dunn (2016) proposes institutional leadership as the procedure that affect individuals, and guide their initiatives in the direction of success to some specific objective or objectives. He concludes that a corporate governance system can indicate how effective business frameworks and procedures, all of which assist a company to expand its purposes. Michael (2011) opines that management has a straight partnership on organizations. The goals, in this feeling, consist of the society, plans, structures and controls that assist make sure a business will certainly fulfil its organization's objectives.

There needs to be a feeling of duty in how companies discharge their mandate. According Gangone, (2013), one element of corporate governance is the growth of duty in Institution Leadership. This describes using the sources of firms to cause social adjustment. A leader is liable to see business develop also the entire plan technique as a possibility instead of a difficulty. This is supported by Wagenberg and Gutiérrez (2016).

Therefore, modern idea of good governance and management is not without its characteristics. Barry (2016) advances that the duty of a leader in the public institution has altered from fixing troubles in a particular atmosphere to ensure efficient management of this institutions. Without appropriate devices and designs of management companies might stop working to adjust to transform needs. Obiwuru et al., (2011) appropriately mention that unsuitable management design can be among the factors for the high failure of many organizations. In their literary works, they have determined management as an essential recipe on the area of corporate governance which is one of the most critical components for the success of the business.

The way Management is designed impact on how staff members execute duties in a company. Lee and Chuang (2009) discuss that appropriate management motivates subordinates to improve performance, in addition to fulfilling their purposes. Ngaithe (2016) posits that comprehending the impacts of management on efficiency is essential because it is seen as a prospective resource of monitoring growth. Additionally, a comparable point of view and demanded that efficient management aids boost the image of the company. Open-up interaction aids the management of a company in clearly handling its mandate. According to Mullen and Kelloway, (2009), a management design needs supervisors to make sound decisions and establish reward criteria along with incentives and award favorable behavior's and methods. Educating treatments might be a reliable means of aiding supervisors to create these management abilities. As an example transformational management training has been revealed to be a reliable strategy for boosting efficiency (Mullen et al. 2009).

2.2.4 Control Mechanisms

In this area, the study will certainly look at the vital mechanisms the organization has put in place in promoting good governance. It will look like the devices in place are a necessary active ingredient in corporate governance. The primary controls for a company originated from its interior systems. These controls keep track of the development and tasks of the company and rehabilitative activities when business goes off track. Enhancing the firm's bigger interior control mechanism, this offers the inner purposes of the company and its stakeholders, consisting of workers, supervisors and proprietors. These purposes consist of smooth procedures, plainly specified that covers aspects of corporate governance. Inner controls consist of oversight of governance issues, independent inner audits, framework of the board of supervisors right into degrees of duty segregation of control through appraisals and risk management frameworks

Corporate governance concentrates on the foundation such as the constitution of boards along with their functions (Rachael et al. 2016). Still, other research studies connect such inner systems to the larger organizational frameworks. Of interest in this context are those mechanisms that are associated with internal controls that support organizational operations (Neves,2020). This school of thought recommends that far-reaching procedures focused on enhancing corporate governance specifically in public organizations consisting of board participants' abilities, skills and dedication, and investors' participation in firm's operations. Neves (2010) goes on to suggest that conformity with the company's purposes consists of the fostering of inner control systems that can make certain that their activities are guided to conformity with the strategies. Organizations should apply control mechanisms that allow them to attain the companies' goals Pinho (2015).

In internal controls, and administration, are n not properly executed by businesses may lead to downfall situations such as Trust Bank, Chess Bank, Uchumi Supermarket, National Bank, Kenya Re, and Kenya Cooperative Creameries which had monitoring concerns. (Wangui, 2014). Inner control mechanisms are defined by unique qualities. Hillside and Jones, (2004) names a few of these qualities by regularly evaluating risks, huge controlling financial debt and enhancing internal controls. The top management functions as a bridge between the proprietors (the general public) and monitoring. They supply equilibrium and moderate the disputes of the level of interest between a small team of essential supervisors based in the company head office and a substantial team of investors spread out around the globe.

Supervisors are chosen by the investors of the establishments and have a fiduciary obligation to satisfy the requirements of that organization. The top management typically contains a mix of inner and outside supervisors. These situations are frequently determined by organizational policies. Outdoors supervisors in some cases described as non-executive or independent

supervisors, are not staff members of the company. Oftentimes they are hired for their particular expertise in areas that are useful to the company (Monks and Minow, 2010). Essentially, however, as said by Monks and Minow (2010) it refers to opinion to identify whether the ordinary board has sufficient rewards and capabilities to execute its tracking job.

Corporate governance can for that reason be enhanced to a higher level by having strong control mechanisms. Waridet al., (2010) suggested that different mixes of interior mechanism systems can cause just as efficient administration in regards to minimizing supervisors' self-centered practices along with raising a wide range of defense.

2.2.5 Institutional Structure

The institutional framework can be described as the structure and dimensions way of reporting of an organization, this structure ensures that the company runs according to the most effective techniques (Machira,2016). Organizations need to have a well-specified institutional structure to promote sound decision-making. The institutional structure of an organization is developed based on the standards, regulations and policies that offer assistance to the overall management of an organization. In some circumstances such structures can just be restricted within a company and in others they might be affected both by the culture around which the company runs and by the company itself. A reliable company structure framework develops business effectiveness by defining the civil liberties and obligations of all stakeholders Macharia (2016).

According to (Achua, 2002) he requirement for corporate governance comes from the “assumption space” trouble which develops when the actions of company organizations diminish the investors' and various other stakeholders' assumptions.

Khongmalai et al., (2010) allude that the corporate governance framework aids in protecting the responsibility of company supervisors as investor's representatives. This responsibility comes

from the reality that they have been offered authority along with rewards to advertise a wide range of products. In addition, to the responsibility of company supervisors, the board operates based on the institutional frameworks. Discussion on institutional frameworks have fixated company academic viewpoints where a business board is mostly structured to check and shield investors from self-intrigued supervisors (Petrovic, 2008;). Nonetheless, as a component of their fiduciary function, company boards must likewise be worried about encouraging and training supervisors to help with earnings-optimizing choices (Pugliese et al. 2009).

2.2.6 Institutional Culture

Institutional culture refer can be appropriate behavior, bonding and motivating individuals, while governing how institutions process information, shaping their internal relations and even values.

Every organization has a set procedure for carrying out tasks. According to Parry et al. (2002), integrating sincere requirements into the institutional approach is not only more appropriate but also necessary for the long-term viability of the organization. Worth Based Leadership (2007) states that disagreements have arisen over the role and importance of principles and values in management. Rumors in public places have prompted a number of businesses to search for leaders who can maintain success and stand for positive values in the organization.

Standards, values and process are the structure columns of values in a company. Public managers are affected by every one of the completing requirements, values and choices of the intricate corporate systems Jia and wanga (2013).

As said by Gawthrop (2005) public police officers must change public establishments from being usual areas to ethical - moral appropriate conditions. Civil service values are necessary aspect of making up public management (Potipiroon et. l 2016).

The lack of moral principles in public organizations at all levels of management has had a significant impact on firm executives, as evidenced by their direct actions and creation of an atmosphere that condones unethical practices (Grojean et al. 2004). Clearly, the challenge to operational values and principles affects not only large companies but also federal government service-oriented establishments.

Studies have focused on the topic of moral society, and a number of academics have addressed a number of moral and intellectual issues related to the idea of values in public institutions. Residents expect much higher standards of moral behavior in the public sphere, especially during a time when public sector leaders in moral and ethical judgment are often subjected to a prestige deficit. (Baron 2016. Enhancing recognition and transforming social values have been connected to the general public's passion for values governance (Maesschalck, J. 2008).

2.3 Performance of Kenya Agricultural and Livestock Research Organization Research Funds

According to Dukes (2010) there are issues with national government irregularities in management of resources in various institutions which corresponds with the troubles facing various institutions in Africa. He makes propositions on just how to make such institutions function by efficient utilization of resources to achieve desired results. This is attributed to poor financial management due to various issues related to, inefficiency in the context of unexpected expenses, poor accounting procedures, poor economic sources, absence of control mechanisms along with lack of training for critical staff, poor tendering techniques, and bad task interpretation and weak institutional leadership. Contributing on this debate, Mapesa, et al (2006), indicated that agricultural research funds are confronted with a variety of obstacles. Other underlying issues include the absence of tracking and lack of transparency in accounting of funds and poor control mechanisms. This

research nevertheless, takes a different trajectory concentrating on the connection between cooperate governance on the efficient utilization of this funds to achieve the desired objectives in KALRO.

This will entail looking in-depth on various aspects of management that directly affect the management of the funds. The corporate governance system's will determine how efficiently and effective this resource is utilized therefore more effort and resources should be used to ensure that we have a strong corporate governance mechanism put in place to safeguard against the mismanagement of resources. Such mechanisms will include enhancing institutional leadership and strong control mechanisms.

As a result of competition in the market, investors are interested in investing in institutions that have strong corporate governance mechanisms. (Zeithmal 2000). Solutions can be shared in regards to the ability to provide preferred solutions and where clients obtain complete satisfaction. Consumers' preferences and requirements are a motivation for management to offer high-quality solutions to existing clients and bringing in brand-new consumers. Companies exist to provide services and products of various natures Samuel (2002). These products and services, whether concrete or otherwise, are supplied to must be of quality. Good governance is required to promote efficiency and enhance accountability. be a result of efficiency depending upon the context in which it is utilized (Ayen 2002). No matter whether the high quality is influenced by uniformity or understanding of clients, companies ought to be well conscious of corporate governance issues.

A company that doesn't have proper control mechanism is likely to be exposed to various financial irregularities. Therefore, for KALRO Research funds to be prudently managed it means the control mechanisms must be well functioning. Maleya (2020). Along with this the organization must enhance its control systems to avoid fraudulent cases that occur as a result of poor accounting process. various must ensure that client's assumptions in the direction of specific solutions are

additionally altering relative to elements like time rise in the variety of experiences with a certain solution and an affordable setting (Maleya 2014). Good governance should be supported at all level of management. Therefore, staff be inspired to function and consequently offer top-quality services. According to Kimando (2012), a staff member's inspiration will require providing with the necessary support to function.

Accompany identifies the plan goals at all the level to which a company recognizes its very own objectives (Zheng, 2010). Meyer and Herscovitch (2001) evaluated business effectiveness with business dedication.

Performance on the other hand actions connect in between inputs and results or just how effectively the inputs have been changed right into results (Low, 2000). Performance is everything about source allotment throughout different usages (Kumar and Gulati, 2010). It is very important to comprehend that performance does not suggest that the company is attaining exceptional efficiency on the market, although it discloses its functional quality in the resource of the application procedure. According to Pinprayong and Siengthai (2012), there is a distinction between service performance and business performance. Business performance mirrors the enhancement of the inner procedures of the company, such as business framework, society and area. In business efficiency and in solution distribution, particular procedures need to be established to accomplish wanted outcomes. These procedures need to be implemented successfully and effectively.

While performance is worried regarding carrying out tasks with very little loss of time, high quality and cash, efficiency is the capability of a company to implement its required in the anticipated change. Job released by Chavan (2009) states that many companies analyze their efficiency in regards to operational system because their major emphasis is to attain their objectives. At the very same time, there is a huge selection of companies, that value their efficiency in regards to their operations which is associated with the ideal use of resources to accomplish the desired

result. Business efficiency promotes good governance and aids in evaluating the progression in the direction of goal satisfaction and objective success Kennedy philips and Helman. A reliable and efficient company can provide top-quality solutions to clients. Business efficiency can be connected directly to the effectiveness and efficiency of procedures. This idea is supported Ma" Ayan and Carmeli (2016) who restate that good corporate governance enhances organizational performance.

2.4 Empirical Review

While research studies have thought about the significance of stakeholders being associated with company decision-making (Sutton, 1993), besides unscientific proof (Lewis, 2000) no empirical examination has examined just how investor input is taken into consideration on the company degree. Hence the vital concern we resolve by taking a look at investor involvement do affect company decision-making and assist in straightening the worldviews of those within and outside the company.

Empirical research studies have produced some proof that companies leading with regard to sound corporate governance systems tend to carry out well (Ricartet al., 2005). Various other empirical studies explored the significance offered to specific investor teams (Jamali, 2008) or the effect of corporate governance and the performance of institutions. (Burchell and Cook, 2006,) According, Kaptein and Van Tulder, 2003) there have been some more detailed studies on exactly how companies participate in decision-making with investors. Mcknight (2002) pointed out the impact of the function of exterior control mechanism and interior control mechanism devices and the impact of the governing authority in disciplining the inefficient supers (Rashid et al., 2008). The connection between corporate governance framework coupled with institutional financial, investment structure has stimulated much of interest among scientists.

While some researchers support a favorable relationship between corporate governance and institutional performance Abdullah, (2006;) Gregory and Simmelk, 2007) finds no relationship in between Corporate Governance Structure and Institutional efficiency. Though a favorable relationship between corporate governance, and institutional efficiency has dominated lots of research studies (Abarbanellet al., 2003; Ihendinihu, 2009), outcomes still stay inconclusive, such inconclusiveness produces ground for additional research.

An analysis of the impacts of corporate control mechanism on company efficiency coupled with financial development Mather, and Anderson (1999). The goal of the research study was to analyze the different institutions and the company control frameworks offered coupled with just how they impact efficiency. The research exposed that the cooperate governance structure can infringe upon the advancement on performance institutions.

The research study on the other hand thought about the numerous devices used in various systems and tested the proof of whether they are accomplishing what they were planned to do. It was exposed that for example among the advantages of focused possession is that it brings extra efficient surveillance of administration and assists in getting over the firm issues occurring from the splitting up of possession and control. A few of the prices nonetheless are reduced liquidity and lowered opportunities for danger diversity.

While proper management of financial resource minimizes financial impropriety it goes a long way in enhancing donor confidence therefore spread possession brings greater liquidity it might not supply the ideal motivations to urge long-lasting connections that are needed for certain sorts of financial investment. For that reason, among the obstacles encountered by research institutions is exactly how to create an excellent corporate governance structure that can safeguard the advantages connected with managing investors funding research activities at the

very same time guaranteeing that they do not infringe upon the advancement of research institutions. (Maher and Anderson, 1999).

Otieno (2011) performed an examination right into the effect of corporate governance on the economic efficiency of business agricultural research in Kenya. The research study included a go-across sectional study style of the 14 agricultural research institutions in Kenya. Both additional and key information was utilized for the research study. The results from the research study discloses that cooperate governance plays a vital role in agricultural institution operations and efficiency and the financial institution's capability to supply liquidity in challenging market problems. The outcomes additionally suggest that business administration aspects (CBO , NGIOS AGRIFI DPP and ASP) represent 22.4 % of the economic efficiency of business Agricultural institutions.

Liech (2011) likewise performed a research study on the relationship between cooperate governance techniques along with agricultural efficiency on research organizations in Kenya. The goal of the research was to establish exactly how cooperate governance methods affect the performance of various agricultural based NGOs. The research study gauged cooperate governance by utilizing a governance index (GCI) which is a rating of different cooperate governance concerns stemming from the different business administration codes of the research institutions. The codes were organized right into 4 sub-indices specifically: Shareholders' legal rights, Director's make-up and framework Ownership framework, Disclosure and audit, and payment plan. The research utilized a demographics strategy to gather information from all the 13 neighborhood research institutions. The searching's show that there is a considerable connection between corporate governance techniques and monetary efficiency in the management of agricultural research funds.

2.5 Critique of Existing Literature Relevant to the Study

The contextual history of the research of Corporate Governance Structure normally is deducible to worldwide problems regarding the feasible negative effects of the splitting up of possession legal rights and control of civil liberties in a contemporary company. In this area, we perform an evaluation and objection of the reasonable handful of payments which have been made to the literary works on corporate governance system in Africa and figure out the vital information of the present literary works and the technique which has been made use of by the factors.

The study furthermore sums up the essential research for and puts the literary works within wide classifications along with context to try to recognize locations that have been discussed and those that require focus. The absence of pertinent literary works in Africa urges us to attend to the problems thematically. The procedure will certainly consist of documents taking a look at corporate governance problems in arising markets and which have consisted of Africa-related info, information, and discourse, particularly in Kenya.

It is very important to keep in mind at the beginning that the majority of the empirical study on corporate governance has concentrated on significant commercialized nations (especially the United States of America and the United Kingdom), and there is an absence of carefully developed understanding corporate governance in developing nations particularly Africa. Hence, it is bothersome to make contrasts and attract lessons for the African continent; which has its very own special setups and problems.

2.6 Research Gaps

Corporate governance systems have developed in a variety of establishing African nations (Solomon and Solomon, 2004). Nevertheless, Ayandele and Emmanuel (2013) suggest that the principle of cooperate governance is not always the most effective service for creating economic

climates. This is because a variety of developing nations encounter many issues that consist of unpredictable political regimens and reduced per-head earnings alongside other conditions. (Ayandele, et al., 2013). Up until now, scholastic research study thinks about interior and exterior administration as different devices that attend to various kinds of firm problems. Inner administration (e.g. boards, investor advocacy, exec motivations, and so on) concentrates on fixing disputes between supervisors and various teams of investors whereas outside administration (e.g. entrance settings managed over an additional, network administration and so on) takes care of possible opportunism of companions outside to a company.

Nonetheless, outside corporate aspects might additionally rely on the firm's interior administration features. As an example, Filatotchev et al. (2007) analyze the influence of the level of (a) household possession, (b) nonfamily expert possession (c) the existence of residential along with international institutional investors on the access setting choice for Foreign Direct Investment. From this evaluation of associated literary works, it appears that although some scholars think that cooperate governance monitoring systems improve business efficiency while others oppose this various ideas of management have been used in various research, making straight contrasts practically difficult. Spaces and unanswered concerns stay. As a result, the existing research is planned to reassess the recommended corporate governance system - efficiency partnership and therefore, add meaningfully to the body of expanding literary works and understanding in this field of research.

2.7 Summary of the Literature Reviewed

Although the researchers acknowledge the possible value of taking into consideration the corresponding and alternative results of control mechanism devices on the efficiency of organizations, and expansion of the impact has not been completely explored. The prospective impact of the outside context on alleviating or magnifying firm troubles has actually been

downplayed and just how outside context might modify the capacity of the company to take advantage of varied sources and perspectives the board might hold is additionally substantially understudied.

2.8 Conceptual Framework

A conceptual framework is a scientist's understanding of exactly how a certain variable in a research associates with each other. Hence, it recognizes the variables called for in the research study examination. It is the scientist's "map" in seeking the examination (Regoniel, Patrick A. 2015). The conceptual framework is made clarify exactly how the independent variables influence the dependent variable. In this research, the independent variables are; Institutional Leadership, Control Mechanisms, and Institutional Structure along Institutional Culture. The research has the Institutional Environment as a moderating variable. The research looks to recognize exactly how these Independent Variables will certainly establish the performance of Kenya Agricultural and Livestock Research Organization research funds in Kenya, which is the Dependent Variable.

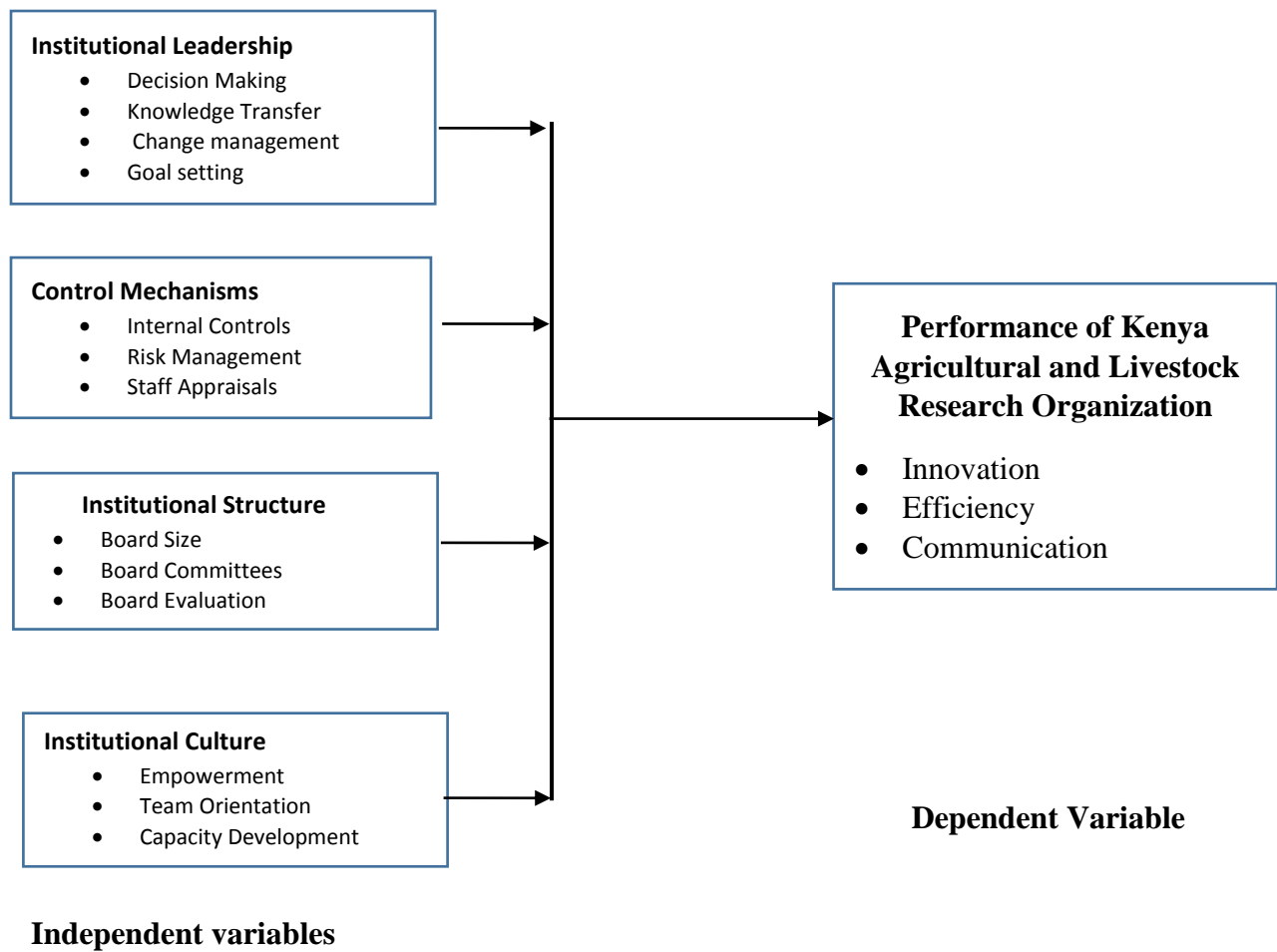


Figure 1: Conceptual Framework

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides the approach of this research study that includes; the research study layout, research study ideology, the populace of the research study, example dimension and tasting treatment, information collection techniques, information evaluation, piloting along with theory screening.

3.2. Research Design

This embraced a detailed strategy. According to Creswell (2011), detailed research is a lot more formalized and generally structured with plainly mentioned theories or investigative concerns. It offers a selection of research study purposes such as summaries of sensations or qualities related to a topic populace, quotes of percentages of a populace that have these attributes along with exploration of organizations amongst various variables.

An in-depth study (Kombo and Tromp 2011) looks for details that explain existing sensations by asking people about their applications, perspectives, practices, or values. This research will certainly be helped by the usage of key information. Detailed research studies entail accumulating details without transforming the setting in which the sensation exists.

3.3. Target Population

The populace is generally a team of individuals that have a specific collection of attributes) (Frankel & Wallen 2006). The real populace can be any kind of dimension and is typically described as the target populace to which a scientist would love to research on. According to Mugenda and Mugenda (2009), the populace is the whole team of people or things present in any kind of area of query and has a usual characteristic.

The Kenya Agricultural and livestock research organization has a secretariat which oversees institutes that are funded to conduct research across the country, therefore the populace of this research which will constitute area of study will include Research Institutes of the Kenya Agricultural Livestock and Agricultural Research Organization that include; the Dairy Research Institute, Industrial Crops Research Institute, Food Crops Research Institute, Veterinary Research Institute, Non-Ruminant Research Institute, Biotechnology Research Institute and Horticulture Research Institute. The target participants will include every one of the administration team and Research scientists of these establishments whose overall number is 224.

Target Population

Research Institutes	No. of employees
DRI	26
RRI	47
FCRI	29
VSRI	32
ICRI	21
NRRI	37
HRI	32
Total	224

Source: Human Resource Department–KALRO (2023)

Table 1: Target Population

3.4 Sample and Sampling Techniques

3.4.1 Sampling Frame

A sampling frame as a combination of materials, from where a sample is supposed to be drawn from Kothari and Garg (2014). It is rare for a researcher to have access to the whole population that he/she is interested in, thus the researcher has to rely on a sampling frame that serves as a representation of all the components of the population of interest. The sampling frame of the study will consist of 224 employees spread across the seven research institutes

3.4.2 Sampling Techniques

The research was done using stratified random sampling as this allowed for the representation of all the research institutes in the study and this will include; **DRI, RRI, FCRI, VSRI, ICRI, NRRI, HRI.**

According to Mugenda along with Mugenda (2003), a sample is an area of the whole populace where aspects are chosen. According to Yamane (1973) adhering to the formula will certainly be made use of to determine the example dimension, this gives it a more accurate representation of the population which gives more accurate estimates of the general parameters of the population. It is also favorable as it gives a more bias-free approach to the sample.

That is:

$$n = \frac{N}{1 + Ne^2}$$

n – Sample size

N – Population Size

e – the acceptable margin of error estimated at 0.1 (at 10%)

$$n = \frac{224}{1 + 224(0.10)^2}$$

$$n = 224 / (1 + 224(0.01))$$

$$n = 224 / 1.02$$

$$n = 224 / 3$$

$$n = 74.67$$

According to Taro Yamane's formula, the example dimension is roughly 74.67 for a populace of 224 with a 10% margin. Given that you cannot portion an individual this certainly was rounded off to the local entire number which is 75 as displayed in the list below.

Sample Size Distribution

TABLE 2:

Sample Size Distribution

Research institutes	No of Employees	Sample Size	Percentages(Sample size)	
DRI	26	8.7	11.6	
RRI	47	15.7	20.9	
FCRI	29	9.7	12.9	
VSRI	32	10.7	14.3	
ICRI	21	7.03	9.4	
NRRI	37	12.38	16.5	
BTRI	32	10.71	14.3	
TOTALS	224	75	100	

3.5 Source: Researcher (2023) Data Collection Instruments

Key information for this research study was accumulated by making use of structured questionnaire as the primary information collection tool. Additional information was gathered from released recommended sources such as records and journals. The questionnaires were favored over various other tools because it allowed the scientist to accumulate even more information given fairly by the participants. Dempson (2003) discusses that questionnaires are considered efficient information collection tools because they make it possible for participants to

offer much of their viewpoints relating to the study issue. The questionnaires had questions concentrating on the primary variables of the research. Structured questions assisted in eliciting the required information (Payne 1973).

3.6 Data Collection Procedures

The research study gathered both key and additional information. The main information was gathered as per the aforementioned resources while additional information was gathered from released referral sources such as records and journals. The questionnaires were administered to the targeted population. According to Cooper and Schindler (2003), structured questionnaires have benefits because they set you back much less than individual meetings and make it possible for the scientist to get in touch with individuals who may or may not be hard to reach. Sets of questionnaires will certainly be supplied to the participants and collected later once filled. This will certainly be perfect to carry out to the participants that may have active timetables and consequently permit them suitable time to read and address the questions accurately. The researcher organized with participants on just how to fill the question for evaluation.

3.7 Pilot Testing

A pilot test was conducted using 22 questionnaires. Research scientist and technical officers to check reliability and validity of data the research carried out a pilot research to evaluate the integrity and credibility of the questionnaires. According to Sekaran (2006), a pilot examination is required to check the dependability and credibility of information collection tools. The questionnaires were evaluated based on 22 participants attracted from the KALRO Research Scientist and Technical officers that belong to the target populace. This stood for 10% of the obtainable populace that is typically advised by social scientists according to Mugenda and Mugenda (2008). Throughout pre-testing the scientist held complete conversations on sets of questions with participants to determine imperfections, constraints, or other weak points in the

research study tool to permit modifications and changes in real time before carrying out field job.

3.7.1 Validity of Research Instruments

The credibility of a tool is the degree to which it gauges what it is meant to gauge. According to Mugenda and Mugenda (2003) credibility is the precision and meaningfulness of thinking, which are based upon the research study outcomes. It is the level to which results obtained from the evaluation of the information stand for the variables of the research. Mbwesa (2006) clarifies that credibility is the level to which the study tool gauges what it was meant or expected to determine.

There are 4 groups of credibility; construct credibility, material credibility, outside credibility as well and standard-associated integrity. Mugenda and Mugenda (2003) clarify that building credibility is the degree to which a collection of gauged things mirrors the academic hidden construct those things are developed to determine. To make certain that credibility is obtained in this research study the questionnaire has been created based upon previous research studies and a meaningful conceptual structure.

Material credibility (Cooper and Schindler, 2008) describes the level to which the set of questions offers appropriate assurance coverage of the investigatory inquiries made use of to determine all facets of the research study. To make sure that this is achieved the set of questions embarked to guarantee that it properly covers all the locations of the research particularly, organizational structure, control mechanisms, risk management, innovations and staff performance. Exterior credibility manages the representativeness of the example in relationship to the target populace. To ensure that this is achieved, the research clinically acknowledged strategies for figuring out example dimensions are made use of in determining the sample for a research study.

Sanders and Thornhill (2009) describe standard legitimacy as the degree to which steps (concerns) will certainly make precise forecasts. This was obtained via the outcomes of theory screening where it figured out whether the concerns made use of to analyze participant practices sustain or verify the hypotheses of the research. Along with the above the scientist carried out variable loading evaluation to establish credibility. A variable loading evaluation above or equivalent to 0.5 will certainly be thought about properly.

3.7.2 Reliability of Research Instruments

According to Mugenda and Mugenda (2003), dependability is a step of the level to which a study tool produces constant outcomes or information after duplicated tests. A tool is trusted when it can determine a variable properly and get the very same outcomes with time. Nonetheless, dependability in study is impacted by arbitrary mistakes which the scientist overcame with pre-testing.

Examination re-test technique was utilized to pilot the questionnaires which will certainly not be consisted of in the example of the last research. This technique entailed providing the same range of action to the same team of participants at 2 different times after a specific period has expired. Both collections of ratings were associated to develop the dependability of the tools. This was done by determining the Cronbach co-efficient. A connection coefficient higher or equivalent to 0.7 will certainly be approved (George and Mallery, 2003) because it will certainly be thought about to suggest a greater degree of integrity.

3.8 Data Analysis and Presentation

According to Kombo and Tromp (2011) information evaluation describes checking out what has been gathered in a study or experiment and making reductions and reasoning. Mbwesa (2006)

insists that information evaluation consists of tasks of evaluation associated with summarizing large amounts of basic information arranging, reorganizing and publishing information.

Before beginning the evaluation, the finished questionnaires were modified to ensure efficiency. The questionnaires were coded and looked for any kind of mistakes and non-inclusion's. Detailed statistics making use of the mean, average and basic discrepancy and, and historical stats including connection and regression evaluation were made use of to examine measurable information. This was accomplished via the help of the Statistical Package for Social Sciences (SPSS). The evaluated information exists in kinds of regularity tables, percent, graphs and charts. The outcomes of the research study will certainly be examined at a 5% degree of value.

Certified information was examined with web content evaluation. Creswell (2003) specifies material evaluation as a strategy for reasoning's by methodically and fairly determining certain qualities of messages around usually determined motifs and utilizing the very same to connect fads. The scientist recognized the motifs around which the participants' declarations will be contrasted, associated and examined. Final thoughts and reasoning's will certainly be made based on the evaluation by the scientist.

Numerous direct regression evaluations were executed to identify the kind of mathematical version that describes the partnership between the reliant variable and the substantial independent variables. This regression design was made use of because it gives enough and adaptable structure that matches the requirement of the majority of experts (Hayes, 2013). The coefficients of the substantial variables established via connection evaluation was developed which will even create a basis for attracting reasoning for the research study. The several direct regression versions that will be utilized to mathematically discuss the partnership between the reliant along with considerable independent variables will take the type;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where,

β_0 is the Y- intercept (constant)

Y is performance of Kenya Agricultural Research Funds

X_1 is institutional leadership

X_2 is control mechanisms

X_3 is institutional structure

X_4 is institutional culture

ϵ is the error component

In formula 1, over, β_0 is the Y-step (consistent) whose impact on the design is unimportant while β_1 , β_2 and β_3 are design coefficients that have a substantial impact on the version.

CHAPTER 4

Factors	N	Cronbach's Alpha	Comments
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DATA ANALYSIS PRESENTATION INTERPRETATION

4.1 Introduction

This chapter presents the research findings and results of the study. Descriptive statistical analysis was used to identify means and standard deviations for some questions in the questionnaire and presented in tables used to present ordinal variables.

4.2 Response Rate

This section shows the response rate and the findings which is presented in Table 4.1

**TABLE 4.1:
Response Rate**

Rate Response	Respondents	Percentage
Returned	64	85
Not Returned	11	15
Total Distributed	75	75

Out of all 75 issued questionnaires, 64 were returned duly filled making a response rate of 85%.

According to Mugenda and Mugenda (2003), a response rate of 70% is sufficient for analysis.

4.3 Reliability Tests

This section provides the values of the Cronbach Alpha for each study variable.

Institutional Leadership	6	0.776	Reliable
Control Mechanisms	6	0.802	Reliable
Institutional Structure	6	0.711	Reliable
Institutional Culture	6	0.836	Reliable
Performance of KALRO Funds	6	0.822	Reliable

**TABLE 4.2:
Reliability Analysis**

The findings in Table 4.2 showed that Institutional Leadership had a coefficient of 0.776, Control Mechanisms had a coefficient of 0.802, Institutional Structure had a coefficient of 0.711, Institutional Culture had a coefficient of 0.836, and Performance of KALRO Funds had a coefficient of 0.822. Mugenda and Mugenda (2003) indicated that a coefficient of 0.70 and above implies a high degree of reliability of the data.

4.4 Demographic Analysis

4.4.1 Distribution of the years the institution has been in place since its establishment.

On the distribution of the years the institution has been in place since its establishment, the study found that 62.5% were in place for more than ten years, 20.3% were in place for 8 to 10 years, 10.94% were in place for 5 to 8 years, 4.69% were in place for 2 to 4 years and 1.56% were in place for less than 2 years. The findings are presented in Figure 4.1.

FIGURE 4.1:

Distribution of the years the institution has been in place since its establishment.

Years Staff have been in the Institution Since its Establishment	Percentage
Less than 2 Years	1.56
2 – 4 Years	10.94
5 – 8 Years	4.69
8 -10 Years	20.31
More than 10 Years	62.50

On the distribution of the respondents' positions in the institution, the study found that 57.1% indicated that they were in other positions not provided for in the questionnaire, including deputy institute director, accountant, and human resource assistant, 23.8% were research scientist, 12.7% were research technicians and 6.3% were institute directors. The findings are presented in Figure 4.2.

FIGURE 4. 2:

Distribution of the Respondents' position in the institution

Staff Position in the Institution	Percentage
Institute Director	6.30
Research Scientist	23.80
Research Technician	12.70
Others	57.10

4.4.3 Distribution of the Highest Academic Qualifications

The study revealed that 31.3% of the respondents had a first degree, 29.7% had a diploma, 20.3% had a Masters level and 18.8% had a PhD as shown in Table 4.3.

TABLE 4.3:
Distribution of the Highest Academic Qualifications

Highest Academic Qualifications	Frequency	Percent
PhD Level	12	18.8
Masters Level	13	20.3
First Degree	20	31.3
Diploma	19	29.7
Total	64	100.0

4.5 Study Variables

4.5.1 Institutional Leadership

The minimum value, maximum value, mean for each item, and standard deviation were obtained as shown in Table 4.4.

TABLE 4.4:
Institutional Leadership

Institutional Leadership Items	N	Minimum	Maximum	Mean	Std. Deviation
The decision-making process in the organization is consultative.	64	1	5	2.968	.914
The management implements decisions made by the board of management.	64	1	5	3.095	.766
Your organization widely accepts the use of social media to affect knowledge transfer.	64	1	5	3.164	.758
Your organization undertakes periodic mentorship programs for both old and new employees.	64	1	5	1.937	.888
The organization prepares employees psychologically for any intended change.	64	1	5	2.110	.833
The management communicates the need for the intended change.	64	1	5	2.156	.823
Overall Mean				2.572	

Descriptive statistics

According to study findings in Table 4.4, the majority of the respondents agreed that the decision-making process in the organization is consultative as shown by a mean of 2.968 and a standard deviation of 0.914. The majority of respondents agreed that the management implements decisions made by the board of management as shown by a mean of 3.095 and a standard deviation of 0.766. The respondents agreed that their organization widely accepts the use of social media to affect knowledge transfer as shown by a mean of 3.164 and a standard deviation of 0.758. The respondents were uncertain that their organization undertakes periodic mentorship programs for both old and new employees as shown by a mean of 1.937 and a standard deviation of 0.888. The respondents were uncertain that the organization prepares employees psychologically for any intended change as shown by a mean of 2.110 and a standard deviation of 0.833. The respondents were uncertain that the management communicated the need for the intended changes shown by a mean of 2.156 and a standard deviation of 0.823.

As shown by the mean of 2.572 is a clear indication that institutional leadership has a moderate impact on performance of research funds. This was collaborated by studies by (Sutton,2010) which opined that Institutional leadership has a moderate effect on performance of research funds According to (Philips 2015) Institutional leadership should be well structured to support organizational efficiency. Therefore, Institutional leadership can significantly affect performance of research funds provided the structures of leadership are well defined.

4.5.2 Control Mechanisms

The minimum value, maximum value, mean for each item, and standard deviation were obtained as shown in Table 4.5.

TABLE 4.5:
Control Mechanisms

Control Mechanisms Items	N	Minimum	Maximum	Mean	Std. Deviation
The organization's management has defined appropriate objectives for the institution.	64	1	5	3.540	1.025
There are established mechanisms for employees' work to check on the others.	64	1	5	4.379	.842
The organization's management takes full account of risk in its decisions, for example, about proposed major projects and programs.	64	1	5	2.790	.843
The organization's management identifies risks that affect the achievement of the objectives.	64	1	5	3.721	.869
Staff Appraisals in the organization have helped in assessing the quality of the performance of the individuals over time.	64	1	5	3.074	.802
Staff appraisals have been used as an opportunity to describe the criteria on which performance is judged and provide employees with a better understanding of how to best perform their jobs.	64	1	5	3.974	.893
Overall mean				3.853	

Descriptive statistics

According to study findings in Table 4.5, the majority of the respondents strongly agreed that the organization management has defined appropriate objectives for the institution as shown by a mean of 3.540 and a standard deviation of 1.025. The majority of respondents agreed that there are established mechanisms for employees' work to check on the others as shown by a mean of 4.379 and a standard deviation of 0.842. The majority of respondents agreed that the organization's management takes full account of risk in its decisions, for example, about proposed major projects and programs as shown by a mean of 2.790 and a standard deviation of 0.843. The respondents agreed that the organization's management identifies risks that affect the achievement of the objectives as shown by a mean of 3.271 and a standard deviation of 0.869. The respondents agreed that staff appraisals in the organization have helped in assessing the

quality of the performance of the individuals over time of 3.074 and a standard deviation of 0.802.

The respondents agreed that staff appraisals have been used as an opportunity to describe the criteria on which performance is judged and provide employees with a better understanding of how to best perform their jobs as shown by a mean of 3.974 and a standard deviation of 0.893.

As demonstrated by a mean of 3.853 it is evident that control mechanisms have a significant effect on performance of research funds. This has been supported by (Ayande , et al, 2014) with proper control mechanisms an organization have significant effect on how organization fund are managed .As such this will a great impact on control mechanisms which in a big way influence performance of research funds. According to (Charven 2019) Controls mechanisms supports in management of funds which basically enhances accountability .

It is important for the management to ensure control mechanisms are in place and functional

4.5.3 Institutional Structure

The minimum value, maximum value, mean for each item, and standard deviation were obtained as shown in Table 4.6.

TABLE 4.6:
Institutional Structure

Institutional Structure Items	N	Minimum	Maximum	Mean	Std. Deviation
Smaller management team size enhances your institutional performance.	64	1	5	3.016	.865
A large management team size may need to deal with more conflicts among its members and hence difficulty in reaching a consensus.	64	1	5	3.983	.875
The management committees have sufficient expertise, support, time, and access to key information to enable them to discharge their monitoring and oversight roles effectively.	64	1	5	3.031	.901
The audit committee is independent of other committees, appropriately skilled, competent and constituted in compliance with government financial regulations.	64	1	5	4.093	.875
Institute management regularly reports to the KALRO management on key outcomes and targets the flow directly from the strategy.	64	1.00	5	3.219	.913
The institute management realistically assesses its performance against its objectives at regular intervals and at year-end	64	1.00	5	3.778	.859
Overall mean				3.531	

Descriptive Statistics

The majority of respondents, as indicated by a mean of 3.016 and a standard deviation of 0.865 in Table 4.6, agreed that lower management team sizes improve institutional performance. A mean of 3.983 and a standard deviation of 0.875 indicate that most respondents believed that a large management team size may need to cope with more disagreements among its members and consequently difficulty in reaching a consensus. A mean of 3.031 and a standard deviation of 0.901 indicate that respondents agreed that the management committees have enough

knowledge, time, assistance, and access to important information to enable them to carry out their monitoring and oversight responsibilities successfully.

The respondents agreed that the audit committee is independent of other committees, appropriately skilled, competent, and constituted in compliance with government financial regulations as shown by a mean of 4.093 and a standard deviation of 0.857. The respondents agreed that institute management regularly reports to the KALRO management on key outcomes and targets the flow directly from the strategy as shown by a mean of 3.219 and a standard deviation of 0.913. The respondents agreed the institute management realistically assesses its performance against its objectives at regular intervals and year-end as shown by a mean of 3.778 and a standard deviation of 0.859.

As shown by the mean of 3.531 Institutional culture has a big impact on the performance this support by research findings of (Pinho 2020) Institutional structure acts as a backbone towards good governance that has a significant impact efficient utilization of institution. This was collaborated by research findings by (Kidake 2019 et al, 2020) institutional promotes good values that impact on accountability of resources of an organization. From the various research finding it is evident that Institutional culture has significant effect on performance of research funds.

4.5.4 Institutional Culture

The minimum value, maximum value, mean for each item, and standard deviation were obtained as shown in Table 4.7.

TABLE 4.7:

Institutional Culture

Institutional Culture items	N	Minimum	Maximum	Mean	Std. Deviation
The organization facilitates employees to undertake their assignments.	64	1.00	5	3.069	.782
Sufficient resources are available to ensure quality services for customers served by your institution.	64	1.00	5	2.998	.727
The organization conducts orientation for new employees.	64	1.00	5	4.332	.761
The organization supports team-building initiatives.	64	1.00	5	3.779	.825
The organization supports employees to undergo short-term and long-term training	64	1.00	5	2.573	.756
The organization has a training master plan to guide capacity building.	64	1.00	5	4.294	.782
Overall Mean				3.508	

Descriptive Statistics

According to study findings in Table 4.7, the majority of the respondents agreed the organization facilitates employees to undertake their assignments as shown by a mean of 3.069 and a standard deviation of 0.792. The majority of respondents were uncertain that sufficient resources are available to ensure quality services for customers served by your institution as shown by a mean of 2.998 and a standard deviation of 0.727. The respondents were uncertain that the organization conducts orientation for new employees as shown by a mean of 4.332 and a standard deviation of 0.761.

The respondents were uncertain that the organization supports team-building initiatives as shown by a mean of 3.779 and a standard deviation of 0.825. The respondents were uncertain the organization supports employees to undergo short-term and long-term training as shown by a mean of 2.573 and a standard deviation of 0.756. The respondents were uncertain that the

organization has a training master plan to guide capacity building as shown by a mean of 4.294 and a standard deviation of 0.782.

According to research findings as demonstrated by the mean of 3.508 institutional culture has a positive impact on performance of research funds. This was supported by research finds of (Ayandele 2019) Opines that a strong institutional culture promotes good organizational values that enhance good employee behavior which seeks to promote accountability in utilization of resources. The same was collaborated by research findings by (Mbiti 2020) that organizations should strive to have a strong institutional culture that ensures good values that promotes transparency and accountability in management of resources thus promoting efficiency in utilization of resources. From the research findings it is important to note that institutional culture has direct influence on performance of research funds

4.5.5 Performance of Research Funds

The minimum value, maximum value, mean for each item, and standard deviation were obtained as shown in Table 4.8.

TABLE 4.8:***Performance of research funds***

Performance Items	N	Minimum	Maximum	Mean	Std. Deviation
The organization decreases service cost in service costs in service delivery by striving to do things differently.	64	1	5	4.227	.587
The organization strives to provide new services with technical specifications to improve on the current ones.	64	1	5	4.442	.638
The organization has developed and sensitized the public on the service delivery charter.	64	1	5	2.873	.665
The organization has a monitoring system that checks compliance with the service delivery charter.	64	1	5	3.482	.678
I am satisfied with my current workstation	64	1	5	3.003	.604
A developmental process to ensure leaders have the knowledge and skills to take action	64	1	5	2.994	.656
Overall Mean				3.503	

Descriptive Statistics

According to study findings in Table 4.8, the majority of the respondents agreed that the organization decreases service cost in service costs in service delivery by striving to do things differently as shown by a mean of 4.227 and a standard deviation of 0.587. The majority of respondents agreed that the organization strives to provide new services with technical specifications to improve on the current ones as shown by a mean of 4.442 and a standard deviation of 0.638. The respondents agreed that the organization has developed and sensitized the public on the service delivery charter as shown by a mean of 2.873 and a standard deviation of 0.665. The respondents were uncertain that the organization has a monitoring system that checks compliance with the service delivery charter as shown by a mean of 3.482 and a standard deviation of 0.678.

The respondents agreed that they were satisfied with the current workstation as shown by a mean of 3.003 and a standard deviation of 0.0604. The respondents were uncertain about a

developmental process to ensure leaders have the knowledge and skills to take action as shown by a mean of 2.994 and a standard deviation of 0.656.

As shown by the mean 3.503 performance of research funds is based on the structure's the organization has put in place This is supported by other research finding by (Kubasu et al, 2018) describes the performance of research entirely relies on the structures the organization has put in place. This collaborated by other studies conducted by (Makez 2017) organizational resources are well managed in an environment that is well structured free from unnecessary obstacles. 4.6

Correlation Analysis

Correlation analysis was done to test the strength of association or relationship between the study variables. Correlation is a measure of the relationship or association between two continuous numeric variables. It indicates both the direction and degree to which the variables vary with one another from case to case without implying that one is causing the other. Correlation analysis results give a correlation coefficient, which measures the linear association between two variables (Crossman, 2012).

Values of the correlation coefficient range between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. The following presentations show the results of the correlation between each of the study variables and Employee Retention.

In this study, the aim was to establish whether there is a linear relation between the dependent variable (Performance of KALRO Funds) and independent variables that is (Institutional Leadership, Control Mechanisms, Institutional Structure, Institutional Culture), at a 95% confidence interval and 5% level of significance. If the significance value is less than 0.05

($p < 0.05$) then it is considered statistically significant. If the significance value is greater than 0.05 ($p > 0.05$) the relationship is not statistically significant.

The findings in Table 4.9 revealed that there is a moderate positive relationship which is statistically significant between the Performance of KALRO research funds and Institutional Leadership ($r = 0.589$, $p = 0.00 < 0.05$). There is a strong positive relationship which is statistically significant between the Performance of KALRO research funds and Control Mechanisms ($r = 0.700$, $p = 0.000 < 0.05$). There is a moderate positive relationship that is statistically significant between the Performance of KALRO research funds and Institutional Structure ($r = 0.650$, $p = 0.000 < 0.05$). There is a strong positive relationship which is statistically significant between the Performance of KALRO research funds and Institutional Culture ($r = 0.801$, $p = 0.000 < 0.05$). Therefore, an increase in Institutional Leadership, Control Mechanisms, Institutional Structure, and Institutional Culture results in higher Performance of KALRO research funds.

TABLE 4.9:
Correlation Matrix

		Performance of KALRO	Institutional Leadership	Control Mechanisms	Institutional Structure	Institutional Culture
Performance of KALRO	Pearson Correlation	1				
	Sig.(2-tailed)					
	N	60				
Institutional Leadership	Pearson Correlation	.589**	1			
	Sig.(2-tailed)	.000				
	N	64	64			
Control Mechanisms	Pearson Correlation	.700**	.801**	1		
	Sig.(2-tailed)	.000	.000			
	N	64	64	64		
Institutional Structure	Pearson Correlation	.650**	.575**	.711**	1	
	Sig.(2-tailed)	.000	.000	.000		
	N	64	64	64	64	
Institutional Culture	Pearson Correlation	.801**	.694**	.707**	.539**	1

	Sig.(2-tailed)	.000	.000	.000	.000	
	N	64	64	64	64	64
**. Correlation is significant at the 0.01 level (2-tailed).						

4.6 Linear Regression Analysis

R-square is the Coefficient of determination that explains the extent to which changes in the dependent variable can be explained by the independent variables or the percentage of variation in the dependent variable (Performance of KALRO research funds) that is explained by the four independent variables (Institutional Leadership, Control Mechanisms, Institutional Structure, Institutional Culture). From Table 4.10, the value of Adjusted R-Square was 0.645. This implies that 64.5% of the variation in the performance of KALRO research funds is explained by the four independent variables (Institutional Leadership, Control Mechanisms, Institutional Structure, and Institutional Culture).

Table 4.10: Model I Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.620	.40719

a. Predictors: (Constant, Institutional Leadership, Control Mechanisms, Institutional Structure, Institutional Culture).

b. Dependent Variable: Performance of KALRO research funds

The ANOVA test is used to determine whether the model is important in predicting the Performance of KALRO research funds. In Table 4.11, at 0.05 level of significance, the ANOVA test indicated that in this model independent variables (Institutional Leadership, Control Mechanisms, Institutional Structure, Institutional Culture) are important in predicting the Performance of KALRO research funds as indicated by significance value=0.000 which is lesser than 0.05 level of significance (P-value=0.000<0.05).

TABLE 4.11:
ANOVA of Model I

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.444	4	4.361	26.302	.000 ^b
Residual	9.617	59	.166		
Total	27.061	63			

a. Dependent Variable: Performance of KALRO research funds.

b. Predictors: (Constant), Institutional Leadership, Control Mechanisms, Institutional Structure, Institutional Culture)

From the findings in Table 4.12 below, at a 5% level of significance, all the independent variables Institutional Leadership, Control Mechanisms, Institutional Structure and Institutional Culture were significant predictors of the Performance of KALRO research funds where (P-values<0.05).

Where Y is the dependent variable (Performance of KALRO research funds), X_1 is Institutional Leadership, X_2 Control Mechanisms, X_3 Institutional Structure, X_4 , Institutional Culture. As per the SPSS-generated regression Table 4.12 the equation:

($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$) becomes:

$$Y = 0.208 + 0.575X_1 + 0.896X_2 + 0.742X_3 + 0.696X_4$$

According to the equation taking all factors constant; the Performance of KALRO research funds was 0.208 units. Institutional Leadership was a significant predictor of the Performance of KALRO where ($p = 0.000 < 0.05$). A unit increase in Institutional Leadership would lead to a 0.575 increase in the Performance of KALRO research funds. Control Mechanisms were a significant

predictor of the Performance of KALRO research funds where ($p=0.001<0.05$). A unit increase in Control Mechanisms would lead to a 0.896 increase in the Performance of KALRO research funds.

Institutional Structure was a significant predictor of the Performance of KALRO research funds where ($p=0.002<0.05$). A unit increase in Institutional Structure would lead to a 0.742 increase in the Performance of KALRO research funds. Institutional Culture was a significant predictor of the Performance of KALRO research funds where ($p=0.005<0.05$). A unit increase in Institutional Culture would lead to a 0.696 increase in the Performance of KALRO research funds.

TABLE 4.13:
Multiple Linear Regression Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.208	.244		0.852	.398
Institutional Leadership	.575	.108	.562	5.307	.000
Control Mechanisms	.896	.119	.606	5.955	.001
Institutional Structure	.742	.141	.558	5.248	.002
Institutional Culture	.696	.072	.782	9.720	.008
a. Dependent Variable: Performance of KALRO research funds					

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study objective was to examine the effect of corporate governance management systems on the performance of Kenya Agricultural and Livestock Research Organization Research Funds in Kenya. From this overall objective, the specific objectives aimed at evaluating the effects of institutional leadership, control mechanisms, institutional structure, and institutional culture on the performance of Kenya Agricultural and Livestock Research Organization Research Funds. This chapter presents the summary of the major findings of the study, the conclusions, and recommendations, and finally, the chapter highlights areas for further research.

5.2 Summary of the Findings

The purpose of this study was to examine the effect of corporate governance management systems on the performance of Kenya Agricultural and Livestock Research Organization Research Funds in Kenya. A descriptive survey research design was adopted to carry out the study. The study had a population of 75 employees from the Kenya Agricultural and Livestock Research Organization research institutes. The study utilized primary data which was collected using questionnaires. The study managed to obtain 64 completed questionnaires representing an 85.3 % response rate. A pilot test was conducted using 22 questionnaires consisting of Research Scientists and Technical officers to check the reliability and validity of the data. The Statistical Package for Social Sciences (SPSS) version 24 was used for data analysis.

5.2.1 Institutional Leadership

The study established that the respondents agreed that the decision-making process in the organization is consultative, the management implements decisions made by the board of

management and the organization widely accepts the use of social to affect the knowledge transfer. It also established the respondents were uncertain that the organization undertakes periodic mentorship programs for both old and new employees, the organization prepares employees psychologically for any intended change and the management communicates the need for intended changes.

Multiple linear regression results using unstandardized beta coefficients showed that there exists a positive and significant influence of Institutional Leadership on the Performance of KALRO research funds. Therefore, the first null hypothesis was rejected as Institutional Leadership influences the performance of KALRO research funds.

5.2.2 Control Mechanisms

The study established that Control Mechanisms had a positive influence on the performance of KALRO Research Funds. The majority of the respondents were in agreement that the organization management had defined appropriate objectives for the institution, there are established mechanisms for employees' work to check on others the organization management takes full account of risk in its decisions, for example, to proposed major projects and programs, the organization management identifies risks that affect the achievement of the objectives, staff appraisals in the organization have helped in assessing the quality of performance of individuals over time and staff appraisals have been used as an opportunity to describe the criteria on which performance is judged and provide employees with a better understanding of how to best perform their jobs.

Multiple linear regression results using unstandardized beta coefficients showed that Control Mechanisms have a significant positive influence on the Performance of KALRO Research Funds, there was adequate evidence to reject the second null hypothesis as control mechanisms have a significant influence on the Performance of KALRO Research Funds.

5.2.3 Institutional Structure

The study established that KALRO Research Funds' performance was impacted by institutional structure. Most respondents agreed that smaller management teams improve institutional performance; larger management teams may find it more difficult to reach consensus because of member conflicts; management committees have enough experience, resources, time, and access to important information to effectively carry out their oversight and monitoring roles; the audit committee is independent of other committees, suitably qualified, and legally constituted; institute management routinely reports to KALRO management on important outcomes and targets that are directly related to the strategy; and institute management realistically evaluates its performance in relation to its goals. Multiple linear regression results using unstandardized beta coefficients showed that Institutional structure has a significant positive influence on the Performance of KALRO Research Funds, there was adequate evidence to reject the third null hypothesis as Institutional Structure has a significant influence on the Performance of KALRO Research Funds.

5.2.4 Institutional Culture

The study established that Institutional Culture influenced the performance of KALRO Research Funds. The majority of the respondents were in agreement that the organization facilitates employees to undertake their assignments. The majority of the respondents were uncertain that sufficient resources are available to ensure quality services for customers served by their institution, the organization conducts orientation for new employees, the organization supports team building initiatives, the organization supports employees to undergo short-term and long term training and the organization has a training master plan to guide on capacity building.

Multiple linear regression results using unstandardized beta coefficients showed that Institutional Culture has a significant positive influence on the Performance of KALRO Research

Funds, there was adequate evidence to reject the fourth null hypothesis as institutional culture has a significant influence on the Performance of KALRO Research Funds.

5.3 Conclusions

The findings indicated that Institutional Leadership has a significant on the Performance of KALRO research funds. In this regard, the first null hypothesis was rejected. Therefore, the study concluded that Institutional Leadership influences the performance of KALRO research funds. Therefore, improvement of institutional leadership, specifically, ensuring that supervisors have the right skills, adequate knowledge on resources management should and have clear understanding of the vision and mission of the organization result in improvement of the performance of the KALRO Funds.

The study established that Control Mechanisms have a significant influence on the Performance of KALRO research funds hence the second null hypothesis was rejected. Thus, the study concluded that Control Mechanisms influence the Performance of KALRO research funds. Control Mechanisms have resulted in prudent management of resources. With proper the process of utilizing funds is properly document as such loopholes towards misuse are sealed. Proper control mechanism in place is key towards prudent management of resources.

According to the results, institutional structure has a significant influence on the Performance of KALRO research funds hence the third null hypothesis was rejected. Thus, the study concluded that institutional structure influences the performance of KALRO research funds. In the research, it was observed that improvement of institutional structure results to improved will ensure accountability in the management of research funds. Also it will ensure donor confidence as such attracting more funding towards research. Therefore, the management should strive to ensure that the institutional is functional so as to ensure that employees uphold acceptable values and work ethics.

Lastly, the study concluded that institutional culture has a significant influence on the performance of KALRO research funds. Good institutional culture enhanced will promote good values amongst employees. This will also discourage employees from engaging in activities that might affect the organization image. Having a strong institutional culture will promote good working relationships amongst employees that will go a long way enhancing work performance.

5.4 Recommendations of the Study

5.4.1 Institutional Leadership

It is recommended that the management fortify the institutional leadership system. This ought to be accomplished by providing sufficient funding to mentorship initiatives. This can be accomplished by providing sufficient funding to support mentorship programs. This will significantly contribute to the retention of knowledge. The management should also make an effort to guarantee that decisions made by the Board of Management are implemented consistently, encourage staff participation in decision-making, and improve the use of technology for information sharing

5.4.2 Control Mechanism

It is important to remember that organizational operation is significantly impacted by the control mechanism. As a result, management needs to make sure that its vision, mission, and objectives are clearly stated, and that all staff members are aware of them. Make that risk assessment registers are operational, routinely evaluate employees, and put the suggestions that come from such evaluations into practice. Establish a setting where staff members assist one another with work-related problems

5.4.3 Institutional structure

For various institutional committees to operate as efficiently as possible, management should make sure they are functioning and appropriately enabled. Make sure there are procedures in place for resolving conflicts, assist the audit committee in carrying out its responsibilities, and allow it to make decisions apart from other committees so that it may carry out its work impartially. respect for governmental laws while forming institutional groups to guarantee efficient resource management.

5.4.4 Institutional Culture

Institutional Culture plays a critical role towards organizational operations. Therefore, the management should ensure adequate allocation of resources to facilitate employees undertake their tasks. Ensure continuous orientation of employees to enable them acclimatize with organization operations and process.

Allocate resources for team building activities this will help in strengthening employee working relationships, support employees long term training and short-term training.

5.5 Suggestions for future research

The overall model indicated a degree of variation of Adjusted RSquared of 0.620. This therefore, implies that the study variables covered 62% the researcher is therefore recommending that the remaining 38% be undertaken by other researchers to establish whether the results of similar studies would be the same. The study has highlighted the significance that funds for agricultural research have in fostering research that leads to the development of technology that farmers can use to increase agricultural yields and hence reduce poverty. Further study should be done to make the public aware of the significance of efficient agricultural fund management, the

difficulties that lie ahead, and the best course of action in order to guarantee sufficient financing for agricultural research.

In addition, the population should be expanded to include the majority of scientists and technical officers, as they face more issues and are more relevant to corporate personnel than to technical staff.

The success of agricultural funds is also influenced by a wide range of circumstances. The study's conclusions were restricted to the variables covered by its particular aims, making it unable to investigate additional variables. Therefore, it is advisable to suggest additional research to help identify other factors that affect the performance of agricultural funds. In addition, the study ought to focus on putting into practice efficient strategies that would support adequate funding and efficient management of agricultural research finances.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER TO THE RESPONDENT

KCA UNIVERSITY OF KENYA

ARNOLD MADEGWA ODANGA

P.O BOX, 57811,

NAIROBI, KENYA.

Dear Respondent,

RE: DATA COLLECTION

I am a student at the Kenya College of Accountancy University pursuing Degree of Master of Corporate Management. I am currently conducting a Research study on **EFFECT OF CORPORATE GOVERNANCE MANAGEMENT SYSTEMS ON PERFORMANCE OF KENYA AGRICULTURAL & LIVESTOCK RESEARCH ORGANIZATION RESEARCH FUNDS IN KENYA** to fulfil the requirements of **AWARD OF DEGREE OF MASTER OF CORPORATE MANAGEMENT.**

You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study only.

Thank you in advance for your co-operation.

Yours Faithfully,

ARNOLD MADEGWA ODANGA

APPENDIX 2: QUESTIONNAIRE/INTERVIEW GUIDE

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate effects of corporate governance management systems of Kenya Agricultural and Livestock Research Organization Research Funds. Do not put any name or identification on this questionnaire. *Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

SECTION I: DEMOGRAPHIC INFORMATION

1. Name of the Research Institution

.....

2. Years the Institution has been in place since its establishment (Please Tick)

- Less than 2 yrs. [
- 2 - 4 yrs. [
- 5- 8 yrs. [
- 8-10 yrs. [
- More than 10 yrs. [

3. Your position in the Institution (Please Tick)

- Institute Director [

Research Scientist []

Research Technicians []

Other (specify).....

4. Highest Academic Qualifications

PhD Level []

Masters Level []

First Degree []

Diploma []

**SECTION II: EFFECT OF CORPORATE GOVERNANCE MANAGEMENT SYSTEMS
ON PERFORMANCE OF KENYA AGRICULTURAL AND LIVESTOCK RESEARCH
ORGANIZATION RESEARCH FUNDS.**

1. INSTITUTIONAL LEADERSHIP

1. Indicate your level of agreement with the following statements by ticking at the appropriate box. Use the rating criteria below.

1. Strongly Agree (SA), 2. Agree (A), 3. Uncertain (U), 4. Disagree (D), 5. Strongly Disagree (SD)

s/n	Statements	1	2	3	4.	5.
1.	The decision making process in the organization is consultative					
2.	The management implements decision made by the board of management.					
3.	Your organization widely accepts the use of social media to affect the knowledge transfer					
4.	Your organization undertakes periodic mentorship Programme to both old and new employees					
5.	The organization prepares employees psychologically for any intended change					
6.	The management communicates on the need for intended change					

2. CONTROL MECHANISMS

2. Indicate your level of agreement with the following statements by ticking at the appropriate box. Use the ratings criteria below.

1. *Strongly Agree (SA)*, 2. *Agree (A)*, 3. *Uncertain (U)*, 4. *Disagree (D)*, 5. *Strongly Disagree (SD)*

s/n	Statements	1	2	3	4.	5.
1.	The organization management have defined appropriate objectives for the Institution					
2.	There is established mechanisms for employee's work to check on the others					
3.	The organization management takes full account of risk in its decisions, for example, in relation to proposed major projects and programme					
4.	The organization management identifies risks that affect achievement of the objectives					
5.	Staff Appraisals in the organization has helped in assessing the quality of performance of individuals over time					
6.	Staff appraisals have been used as an opportunity to describe the criteria on which performance is judged and provides employees with better understanding of how to best perform their job.					

3. INSTITUTIONAL STRUCTURE

3. To what extent do you agree with the following statements on institutional Structure as observed in your organization? Use the ratings criteria below.

1. *Strongly Agree (SA)*, 2. *Agree (A)*, 3. *Uncertain (U)*, 4. *Disagree (D)*, 5. *Strongly Disagree (SD)*

S/n	Statements	1	2.	3.	4.	5.
1.	Smaller Managements team size enhances your institutional performance					
2.	A large management team size may need to deal with more conflicts among its members and hence difficulty in reaching consensus					
3.	The Management committees have sufficient expertise, support, time, and access to key information to enable them to discharge their monitoring and oversight role effectively					
4.	The audit committee is independent of other committees, appropriately skilled, competent and constituted in compliance with government financial regulations					
5.	Institute Management regularly reports to the KALRO Management on key outcomes and targets that flow directly from the strategy					
6.	The Institute management realistically assesses its performance against its objectives at regular intervals and at year-end					

4. INSTITUTIONAL CULTURE

4.To what extent do you agree with the following statements about organizational culture in your organization, ranging from strongly agree to strongly disagree?

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

s/no	Statement	1.	2.	3.	4.	5.
1	The organization facilitates employees to undertake their assignments					
2	Sufficient resources are available to ensure quality services for customers served by your institution					
3	The organization conducts orientation for new employees					
4	The organization supports team building initiatives					
5	The organization supports employees to undergo short term and long term employees					
6	The organization has a training master plan to guide on capacity building					

**5. PERFORMANCE OF KENYA AGRICULTURAL AND LIVESTOCK RESEARCH
ORGANIZATION RESEARCH FUNDS**

5. To what extent do you agree with the following statements about performance in your organization, ranging from strongly agree to strongly disagree?

Strongly Agree (SA), Agree (A), Uncertain (U), Disagree (D), Strongly Disagree (SD)

	Innovation	1.	2.	3.	4.	5.
1.	The organization decreases service cost in service delivery by striving to do things differently					
2.	The organization strives to provide new services with technical specifications to improve on the current ones.					
3.	The organization has developed and sensitized the public on the service delivery charter					
4.	The organization has a monitoring system that checks compliance with the service delivery charter					
5.	I am satisfied with my current work situation					
6.	A developmental process to ensure leaders have the knowledge and skills to take action.					

THANK YOU