

**EFFECT OF STRATEGY IMPLEMENTATION ON ORGANIZATIONAL
PERFORMANCE OF KENYA RAILWAY CORPORATION**

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DECLARATION

This thesis is my original work and has not been presented for academic award in any other university.

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This thesis has been submitted for examination with my approval as University supervisor.

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Date: 21st May 2025

Dr. Tecla Kivuli



DEDICATION

I dedicate this thesis to all my family members, for they have been a consistent source of love, encouragement, and unwavering support throughout this quest and beyond. I am eternally thankful for the encouragement and prayers to pursue my aspirations.



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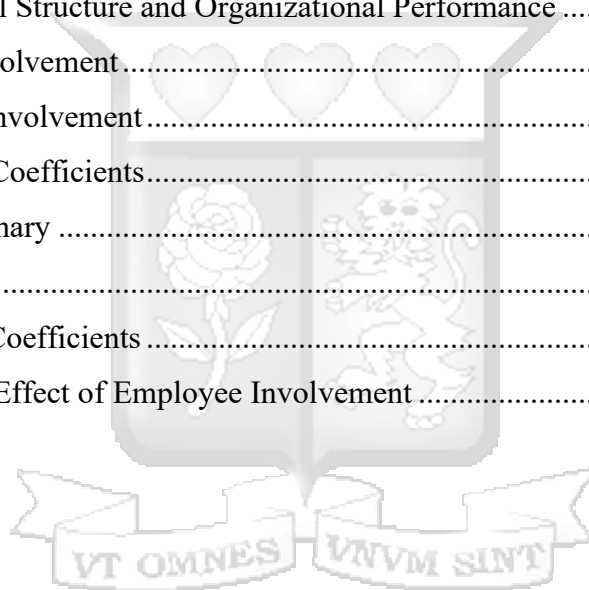
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DEFINITIONS OF SIGNIFICANT TERMS

Employee Involvement: the active participation of employees in decision-making processes, strategy development, and problem-solving efforts. This inclusion improves morale, innovation, and organizational performance (Omondi *et al.*, 2021).

Leadership Commitment: the extent to which organizational leaders actively support strategic initiatives by providing direction, resources, and consistent communication, which significantly influences employee engagement and strategic success (Mbogo & Muturi, 2020).

Organizational Performance: refers to the measurable results of an organization's operations, including financial outcomes, market performance, and employee productivity (Nguyen *et al.*, 2021).

Organizational Structure: the formal system that defines roles, authority, and responsibilities within an organization, directly affecting decision-making speed and coordination of tasks (Mwangi & Iravo, 2020).

Resources Allocation: refers to the strategic distribution of resources including financial, human, and material resources across departments or projects to support key priorities and goals (Kurgat & Ombui, 2020).

Strategy Implementation: the process of executing formulated strategies by aligning resources, structures, and systems to ensure that organizational objectives are achieved (Ali *et al.*, 2020).

LIST OF ABBREVIATIONS AND ACRONYMS

ADB: African Development Bank

ASYCUDA: Automated System for Customs Data

JKIA: Jomo Kenyatta International Airport

KPIs: Key Performance Indicators

KRC: Kenya Railways Corporation

SGR: Standard Gauge Railway

SMEs: Small and Medium Enterprises

SPSS: Statistical Package for Social Scientists

UN: United States



ABSTRACT

The railway industry in Kenya plays a critical role in facilitating trade, enhancing connectivity, and driving economic development. However, the industry's performance has faced challenges related to strategy implementation, including inefficiencies and underutilized resources. This study sought to establish the effects of strategy implementation on organizational performance in the railway industry in Kenya. The specific objectives of the study included: examining the level of employee involvement in strategy implementation and its impact on organizational performance; investigating the relationship between strategy implementation and organizational performance; and determining which dimensions of strategy implementation significantly contribute to performance in the railway industry in Kenya. This study adopted positivism philosophy. The research was guided by the behavioral theory, which depicted the classical strategic models that assume fully rational actors optimizing for profit or efficiency in the Kenya railway corporation. In addition, a cross-sectional survey research design was adopted. The target population comprised of 540 employees working at Kenya Railways Corporation across various departments critical to strategy implementation. To determine the sample size, Yamane's formula was adopted, resulting in a sample size of 230 respondents. This study used both descriptive and inferential statistics to analyze the collected data, with SPSS as the primary tool for data analysis. This study concludes that there is a significant positive relationship between leadership commitment and organizational performance. This study concluded that there is a significant positive relationship between resource allocation and organizational performance. This study concluded that there is a significant positive relationship between organizational structure and organizational performance. This was due to the fact that a well-defined structure. The study also concluded that employee involvement was a very important component in strategy implementation and organizational performance. The study recommended that organizations enhance leadership accountability by implementing structured performance evaluation mechanisms, leadership training programs, and transparent feedback systems to improve decision-making and trust. It also advised optimizing resource allocation through data-driven audits, ERP systems, and sustainability-aligned investments to enhance operational efficiency and long-term sustainability. Additionally, the study considered it paramount for organizations to refine their structures by adopting hybrid models, fostering cross-functional collaboration, and leveraging digital tools to enhance agility and responsiveness to market changes. Lastly, the study recommends strengthening employee involvement in strategic decision-making through structured consultation forums, digital feedback platforms, and leadership programs that encourage inclusivity, ultimately improving motivation, commitment, and alignment with organizational goals.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Many organizations struggle with strategy implementation, especially in complex sectors like transportation, due to challenges in resource allocation and employee involvement. Inadequate funding, outdated infrastructure, and limited access to technology often derail strategic plans before they can deliver tangible results (Lang'at & Odollo, 2023). Equally important is employee engagement; excluding staff from strategic processes leads to disconnection, resistance, and poor execution. In contrast, inclusive strategies foster ownership and drive effective implementation (Kamwere, 2023). This is particularly relevant in the railway sector, where coordination and teamwork are critical.

Globally, countries have demonstrated the benefits of aligning strategy with technological and human capital investment. Japan's Shinkansen highlights the success of innovation and operational efficiency (Buthphorm et al., 2024; Okello & Ongesa, 2023), while Germany's Deutsche Bahn leverages digital tools for service improvement (Kamwere, 2023). China's high-speed rail network shows the power of policy-driven strategies and significant public investment (Buthphorm et al., 2024).

In Africa, railways are vital for regional integration and economic development but face underinvestment and operational inefficiencies (African Development Bank, 2020). Countries like South Africa, Ethiopia, and Morocco have made strides through technological upgrades, regional partnerships, and service delivery focus (Kisanga & Wandela, 2022; Okello & Ongesa, 2023; Ogbonna & Harris, 2020).

Kenya's railway sector, despite the launch of the Standard Gauge Railway (SGR), continues to grapple with financial losses, leadership issues, and staffing gaps. The Kenya Railways Corporation reported a KSh 3.2 billion net loss in 2022/2023, attributed to weak strategy execution (Office of the Auditor General, 2023). Key challenges include minimal employee consultation, poor monitoring systems, and over 30% of positions being unfilled or underqualified (Kamwere & Murigi, 2023; Wangui & Muchelule, 2022; Mugo et al., 2024). To improve, Kenya must adopt

lessons from global and regional successes and tailor strategic approaches to its unique challenges, enhancing railway performance and economic contribution (Wachira & Njuguna, 2022).

1.1.1 Strategy Implementation

Strategy implementation refers to the process of translating formulated strategic plans into concrete actions that guide the allocation of resources and align organizational operations with overarching goals (Tawse & Tabesh, 2021). It involves the integration of people, processes, and systems to ensure that strategic objectives are realized effectively and efficiently (Lang'at & Odollo, 2023). This phase is critical, as it transforms theoretical plans into measurable outcomes through well-coordinated actions. Key components of successful strategy implementation include leadership practices, employee involvement, communication, organizational structure, adaptability, organizational culture, and monitoring and evaluation mechanisms (Huang, Chen & Wang, 2022). Leadership is especially important, as it provides direction, ensures accountability, and facilitates appropriate resource allocation (Wainaina et al., 2022). Effective communication throughout the organization fosters a shared understanding of strategic goals and the roles individuals play in achieving them.

Employee involvement enhances commitment and fosters a sense of ownership, making individuals more likely to support and drive the implementation process. Conversely, inadequate consultation during strategy formulation may lead to resistance and misalignment between strategic goals and operational execution (Kamwere & Murigi, 2023). A supportive organizational culture that encourages innovation, collaboration, and accountability can further reinforce strategic alignment and execution.

Monitoring and evaluation (M&E) systems serve as essential feedback mechanisms, enabling organizations to track progress, identify challenges, and make data-informed adjustments (Pearce & Robinson, 2020). Studies show that organizations with robust M&E frameworks are better equipped to respond to emerging issues and enhance performance (Mugo et al., 2024). From a theoretical perspective, the Behavioral Theory of the Firm (Cyert & March, 1963) provides a valuable foundation for understanding strategy implementation. The theory posits that organizational outcomes are shaped by the behaviors and decisions of various actors within the firm, particularly those in leadership roles. It underscores the importance of aligning strategic

actions with the cognitive limitations, routines, and internal negotiations that characterize real-world decision-making processes.

1.1.2 Organizational Performance

Organizational performance is a multifaceted concept that reflects how effectively an organization achieves its strategic objectives. Scholars have explored this concept from different perspectives, focusing on financial outcomes, operational efficiency, employee engagement, and customer satisfaction. According to Moumin (2024), performance is determined by how well an organization fulfills its set goals, including profitability, productivity, and employee involvement. This view aligns with Rahmatullah, Ramdansyah, Kambara, and Haryadi (2022), who emphasize the role of internal behavioral dynamics and decision-making processes in shaping performance outcomes. In contrast, Wangui and Muchelule (2022) take a more quantifiable approach, focusing on metrics such as return on investment (ROI), cost-efficiency, and profitability as critical indicators of an organization's financial health.

In this study, organizational performance is measured using three main dimensions: financial performance, operational performance, and employee-based performance. Financial performance includes ROI, profitability, and cost-efficiency, which assess the organization's economic viability and resource utilization. Operational performance focuses on infrastructure utilization and the efficiency of internal processes, capturing how well the organization transforms input into outputs. Employee-based performance metrics involve employee engagement and job satisfaction, which influence motivation, retention, and individual productivity. Together, these dimensions provide a comprehensive assessment of organizational performance by integrating both outcome-oriented and process-oriented perspectives.

Leadership practices and employee involvement play a pivotal role in determining organizational performance. Effective leadership fosters a culture of accountability, innovation, and collaboration, motivating employees to contribute meaningfully to organizational goals. Conversely, poor leadership and the exclusion of employees from key decisions can result in low morale, resistance to change, and inefficiencies in execution. Research suggests that when employees are actively involved in decision-making and given opportunities for growth, their engagement levels increase, thereby enhancing overall performance (Kisanga & Wandela, 2022).

Leadership that adapts to the needs of the workforce can better align human capital with strategic priorities, improving both individual and organizational outcomes.

Monitoring and evaluation systems are also essential components of high-performing organizations. These systems enable management to track progress, identify performance gaps, and implement data-driven improvements. Mugo et al. (2024) argue that organizations that invest in robust monitoring frameworks are more agile and responsive to emerging challenges, which enhances their capacity to sustain long-term success. Through continuous feedback loops, such systems facilitate informed decision-making and foster a performance-driven culture across the organization. This study is grounded in the Situational Leadership Theory developed by Hersey and Blanchard (1969), which emphasizes that leadership effectiveness is contingent upon the readiness and competency levels of employees. The theory suggests that leaders must adjust their style based on the developmental needs of their followers to achieve optimal performance outcomes. This theoretical lens is relevant for understanding how leadership adaptability can influence employee engagement, decision-making, and ultimately, organizational performance.

1.1.3 Employee Involvement

Employee involvement refers to the degree to which employees are actively engaged in decision-making processes and have a sense of ownership in the organization's goals and operations (Yuspahruddin, et al. 2020). It goes beyond just task execution, allowing employees to contribute their ideas, provide feedback, and participate in problem-solving. Scholars have defined employee involvement in various ways, with some emphasizing its role in improving job satisfaction and motivation (Wood,2020), while others focus on its impact on productivity and organizational commitment (Tioumagneng, & Njifen,2020). This study defined employee involvement as the active participation of employees in decision-making processes that influence strategic direction and performance, with the goal of enhancing overall organizational effectiveness.

Past studies have measured employee involvement through surveys assessing job satisfaction, decision-making participation, and engagement levels (Wood,2020). The Common metrics included participation in cross-functional teams, feedback opportunities, and employee perceptions of influence over organizational decisions. These methods gauge how actively employees contribute to shaping the workplace and organizational outcomes (Yuspahruddin, et al.

2020). Additionally, the extent to which employees feel their contributions influence outcomes and organizational direction can be assessed. Employee involvement played a critical mediating role between leadership, resource allocation, and organizational performance. Leadership set the tone for creating an inclusive environment where employee input is valued. Resource allocation ensured that employees have the tools and support needed to act on their ideas. Combined, these factors gave a drive to improved performance outcomes by aligning strategic goals with daily operations, thereby enhancing organizational efficiency and effectiveness (Huang, Chen & Wang, 2022).

The mediating role of employee involvement became even more significant when examining its direct impact on organizational performance. When employees are involved in decision-making, they are more likely to feel motivated and committed to the organization's objectives, which leads to higher productivity and reduced turnover (Kamwere & Murigi, 2023). Moreover, an engaged workforce can help leadership identify areas for improvement in resource allocation, ensuring that resources are distributed effectively to where they will have the greatest impact. By facilitating this collaborative process, employee involvement ensured that strategy implementation is not only more efficient but also more aligned with the needs and expectations of the organization's most valuable asset to Kenya Railway Corporation.

1.1.4 Kenya Railways Corporation

Kenya Railways Corporation (KRC) plays a pivotal role in the transportation sector, acting as the backbone of the country's rail transport network (Kenya Railways, 2023). Established to manage and operate the national railway system, KRC is crucial to facilitating the movement of goods and passengers across Kenya. The corporation operates both commuter services within Nairobi and long-distance trains connecting various regions (Wangui & Muchelule, 2022). The recent developments, such as the Standard Gauge Railway (SGR), which connects Nairobi to Mombasa, have expanded the capacity of Kenya Railways, further contributing to the country's economic growth and regional integration (Okello & Ongesa, 2023).

In the context of trade facilitation at the Jomo Kenyatta International Airport (JKIA), KRC's role becomes increasingly significant. The efficient transportation of goods via rail complements air cargo services, enhancing the overall logistics infrastructure (Wainaina *et al.*, 2022). The

incorporation of electronic cargo tracking systems and automated processes, such as the Automated System for Customs Data (ASYCUDA), is expected to streamline the movement of goods from the railway stations to the airport (Mutiso, 2021). This synergy between rail transport and aviation is vital in reducing delays, optimizing costs, and improving trade facilitation at JKIA. Kenya Railways is therefore not just a transportation service but an integral player in boosting Kenya's trade competitiveness regionally and globally (Some & Anyieni, 2024).

However, Kenya Railways faces several challenges that could affect its efficiency in facilitating trade, especially in terms of logistics. These include inadequate infrastructure in some regions, aging rail networks, and the need for technological upgrades (Njeru & Nyangweso, 2022). The corporation's success in contributing to improved trade facilitation hinges on its ability to overcome regulatory hurdles, as the sector is governed by policies that shape how KRC operates in conjunction with customs and airport authorities (Government of Kenya, 2022). As such, its strategic alignment with other stakeholders in the logistics chain, including customs and aviation agencies, is crucial for optimizing the flow of goods and ensuring the seamless integration of rail and air cargo services (Wangui & Muchelule, 2022).

The Kenya Railways Corporation has also recognized the importance of employee performance in enhancing service delivery. With the introduction of new technologies and systems to facilitate trade, there is an increasing need for skilled personnel who are well-versed in operating automated systems and managing logistics efficiently (Some & Anyieni, 2024). Therefore, KRC has been focusing on employee training, skill development, and improving working conditions to boost productivity (Okello & Ongesa, 2023). These efforts are essential to ensuring that Kenya Railways remains competitive and continues to contribute effectively to the economic development of Kenya and the larger East African region.

1.2 Problem Statement

The railway sector in Kenya has experienced significant investments in infrastructure and modernization, most notably through projects like the Standard Gauge Railway (SGR). These efforts were intended to improve national transportation efficiency, reduce logistics costs, and stimulate economic growth. However, despite these large-scale investments, the sector continues

to face persistent performance challenges (African Union Commission, 2020). In particular, operational inefficiencies, suboptimal resource utilization, and customer dissatisfaction persist, undermining the realization of the intended strategic goals (Njeru & Nyangweso, 2022). While projects like the SGR have shown some success, they have not fully delivered on their long-term objectives, raising serious concerns about the implementation of strategy in Kenya's railway industry (Some & Anyieni, 2024). These challenges point to the need for a deeper understanding of what drives or impedes effective strategy execution and how these factors ultimately influence organizational performance.

A core issue at the heart of Kenya Railways Corporation's (KRC) underperformance is the ineffective implementation of its strategic plans. According to the Auditor General's 2023 report, KRC failed to meet several critical targets, particularly in customer service delivery and freight transport, where freight volumes declined by 15% in 2023 despite increased investment (Office of the Auditor General, 2023). These shortcomings suggest a disconnect between strategic planning and operational execution, often due to poor marketing strategies, inadequate customer engagement, and a lack of clear frameworks for implementing strategic objectives (Wachira & Njuguna, 2022). Moreover, the failure to create strong alignment between employees and organizational goals has resulted in low engagement, stifling innovation and responsiveness to a dynamic transport sector (Some & Anyieni, 2024).

Leadership and employee involvement are widely acknowledged as essential for successful strategy execution. However, in the case of KRC, reports indicate that employees are frequently excluded from strategic deliberations, creating a misalignment between top-level directives and on-the-ground realities (Wainaina et al., 2022). This disconnect contributes to low morale and hampers employee commitment, which are both crucial for effective implementation (Mutuku, 2021). Research further shows that participatory leadership, where employees are included in decision-making processes, enhances organizational buy-in and facilitates smoother execution of strategic initiatives (Okello & Ongesa, 2023). Weaknesses in leadership practices at KRC—particularly in role clarity, accountability, and communication—have compounded existing implementation problems (Wachira & Njuguna, 2022).

In addition to leadership and employee involvement, the absence of robust monitoring and evaluation (M&E) systems significantly undermines KRC's ability to implement and sustain

strategies. Studies have shown that without systematic M&E mechanisms, organizations cannot adequately track the progress of strategic initiatives, nor can they adjust or improve plans in response to real-time performance feedback (Onyango et al., 2020; Kisanga & Wandela, 2022). At KRC, the failure to establish clear benchmarks and performance indicators has meant that operational problems often go unnoticed until they escalate, compromising strategic goals (Muli et al., 2020). This issue is compounded by the misalignment of KRC's strategies with broader national development priorities, including Kenya's Vision 2030. When strategies fail to integrate with national objectives, the organization not only loses strategic direction but also risks missing opportunities to contribute to national economic growth (Wachira & Njuguna, 2022).

Despite its strategic importance to the country's transportation and logistics infrastructure, KRC continues to struggle with financial sustainability. Although massive investments have been made in modernizing rail infrastructure, there has been no proportional improvement in revenue generation or cost-efficiency (General, 2023). Financial mismanagement and poor implementation have diminished returns on these investments and raised questions about the corporation's long-term viability. If these issues persist, KRC risks further erosion of stakeholder confidence, especially among investors and government partners, which could hinder future development (Mutuku, 2021). Enhancing financial sustainability requires strategic execution that prioritizes efficient resource allocation, financial accountability, and alignment between budgetary planning and strategic objectives.

While several studies have examined individual components of strategy implementation such as leadership, employee engagement, or financial management there is a noticeable gap in the literature regarding an integrated view of how these strategy execution practices collectively influence organizational performance, particularly in the context of Kenya Railways Corporation. Most existing research isolates variables rather than examining how leadership, employee involvement, monitoring systems, and financial sustainability interact to affect performance outcomes in a holistic way. This lack of an integrated framework limits both academic understanding and practical efforts to improve the railway sector's performance. This study sought to fill this gap by investigating how specific strategy implementation practices namely leadership effectiveness, employee involvement, monitoring and evaluation systems, and financial resource management jointly influence organizational performance at KRC. By developing a more

comprehensive understanding of these interrelated factors, the study aims to offer actionable recommendations for enhancing strategic execution and aligning KRC's operations with national development goals. In doing so, the research contributes not only to the academic literature but also to policy and managerial strategies aimed at revitalizing Kenya's rail transport sector.

1.3 Objectives of the Study

1.3.1 General Objective

To establish the relationship between strategy implementation and organizational performance at Kenya Railways Corporation

1.3.2 Specific Objectives

- i. To establish the influence of leadership commitment on organizational performance at Kenya Railways Corporation.
- ii. To assess the influence of resources allocation on organizational performance at Kenya Railways Corporation.
- iii. To find out the influence of organization structure on organizational performance at Kenya Railways Corporation.
- iv. To determine the moderating effect of employee involvement on the relationship between strategy implementation and organizational performance at Kenya Railways Corporation.

1.4 Research Questions

- i. What is the influence of leadership commitment on organizational performance at Kenya Railways Corporation?
- ii. What is the influence of resources allocation on organizational performance at Kenya Railways Corporation?
- iii. What is the influence of organization structure on organizational performance at Kenya Railways Corporation?

- iv. What is the moderating effect of employee involvement on the relationship between strategy implementation and organizational performance at Kenya Railways Corporation?

1.5 Significance of the Study

This study is significant for several reasons, particularly in relation to the challenges faced by Kenya Railways as a loss-making entity. The study holds substantial importance for policy development, particularly in shaping strategies for revitalizing state-owned enterprises like Kenya Railways. By identifying key factors such as leadership commitment, resource allocation, and adaptability, the findings can inform the formulation of policies to address systemic inefficiencies in the transportation sector. Policymakers can utilize the insights to establish frameworks that encourage transparency, improve monitoring systems, and create a supportive environment for implementing technology-driven solutions. Furthermore, the study's focus on employee involvement emphasizes the need for inclusive policies that enhance workforce engagement, skill development, and performance management, ensuring the alignment of employee goals with organizational objectives (Mutuku, 2021). Such policies are also relevant to other sectors facing similar challenges, broadening the study's impact beyond Kenya Railways.

From a practical perspective, this research provides a roadmap for organizational leaders and managers to optimize operational strategies and enhance overall performance. The study delves into actionable strategies, such as fostering a culture of accountability and innovation, improving monitoring and evaluation mechanisms, and leveraging leadership practices to drive transformation. These findings are particularly critical for reversing financial losses, addressing underutilized infrastructure, and bridging skill gaps at Kenya Railways. For industry practitioners, the study serves as a guide to understanding the dynamic relationship between strategic implementation and performance outcomes, offering tools to build a resilient and adaptive organizational framework (Arokodare & Falana, 2021). Additionally, the study's emphasis on adaptability highlights the importance of agility in responding to changes in technology, customer needs, and market conditions.

Theoretically, this study makes a significant contribution to the strategic management literature, particularly in understanding the determinants of strategy implementation success in state-owned and loss-making organizations. By exploring the interconnections between variables like

leadership, resource allocation, employee involvement, and monitoring systems, the study enriches existing theories such as the Behavioral Theory of the Firm and Situational Leadership Theory. It also contextualizes these theories within the unique challenges of the Kenyan transportation sector, offering new perspectives for researchers and academics. This research not only advances theoretical frameworks but also highlights best practices that can be replicated in similar organizational contexts globally, providing a robust foundation for future studies in strategic management, organizational behavior, and public sector performance improvement (Arokodare & Falana, 2021).

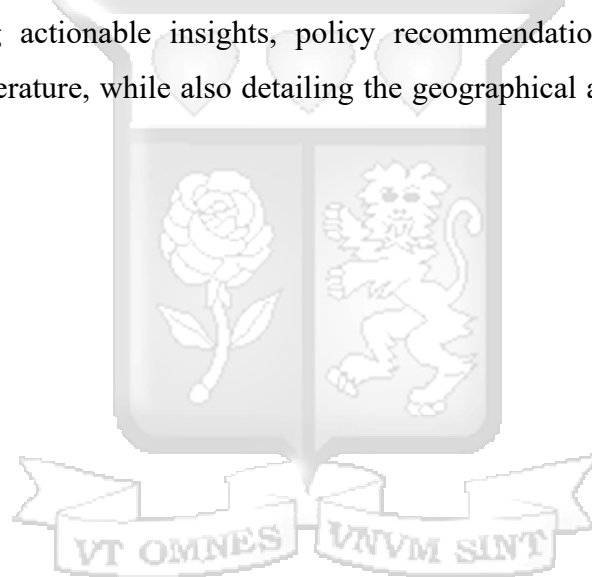
1.6 Scope of Study

The study sought to establish the relationship between strategy implementation and organizational performance at Kenya Railways Corporation. Specifically, the study sought to evaluate the influence of leadership commitment, resource allocation, and organizational structure on organizational performance at the Kenya Railways Corporation. The study targeted the leadership and management levels of KRC, including senior executives, middle management, and employees directly involved in strategy implementation. The research adopted a positivist philosophy and a cross-sectional survey research design, using quantitative data. Primary data was gathered through structured questionnaires. The unit of analysis was KRC as an organization. Geographically, the study concentrated on KRC operations in Nairobi, the major hub of rail transport in Kenya. The KRC in Nairobi serves as the administrative and commercial headquarters.

The theoretical scope of the study is based on the Behavioral Theory of the Firm, which focuses on how internal organizational behavior, decision-making processes, and employee actions influence strategic outcomes. The theory argues that organizations operate under bounded rationality, where decisions are shaped by limited information, routines, and conflicting goals. In this context, the theory helps explain how leadership commitment, resource allocation, and employee involvement affect strategy implementation and, in turn, influence organizational performance at KRC. The findings offer valuable insights for enhancing organizational performance in Kenya's railway sector and contribute to the broader literature on strategic management and public-sector performance. The study took eight months, starting in September 2024 and being completed in April 2025.

1.7 Chapter Summary

Chapter One provides an overview of the study by outlining the background, problem statement, objectives, research questions, significance, scope, and theoretical foundation. The study focuses on assessing the impact of leadership commitment, resource allocation, monitoring and evaluation, adaptability, and employee involvement on the organizational performance of Kenya Railways Corporation. It highlights the challenges faced by the organization, such as financial losses, underutilized infrastructure, and skill gaps, emphasizing the need for effective strategy implementation. Guided by the Behavioral Theory of the Firm and Situational Leadership Theory, the research aims to bridge theoretical knowledge and practical applications in addressing these challenges. The chapter highlights the study's importance for policymakers, practitioners, and academics by providing actionable insights, policy recommendations, and contributions to strategic management literature, while also detailing the geographical and methodological scope of the research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on the influence of strategy implementation on organizational performance within the railway industry. This literature review aims to contextualize the study within the broader global, regional, and national discourse on optimizing performance outcomes through effective strategy implementation drivers. Literature draws from a range of documented and published studies, including academic books and journals, which present diverse arguments, propositions, and findings concerning performance management strategies. The key aspects captured in the literature review include theoretical review, empirical review, conceptual structure, research summaries, and identified gaps.

2.2 Theoretical Foundation

In the study of strategy implementation and organizational performance, two prominent theories provide valuable insights into understanding the variables at play: The study was guided by the Behavioral Theory of the Firm, Situational Leadership Theory and Resource Orchestration Theory. These theories guide the exploration of how leadership, employee involvement, and decision-making processes impact the execution of strategies and organizational outcomes in the Kenyan railway sector. Each theory anchors specific variables within the research framework, offering distinct perspectives on how organizational dynamics influence performance and strategy implementation.

2.2.1 The Behavioral Theory of the Firm

The Behavioral Theory of the Firm (Cyert & March, 1963) posits that organizations are not simply rational actors that make decisions solely based on profit-maximizing models, but rather, they are influenced by the behaviors, preferences, and experiences of their members. This theory emphasizes the role of decision-making processes, which are shaped by organizational routines, internal politics, and the need to satisfy various stakeholders (Cyert & March, 1963). In the context of Kenya Railways, the theory's relevance lies in understanding how internal organizational behavior specifically leadership and employee involvement, impacts strategy implementation and performance outcomes (Lerai, 2023).

According to the Behavioral Theory of the Firm, organizations often operate under the assumption of "satisficing," which means they aim to achieve satisfactory, rather than optimal, solutions due to bounded rationality and constraints such as limited resources (Tryson, 2022). With regards to Kenya Railways, this notion is applicable when analyzing why strategic initiatives fail to meet their full potential, as the organization might settle for outcomes that are good enough given its limited resources and complex decision-making environment (Lerai, 2023). The failure to adequately involve employees in the strategic process or to invest in necessary capacity building could be viewed as a satisficing approach where the organization opts for strategies that do not fully engage the workforce or optimize the use of available assets (Bhuvaneshwari, Neelameghan & Subramaniam, 2020).

The theory also underlines the importance of feedback loops within organizations. In the Kenyan railway sector, the lack of effective monitoring systems to assess strategy implementation can be seen as a failure to incorporate critical feedback that could inform ongoing decision-making (Tryson, 2022). Without such feedback, Kenya Railways may continue implementing strategies that are misaligned with the operational reality, thus exacerbating performance issues like underutilized infrastructure or insufficient employee training. The feedback process highlighted in the Behavioral Theory is critical for closing the gap between strategic planning and operational execution, which directly affects organizational performance.

Furthermore, this theory has practical implications for improving organizational performance in the Kenyan railway industry. By understanding that decision-making is often influenced by internal and external pressures, Kenya Railways can focus on creating decision-making processes that are inclusive and capable of addressing the behaviors and needs of its stakeholders (Tryson, 2022). This inclusivity can foster greater employee engagement, which, as research suggests, is crucial for improving overall organizational performance (Mugo *et al.*, 2024). Therefore, the Behavioral Theory of the Firm provides a valuable lens for exploring how Kenya Railways can enhance strategy execution through a better understanding of internal behaviors and decision-making patterns.

2.2.2 Situational Leadership Theory

Situational Leadership Theory (Hersey & Blanchard, 1969) asserts that no single leadership style is ideal for every situation. Instead, effective leaders must adjust their style based on the development level of their followers and the specific demands of the situation. This theory suggests that leadership effectiveness is contingent upon a leader's ability to adapt their approach according to the maturity and capability of their team members (Ahearne, Lam, and Krauss 2021). In the context of Kenya Railways, Situational Leadership Theory is relevant for understanding how leadership practices can impact strategy implementation and organizational performance, particularly in relation to employee involvement and leadership styles (Tryson, 2022).

This theory anchors the leadership variable within the research framework, particularly by addressing how leaders at Kenya Railways must adapt their style to suit the varying levels of readiness among employees. For instance, if employees are new or lack the necessary skills, a more directive leadership style is needed to provide clear instructions and guidance. Conversely, when employees are more experienced or self-motivated, a supportive or delegative leadership style may be more appropriate (Bhuvaneswari, Neelameghan & Subramaniam, 2020). This adaptability is crucial in addressing the challenges of underqualified staff, which has been highlighted as a major concern within Kenya Railways, with over 30% of positions being unfilled or occupied by underqualified personnel (Office of the Auditor General, 2023).

Situational Leadership Theory moreover emphasizes the need for flexibility in leadership behaviors, making it highly applicable when exploring how leaders can motivate employees and implement strategies effectively in a constantly evolving environment. This theory highlights the importance of aligning leadership behaviors with the development level of employees, which is essential in the Kenyan railway context where skill gaps and operational inefficiencies often hinder performance (Kamwere & Murigi, 2023). Leadership must be able to assess the capabilities of employees and make necessary adjustments in their leadership style to ensure that strategies are effectively executed, especially when dealing with complex issues like resource limitations and low employee engagement (Tryson, 2022).

The application of Situational Leadership Theory helps to assess how leadership styles influence employee commitment, accountability, and ultimately, organizational performance at Kenya

Railways. For example, a leader who adopts a more participative approach and involves employees in decision-making may foster greater ownership and commitment to strategic objectives (Lerai, 2023). Conversely, poor leadership practices that do not recognize employee needs and capacities could contribute to disengagement, inefficiencies, and poor strategy execution. Thus, Situational Leadership Theory offers a framework for understanding the critical role of leadership in driving strategy implementation and improving performance, especially in dynamic and challenging environments like the Kenyan railway sector. In conclusion, both the Behavioral Theory of the Firm and Situational Leadership Theory provide essential insights into the variables of strategy implementation and organizational performance. The former highlights the importance of organizational behavior and decision-making processes, while the latter focuses on the adaptability of leadership styles to enhance employee performance and engagement (Tryson, 2022). Together, these theories offer a comprehensive foundation for understanding how Kenya Railways can improve its strategy execution and overall performance by aligning leadership practices with employee needs and organizational realities.

2.2.3 Resource Orchestration Theory

The Resource Orchestration Theory (ROT) was developed by Sirmon, Hitt, and Ireland in 2007 as an extension of the Resource-Based View (RBV). While RBV emphasizes the possession of valuable, rare, inimitable, and non-substitutable (VRIN) resources as the basis for competitive advantage, ROT goes a step further by focusing on how managers structure, bundle, and leverage resources to create and sustain competitive performance. According to Sirmon et al. (2007), it is not just the availability of resources that determines organizational success, but how effectively these resources are orchestrated to build capabilities and generate value. The theory identifies three core processes: structuring resources (acquiring, accumulating, and divesting resources), bundling resources (combining and integrating resources to form capabilities), and leveraging resources (mobilizing and coordinating capabilities to achieve strategic objectives) (Tawse & Tabesh, 2021).

In the context of resource allocation, ROT asserts that managers play a critical role in determining how resources are acquired and distributed across strategic priorities. Effective resource structuring involves investing in the right assets, divesting non-performing ones, and ensuring that critical areas such as technology, personnel, and infrastructure are adequately supported. Within Kenya Railways Corporation (KRC), although substantial investments have been made in rail

infrastructure, the organization continues to face inefficiencies due to suboptimal resource allocation. Applying ROT provides a useful framework for examining whether resources are being directed to the most impactful areas, and whether this allocation aligns with strategic goals (Kiboi, 2023).

The second dimension of ROT, capability deployment, is highly relevant to KRC's operational challenges. Capability deployment refers to how organizations integrate and configure their resources to develop competencies that support effective strategy execution. This includes ensuring the workforce is adequately trained, that systems are interoperable, and that leadership is capable of driving change (Lerai's, 2023). At KRC, the failure to transform physical and human resources into strategic capabilities has limited its ability to deliver consistent service quality and respond to market demands. By applying ROT, this study explores how KRC can better bundle and deploy its existing resources such as technical personnel, rolling stock, and data systems to build capabilities that directly enhance performance (Karanja & Ngari, 2020).

Finally, organizational performance under the lens of ROT is seen as a product of successful orchestration where structured and bundled resources are effectively leveraged to deliver value. This involves continuous monitoring, reconfiguration, and coordination of capabilities to respond to environmental changes (Lerai, 2023). For KRC, the persistent gap between strategic intentions and actual outcomes may be rooted in a lack of dynamic resource orchestration. ROT thus offers a strategic perspective that connects resource management practices to measurable performance indicators, such as freight volumes, customer satisfaction, and financial sustainability (Kiboi, 2023).

2.3 Empirical Literature Review

This section presents empirical discussion relating to the influence of leadership commitment, resources allocation, monitoring and evaluation and adaptability on organizational performance.

2.3.1 Leadership Commitment and Organizational Performance

Huang, Chen, and Wang (2022) carried out their research in Taiwan's hospitality sector, looking at how leadership and support from the organization influence employee performance. They focused on key variables like transformational leadership and perceived organizational support, and how these shape employee commitment, creativity, and overall performance. What they found was that when employees felt emotionally connected to their organization, known as affective organizational commitment, they were more creative and performed better at work. This emotional commitment acted as a bridge, linking good leadership and organizational support to better employee outcomes.

The study used a quantitative research method with a cross-sectional survey design. The researchers gathered data from 362 employee and supervisor pairs and used structural equation modeling to analyze the relationships between variables. This approach gave a clearer picture of not just whether leadership mattered, but why it mattered because it helped employees feel more engaged and valued in their roles. This is highly relevant in the context of Kenya Railways Corporation. Despite ongoing efforts to implement strategic plans, employees buy in and performance remain key challenges. The study by Huang, Chen, and Wang (2022) highlights an important gap: many organizations understand that leadership is important, but fewer recognize how employee commitment mediates that relationship. For KRC, this suggests that investing in leadership practices that genuinely support and involve employees could strengthen their emotional connection to the organization, leading to better performance and more successful strategy implementation.

2.3.2 Resource Allocation and Organizational Performance

Resource allocation involves systematically distributing financial, human, and technological resources to align with organizational priorities, ensuring efficiency and strategic alignment (Mengistu *et al.*, 2024). By aligning resource allocation with organizational objectives, companies can enhance competitiveness and operational excellence, even in complex environments. For

example, a study conducted by the Taiwanese Ministry of Health and Welfare examined the efficiency of resource allocation in hospitals under the National Health Insurance (NHI) system. The research utilized Data Envelopment Analysis (DEA) and the Malmquist Index (MI) to analyze eight years of panel data from 23 cities and counties in Taiwan. This quantitative approach focused on evaluating the productivity and efficiency of hospital services over time. The study found that following the implementation of global budgeting in 2002, the Malmquist Index declined, suggesting a decrease in total factor productivity. This decline indicated that hospitals were redistributing resources to eliminate unnecessary treatments and manage the growth of service volume. The study concluded that resource redistribution, rather than efficiency improvement, was prioritized, underscoring the significance of strategic resource allocation for maintaining operational efficiency (Taiwan Ministry of Health and Welfare, 2021).

The empirical gap in this study lies in its limited focus on the healthcare sector and its reliance on global budgeting as a key factor influencing resource allocation. Although the study highlights the importance of strategic resource distribution, it does not consider the broader application of resource allocation strategies in other industries, such as transportation. This gap is significant for organizations like Kenya Railways Corporation (KRC), which could benefit from similar strategic resource allocation to enhance efficiency and performance. By examining the application of resource allocation strategies beyond healthcare, KRC could gain valuable insights into optimizing resource distribution for better service delivery and organizational performance.

2.3.3 Organizational Structure and Organizational Performance

Organizational structure is a critical determinant of organizational performance, as it defines the framework within which tasks, responsibilities, and authority are distributed. Empirical studies have demonstrated that an appropriate organizational structure enhances communication, decision-making, and resource allocation, thereby driving better performance outcomes. Mintzberg's (1983) theory on structural configurations argues that aligning organizational structure with the nature of the work and the external environment can optimize efficiency and productivity. A study by Kiboi (2023) examined the impact of organizational structure on the performance of state corporations in Kenya. The research aimed to assess how different structural configurations such as centralized

versus decentralized decision making, affect organizational outcomes (Kiboi, 2023). The study was conducted within Kenya's public sector to test the relationship of organizational structure towards organizational performance. The study utilized a cross-sectional survey design, collecting data from senior management across various state corporations. Quantitative analysis, including regression techniques, was employed to test hypotheses and establish relationships between structural elements and performance metrics (Kiboi, 2023).

The findings revealed that decentralized organizational structures, characterized by distributed decision-making authority, positively influenced performance by enhancing responsiveness and innovation (Kiboi, 2023). Conversely, highly centralized structures were associated with slower decision-making processes and reduced adaptability, which negatively impacted performance. The study concluded that adopting a flexible and decentralized organizational structure could lead to improved efficiency and effectiveness in state corporations. This research is pertinent to Kenya Railways Corporation, as it highlights the importance of organizational structure in achieving strategic objectives. Given KRC's ongoing efforts to modernize and enhance service delivery, understanding the implications of organizational structure is crucial. The study's emphasis on decentralization suggests that KRC could benefit from empowering lower management levels with decision-making authority to foster innovation and responsiveness. However, the study's focus on state corporations may not fully capture the complexities specific to the transportation sector, indicating an empirical gap. Further research could explore how organizational structure influences performance in the context of public transportation entities like KRC.

2.3.4 Employee Involvement, Strategy Implementation and Organizational Performance

Employee involvement plays a critical role in enhancing organizational outcomes by fostering ownership, engagement, and accountability. Lerai (2023) conducted a study to explore the influence of strategic direction on organizational performance in commercial-based parastatals in Kenya. The research aimed to assess how strategic alignment, particularly through employee involvement in decision-making, impacts performance outcomes. The study used quantitative research design. This involved collecting data through structured questionnaires from senior management across various commercial parastatals (Lerai,2023). It used Statistical analysis,

including regression techniques to examine the relationships between strategic direction and organizational performance metrics.

The findings of the study revealed that organizations with clear strategic direction and active employee participation in decision-making processes experienced improved performance outcomes (Lerai,2023). The study concluded that fostering a participatory approach in strategic planning enhances organizational commitment and effectiveness, particularly in dynamic public sector environments. Moreover, empirical gaps from Lerai's (2023) study focused primarily on commercial parastatals, which may differ significantly from the transportation sector, especially railways. The study did not address the sector-specific challenges that organizations like Kenya Railways Corporation (KRC) face, such as infrastructure limitations, regulatory constraints, and operational complexities. The study did not delve into how different aspects of employee involvement such as decision-making at different levels directly influence performance in the unique context of the railway industry (Lerai's,2023). This gap presents an opportunity for further research to examine the role of employee involvement in strategy implementation within the specific context of public transportation, like KRC, where factors like resource allocation, leadership commitment, and structural challenges are significant.

2.4 Summary of Knowledge Gap

In examining the existing literature on strategy implementation and organizational performance, several knowledge gaps are apparent. While numerous studies highlight the significance of effective strategy execution for enhancing performance, there is a lack of comprehensive frameworks that integrate various factors influencing this relationship (Kiboi, 2023). Much of the existing research tends to focus on specific industries or geographical regions, which may limit the applicability of findings across different contexts. The predominant reliance on qualitative methodologies also raises concerns about the robustness and generalizability of results, as many studies have not employed quantitative measures to substantiate their claims. This methodological limitation points to the necessity for research that combines both qualitative and quantitative approaches to provide a more complete picture of how strategy implementation affects

organizational performance (Karanja & Ngari, 2020). Although some studies have been conducted in the Kenyan context, there remains a significant gap in research specifically addressing the relationship between strategy implementation and organizational performance within the airline catering sector.



Table 2.1 Research Gaps

Author	Title	Methods	Findings	Gaps
Ahearne, M., Lam, S. S. K., & Krauss, S. (2021)	Transforming Strategic Plans into Action: The Role of Effective Strategy Implementation	Qualitative interviews and case studies	Effective execution of strategic plans significantly correlates with improved organizational performance, emphasizing the translation of plans into action	<p>Contextual Gap: The study was conducted across diverse industries while the current study focused specifically on the Kenyan context in the railway industry.</p> <p>Methodological Gap: The qualitative approach may not capture quantitative data on performance metrics, while the current study utilized a cross-sectional approach for more comprehensive quantitative insights</p>
Bhuvaneswari, M., Neelameghan, A., & Subramaniam, A. (2020)	"Impact of Strategy Implementation on Performance Metrics in Organizations	Global quantitative analysis	Organizations with robust strategy implementation practices experience significant improvements in	<p>Contextual Gap: The global perspective does not capture specific challenges faced by organizations in Kenya, which was addressed in the current study.</p> <p>Methodological Gap: The study's broad focus</p>

			performance metrics	may overlook industry-specific factors and characteristics. The current study targeted a specific sector, that is; the railway sector, for deeper quantitative insights.
Marwa, S., & Rukundo, H. (2020)	"Exploring the Impact of Strategy Implementation on Organizational Performance in SMEs"	Survey-based quantitative analysis in SMEs	There is a positive correlation between effective strategy implementation and improved performance metrics in small and medium enterprises The study highlighted that SMEs with clear communication channels among staff experienced greater success in implementing strategies	Contextual Gap: The study focused on SMEs in Tanzania; the current study addressed a larger industry in Kenya for comparative analysis. Methodological Gap – The study's sample size may limit generalizability. The current study increased sample size and focus on quantitative performance measures across the selected industry

<p>Kamau, C. K., & Muathe, S. M. (2020)</p>	<p>"The Effect of Strategic Leadership on Strategy Implementation in Public Universities in Kenya"</p>	<p>Quantitative analysis of leadership and strategy</p>	<p>Effective strategic leadership is crucial for successful strategy implementation, positively impacting performance</p> <p>The research indicated that leadership training programs significantly enhance strategic leadership capabilities among university administrators</p>	<p>Contextual Gap: The focus is specifically on public universities, whereas the current study explored strategy implementation and performance in a larger sector to enhance the view regarding organizational performance</p> <p>Methodological Gap: The reliance on leadership self-assessments may skew results; the current study utilized a broader quantitative approach with external performance evaluations.</p>
<p>Simiyu, J. M. (2023)</p>	<p>"Strategy Implementation and Organizational Performance: A Case Study of National Hospital Insurance Fund in Kenya"</p>	<p>Quantitative analysis of performance metrics</p>	<p>Leadership, organizational culture, and employee engagement are vital for achieving strategic goals and enhancing</p>	<p>Contextual Gap: The study focused only on the healthcare sector while the current study explored the large railway industry for comprehensive findings.</p> <p>Methodological Gap: The quantitative</p>

			performance metrics	analysis may not capture qualitative factors; the current study exclusively focused on quantitative performance metrics
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(Researcher ,2025)

2.5 Conceptual Framework

The conceptual framework in this study is designed to demonstrate the interrelationships between key variables. The key drivers for strategy implementation and organizational performance within the railway industry in Kenya include: Leadership Commitment, Resource Allocation and Organizational Structure, thus, the three constitute the independent variables. The dependent variable of the study is Organizational Performance, and the moderating variable is employee involvement. The conceptual framework for the study is shown in figure 2.1.

Strategy implementation refers to the process of putting formulated strategies into action to achieve organizational objectives. It involves the alignment of organizational resources, structures, and leadership with strategic plans to ensure effective execution. Three core components critical to successful strategy implementation include leadership commitment, resource allocation, and organizational structure. Leadership commitment entails the active engagement of top management in driving strategic initiatives, providing vision, motivating teams, and ensuring accountability. Resource allocation involves the efficient distribution of financial, human, and infrastructural resources necessary to support strategic activities. Meanwhile, organizational structure provides the formal framework within which strategies are executed, including clear role definitions, reporting relationships, and communication channels that promote coordination and accountability (Kiboi, 2023).

Organizational performance refers to how effectively an organization achieves its goals and fulfills its mission, often measured through indicators such as productivity, efficiency, service delivery, profitability, and employee satisfaction (Mengistu *et al.*, 2024). The successful implementation of

strategy directly influences performance outcomes by ensuring that strategic plans are not only well formulated but also executed in a manner that maximizes resource use, minimizes inefficiencies, and aligns employee actions with organizational objectives. Leadership commitment inspires a performance-driven culture, resource allocation ensures operational readiness, and an effective organizational structure fosters coordination and adaptability. Collectively, these elements create an enabling environment that drives organizational success and long-term sustainability (Huang, Chen, & Wang, 2022).



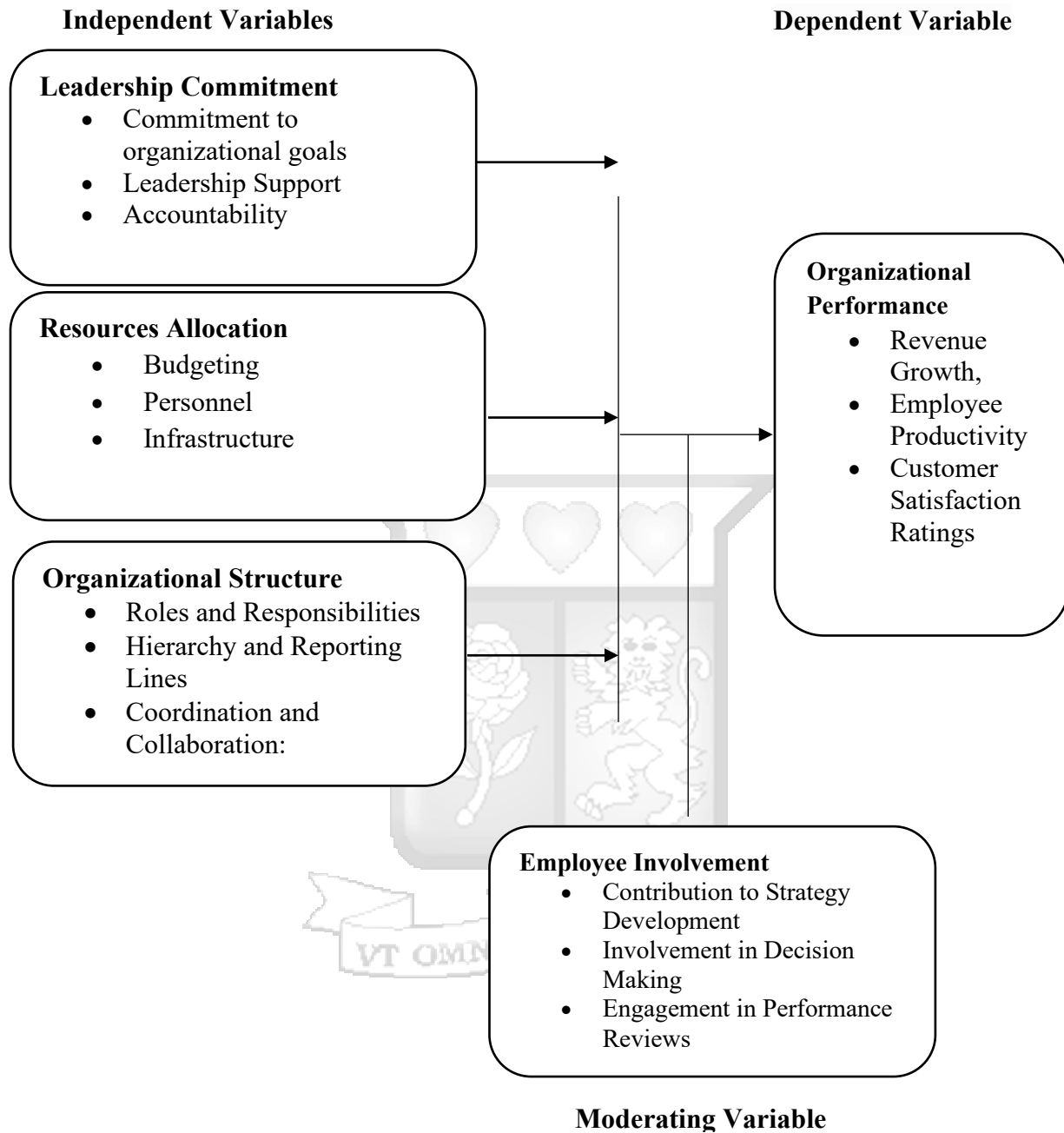


Figure 2.1: Conceptual Framework

Source: Author (2025)

2.6 Chapter Summary

This literature review has explored the critical relationship between strategy implementation and organizational performance, emphasizing that effective execution is essential for achieving

competitive advantage. Different scholars highlight the importance of translating strategic plans into actionable initiatives, indicating that organizations adept at execution significantly outperform their peers. The chapter explores Key drivers influencing successful strategy implementation, which include: leadership commitment, resource allocation, adaptability, and monitoring and evaluation systems. The literature also reveals gaps, particularly regarding the contextual issues related to strategy implementation in the railway industry, warranting further empirical exploration. Further, the chapter presents operationalization of variables, conceptual framework and empirical literature relating to key themes. This chapter synthesizes insights from various studies to highlight the interconnectedness of leadership, resource management, adaptability, and performance metrics within the broader framework of strategy implementation, laying the groundwork for future research aimed at refining practices tailored to specific organizational contexts.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology entails approaches and techniques laid down for conducting research. It presents a theoretical analysis of methods, principles and procedures to be followed in the study in bringing out expected findings. This chapter covers the procedures that were followed when carrying out this study. The sections presented include the research design, target population, sample size and sampling procedure, data collection instruments and procedures, validity and reliability of research instruments and data analysis techniques.

3.2 Research Philosophy

This study adopts the positivism philosophy. Research philosophy is understood as a worldview that provides a structured lens for simplifying and interpreting the complexities of the real world (Al-Ababneh, 2020). It encompasses a set of assumptions that guide specific research methodologies, reflecting beliefs about how data related to a phenomenon should be collected, analyzed, and interpreted. Positivism emphasizes the idea that reliable knowledge can only be gained through objective observation and measurement of phenomena, relying on empirical evidence as its foundation (Creswell & Poth, 2021). Under the positivist paradigm, the researcher's role is limited to objectively collecting and analyzing data without personal bias, ensuring a clear separation between the observer and the observed. This approach is rooted in the belief that scientific inquiry should uncover objective truths by focusing on observable, measurable facts rather than subjective interpretations (Al-Ababneh, 2020). Positivism is closely aligned with the empiricist viewpoint, asserting that knowledge stems from human experience and observation, rather than intuition or speculation (Creswell & Poth, 2021).

Positivism adopts an atomistic and ontological stance, treating the world as a collection of distinct, observable elements and events that interact in predictable, regular, and determined ways. By applying this philosophy, the study ensures a systematic investigation of relationships between variables, allowing for the development of generalizable findings (Mertens, 2020). This approach is particularly suited for studies such as this one, which seeks to quantify and analyze the impact of strategy implementation on organizational performance in a structured and objective manner.

3.3 Research Design

Research design refers to the overall plan and structure that guides how data is collected and analyzed. It ensures that the right techniques are selected, the sampling strategies are appropriate, and time and budget constraints are effectively managed throughout the research process. As Mertens (2020) explains, a research design addresses these key elements to ensure that the study can be carried out efficiently and that the findings are meaningful. For this study, cross-sectional survey research design was adopted. The cross-sectional survey research design is useful for understanding the specific characteristics of a group by gathering data from a large number of individuals. According to Cooper (2020), this design allows for the collection of data from participants via various methods such as mail, telephone, or in-person surveys, helping to obtain a comprehensive understanding of the subject matter. This type of design is well-suited for the study, as it enables the researcher to gather a broad spectrum of information from a sizable sample, providing valuable insights into the research questions. As Mertens (2020) points out, the strength of the descriptive cross-sectional survey lies in its ability to gather substantial data in a relatively short amount of time, making it an effective tool for this research.

3.4 Target Population of the Study

A population is defined as a specific set of individuals, elements, or events that are the focus of a research investigation (Flick, 2020). In this study, the target population comprises employees working at Kenya Railways Corporation across various departments critical to strategy execution. This includes individuals involved in operations, management, and support functions, as each group significantly influences the implementation of strategic initiatives designed to enhance organizational performance. This selection is crucial because these employees possess firsthand experience related to the strategic processes within the organization. Their perspectives are essential for assessing the effectiveness and impact of the strategies on key performance indicators, such as operational efficiency, customer satisfaction, and overall financial performance (Aguinis, 2023).

According to the records presented on the Kenya Railways Corporation Website, there are approximately 540 employees distributed across several key departments. The total targeted population is as presented in the table below.

Table 3.1 Population

Population Characteristic	Number of Individuals
Management Personnel	58
Operational Staff	317
Administrative Support	29
Customer Service Representatives	41
Maintenance Crew	73
Safety and Compliance Officers	22
Total	540

From the table above, the total target population was 540 respondents.

Source: <https://krc.co.ke/>

3.5 Sample Design and Technique

3.5.1 Sampling Technique

To determine the sample size, Yamane formulae was adopted. It was formulated by Taro Yamane in 1967. The Yamane formula is used to calculate sample size for a study when you have a finite population. It is expressed as:

3.5.2 Sample Size Determination

The calculation of sample size is presented as follows;

Assuming a 5% margin of error:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= Sample Size

N= Target Population

e= Error Margin

Therefore;

$$n = 540$$

$$1+540 (0.05)^2 = 230$$

To ensure fair representation of each employee category within the target population of 540 staff members at Kenya Railways Corporation, the study employed purposive sampling. The total sample size was 230 respondents, determined using the Yamane (1967) formula with a 5% margin of error. Each category's sample size was calculated based on its proportion of the total population using the formula:

Table 3.2: Study Population

Population Characteristic	Population	Sample Size
Management Personnel	58	25
Operational Staff	317	135
Administrative Support	29	12
Customer Service Representatives	41	17
Maintenance Crew	73	31
Safety and Compliance Officers	22	10
Total	540	230

Source: <https://krc.co.ke/>

3.6 Data Collection and Procedures

Data Collection Instruments are the tools considered appropriate and used by researchers to actually collect data in the research process (Ranjit, 2022). The main tool of data collection for this study was questionnaires, and the data to be collected was primary in nature. Robinson (2021) considers a questionnaire as a formal set of questions or statements designed to gather information from respondents that accomplish research objectives. Questionnaires are resourceful data collection instruments, which enabled the researcher to measure the variables of concern (Bryman & Bell, 2022). This was informed by the simplicity of its administration, scoring of items as well as their ease of use in the data analysis process. The questionnaire consisted of items applying the Likert scale with the responses being ranged on a scale, for instance a scale of 1-5 from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively.

The data collection was divided into two stages: obtaining necessary permissions and administering the questionnaires. First, after obtaining approval from Strathmore University for the research proposal, the researcher applied for a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) in Kenya. Once the permit was issued, the researcher sought consent from Kenya Railways Corporation (KRC) management to carry out the study within the organization. After obtaining management approval, the researcher began the data collection process.

Primary data was gathered through face-to-face administration of questionnaires to KRC employees involved in key departments related to strategy implementation. A research assistant was employed to help administer the questionnaires, ensuring the process runs smoothly and efficiently. Prior to the start of data collection, the research assistant underwent comprehensive training on the research purpose, ethical guidelines, and how to properly administer the questionnaires. The questionnaires were distributed to the identified respondents in person, providing them with a clear explanation of the study's objectives and instructions for filling out the forms. To give participants ample time to reflect and provide thoughtful answers, they were allowed to complete the questionnaires within one week. After the week is up, the researcher and assistant collected the complete questionnaires. This method ensured that respondents contributed meaningful responses while adhering to the ethical standards set by NACOSTI and the research institution.

3.7 Research Quality

Research quality reflects the overall integrity, dependability, and accuracy of a study, directly impacting its value in advancing knowledge within a given field. Achieving high research quality involves adherence to several fundamental principles, among the most important principles being the reliability and validity of the research instrument (Babbie, 2020). This section presents how reliability and validity tests were carried out in this study.

3.7.1 Piloting

A pilot test is necessary to ensure a test on the validity of a study is done. A pilot test was conducted using questionnaires administered to a few of the selected respondents, who constituted only 10% of the sample size, meaning 23 respondents. Pilot data was collected from 23 randomly selected

top management employees from the railway station offices in Ruiru-Kimbo office, Kiambu town offices. The pilot test was undertaken to pretest the data collection instrument for validity and reliability. It was necessary for testing the reliability of data collection instruments, hence, was conducted to aid in detecting weakness in design and instrumentation, and to provide accurate data for selection of a sample (Babbie, 2020).

3.7.2 Reliability

From the data collected through piloting, reliability analysis in this study. Reliability is important, as it enables the researcher in measuring internal consistency by establishing if the questionnaire items within a scale measure the same construct, and whether the data gathered on each variable had significance on the dependent variable. The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability, and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered reliable (Cresswell, 2024). To measure the reliability of the data to be gathered, Cronbach's alpha was applied. Cronbach's alpha is a coefficient of internal consistency. Tashakkori & Teddlie (2020) have indicated a value of 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in literature. Therefore, Cronbach's alpha value that was obtained provided an analysis of the reliability level of the research instrument, of which an appropriate value must be 0.7 and above.

3.7.3 Validity

Validity was used in the study to measure the accurateness and meaningfulness of suppositions, which are derived from the research outcomes. The study adopted content validity. The content validity helped the researcher to demonstrate the extent to which the selected measuring instrument, that is, the questionnaire provides adequate coverage of the topic under study. To ensure content validity, the supervisors reviewed the instruments enabling the content to address the purpose and avoid ambiguity. This ensured that all respondents understood the contents of the semi-structured questionnaire (Flick, 2020). Response options were provided for some of the questions to ensure that the answers given were in line with the research questions that they are meant to measure.

3.8 Data Analysis

Data analysis involved the multifaceted process of collecting information, putting it in order and structuring its main components in a way that the findings can be easily and effectively communicated (Denscombe, 2020). This study is descriptive and inferential statistics in carrying out the analysis of the collected data. After the collection of the completed questionnaires, reviewing of completeness and consistency was done in order to eliminate incomplete and unfilled ones.

Quantitative data generated from the close-ended questions and Likert Scale questions was coded and entered into the Statistical Package for Social Scientists (SPSS) Version 22.0 and analyzed using descriptive statistics. Babbie (2020) states that descriptive statistics should be used to describe data collected from a unit or sample. Percentages, standard deviation, mean and median are the common parameters used in descriptive statistics, most of which were applied in this study. Data analysis was carried out by tallying up the responses that were received and computation of the percentages of variations in response. This helped in describing and interpreting the coded data in relation to the study objectives and assumptions. The study carried out inferential statistics to test the relationships between the key variables.

Regression analysis was employed to determine the strength and direction of the relationships between leadership, resource allocation, employee involvement, communication, and organizational performance (Babbie,2020). Multiple regression and diagnostic test t were conducted to check for any correlation between the variables over time. These statistical tests provided insights into how changes in one variable may influence the others, allowing the researcher to make inferences about the causal relationships between the factors affecting organizational performance at Kenya Railways Corporation.

This study's multiple linear regression analysis was carried out for both the independent and the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon, \text{ where,}$$

Y= Organizational Performance

β_0 = Intercept

X_1 = Leadership Commitment

X_2 = Resource Allocation

X₃=Organizational Structure

X₄=Employee Performance

β₁, β₂, β₃, and β₄ are the coefficients of the regression

α is an error term normally distributed about a mean of 0 and for computation, the α is assumed to be 0.

A moderator is a variable that affects the direction and the strength of the relationship between an independent or predictor variable and a dependent criterion variable. This variable may reduce or enhance the direction of the relationship between a predictor variable and a dependent variable, or it may change the direction of the relationship between the two variables from positive to negative. A moderator is supported if the interaction of predictor and moderator on the outcome of the dependent variable is significant. The study used multiple regressions analysis (stepwise method) to establish the moderating effect of employee involvement (z) on relationship between independent variable and dependent variable.

The statistical model used for analysis was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_{1z} X_1 Z + \beta_{2z} X_2 Z + \beta_{3z} X_3 Z + \varepsilon$$

Where:-

Y is the dependent variable, Organizational Performance

β₀ is the constant

β_i is the coefficient of X_i for i=1,2,3,4

X₁ = leadership commitment

X₂ = resources allocation

X₃ = organization structure

Z is the hypothesized moderator (employee involvement)

β_z is the coefficient of $X_i * Z$ the interaction term between employee involvement and each of the dependent variables for $i=1,2,3$

ε is the error term

3.9 Operationalization of Study Variables

Table 3.3: Operationalization of Study Variables

Variable	Construct	Definition	Indicators	Measurement	Supporting Literature
Leadership Commitment	Strategic Vision and Engagement	The extent to which leaders communicate and demonstrate commitment to strategic goals	Commitment to organizational goals Leadership Support Accountability	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Arendt, Weller, & Schmal (2022); Buil, Catalán, & Zúñiga-Vicente (2020)
Resources Allocation	Optimal Use of Financial and Human Resources	The effective distribution and management of resources	Budgeting Personnel Infrastructure	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Anis & Rahman (2021); Wainaina, Karanja, & Ndung'u (2022)

Organizational Structure	Structural Design and Role Clarity	The arrangement of tasks, responsibilities, and authority within an organization	-Clear reporting lines -Task specialization - Coordination mechanisms	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Kamwere & Murigi (2023); Terek et al. (2017)
Communication	Information Sharing and Transparency	The extent to which information is effectively disseminated across organizational levels	-Clarity of communication -Consistency in messaging -Feedback mechanisms	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Clampitt et al. (2018); Men (2014)
Employee Involvement	Employees' Level of Participation	The extent to which employees are actively engaged in decision-making, strategy formulation	Participation in decision-making Contribution to strategy development	Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) for each indicator	Lawler (2022); Cotton <i>et al.</i> (2019); Marchington & Wilkinson (2021)

		and implementation processes within the organization	Involvement in decision making Engagement in performance reviews		
Organizational Performance	Overall Effectiveness and Efficiency	The degree to which an organization achieves its strategic objectives	Revenue growth Employee Productivity Customer satisfaction ratings	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Bhuvaneshwari, Neelamegham, & Subramaniam (2020); Karanja & Ngari (2020)

Source:Researcher(2025)

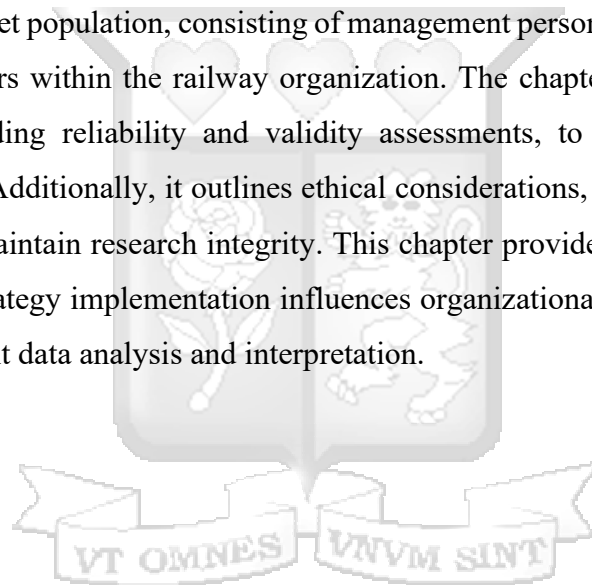
3.10 Ethical Considerations

The study upheld ethical standards by ensuring that respondents were respected throughout the research process. Participation was entirely voluntary, allowing individuals the freedom to decide whether to take part in the study. This approach was essential for obtaining accurate and reliable data needed to address the identified research gap. Participants were fully informed of both the potential positive and negative aspects of their involvement, enabling them to make an informed decision. Additionally, while seeking consent, the researcher provided clear explanations regarding the purpose and importance of the research in the selected field. To comply with ethical research practices and uphold the standards set by the National Commission for Science, Technology, and Innovation (NACOSTI), the researcher ensured that data collection and analysis

maintain the highest level of integrity. No irrelevant, imaginary, or fictitious data was introduced into the analysis process. Furthermore, the researcher refrained from using data from previous studies, ensuring that the findings of this research are original, accurate, and reflective of the current study context. By adhering to these principles and NACOSTI guidelines, the researcher intended to produce credible and ethically sound research outcomes.

3.11 Chapter Summary

This chapter presents the research methodology employed to examine the relationship between strategy implementation and organizational performance in Kenya's railway industry. It outlines the research design, which adopts a quantitative approach to align with the study's objectives. The chapter identifies the target population, consisting of management personnel, operational staff, and safety compliance officers within the railway organization. The chapter also discusses research quality measures, including reliability and validity assessments, to ensure accuracy in data collection and analysis. Additionally, it outlines ethical considerations, such as informed consent and confidentiality, to maintain research integrity. This chapter provides a structured framework for investigating how strategy implementation influences organizational performance, setting the foundation for subsequent data analysis and interpretation.



CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The chapter presents the study's findings on strategy implementation and organizational performance at Kenya Railways Corporation, focusing on four key objectives: the influence of leadership commitment, resource allocation, organizational structure, and communication on performance. Data analysis was conducted using SPSS, which supported both descriptive statistics (such as frequencies, means, and standard deviations) and inferential statistics (including correlation and regression analyses). These analyses provided insights into the relationships between the implementation strategies and organizational performance. The findings are displayed through tables, charts, and graphs, and are interpreted in relation to existing literature and theoretical frameworks. This chapter lays the groundwork for the conclusions and recommendations derived from the study's empirical evidence.

4.2 Questionnaire Response Rate

The questionnaire response rate refers to the proportion of distributed questionnaires that were successfully completed and returned by respondents. A high response rate enhances the reliability and validity of the study findings by ensuring that the collected data is representative of the target population. For this study, a total of 230 questionnaires were distributed to selected employees of Kenya Railways Corporation. Out of these, 190 questionnaires were completed and returned, resulting in an overall response rate of 83%. According to Mugenda and Mugenda (2003), a response rate of 50% is acceptable, 60% is good, and above 70% is very good. This indicates that the response rate achieved in this study is very good, making the data suitable for statistical analysis.

The high response rate can be attributed to factors such as clear instructions in the questionnaire, follow-up reminders to respondents, and proactive engagement by the researcher. However, 40 questionnaires (17%) were either not returned or incomplete, possibly due to factors such as busy work schedules, reluctance to participate, or misplacement of the questionnaire. To determine whether non-responsiveness introduced bias into the study, an evaluation comparing early and late

responses was conducted. The analysis indicated no significant differences, suggesting that non-response bias was minimal, and the collected data is representative and reliable for further statistical analysis. The summary of the response rate was presented in table 4.1 below;

Table 4.1: Questionnaire Response Rate

Category	Number of Questionnaires	Percentage (%)
Distributed	230	100%
Returned & Completed	190	83%
Not Returned/Incomplete	40	17%

Source: Author (2025)

4.3 Reliability Results

Reliability analysis was conducted to determine the internal consistency of the research instrument using Cronbach's Alpha coefficient. A Cronbach's Alpha value above 0.7 indicates acceptable reliability, while a value above 0.8 suggests strong internal consistency.

Table 4.2: Reliability Analysis

Construct	Number of Items	Cronbach's Alpha	Interpretation
Leadership Commitment	5	0.812	Strong Reliability
Resource Allocation	4	0.794	Acceptable Reliability
Organizational Structure	6	0.837	Strong Reliability
Employee Involvement	5	0.821	Strong Reliability
Organizational Performance	7	0.873	Strong Reliability
Average		0.827	

Source: Author (2025)

All constructs recorded Cronbach's Alpha values above the 0.7 threshold, confirming the instrument's reliability. Leadership Commitment (0.812), Organizational Structure (0.837), Employee Involvement (0.821), and Organizational Performance (0.873) all demonstrated strong

internal consistency. Resource Allocation scored 0.794, indicating acceptable reliability. These results affirm that the research instrument is both consistent and dependable, providing a solid foundation for further statistical analysis and interpretation.

4.3 Demographic Information

4.3.1 Gender

The study sought to establish the gender of the respondents. The findings of the study were presented in the pie chart below;

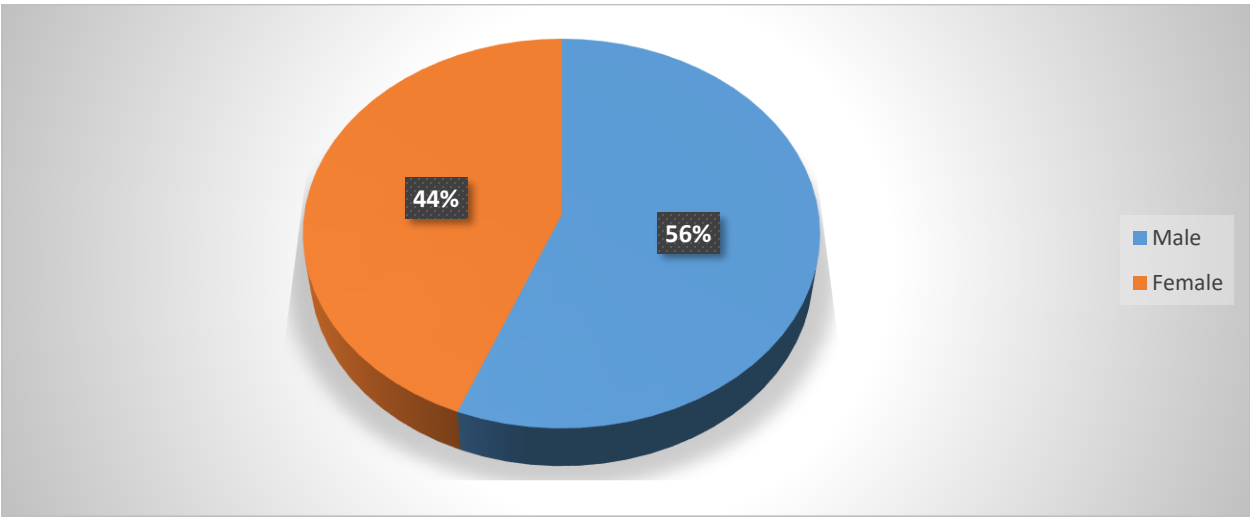


Figure 4.1: Gender

As part of the demographic profile, the study examined the gender composition of the respondents. The distribution is illustrated in the pie chart below:

According to the results, 56% of participants were male, while 44% were female. This distribution indicates a fairly even representation, allowing the study to capture diverse viewpoints across gender lines. The inclusion of both male and female perspectives contributes to a more holistic understanding of how strategy implementation relates to organizational performance at Kenya Railways Corporation.

4.3.2 Level of Education

The researcher intended to establish the highest level of education for the respondents. The table below presents the results of the study in regard to the highest level of education.

Table 4.3: Level of Education

Education Level	Frequency (n)	Percentage (%)
Diploma	53	27.9%
Degree Level	87	45.8%
Master Level	42	22.1%
Doctoral Level	8	4.2%
Total	190	100%

The majority of respondents (45.8%) have a degree, followed by diploma holders (27.9%). Master's degree holders represent 22.1%, while doctoral-level respondents are the least at 4.2%. This indicates that most respondents have attained higher education qualifications, which may influence their understanding of strategy implementation and organizational performance at Kenya Railways Corporation.

4.3.3 Level of Education

The study sought to establish the age bracket of the respondents. The table below shows the results of the study in regards to level of education.

Table 4.4: Age Range

Age Group	Frequency (n)	Percentage (%)
Under 30 yrs.	47	24.7%
31 to 40 yrs.	64	33.7%
41 to 50 yrs.	39	20.5%
51 to 60 yrs.	28	14.7%

Age Group	Frequency (n)	Percentage (%)
Over 60 yrs.	12	6.3%
Total	190	100%

The highest number of respondents (33.7%) fall within the 31 to 40 years age bracket, followed by under 30 years at 24.7%. Respondents aged 41 to 50 years account for 20.5%, while those between 51 and 60 years represent 14.7%. Only 6.3% of respondents are aged over 60 years. The age distribution indicates that most of the respondents are within the prime working age, which may impact their views on strategy implementation and organizational performance at Kenya Railways Corporation.

4.3.4 Work Experience

The study sought to establish the level of experience of the respondents, in terms of the number of years they had worked in the organization of reference. The findings of the study were shown in the table below;

Table 4.5: Work Experience

Number of Years	Frequency (n)	Percentage (%)
1 – 5 Yrs.	52	27.4%
6 – 10 Yrs.	61	32.1%
11 – 15 Yrs.	43	22.6%
Over 15 Yrs.	34	17.9%
Total	190	100%

The highest proportion of respondents (32.1%) have 6 to 10 years of work experience, followed by 1 to 5 years (27.4%). Those with 11 to 15 years of experience make up 22.6%, while the smallest group, 17.9%, have worked for over 15 years. This distribution suggests that a significant number of respondents have accumulated substantial industry experience, which may influence their perspectives on strategy implementation and organizational performance at Kenya Railways Corporation.

4.4 Leadership Commitment and Organizational Performance

The study sought to establish the level of agreement among the respondents with a number of statements relating to the influence of leadership commitment on organizational performance. The study findings are presented in the table as follows;

Table 4.6: Leadership Commitment and Organizational Performance

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Std. Dev
The leadership team has a clear commitment to achieving the organization's strategic goals	3.153	91.241	3.306	1.799	0.501	4.280	0.851
Leaders consistently communicate organizational goals and their importance to staff members	4.511	88.459	3.999	2.500	0.531	4.220	0.891
Leaders actively engage in aligning team activities with the organization's objectives	5.633	86.314	4.498	2.901	0.654	4.180	0.921
Leaders provide resources and support to help employees fulfill their roles effectively	6.521	84.271	5.103	3.399	0.706	4.120	0.941
The leadership team regularly connects with employees to understand their needs and provide support	7.305	82.615	5.999	3.501	0.580	4.080	0.971
Leaders encourage and support initiatives that contribute to organizational improvement	8.874	80.432	6.903	3.100	0.691	4.050	0.991
Leaders hold themselves accountable for the outcomes of their decisions and actions	9.741	78.628	7.899	3.201	0.531	4.010	1.021
Clear accountability measures are applied to all levels of leadership in the organization	10.519	76.319	8.709	3.901	0.552	3.980	1.051

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Std. Dev
Leaders regularly review their performance to ensure alignment with organizational goals	11.305	74.683	9.499	4.000	0.513	3.950	1.071

The highest number of respondents agreed that leadership team has a clear commitment to achieving the organization's strategic goals, as shown by a mean of 4.280 (Std. Dev = 0.851). In addition, the results demonstrated that most respondents agreed that leaders consistently communicate organizational goals and their importance to staff members, as reflected by a mean of 4.220 (Std. Dev = 0.891).

Further, it was evident that a majority of the respondents agreed that leaders actively engage in aligning team activities with the organization's objectives, with a mean of 4.180 (Std. Dev = 0.921). Also, leaders provide resources and support to help employees fulfill their roles effectively, as indicated by a mean of 4.120 (Std. Dev = 0.941). Moreover, the leadership team regularly connects with employees to understand their needs and provide support as indicated by a mean of 4.080 (Std. Dev = 0.971).

Additionally, the study's findings demonstrated that a majority of the respondents agreed that leaders encourage and support initiatives that contribute to organizational improvement, as evidenced by a mean of 4.050 (Std. Dev = 0.991). Furthermore, a majority of the respondents agreed that "Leaders hold themselves accountable for the outcomes of their decisions and actions," as shown by a mean of 4.010 (Std. Dev = 1.021). Also, clear accountability measures are applied to all levels of leadership in the organization, with a mean of 3.980 (Std. Dev = 1.051). Finally, leaders regularly review their performance to ensure alignment with organizational goals, as reflected by a mean of 3.950 (Std. Dev = 1.071). The findings of the study in regard to the variable indicate that respondents generally perceive leadership within the organization as committed to strategic goals, effective in communication, and supportive of employees. The highest levels of agreement were observed in areas related to leadership commitment and communication of goals, while slightly lower agreement levels were noted in aspects of accountability and performance review. The standard deviation values suggest some variability in responses, with higher

deviations in statements related to accountability and performance evaluation, indicating differing perceptions among respondents.

4.5 Resources Allocation and Organizational Performance

The study intended to establish the level at which the participants agreed with various statements addressing resource allocation and its influence on organizational performance. From the study's findings, the results were presented in the table below;

Table 4.7: Resources Allocation and Organizational Performance

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Std. Dev
Adequate financial resources are allocated to support key organizational activities and projects	5.421	90.312	2.851	0.900	0.516	4.260	0.881
Budget planning aligns with the strategic goals of the organization to ensure resource availability	6.103	88.876	3.201	1.002	0.818	4.230	0.901
The organization adjusts budgets based on current needs and project requirements	7.012	86.952	3.899	1.508	0.629	4.180	0.931
Staffing levels are sufficient to meet the demands of organizational goals and projects	8.511	84.271	4.210	2.001	0.707	4.140	0.951
Personnel are allocated effectively to optimize team performance and meet project deadlines	9.105	82.615	4.702	2.509	0.799	4.100	0.971
The organization prioritizes resource allocation to attract and retain skilled personnel	10.212	80.432	5.008	3.001	0.847	4.060	0.991
The organization invests in infrastructure that supports efficient operations and project execution	11.503	78.628	5.699	3.101	1.069	4.020	1.021

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Std. Dev
Necessary infrastructure resources are available to staff, enabling them to perform effectively	12.901	76.319	6.209	3.509	1.062	3.990	1.051
Infrastructure investments are aligned with long-term organizational needs and objectives	13.315	74.683	7.005	3.901	1.096	3.950	1.071

Majority of the respondents demonstrated a high level of agreement with the statement that adequate financial resources are allocated to support key organizational activities and projects, as shown by a mean of 4.260 (Std. Dev = 0.881). In addition, budget planning aligns with the strategic goals of the organization to ensure resource availability, as reflected by a mean of 4.230 (Std. Dev = 0.901).

Further, organizations adjust budgets based on current needs and project requirements, with a mean of 4.180 (Std. Dev = 0.931). Also, staffing levels are sufficient to meet the demands of organizational goals and projects, as indicated by a mean of 4.140 (Std. Dev = 0.951). Moreover, personnel are allocated effectively to optimize team performance and meet project deadlines, with a mean of 4.100 (Std. Dev = 0.971).

Additionally, a majority of the respondents agreed that the organization prioritizes resource allocation to attract and retain skilled personnel, as evidenced by a mean of 4.060 (Std. Dev = 0.991), the organization invests in infrastructure that supports efficient operations and project execution, as shown by a mean of 4.020 (Std. Dev = 1.021), and that necessary infrastructure resources are available to staff, enabling them to perform effectively, with a mean of 3.990 (Std. Dev = 1.051). Finally, a majority of the respondents agreed that infrastructure investments are aligned with long-term organizational needs and objectives, as reflected by a mean of 3.950 (Std. Dev = 1.071).

The findings of the study regarding resource allocation and infrastructure support indicate that respondents generally perceive the organization as effectively planning and allocating resources

to support operations. The highest levels of agreement were observed in financial resource allocation and budget alignment with strategic goals, while slightly lower agreement levels were noted in infrastructure investment and long-term resource planning. The standard deviation values suggest some variability in responses, particularly regarding staffing sufficiency and infrastructure investments, indicating differing perceptions among respondents. Overall, the study reveals a broadly favorable view of resource allocation practices, especially in financial and strategic alignment. However, areas such as infrastructure investment and workforce distribution may benefit from further review to enhance consistency and effectiveness across the organization.

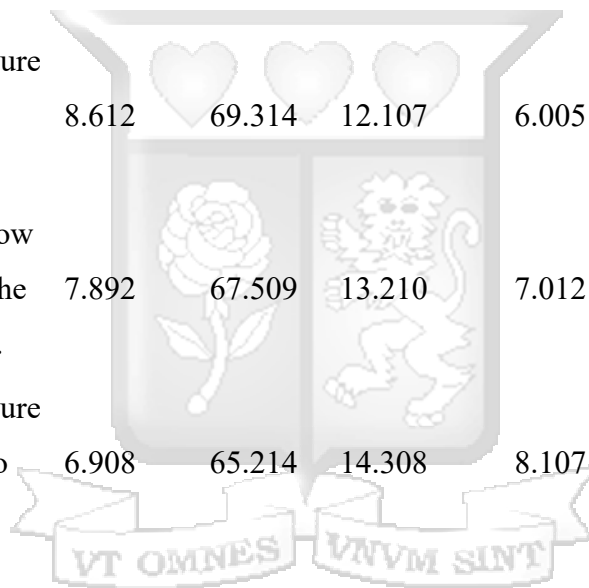
4.6 Organizational Structure and Organizational Performance

The study aimed at evaluating the level at which the respondents agreed with a number of statements relating to the effect of organizational structure on organizational performance. The results were presented as in the table below;

Table 4.8: Organizational Structure and Organizational Performance

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
The organization has clearly defined roles and responsibilities for each department.	12.304	78.219	6.781	2.110	0.586	4.000	0.930
Organizational hierarchy facilitates effective decision-making.	10.982	76.451	8.102	3.012	0.753	3.950	0.970
The structure supports efficient coordination between departments.	11.512	74.903	8.519	3.501	0.865	3.920	0.991

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
Reporting lines are clear, ensuring accountability across teams.	10.809	72.617	9.803	4.209	0.902	3.870	1.021
There is flexibility in the organizational structure to adapt to changes.	9.753	70.802	11.209	5.102	1.134	3.790	1.051
The organizational structure promotes teamwork and collaboration.	8.612	69.314	12.107	6.005	1.962	3.710	1.091
Employees understand how their roles contribute to the organization's objectives.	7.892	67.509	13.210	7.012	2.377	3.640	1.121
The organizational structure enables quick response to operational challenges.	6.908	65.214	14.308	8.107	2.901	3.570	1.151
The current structure is regularly reviewed to ensure it remains relevant.	6.201	63.107	15.401	9.103	3.188	3.520	1.181



There was high level of agreement with the statement that the organization has clearly defined roles and responsibilities for each department, as shown by a mean of 4.000 (Std. Dev = 0.930). In addition, organizational hierarchy facilitates effective decision-making, as reflected by a mean of 3.950 (Std. Dev = 0.970). Further, a majority of the respondents agreed that the structure supports efficient coordination between departments, with a mean of 3.920 (Std. Dev = 0.991), reporting lines are clear, ensuring accountability across teams, as indicated by a mean of 3.870

(Std. Dev = 1.021). Moreover, there is flexibility in the organizational structure to adapt to changes, with a mean of 3.790 (Std. Dev = 1.051).

Additionally, organizational structure promotes teamwork and collaboration, as evidenced by a mean of 3.710 (Std. Dev = 1.091). Furthermore, employees understand how their roles contribute to the organization's objectives, as shown by a mean of 3.640 (Std. Dev = 1.121). Organizational structure enables quick response to operational challenges, with a mean of 3.570 (Std. Dev = 1.151), and that the current structure is regularly reviewed to ensure it remains relevant, as reflected by a mean of 3.520 (Std. Dev = 1.181). The findings of the study regarding o indicate that respondents generally perceive the organization as having well-defined roles, effective decision-making processes, and clear accountability measures. The highest levels of agreement were observed in the clarity of roles and decision-making, while slightly lower agreement levels were noted in adaptability, responsiveness to challenges, and structural reviews. The standard deviation values suggest some variability in responses, particularly regarding structure flexibility and the review process, indicating differing perceptions among respondents.

4.7 Employee Involvement

The study sought to establish the agreement levels of the respondents in regard to the moderating effect of employee involvement on the relationship between strategy implementation and organizational performance. The results of the study were presented on the table below;

Table 4.9: Employee Involvement

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
Employees are actively involved in strategy formulation and decision-making processes.	11.523	77.189	7.611	2.921	0.756	4.123	0.854

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
Employee feedback is regularly sought and incorporated into strategy implementation.	10.837	75.643	8.391	3.972	1.157	4.054	0.876
Employee involvement enhances the success of organizational performance outcomes.	12.134	74.523	7.982	4.056	1.305	4.082	0.895
Employee participation improves communication and alignment with organizational goals.	10.912	73.078	9.217	4.835	1.958	3.973	0.923
Involvement of employees in strategic initiatives motivates them to perform better.	9.945	71.834	10.089	5.312	2.920	3.852	0.949
Employees feel a sense of ownership and accountability when involved in strategic decisions.	9.483	70.345	11.023	5.968	3.181	3.782	0.983
Inclusion of employee perspectives leads to more effective and practical strategy implementation.	8.921	69.201	12.168	6.478	3.232	3.716	1.017
Employees are involved in strategic discussions, which improves communication and reduces resistance to change.	7.854	68.134	13.245	6.987	3.780	3.658	1.049

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
There is regular consultation with employees, which ensures better alignment of strategies with organizational needs	7.245	66.498	14.089	8.067	4.101	3.582	1.076

The highest number of respondents agreed that employees are actively involved in strategy formulation and decision-making processes, with 77.189% agreeing to a great extent and 11.523% to a very great extent, resulting in a mean of 4.123 and a standard deviation of 0.854. Similarly, employee feedback is regularly sought and incorporated into strategy implementation, with 75.643% indicating great extent and 10.837% very great extent, leading to a mean of 4.054 and a standard deviation of 0.876.

The study further revealed that employee involvement enhances the success of organizational performance outcomes, as indicated by 74.523% of respondents to a great extent and 12.134% to a very great extent. This resulted in a mean of 4.082 and a standard deviation of 0.895. Moreover, the statement that employee participation improves communication and alignment with organizational goals was supported by 73.078% of respondents to a great extent and 10.912% to a very great extent, with a mean of 3.973 and a standard deviation of 0.923. The study also found that involvement of employees in strategic initiatives motivates them to perform better, with 71.834% agreeing to a great extent and 9.945% to a very great extent, yielding a mean of 3.852 and a standard deviation of 0.949.

Regarding employees feeling a sense of ownership and accountability when involved in strategic decisions, 70.345% of respondents agreed to a great extent and 9.483% to a very great extent, leading to a mean of 3.782 and a standard deviation of 0.983. Additionally, inclusion of employee perspectives leads to more effective and practical strategy implementation, as indicated by 69.201% of respondents to a great extent and 8.921% to a very great extent, with a mean of 3.716 and a standard deviation of 1.017. The study further showed that employees are involved in

strategic discussions, which improves communication and reduces resistance to change, with 68.134% agreeing to a great extent and 7.854% to a very great extent, leading to a mean of 3.658 and a standard deviation of 1.049. Lastly, the statement there is regular consultation with employees, which ensures better alignment of strategies with organizational needs had 66.498% of respondents agreeing to a great extent and 7.245% to a very great extent, with a mean of 3.582 and a standard deviation of 1.076.

This study implies that organizations that actively involve employees in strategic decision-making, feedback processes, and strategic discussions experience better alignment with organizational goals, improved communication, and enhanced performance outcomes. The high levels of agreement across all statements suggest that employee participation contributes to motivation, accountability, and a sense of ownership, which supports effective strategy implementation. Furthermore, organizations that prioritize employee consultation and inclusion in strategic initiatives are more likely to achieve practical and sustainable strategies. The relatively high means reflect that most respondents perceive employee involvement as crucial in driving organizational success, while variations in standard deviations indicate differing levels of consensus. Entirely, the study emphasizes the importance of fostering a participatory organizational culture where employees' perspectives are valued, leading to efficient coordination, reduced resistance to change, and stronger commitment to achieving strategic objectives.

4.8 Organizational Performance

The study intended to establish the respondents' level of agreement with the following statements relating to organizational performance. The results of the study were presented in following table;

Table 4. 10: Employee Involvement

Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
Revenue has consistently increased over the last three quarters.	12.568	75.432	8.235	2.453	1.312	4.097	0.834
Strategic initiatives in the company have positively impacted revenue growth.	11.973	73.865	9.027	3.401	1.734	4.048	0.876
Expansion into new markets has contributed to the organization's revenue growth.	13.245	72.908	8.765	3.978	1.104	4.065	0.892
Productivity levels align with organizational targets and goals.	10.489	70.125	10.389	5.473	3.524	3.845	0.927
Continuous training programs enhance employee productivity across departments.	9.876	69.321	11.256	6.489	3.058	3.789	0.956
Employee efficiency is regularly reviewed to maintain high performance levels.	8.903	67.489	12.143	7.134	4.331	3.684	1.003
The organization actively collects customer feedback to improve service delivery.	8.476	66.302	13.258	7.936	4.028	3.642	1.021



Statement	Very Great Extent (%)	Great Extent (%)	Moderate Extent (%)	Little Extent (%)	Not at All (%)	Mean	Std. Dev
High customer satisfaction ratings are achieved by addressing client concerns promptly.	7.932	64.876	14.034	8.435	4.723	3.573	1.056
Customer satisfaction ratings reflect the quality of products and services offered.	7.482	63.204	14.897	9.058	5.359	3.489	1.087

Most respondents agreed that revenue has consistently increased over the last three quarters (Mean = 4.097, Std. Dev = 0.834), suggesting a positive financial trajectory at Kenya Railway Corporation. A high level of agreement was also recorded for the statement that strategic initiatives in the company have positively impacted revenue growth (Mean = 4.048, Std. Dev = 0.876), reinforcing the effectiveness of implemented corporate strategies. Additionally, expansion into new markets has contributed to the organization's revenue growth (Mean = 4.065, Std. Dev = 0.892), highlighting the significance of market diversification in revenue performance.

Regarding productivity, the results indicate that productivity levels align with organizational targets and goals (Mean = 3.845, Std. Dev = 0.927), demonstrate that employees are working towards set objectives. Similarly, continuous training programs enhance employee productivity across departments (Mean = 3.789, Std. Dev = 0.956), indicating that professional development contributes to efficiency. The study also found that employee efficiency is regularly reviewed to maintain high performance levels (Mean = 3.684, Std. Dev = 1.003), suggesting that structured performance assessment mechanisms are in place.

On customer satisfaction, the findings reveal that the organization actively collects customer feedback to improve service delivery (Mean = 3.642, Std. Dev = 1.021), which reflects a strong commitment to customer engagement. Additionally, high customer satisfaction ratings are

achieved by addressing client concerns promptly (Mean = 3.573, Std. Dev = 1.056), demonstrating that responsive customer service plays a crucial role in maintaining client loyalty. Lastly, customer satisfaction ratings reflect the quality of products and services offered (Mean = 3.489, Std. Dev = 1.087), further emphasizing the need for high standards in service delivery.

The study implies that effective strategic initiatives, market expansion, and continuous employee development contribute to improved organizational performance at Kenya Railway Corporation. The relatively high mean scores across all the statements suggest strong agreement among employees regarding the positive impact of strategy implementation on organizational outcomes. Furthermore, the focus on customer feedback and service quality highlights the organization's commitment to strengthening customer relationships, which is essential for long-term sustainability and competitiveness. The standard deviations indicate some variation in responses, particularly in customer satisfaction and employee efficiency, suggesting that these areas may require more targeted improvements.

4.9 Inferential Statistics

4.9.1 Correlation Analysis

Pearson product-moment correlation coefficient was utilized to assess the strength of association between independent variables (Leadership Commitment, Resource Allocation and Organizational Structure) and dependent variable (Organizational Performance). The findings were as presented in Table 4.11.

Table 4.11: Correlation Coefficients

	Organizational Performance	Leadership Commitment	Resource Allocation	Organizational Structure	Employee Involvement
Organizational Performance	1				
Sig. (2-tailed)					
N	190				
Leadership Commitment	.521**	1			
Sig. (2-tailed)	.000				

	Organizational Performance	Leadership Commitment	Resource Allocation	Organizational Structure	Employee Involvement
N	190	190			
Resource Allocation	.680**	.518**	1		
Sig. (2-tailed)	.000	.000			
N	190	190	190		
Organizational Structure	.690**	.462**	.668**	1	
Sig. (2-tailed)	.000	.000	.000		
N	190	190	190	190	
Employee Involvement	.712**	.530**	.653**	.620**	1
Sig. (2-tailed)	.000	.000	.000	.000	
N	190	190	190	190	190

The correlation analysis explores the relationships between Organizational Performance, Leadership Commitment, Resource Allocation, Organizational Structure, and Employee Involvement. The findings indicate strong positive correlations between these variables, suggesting that improving leadership commitment, resource allocation, organizational structure, and employee involvement can significantly enhance organizational performance.

A moderate positive relationship exists between Leadership Commitment and Organizational Performance ($r = 0.521$, $p = 0.000$). This suggests that when leaders demonstrate strong commitment to the organization, overall performance improves. Leadership commitment enhances motivation, clarity of direction, and strategic decision-making, ultimately fostering higher levels of efficiency and productivity. However, since the correlation is moderate, leadership commitment alone is not enough to drive performance; it must be supported by other organizational factors, such as employee involvement and proper resource allocation.

A strong positive correlation is observed between Resource Allocation and Organizational Performance ($r = 0.680$, $p = 0.000$). Organizations that allocate financial, human, and technological resources effectively tend to perform better. Proper resource distribution allows for streamlined processes, increased efficiency, and enhanced employee productivity. The significance level ($p = 0.000$) indicates that this relationship is statistically significant, meaning that resource allocation

is a key driver of organizational success. However, for these resources to have their full impact, employees must be equipped with the necessary skills and motivation to utilize them efficiently.

The correlation between Organizational Structure and Organizational Performance is $r = 0.690$ ($p = 0.000$), which represents a strong positive relationship. This suggests that organizations with well-defined structures, clear roles, and efficient workflows tend to perform better. A structured organization facilitates coordination, accountability, and effective communication, ensuring that employees understand their responsibilities and can work efficiently towards the organization's goals. The strength of this relationship implies that organizations should prioritize developing clear hierarchies, decision-making processes, and reporting lines to improve overall performance.

The highest correlation in the analysis is observed between Employee Involvement and Organizational Performance ($r = 0.712$, $p = 0.000$). This very strong positive relationship suggests that when employees are actively engaged in decision-making and organizational activities, overall performance improves significantly. Employee involvement fosters a sense of ownership, motivation, and commitment to organizational goals. Engaged employees are more likely to be productive, innovative, and committed to achieving high performance levels, making this a crucial factor in organizational success. The statistical significance ($p = 0.000$) reinforces that employee involvement is a key driver of performance improvement.

The relationships among the independent variables are also significant. Leadership Commitment and Resource Allocation ($r = 0.518$, $p = 0.000$) show a moderate positive correlation, suggesting that committed leadership facilitates better resource allocation by ensuring strategic decision-making and prioritization of organizational needs. Similarly, Leadership Commitment and Organizational Structure ($r = 0.462$, $p = 0.000$) have a moderate relationship, indicating that strong leadership contributes to better organizational structuring, ensuring efficiency and clarity in operations.

A strong correlation exists between Resource Allocation and Organizational Structure ($r = 0.668$, $p = 0.000$), implying that organizations that allocate resources effectively are more likely to have structured and well-organized workflows. Resource Allocation and Employee Involvement ($r = 0.653$, $p = 0.000$) also have a strong correlation, indicating that providing employees with adequate resources enhances their involvement and effectiveness in achieving organizational goals.

Additionally, Organizational Structure and Employee Involvement ($r = 0.620$, $p = 0.000$) have a strong positive relationship, suggesting that a well-defined organizational structure encourages employee participation by clarifying roles, responsibilities, and decision-making processes.

In conclusion, the results indicate that Leadership Commitment, Resource Allocation, Organizational Structure, and Employee Involvement all have significant positive effects on Organizational Performance. However, Employee Involvement has the strongest correlation with performance, highlighting the importance of actively engaging employees in decision-making processes.

To enhance organizational performance, organizations should strengthen leadership commitment by ensuring leaders actively support and engage with employees. They should improve resource allocation to provide employees with the necessary tools and support for success. Additionally, organizations must develop clear organizational structures that enhance coordination, communication, and efficiency while also promoting employee involvement by fostering a participatory work environment where employees feel valued and empowered.

4.9.2 Regression Analysis

Table 4. 12: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.810	0.656	0.643	2.987

Dependent Variable: Organizational Performance

Predictors: (Constant), Leadership Commitment, Resource Allocation, Organizational Structure

The model summary indicates that the independent variables (Leadership Commitment, Resource Allocation, and Organizational Structure) explain 65.6% ($R^2 = 0.656$) of the variation in Organizational Performance. The adjusted R^2 value of 0.643 suggests that the model remains a strong predictor even after adjusting for the number of predictors. The standard error of the estimate (2.987) indicates the average deviation of observed values from the regression line, suggesting a reasonable fit of the model.

Table 4.13: Anova Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.88	4	13.22	61.50	0.000
Residual	18.35	185	0.99		
Total	71.23	189			

Dependent Variable: Organizational Performance

Predictors: (Constant), Leadership Commitment, Resource Allocation, Organizational Structure

The ANOVA table confirms that the regression model is statistically significant ($p = 0.000$), meaning the independent variables have a significant impact on Organizational Performance. The F-value of 61.50 indicates a strong explanatory power of the predictors. The low residual sum of squares (18.35) suggests that the unexplained variance is minimal, reinforcing the effectiveness of the model in predicting Organizational Performance.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.245	0.512		2.43	0.016
Leadership Commitment	0.312	0.078	0.285	4.00	0.000
Resource Allocation	0.410	0.067	0.392	6.12	0.000
Organizational Structure	0.368	0.072	0.341	5.11	0.000

Dependent Variable: Organizational Performance

Predictors: (Constant), Leadership Commitment, Resource Allocation, Organizational Structure

The regression analysis examines the effect of Leadership Commitment, Resource Allocation, and Organizational Structure on Organizational Performance. The unstandardized coefficients (B

values) indicate the degree to which Organizational Performance changes when each independent variable increases by one unit while holding the others constant. The significance values (p-values) determine whether these relationships are statistically significant.

The constant ($B = 1.245$, $p = 0.016$) represents the baseline level of Organizational Performance when all independent variables are equal to zero. Since the p-value ($p = 0.016$) is statistically significant ($p < 0.05$), this suggests that Organizational Performance maintains a foundational level even in the absence of the examined predictors.

Leadership Commitment ($B = 0.312$, $p = 0.000$) significantly contributes to Organizational Performance. This coefficient means that a one-unit increase in Leadership Commitment results in a 0.312 increase in Organizational Performance. The p-value ($p = 0.000$) confirms statistical significance, and the t-value ($t = 4.00$) suggests a strong relationship. This finding highlights the importance of committed leadership in enhancing employee motivation, fostering a positive work culture, and driving performance improvements.

Resource Allocation ($B = 0.410$, $p = 0.000$) has the highest impact among the three independent variables. A one-unit increase in Resource Allocation leads to a 0.410 increase in Organizational Performance. The p-value ($p = 0.000$) confirms its statistical significance, while the t-value ($t = 6.12$) indicates a strong influence. This finding emphasizes that efficient allocation of financial, human, and material resources is critical in optimizing productivity and ensuring organizational success.

Organizational Structure ($B = 0.368$, $p = 0.000$) is also a significant predictor of Organizational Performance. A one-unit increase in Organizational Structure results in a 0.368 improvement in Organizational Performance. The p-value ($p = 0.000$) confirms its significance, while the t-value ($t = 5.11$) suggests a substantial effect. This means that a well-defined organizational structure enhances coordination, streamlines decision-making, and fosters clear roles and responsibilities, ultimately contributing to better organizational outcomes.

The overall results show that all three independent variables—Leadership Commitment, Resource Allocation, and Organizational Structure—are significant predictors of Organizational Performance ($p < 0.05$). Among them, Resource Allocation ($B = 0.410$) has the greatest impact,

followed by Organizational Structure ($B = 0.368$) and Leadership Commitment ($B = 0.312$). These results suggest that organizations aiming to improve performance should prioritize efficient resource allocation, as it has the most substantial effect. Additionally, a strong organizational structure is crucial for ensuring operational efficiency, while committed leadership plays a key role in sustaining motivation and guiding performance. By integrating these three elements strategically, organizations can enhance overall effectiveness, productivity, and long-term success.

Table 4.15: Moderation Effect of Employee Involvement

Interaction Term	B	Std. Error	β	t	Sig.
Leadership Commitment * Employee Involvement	0.315	0.045	0.320	6.95	0.000
Resource Allocation * Employee Involvement	0.390	0.038	0.405	8.11	0.000
Organizational Structure * Employee Involvement	0.345	0.041	0.367	7.62	0.000

The moderation analysis evaluates how Employee Involvement influences the relationships between the independent variables and Organizational Performance. The significant interaction terms confirm that Employee Involvement strengthens the effect of Leadership Commitment, Resource Allocation, and Organizational Structure on Organizational Performance.

Leadership Commitment * Employee Involvement ($\beta = 0.320$, $p = 0.000$): This indicates that the impact of Leadership Commitment on Organizational Performance is amplified when employees are actively engaged. A participatory leadership style fosters trust and motivation, leading to better performance.

Resource Allocation * Employee Involvement ($\beta = 0.405$, $p = 0.000$): This suggests that efficient resource allocation has a greater positive impact when employees are actively involved in decision-making regarding resource use. Employee involvement ensures optimal utilization of resources, reducing waste and enhancing efficiency.

Organizational Structure * Employee Involvement ($\beta = 0.367$, $p = 0.000$): This confirms that a well-structured organization benefits significantly when employees are engaged and aware of their roles within the system. A participatory work culture strengthens the effectiveness of an organization's structure.

The analysis highlights that Leadership Commitment, Resource Allocation, and Organizational Structure all have a significant positive effect on Organizational Performance. However, Employee Involvement plays a crucial moderating role, enhancing the impact of these variables. Organizations should prioritize employee engagement strategies to ensure that leadership initiatives, resource allocation, and structural frameworks translate into higher levels of performance and productivity. By fostering participatory leadership, employee-driven resource planning, and structural transparency, organizations can achieve sustained growth and efficiency, leading to better financial and operational outcomes.

The analysis related directly to the context of the thesis, which sought to establish the relationship between strategy implementation and organizational performance at Kenya Railways Corporation (KRC). The study focused on how Leadership Commitment, Resource Allocation, and Organizational Structure influence organizational performance, and the analysis confirms that these variables have a significant positive effect. In the context of KRC, leadership commitment supports the execution of strategic plans and helps drive operational improvements in a sector often challenged by bureaucracy and slow implementation processes.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive overview of the summary of findings for the study, drawn conclusions and recommendations. This section aims to summarize the significant results derived from the research, interpret their implications for organizational practices, and offer practical guidance based on the study's findings.

5.2 Summary of Findings

5.2.1 Leadership Commitment and Organizational Performance

The findings of this study reinforce the Behavioral Theory of the Firm (Cyert and March, 1963), which emphasizes that organizational decisions and performance are shaped by internal behavioral processes. The significant influence of leadership commitment on organizational performance, particularly through clear communication, strategic alignment, and employee support, aligns with the theory's focus on how internal dynamics affect outcomes. The study confirms that when leaders actively engage with employees and ensure access to necessary resources, it fosters a shared vision and enhances productivity. These findings contribute to existing literature by illustrating how behavioral aspects of leadership drive performance in complex and structured environments such as public transportation.

From a practical standpoint, the results underscore the importance of strengthening leadership effectiveness at Kenya Railways Corporation. While the leadership team is perceived as supportive and aligned with strategic goals, there is room for improvement in areas such as accountability and leadership performance evaluation. To address these gaps, KRC and similar organizations should implement leadership development programs, encourage regular feedback from staff, and adopt performance based management systems. Encouraging a participatory approach where employees are involved in decision making can build trust, improve communication, and align efforts toward shared goals. These steps are crucial for translating strategic plans into measurable performance improvements.

On a policy level, the study highlights the need for formal frameworks that support leadership accountability in public sector institutions. Agencies like KRC could benefit from policies requiring regular assessments of leadership performance, particularly regarding strategic communication and employee support. Establishing standardized performance review systems can help ensure that leadership commitment is not only expressed but also consistently applied. Furthermore, transport sector policies could integrate leadership metrics into broader performance evaluations, ensuring alignment between strategic objectives and operational outcomes. Such policy interventions can foster a more transparent, accountable, and results oriented public sector, ultimately enhancing service delivery and infrastructure development.

5.2.2 Resources Allocation and Organizational Performance

The results of this variable in the study indicated that a majority of the respondents agreed that adequate financial resources are allocated to support key organizational activities and projects. Additionally, most respondents agreed that budget planning aligns with the strategic goals of the organization to ensure resource availability. The study also showed that a majority agreed that the organization adjusts budgets based on current needs and project requirements. Furthermore, respondents expressed agreement that staffing levels are sufficient to meet the demands of organizational goals and projects, and that personnel are allocated effectively to optimize team performance and meet project deadlines. Moreover, the results demonstrated that a majority of the respondents agreed that the organization prioritizes resource allocation to attract and retain skilled personnel. In terms of infrastructure, most respondents agreed that the organization invests in infrastructure that supports efficient operations and project execution, and that necessary infrastructure resources are available to staff, enabling them to perform effectively. However, slightly lower agreement levels were observed in the alignment of infrastructure investments with long-term organizational needs and objectives. These findings highlight the importance of a balanced approach to resource allocation, ensuring that financial, human, and infrastructural resources are strategically aligned to meet both immediate and long-term organizational goals.

The researcher's stand point is that; these findings suggest that while respondents generally perceive the organization as effectively allocating resources, there are areas that require further attention. The high level of agreement regarding financial resource allocation and budget alignment with strategic goals indicates sound financial management practices within the

organization. However, the slightly lower agreement on infrastructure investment and long-term resource planning suggests that there may be gaps in ensuring sustainable resource availability and future organizational needs. Additionally, the variability in responses regarding staffing sufficiency and infrastructure investments implies differing perceptions among employees, possibly due to department-specific challenges or varying experiences with resource accessibility.

The study findings concur with the findings of the study conducted by Mwangi and Wekesa (2021), which showed that financial resource allocation and strategic budget planning significantly enhance organizational performance by ensuring adequate funding for key projects. Similarly, the findings align with the study by Kimani *et al.* (2020), which demonstrated that organizations that prioritize resource allocation for talent acquisition and retention experience higher productivity and employee satisfaction. Additionally, the results support the conclusions of Omondi and Otieno (2022), who found that while infrastructure investment is essential for operational efficiency, many organizations struggle to align infrastructure planning with long-term strategic objectives, leading to inefficiencies in resource utilization.

5.2.3 Organization Structure and Organizational Performance

On this objective, the study findings revealed that a majority of the respondents agreed that the organization has clearly defined roles and responsibilities for each department. Additionally, most respondents agreed that the organizational hierarchy facilitates effective decision-making, ensuring that authority and responsibility are well structured. The results also indicated that a majority of the respondents believed that the organizational structure supports efficient coordination between departments, while reporting lines were perceived as clear, enhancing accountability across teams. Furthermore, the findings showed that the structure allows for some level of flexibility to adapt to changes, although with slightly lower agreement levels compared to other aspects. Moreover, respondents agreed that the organizational structure promotes teamwork and collaboration and that employees understand how their roles contribute to the organization's overall objectives. However, lower agreement levels were observed in the organization's ability to respond quickly to operational challenges and in the regular review of the structure to ensure continued relevance. These findings highlight the importance of a well-defined and adaptable organizational structure that balances stability with flexibility to effectively meet evolving business needs.

From a research perspective, these findings suggest that while respondents generally view the organization's structure as effective in defining roles and supporting coordination, there are notable gaps in its adaptability and responsiveness. The strong agreement on role clarity, decision-making, and accountability signifies a structured work environment that supports operational efficiency. However, the relatively lower agreement regarding adaptability, quick response to challenges, and structural reviews indicates potential rigidity that may hinder the organization's ability to swiftly adjust to dynamic market conditions. The variability in responses, particularly in structural flexibility and review processes, suggests that some employees may experience challenges that others do not, possibly due to differences in departmental structures or leadership approaches. Addressing these concerns through periodic structural evaluations and adaptive frameworks could enhance the organization's overall effectiveness.

The study findings align with several research studies that have explored the impact of organizational structure on efficiency, decision-making, collaboration, and adaptability. The study conducted by Ndegwa and Muturi (2021) examined the relationship between role clarity, hierarchical decision-making, and operational efficiency in medium-sized enterprises in Kenya. Their findings indicated that organizations with clearly defined roles and responsibilities experienced improved workflow, minimized task duplication, and enhanced employee accountability. The study also found that a well-structured hierarchy contributes to better decision-making processes by ensuring that authority is properly delegated. These findings support the results of the current study, where respondents largely agreed that role clarity and decision-making structures positively impact organizational efficiency. Similarly, the study by Ochieng et al. (2020) focused on the role of interdepartmental coordination and teamwork in organizational performance among large firms in East Africa. Their research highlighted that effective communication and structured collaboration between departments significantly enhance operational processes, reduce inefficiencies, and improve overall performance. The study emphasized that organizations with well-coordinated teams tend to be more innovative and responsive to emerging challenges. This aligns with the current study's findings, where respondents agreed that their organization fosters teamwork and coordination between departments, leading to improved efficiency and goal achievement.

Furthermore, the study by Kamau and Waweru (2022) investigated the role of structural flexibility in organizational responsiveness within the financial sector. Their research revealed that organizations that periodically review their structures and integrate adaptability mechanisms are better equipped to respond to market changes, operational challenges, and emerging business needs. The study also found that rigid organizational structures often lead to inefficiencies, delayed decision-making, and difficulty in implementing change. This finding aligns with the current study's results, where respondents expressed slightly lower agreement on the organization's ability to adapt quickly to challenges and regularly review its structure. These studies collectively reinforce the importance of balancing structure with flexibility. While a well-defined hierarchy and role clarity enhance efficiency, organizations must also incorporate adaptability in their structures to remain responsive to dynamic business environments. Implementing regular structural reviews and fostering a more agile decision-making process could help bridge the gaps identified in the study, ensuring long-term sustainability and effectiveness.

5.2.4 Moderating Effect of Employee Involvement on the Relationship between Strategy Implementation and Organizational Performance

The study findings revealed that a majority of respondents agreed that employees are actively involved in strategy formulation and decision-making processes. Additionally, most respondents indicated that employee feedback is regularly sought and incorporated into strategy implementation. The results also showed that employees' participation enhances the success of organizational performance outcomes by improving communication and alignment with organizational goals. Moreover, the findings highlighted that involving employees in strategic initiatives motivates them to perform better and fosters a sense of ownership and accountability in decision-making. Respondents also agreed that incorporating employee perspectives leads to more effective and practical strategy implementation, as it improves communication and reduces resistance to change. However, the study noted relatively lower agreement levels regarding the extent to which employees are regularly consulted to ensure better alignment of strategies with organizational needs. These findings emphasize the importance of fostering a participatory organizational culture where employees' perspectives are valued to enhance coordination, minimize resistance to change, and strengthen commitment to strategic objectives.

From a research perspective, these findings suggest that organizations that actively engage employees in decision-making and strategic discussions experience better alignment with organizational goals, improved communication, and enhanced performance outcomes. The strong agreement on employee involvement, motivation, and accountability highlights the positive impact of participatory leadership on organizational success. However, the relatively lower agreement on regular consultation and strategic alignment indicates that some employees may feel excluded from key decision-making processes. This variation suggests that different departments or leadership styles may influence the extent of employee participation. Addressing these gaps through more inclusive consultation processes and transparent communication could enhance strategic effectiveness and organizational cohesion.

The study findings align with existing research on the role of employee involvement in organizational strategy. A study by Ndegwa and Muturi (2021) examined the impact of participatory decision-making on organizational performance in Kenyan enterprises. Their findings indicated that organizations that actively involve employees in strategic decisions experience higher engagement, improved communication, and better alignment of goals. These results support the current study's findings, which highlight the benefits of employee participation in strategy formulation and implementation. Similarly, research by Ochieng et al. (2020) explored the relationship between employee involvement and resistance to change in large firms in East Africa. Their study found that organizations that encourage employee input in strategic discussions experience lower resistance to change and smoother implementation of new initiatives. This aligns with the current study's findings, where respondents acknowledged that employee participation enhances communication, minimizes resistance, and fosters organizational commitment.

Furthermore, Kamau and Waweru (2022) investigated the influence of employee engagement on strategic adaptability in the financial sector. Their research revealed that organizations that actively seek employee feedback and integrate their perspectives into decision-making processes are more adaptable to market changes and operational challenges. The study also found that excluding employees from strategic discussions often leads to misalignment and reduced commitment to organizational goals. These findings align with the current study's results, where respondents indicated that employee involvement leads to better strategy implementation and organizational success. Collectively, these studies reinforce the importance of fostering a culture of participation,

transparency, and inclusiveness in decision-making. Organizations that prioritize employee involvement are better positioned to achieve sustainable strategies, enhance coordination, and improve overall performance.

5.3 Conclusions of the Study

5.3.1 Leadership Commitment and Organizational Performance

This study concludes that there is a significant positive relationship between leadership commitment and organizational performance. This is due to the fact that leaders who effectively communicate strategic goals, provide necessary resources, and actively engage with employees create an environment that enhances productivity and overall organizational success. The findings indicate that leadership commitment fosters alignment between team activities and corporate objectives, ensuring that employees are well-supported and motivated to contribute to organizational growth.

5.3.2 Resources Allocation and Organizational Performance

This study concludes that there is a significant positive relationship between resource allocation and organizational performance. This is due to the fact that adequate financial, human, and infrastructural resource allocation ensures the smooth execution of key organizational activities and projects. The findings indicate that aligning budget planning with strategic goals enhances financial management, while effective staffing and infrastructure investments contribute to operational efficiency. However, the slightly lower agreement on long-term infrastructure planning suggests potential gaps in sustainable resource availability, highlighting the need for continuous assessment to ensure resources meet both immediate and future organizational needs.

5.3.3 Organization Structure and Organizational Performance

This study concludes that there is a significant positive relationship between organizational structure and organizational performance. This is due to the fact that a well-defined structure enhances role clarity, decision-making, accountability, and interdepartmental coordination, which collectively improve operational efficiency. The findings indicate that clear reporting lines and structured teamwork contribute to achieving organizational objectives. However, the lower agreement on adaptability and regular structural reviews suggests potential rigidity, which may

hinder responsiveness to operational challenges. Therefore, while a structured hierarchy supports stability and efficiency, organizations must ensure that their structures remain adaptable to dynamic business environments to sustain long-term effectiveness.

5.3.4 Moderating Effect of Employee Involvement on the Relationship between Strategy Implementation and Organizational Performance

This study concludes that there is a significant positive relationship between employee involvement, strategy implementation and organizational performance. This is due to the fact that active participation enhances communication, goal alignment, and accountability, leading to improved strategy implementation and overall performance outcomes. The findings indicate that when employees are engaged in strategic discussions, they feel more motivated and committed, reducing resistance to change and fostering a sense of ownership. However, the lower agreement levels on regular consultation suggest that some employees may feel excluded from decision-making processes, potentially affecting strategic cohesion. Therefore, organizations that foster an inclusive and participatory culture are more likely to achieve sustainable performance and adaptability in a dynamic business environment.

5.4 Contributions of the Study

5.4.1 Contribution to Theory

This study makes a significant theoretical contribution by reinforcing and extending the Behavioral Theory of the Firm (Cyert & March, 1963). The findings affirm that internal organizational behaviors specifically leadership commitment, resource allocation, organizational structure, and employee involvement play a critical role in influencing performance outcomes. By applying this theory in the context of a public sector organization (Kenya Railways Corporation), the study adds empirical evidence to support the theory's relevance in structured and bureaucratic environments. Furthermore, the moderating role of employee involvement offers an enriched theoretical perspective by integrating elements of participative leadership and strategic alignment into existing frameworks of organizational behavior.

5.4.2 Contribution to Practice

From a practical standpoint, the study offers actionable insights for organizational leaders, particularly in public sector entities. The results underscore the need for strengthening leadership

development, enhancing resource planning, and fostering flexible yet structured organizational systems. By identifying specific areas such as leadership accountability, infrastructure planning, and employee engagement, the study provides a roadmap for managers to translate strategic objectives into measurable performance outcomes. Additionally, the emphasis on participatory decision-making highlights the practical value of cultivating inclusive and transparent workplace cultures to reduce resistance to change and improve employee motivation.

5.4.3 Contribution to Policy

On a policy level, the study underscores the importance of institutionalizing leadership performance evaluations, strategic resource allocation frameworks, and employee engagement policies within public sector organizations. For entities like Kenya Railways Corporation, the findings suggest the need for formalized systems that ensure regular assessment of leadership effectiveness and alignment between budget planning and strategic goals. The study also advocates for the inclusion of employee involvement metrics in public service performance evaluations, reinforcing the need for participatory governance. These policy recommendations can inform government efforts to improve accountability, service delivery, and operational efficiency in state-owned enterprises and similar institutions.

5.5 Recommendations of the Study

Organizations should establish robust leadership accountability frameworks by implementing structured performance evaluation mechanisms that promote transparency and efficiency in decision-making. This can be achieved by setting clear performance indicators for leaders and ensuring regular self-assessments, peer evaluations, and employee feedback mechanisms. To foster an environment of continuous improvement, organizations should facilitate leadership training programs that focus on ethical leadership, strategic execution, and effective communication. These programs should equip leaders with the necessary skills to inspire teams, resolve conflicts, and drive innovation. Additionally, incorporating leadership accountability in performance appraisal systems can enhance commitment to organizational goals and improve leadership effectiveness in decision-making. Organizations should also adopt feedback tools such as anonymous employee surveys and open forums to assess leadership performance and identify areas for improvement, thereby fostering a culture of trust, integrity, and accountability.

Efficient resource allocation is crucial for achieving long-term organizational sustainability and operational efficiency. Organizations should adopt a data-driven approach by conducting periodic resource audits and cost-benefit analyses to assess how financial, human, and infrastructural resources are being utilized. This process helped in identifying inefficiencies and ensured resources are allocated to high-impact areas that align with the organization's strategic objectives. Additionally, organizations should integrate modern resource management technologies, such as enterprise resource planning (ERP) systems, to enhance forecasting accuracy, budget optimization, and real-time monitoring of resource distribution. Investing in employee capacity-building initiatives, infrastructure upgrades, and digital transformation can improve operational efficiency and enhance productivity. Organizations should also prioritize sustainability by aligning resource investments with long-term environmental and social responsibility goals, ensuring a balanced approach between profitability and corporate social responsibility (CSR).

Organizations should regularly evaluate and refine their structures to improve agility and responsiveness to market dynamics, emerging business trends, and technological advancements. A rigid and bureaucratic organizational structure can hinder innovation, delay decision-making, and reduce overall efficiency. Therefore, organizations should implement hybrid structural models that combine hierarchy with flexibility, enabling swift adaptation to change while maintaining clear lines of authority and accountability. Cross-functional collaboration frameworks should be developed to encourage communication between different departments and promote knowledge-sharing. Additionally, organizations should leverage digital collaboration tools to enhance efficiency in remote and hybrid work environments. To ensure continued relevance, organizations should establish periodic structural reviews that assess whether reporting lines, decision-making hierarchies, and operational frameworks support the company's strategic vision. Emphasizing decentralization, where necessary, can empower employees and mid-level managers to make timely operational decisions, enhancing responsiveness and problem-solving capabilities.

Employee involvement in strategic decision-making enhances commitment, motivation, and alignment with organizational goals. Organizations should foster a culture of inclusivity by actively integrating employees into all phases of strategic planning and execution. This can be achieved by creating structured consultation forums, such as town hall meetings, strategic planning workshops, and employee advisory committees, where employees can voice their insights and

contribute to decision-making. Additionally, organizations should implement digital feedback platforms that allow employees to provide real-time input on strategies, ensuring their perspectives are valued and incorporated. Leaders should also establish mechanisms to recognize and reward employee-driven innovations, reinforcing the idea that employee contributions play a vital role in shaping the organization's future. A transparent feedback loop should be created, ensuring that employees see tangible outcomes from their input, which enhanced trust, motivation, and long-term commitment to organizational objectives. Furthermore, organizations should focus on developing leadership training programs that equip managers with skills to facilitate open communication, encourage participation, and address employee concerns effectively.

5.6 Recommendations for Further Studies

Further studies should explore the impact of participatory decision-making on organizational agility and adaptability, particularly in fast-changing industries such as technology and finance. In addition, further case studies could examine how employee involvement influences an organization's ability to respond to market shifts and crises would provide valuable insights into strategic resilience. Additionally, longitudinal research could be conducted to investigate the effectiveness of different employee engagement mechanisms, such as feedback forums, strategic committees, and digital collaboration tools, in fostering inclusive decision-making and improving overall performance. Finally, future case studies could assess the relationship between participatory leadership and employee motivation, focusing on how involvement in strategic planning enhances job satisfaction, commitment, and long-term retention within organizations.

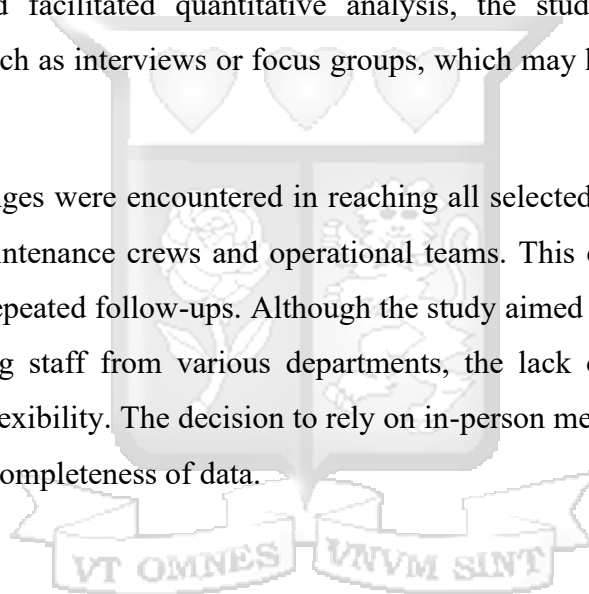
5.7 Limitations of the study

This study faced several limitations that may have influenced the scope and interpretation of its findings. First, the research was confined to Kenya Railways Corporation (KRC), a single state-owned enterprise. While this focus enabled an in-depth analysis of strategy implementation within a large public transport organization, the findings may not be fully generalized to other public or private institutions with different cultures, governance models, or strategic priorities. The deliberate choice to study KRC was intended to ensure depth and contextual relevance, and other institutions were excluded to maintain a manageable and focused research scope.

Second, the data collection process was constrained by a tight academic timeline, limiting the time available for respondent engagement. As a result, some responses may have lacked the detail or reflection that could have been obtained through longer interactions. Although this limitation affected the depth of some data, the study adhered to the academic schedule and was structured to ensure timely completion. Longer-term engagements, such as longitudinal studies or follow-up interviews, were beyond the intended scope.

Third, the exclusive use of structured questionnaires introduced the potential for response bias. Some participants may have offered socially desirable answers, especially regarding sensitive areas like leadership commitment and internal communication. While structured questionnaires ensured consistency and facilitated quantitative analysis, the study intentionally excluded qualitative approaches such as interviews or focus groups, which may have helped mitigate such bias.

Finally, logistical challenges were encountered in reaching all selected respondents, particularly field-based staff like maintenance crews and operational teams. This occasionally delayed data collection and required repeated follow-ups. Although the study aimed to capture a diverse set of perspectives by including staff from various departments, the lack of digital or remote data collection tools limited flexibility. The decision to rely on in-person methods was made to ensure clarity of responses and completeness of data.



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APPENDICES

Appendix I: Consent Letter

Title of Study: Strategy Implementation and Organizational Performance at Kenya Railway Corporation

Researcher: Gabriel Mwendwa
Strathmore University
+254 700528325

Purpose of the Study: This study's purpose is to determine the influence of strategy implementation on organizational performance within the railway industry in Kenya. The study's specific focus is on how leadership commitment, resource allocation, monitoring and evaluation and adaptability influence organizational performance within the railway industry in Kenya.

Study Procedure: If you give your consent to participate in this study, you will be requested to respond to all the listed questions in the questionnaire. The questionnaire consists of Likert scale questions that focus on strategy implementation on organizational performance. The questionnaire should take about 20 minutes to complete.

Confidentiality: The information you provide will solely be utilized to analyze data relating to the study's objectives. The findings of the study shall solely be used for academic research purposes and to enhance knowledge in the field of strategic management. The information you provide will be kept in the utmost confidentiality. Your personal information and identity data will not be included in the study's reports or publications.

Consent Statement:

By signing below, I acknowledge that:

My participation in this research is entirely voluntary.

I am aware that my answers will be kept private and that I am free to stop participating in the research whenever I choose.

Participant's Signature: _____

Date: _____

If you have any further questions, feel free to contact the researcher
Thank you for your cooperation



Appendix II: Research Questionnaire

You are kindly requested to participate in the questionnaire below and provide your responses in the questions displayed. Kindly tick in the boxes provided after reading and understanding the question. The questionnaire will take approximately 25 minutes. Please choose one answer for each question.

4.3.1 State your Gender

a) Male

b) Female

4.3.2 Please specify your highest level of education

a) Diploma

b) Degree Level

c) Master Level

d) Doctoral Level

4.3.3 Please indicate your age bracket

a) Under 30 yrs

b) 31 to 40 yrs

c) 41 - 50 yrs

d) 51-60 yrs

e) Over 60 years

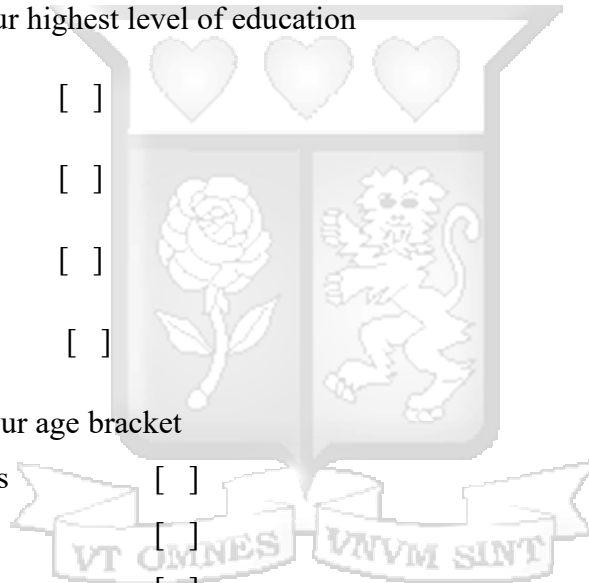
4.3.4 Please state the length of time you have worked in this organization

a) 1 - 5 yrs

b) 6 – 10 yrs

c) 11 – 15 yrs

d) Over 15 yrs.



Part B: Leadership Commitment and Organizational Performance

4.3.5 The following statement relates to the influence of leadership commitment on organizational performance. Please indicate your agreement with each statement as applicable in your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 - disagree, 3- not sure, 4 -agree and 5- strongly agree).

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The leadership team has a clear commitment to achieving the organization’s strategic goals					
2. Leaders consistently communicate organizational goals and their importance to staff members					
3. Leaders actively engage in aligning team activities with the organization's objectives					
4. Leaders provide resources and support to help employees fulfill their roles effectively					
5. The leadership team regularly connects with employees to understand their needs and provide support					

6. Leaders encourage and support initiatives that contribute to organizational improvement					
7. Leaders hold themselves accountable for the outcomes of their decisions and actions					
8. Clear accountability measures are applied to all levels of leadership in the organization					
9. Leaders regularly review their performance to ensure alignment with organizational goals					

Part C: Resources Allocation and Organizational Performance

6. The following statement relates to resource allocation and its influence on organizational performance. Please indicate your level of agreement with each statement as applicable in your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Adequate financial resources are allocated to support key organizational activities and projects					
2. Budget planning aligns with the strategic goals of the					

organization to ensure resource availability					
3. The organization adjusts budgets based on current needs and project requirements					
4. Staffing levels are sufficient to meet the demands of organizational goals and projects					
5. Personnel are allocated effectively to optimize team performance and meet project deadlines					
6. The organization prioritizes resource allocation to attract and retain skilled personnel					
7. The organization invests in infrastructure that supports efficient operations and project execution					
8. Necessary infrastructure resources are available to staff, enabling them to perform effectively					
9. Infrastructure investments are aligned with long-term organizational needs and objectives					

Part D: Organizational Structure and Organizational Performance

7. Please indicate your level of agreement with the following relating to the effect of Organizational Structure on organizational performance, as applicable to your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Where **1-Very Great Extent (SA)**, **2-Great extent (A)**, **3-Moderate extent (N)** **4- Little extent (D)** **5- (SD) Not at all**

Statement	Very Great Extent	Great extent	Moderate extent	Little extent	Not at all
1. The organization has clearly defined roles and responsibilities for each department.					
2. Organizational hierarchy facilitates effective decision-making.					
3. The structure supports efficient coordination between departments					
4. - Reporting lines are clear, ensuring accountability across teams.					
5. There is flexibility in the organizational structure to adapt to changes.					

6. The organizational structure promotes teamwork and collaboration.					
7. Employees understand how their roles contribute to the organization's objectives.					
8. The organizational structure enables quick response to operational challenges.					
9. The current structure is regularly reviewed to ensure it remains relevant.					

Part F: Employee Involvement

The following statements relate to the moderating effect of employee involvement on the relationship between strategy implementation and organizational performance. Please indicate your level of agreement as applicable to your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Statement	Very Great Extent	Great extent	Moderate extent	Little extent	Not at all
1. Employees are actively involved in strategy formulation and decision-making processes					
2. Employee feedback is regularly sought and					

incorporated into strategy implementation.					
3. Employee involvement enhances the success of organizational performance outcomes					
4. Employee participation improves communication and alignment with organizational goals					
5. Involvement of employees in strategic initiatives motivates them to perform better.					
6. Employees feel a sense of ownership and accountability when involved in strategic decisions					
7. Inclusion of employee perspectives leads to more effective and practical strategy implementation					
8. Employees are involved in strategic discussions, which improves communication and reduces resistance to change					
9. There is regular consultation with employees, which ensures					

better alignment of strategies with organizational needs					
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Part G: Organizational Performance

9. Please indicate your level of agreement with the following statements relating organizational performance, as applicable to your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Where **1-Very Great Extent (SA)**, **2-Great extent (A)**, **3-Moderate extent (N)** **4- Little extent (D)** **5- (SD) Not at all**

Statement	Very Great Extent	Great extent	Moderate extent	Little extent	Not at all
1. Revenue has consistently increased over the last three quarters					
2. Strategic initiatives in the company have positively impacted revenue growth					
3. Expansion into new markets has contributed to the organization’s revenue growth					
4. Productivity levels align with organizational targets and goals					
5. Continuous training programs enhance employee productivity across departments					

6. - Employee efficiency is regularly reviewed to maintain high performance levels					
7. The organization actively collects customer feedback to improve service delivery					
8. - High customer satisfaction ratings are achieved by addressing client concerns promptly					
9. Customer satisfaction ratings reflect the quality of products and services offered					

THANK YOU FOR YOUR COOPERATION



Appendix III: NACOSTI Research Permit


REPUBLIC OF KENYA


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

RefNo: 461572 Date of Issue: 15/April/2025

RESEARCH LICENSE



This is to Certify that Mr. Gabriel Mwendwa of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE AT KENYA RAILWAY CORPORATION for the period ending : 15/April/2026.

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461572

Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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Scan the QR Code using QR scanner application.**

See overleaf for conditions

Appendix IV: Ethical Review Certificate



27th March 2025

Mr Mwendwa Gabriel,
gabrielmwendwa1234@gmail.com

Dear Mr Mwendwa,

RE: Strategy Implementation and Organizational Performance at Kenya Railway Corporation

This is to inform you that SU-ISERC has reviewed and approved your above SU-masters proposal. Your application reference number is SU-ISERC2802/25. The approval period is from 27th March 2025 to 26th March 2026.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC