



CONSULTATIVE PARTICIPATION AND PERFORMANCE OF INDEPENDENT REGULATORY AGENCIES IN KENYA

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ABSTRACT

Independent regulatory agencies in Kenya have been characterized by a variation in their performances in the last few years yet they play a vital role in their respective sectors. This has been attributed to the aspect of poor leadership among other contributory factors. This study therefore, sought to establish the influence of consultative participation on performance of independent regulatory agencies and investigate the moderating effect of resource mobilization on the relationship between consultative participation and performance of independent regulatory agencies. The study adopted descriptive correlational research design and used the positivism research paradigm. The unit of analysis was each of the 48 independent regulatory agencies in Kenya, while the unit of observation were the top management level and lower cadre employees within each of the 48 independent regulatory agencies. The target population for this study was 336 employees within the top management and the lower cadre. The overall sample size for this study was determined using Yamane's formula which obtained 183 respondents. The study employed stratified random sampling to select the study sample. Primary data was used and was collected using questionnaires. Questionnaires were pilot tested on 18 respondents to test for reliability and validity of the data collection instrument. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 29 software. Quantitative data was analyzed using descriptive statistics and presented in tables and figures. The study also computed correlation and regression analyses to test the relationship between the study variables and hypotheses. The study found out that there is a positive significant relationship between performance of independent regulatory agencies in Kenya and consultative participation. Additionally, resource mobilization was found to have a strong positive moderating effect on the relationship between consultative participation and performance of independent regulatory agencies in Kenya. Based on the findings of the study, it is recommended that independent regulatory agencies in Kenya consider the adoption of consultative participation strategies and creates policies that aim to enhance resource mobilization and curb resource wastage.

Keywords: consultative participation, performance, resource mobilization, top management, lower cadre, positivism.

Background of the Study

Independent regulatory agencies in Kenya are pivotal drivers of socio-economic development. These agencies have been established to ideally ensure that they implement various applicable rules and regulations in order to safeguard the interests of Kenyans. In Kenya, a developing country like many others, the successful implementation of rules, regulations and oversight over their sectors by independent regulatory agencies is of utmost importance to the populace (Oketch, Kilika, & Kinyua, 2021). However, independent regulatory agencies in Kenya, face a myriad of challenges and complexities, rendering the achievement of their respective objectives and desired outcomes thus leading to undesired performance outcomes over the last few years (Njehia, Wasike & Muturi, 2019).

One critical factor that has gained recognition for its significant influence on the performance of organizations be it private or public is consultative participation; some refer to it as consultative management (Nyawira & Wainaina, 2023). According to Hussain (2018), consultative participation involves a higher degree of sharing views by members and giving them an opportunity to express their feelings. Within the context of an organization, consultation involves the leaders or managers seeking opinion or advice of subordinates on matters affecting their job (Bhatti & Qureshi, 2018).

Consultative participation plays a pivotal role in the performance of an organization. As Wilkinson, Mowbray, and Sun (2018), noted, consultation enables employees to take part in the management of an organization either directly or through representatives. Barry and Wilkinson (2016) aver that employees in various organizations now have more opportunities to participate in their task-related decisions and to give suggestions, recommendations, or ideas for productive organizational change. Having employees provide their input to managers in an organization through consultation is paramount for organizational success. Even though employees give their opinions to the managers in consultative participation, they (managers) retain control over the final decisions (Ruiz & Rivero, 2018).

Independent regulatory agencies in Kenya continue to face a myriad of challenges, including issues related to productivity, accountability and service delivery among others (Gatari, 2023). These challenges underscore the critical need to investigate the role of consultative participation on performance of independent regulatory agencies comprehensively. This study, therefore, aimed to delve into the intricacies of consultative participation and its influence on addressing these challenges, providing a comprehensive understanding of how consultative participation impacts the performance of independent regulatory agencies in Kenya.

Statement of the Problem

Independent regulatory agencies are established to ensure that they implement various applicable rules and regulations in order to safeguard the interests of Kenyans. However, the current situation is that independent regulatory agencies continue to expose taxpayers to miserable service delivery and poor performance despite the government pumping billions of shillings to keep them afloat (Oketch, Kilika, & Kinyua, 2021). According to Nyaberi (2020), State Corporations which include independent regulatory agencies have been less successful in their leadership, consequently culminating into dismal performance. Organizational performance is an indication of how well an organization has served the various stakeholders (Freeman & Ehrhardt, 2012). In a report released on 11th April 2023 by National Treasury and Economic Planning on Performance Evaluation of State Corporations and Tertiary Institutions for the Financial Year (FY) 2021/2022 representing the 18th cycle of performance contracting in Kenya's Public Service, performance of State Corporations was ranked in terms of the eight (8) functional categories. Regulatory independent

agencies were ranked number five (5). In comparison to the performance evaluation results for FY 2020/2021, the most deteriorated category is independent regulatory agencies (PSPMU, 2022).

Earlier on, a similar report by Public Service Performance Management and Monitoring Unit (PSPMMU) on evaluation of the performance of ministries, State Corporations, and tertiary institutions for FY 2020/2021 released on 30th December 2021 showed that some State Owned Enterprises (SOEs), which are entrusted with critical roles, continue to perform dismally in the delivery of services. The report for the FY 2019/2020 for instance indicates that there was a marginal decline in performance of State Corporations compared to that of FY 2018/19 since the average composite score changed by 1.6% i.e. from 3.1449 to 3.1972. This performance was categorized as “GOOD,” “FAIR” or “POOR” which signifies non-achievement of their agreed performance targets. 74.8% of State Corporations (including regulatory agencies) did not achieve their performance targets. The ideal composite score for all State Corporations is 2.40. The performance of independent regulatory agencies does not compare with the best performing category of State Corporations (Public Universities) whose average composite score was 3.0312.

According to a report by KIPPRA (2019), independent regulatory agencies have not done enough to protect Kenyans and the investors in combating counterfeit goods. Kenya Association of Manufacturers (KAM) estimates that on an annual basis, 40% of their market share translating to Kshs. 30 billion is lost due to counterfeits. Additionally, KAM estimates that the government loses close to Kshs. 200 billion annually due to trade in counterfeits. The losses are in form of customs duty, corporate tax, and Value Added Tax (VAT). These losses of revenue continue to negatively affect the government development agenda. Customs operation costs also rise due to additional law enforcement and policing expenses besides the consumption of counterfeits leading to increased medical and social security costs because of injuries and sicknesses.

While several studies have been conducted in Kenya on consultative participation and their impact on organizational performance, there is a scarcity of published work on the influence of consultative participation on the performance of independent regulatory agencies in Kenya. Njehia, Wasike and Muturi (2019) researched on employee participation and organizational performance: A case of Teachers Service Commission, Kenya. Nyawira and Wainaina (2023) conducted a study on the effect of consultative management on the performance of Kenyatta National Hospital in Nairobi city county, Kenya. Kuria (2017) researched on the influence of employee participation on performance of government healthcare institutions in Kenya. To bridge this gap in knowledge, this study sought to establish the influence of consultative participation on performance of independent regulatory agencies in Kenya.

Objectives of the Study

1. To establish the influence of consultative participation on performance of independent regulatory agencies in Kenya.
2. To examine the moderating effect of resource mobilization on the relationship between consultative participation and performance of independent regulatory agencies in Kenya.

Research Hypothesis

Ho1: There is no significant influence of consultative participation on performance of independent regulatory agencies in Kenya.

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

LITERATURE REVIEW

Theoretical Review

Democratic Theory

This theory is informed by the works of classical and neo-classical theorists such as Aristotle, Plato, Thomas Hobbes, John Locke, Jean Jacques, Rousseau, Edmund Burke, James Madison, John C. Calhoun to mention a few. The theory postulates that participation can create an asset in morale so that, when necessary, orders are given, people will respond more co-operatively because they are participating in the affairs of the organization (Iscan, Ersarib & Naktiyok, 2014). Though this theory has been largely associated with government, it has become inevitable to relate it to organizations for proper conduct and effectiveness. As Besse (1957) puts it, the theory is informed two thousand years ago, participation in the religion which has come to dominate the World. Two hundred years ago, this essential element was put in our political and social structures. We are just beginning to realize that we ought to put consultative participation in business as well and especially organizations be it in the public or private sector.

This theory therefore guided this study in determining the influence of consultative participation on performance of independent regulatory agencies in Kenya. The core issue about democracy is the importance it attaches to human personality. It assumes civic capacity on the part of individuals. This capacity involves intelligence, self-control, and conscience. Its essence is the right of every man bound by the decision of a government (organization) to contribute (whatever is in him/her) to the making and remaking of those decisions (Uchenwamgbe, 2013). This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the government (organization). This implies the obligation to respect the other man, to listen to his arguments and to consider his point of view. It is through consultation that individuals (subordinates) contribute useful ideas towards the solution of problems affecting their organization and jobs.

The major drawback of consultative participation in an organization is that it can absorb significant time and other organizational resources and bog down decisions, which may lead to reduced efficiency (Harrison & Freeman, 2004). This theory is applicable in this study as it guided this study in establishing the influence of consultative participation on performance of independent regulatory agencies in Kenya.

Resource Mobilization Theory

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

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

Conceptual Framework

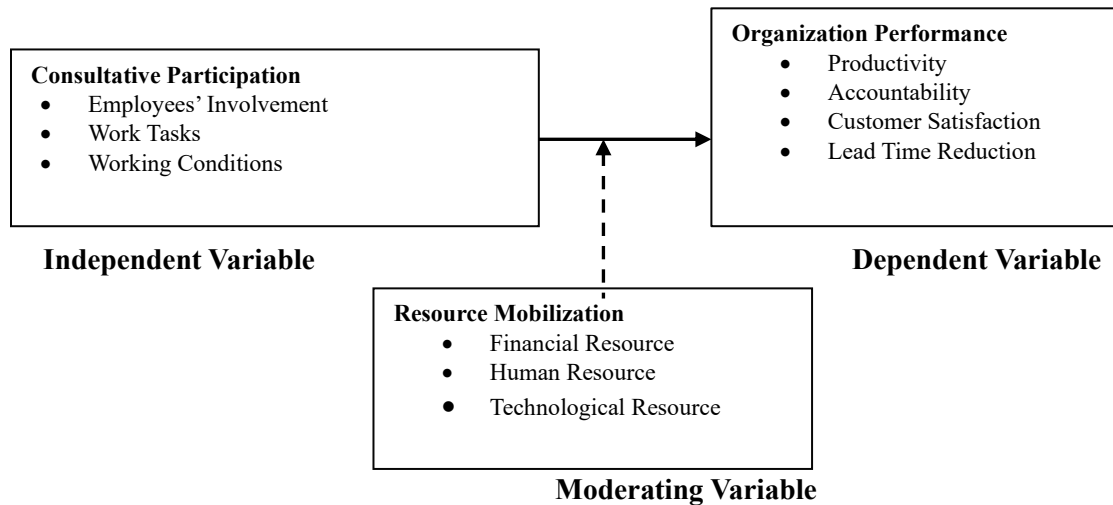


Figure 1: Conceptual Framework

Consultative Participation

Consultative participation within organizations involves leaders and managers seeking the opinions and advice of their subordinates on matters affecting their jobs, emphasizing employee involvement and decision making (Bhatti & Qureshi, 2018; Davis & Newstrom, 1989). This approach encourages employees to think about issues, contribute ideas, and be briefed on decisions, fostering emotional and mental involvement, motivation, and a sense of responsibility (Kim, 2018). Consultative participation is associated with positive outcomes such as higher shareholder returns, productivity, and customer satisfaction (Saks & Gruman, 2014). The advantage of consultative participation lies in its flexibility, allowing managers to consult with their subordinates without bureaucratic constraints, potentially impacting all workers and their tasks, organization, and working conditions (Kuye & Sulaimon, 2017). This study explored the presumed relationship between consultative participation and organizational performance, suggesting that by addressing employee needs through consultation, positive outcomes in terms of labor productivity, innovation, and overall organizational performance can be achieved (Mutua et al., 2018; Looise, Torika & Wigboldus, 2019; Meyer & Heppard, 2020).

Resource Mobilization

Resource mobilization refers to the process of gathering, allocating, and managing resources to achieve specific goals and objectives. In various contexts, such as business, non-profit organizations, and government agencies, resource mobilization is a crucial aspect of strategic planning and sustainable development (Shuja, & Abbasi, 2019). A resource is any physical or non-physical entity of limited availability that needs to be utilized to obtain a benefit. Resources at the disposal of a project can either be physical such as machinery and equipment or intangible such as trade mark, intellectual property and processes. Adequate use of different resources can make a firm complete a project within the stipulated time and reduce the cost overruns (Tsuma, Siringi & Wambua, 2020). Resources can either make or break an organization; they have therefore to be used efficiently and effectively. The main reason behind this is that the resources are hard to obtain, expensive or even at times both (Barasa & Nyaga, 2021).

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

Organizational Performance

Organizational performance, encompasses the achievement of objectives such as high profits, quality products and services, market share, financial results, and overall survival through relevant strategic actions (Kombo et al., 2018). While performance is often gauged through financial indicators, particularly in profit-driven enterprises, this study focused on financial and non-financial measures for independent regulatory agencies, including customer and employee satisfaction, productivity, accountability and lead time reduction (Druckman et al., 1997). There is a growing body of evidence suggesting that consultation of workers in the affairs of an organization significantly contributes to its efficiency (Dundon & Rafferty, 2018; Looise et al., 2019).

Consultative participation is linked to enhanced quality in decision making quality, ease of implementation, the creation of a positive working environment, increased commitment, satisfaction, and improved morale, ultimately leading to heightened productivity (Markey, 2017; Dede, 2019; Spreitzer et al., 1997). Notably, the frequency of employee consultation has been found to be correlated with organizational commitment, and organizations that engage in employee consultation experience improved performance and skill enhancement (Stone, 2018; Looise et al., 2019).

Empirical Review

Hussain (2018) conducted a case study in the banking sector of Pakistan, investigating the relationship between human resource practices, consultative participation, and organizational performance. The study used a cross-sectional survey design, and the analysis revealed a weak but significant positive impact of employee participation on organizational performance. The results indicated that about 23% of the variation in organizational performance could be explained by consultative participation. These findings align with Singh (2009) and suggest that while employee participation contributes to organizational performance, other human resource management variables also play a significant role.

In Malaysia, Parasuraman, Kelly, and Rathakrishnan (2021) found that consultative participation was often management-imposed, lacking genuine involvement by employees. However, the study suggested that increased consultative participation could enhance service delivery. Dede's (2019) study in Nigeria revealed that consultative participation positively impacted organizational performance through factors like job satisfaction, commitment, and productivity. In contrast, Stouten, Rousseau, and De Cremer (2018) argued that trust-building practices by managers, fostering open communication and employee participation in decision making, were essential. Brunt and McCourt (2011) discussed challenges faced by Non-Governmental Organizations (NGOs) in Kenya, where employee control was constrained due to pressures from donors and management environments, emphasizing the importance of consultation over employee control.

Research Methodology

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

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

The overall sample size for this study was determined using a formula by Yamane (1967). Therefore, using Yamane's formula, the sample size for the study was 183 respondents. Stratified random sampling was used in selecting the sample for this study. The selected departments/sections formed the strata. A further stratification was based on respondents' position that is management level employees and non-managerial employees within the department at the time of data collection. This study made use of questionnaires that were distributed to the respondents with the aid of research assistants.

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

Research Findings and Discussion

A total of 183 employees from the top management level and those in the lower cadre working at independent regulatory agencies in Kenya were selected as the sample for this study. A total of 183 questionnaires were administered out of which 163 were returned. The returned questionnaires were verified for accuracy and completeness. They were found to be valid, reliable, and suitable

for further analysis and reporting. The response rate for the study was 88.87% which according to Mugenda and Mugenda (2003) is excellent and suitable for data analysis and reporting.

Descriptive Analysis

Consultative Participation

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

These are the findings on employees' involvement ; regarding the extent to which consultation in their organization involves seeking opinion or advice of employees on matters affecting their job, the respondents were in agreement that their organization does seek their opinion and advice on matters affecting their job ($M=3.56$, $SD=1.32$) and that managers consult with their employees to encourage them to think about issues and contribute their own ideas before decisions are made ($M=3.01$, $SD=1.39$). The study findings underscores the importance of constant employee consultation in an organization as it promotes healthy working relationships and ultimately an improvement in performance. The findings agree with Gu et al., (2022) that effective employee consultation is beneficial for the organization and it is therefore incumbent upon an organization to ensure it creates an ideal work environment that will enable employees and the management team to have a clear and healthy relationship. The findings further show that the respondents strongly agreed that their organizations briefs its employees on decisions that have been taken and why they were taken ($M=2.91$, $SD=1.43$). Furthermore, management allows managers to consult with employees at any time without having to go through the red tape required by committee procedures ($M=3.78$, $SD=1.28$).

On work tasks, respondents agreed to the statement that consultative participation touches all workers directly in relation to their work tasks and working conditions. This is indicated by the ($M=3.81$, $SD=1.32$). This finding is consistent with that of Faeq (2022) who emphasizes that the expedient performance outcomes are the result of an organization's culture of participation and involvement, as well as its propensity to use involvement that mirror this culture and indicate that the organization values employees and their input. On the statement as to whether consultation would influence employee attitudes towards their tasks which reduces turnover and absenteeism, improves productivity, and product quality, respondents were largely in agreement that consultation indeed does contribute to the reduction of turnover and absenteeism thus improving productivity. This is buttressed by ($M=3.72$, $SD=1.38$). The study findings are in agreement with Khalid and Nawab (2018) who aver that there is a significant relationship between employee consultative participation and employee retention. This helps to address issues of employee turnover, absenteeism and thus improves productivity.

Furthermore, listening to workers opinion develops their loyalty and trust towards the organization and have a positive impact on their productivity ($M= 3.86$, $SD=1.36$). The study findings agree with Yen and Ismail (2021) who advocate for organizations to build open forums that encourages its employees to exchange information or post questions to their department's management teams. The feedback can effectively help an organization to have a better understanding to fulfil their employee's needs. This helps to show employees that the organization cares about worker's wellbeing and also value their opinion, which help to support the organization and employees to build trust and gradually get the effective development of employee loyalty. On employee concerns, respondents largely agreed that managers consider employee concerns pertaining to the accomplishment and execution of tasks ($M= 3.11$, $SD=1.37$).

On working conditions, respondents agreed to the statement that their organization consults with employees when they are likely to be or are directly affected by a situation involving their health and safety (M= 3.96, SD=1.19). Equally, the respondents agreed to the statement that the management listens to employees concerns regarding the work environment (M=3.86, SD=1.27). Lastly, the respondents agreed to the statement that consultation is required when identifying hazards, assessing risks and deciding on measures to control those risks (M=3.90, SD=1.23). According to Australia's Work Health and Safety Commission (2022), a person conducting a business or undertaking must consult, so far as is reasonably practicable, with workers who carry out work for the business or undertaking and who are (or are likely to be) directly affected by a health and safety matter. Therefore, it is paramount that independent regulatory agencies should endeavor to consult with its employees when identifying hazards and assessing risks that may affect them at the workplace.

Table 1: Descriptive Statistics on Consultative Participation

Statement	Mean	Std. Dev.
Employees' involvement		
Consultation in our organization involves seeking opinion or advice of employees on matters affecting their job.	3.11	1.37
Managers consult with employees to encourage them to think about issues and contribute their own ideas before decisions are made.	3.01	1.39
In our organization, employees are briefed on decisions that have been taken and why they were taken.	2.91	1.43
Management allows managers to consult with employees at any time without having to go through the red tape required by committee procedures.	3.78	1.28
Work tasks		
Consultative participation touches all workers directly in relation to their work tasks and working conditions.	3.81	1.32
Consultation influences employee attitudes towards their tasks which reduces turnover and absenteeism, improves productivity, and product quality.	3.72	1.38
Listening to workers opinion develops their loyalty and trust towards the organization and have a positive impact on their productivity.	3.72	1.36
Managers consider employee concerns pertaining accomplishment/execution of tasks.	3.11	1.37
Working conditions		
The organization consult with employees when they are likely to be or are directly affected by a situation involving their health and safety.	3.96	1.19
The management listen to employees concerns regarding the work environment.	3.86	1.27
Consultation is required when identifying hazards, assessing risks and deciding on measures to control those risks.	3.90	1.23
Aggregate Score	3.54	1.33

Resource Mobilization

The second objective of the study was to examine the moderating effect of the resource mobilization on the relationship between participative leadership and performance of independent regulatory agencies in Kenya. The responses were rated on a five point Likert scale as presented in table 2.

From the results the respondents agreed that their organization has clear strategies for acquiring financial resources to support its operations (M= 3.86, SD=1.32). In addition, the respondents

agreed that their organization actively seeks partnerships and collaborations to enhance resource mobilization ($M= 3.84$, $SD=1.29$). Further, the respondents agreed that there is a strong correlation between resource mobilization efforts and the overall performance of the organization ($M= 3.86$, $SD=1.31$). The respondents also agreed that they regularly assess and update our technological resources to align with the set standards ($M= 3.97$, $SD=1.21$).

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

Table 2: Resource Mobilization

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

Performance of Independent Regulatory Agencies

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

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

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

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

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

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

Inferential Analysis

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

Correlation Analysis

The study found a positive and significant correlation between consultative participation and performance of independent regulatory agencies in Kenya ($r = 0.653$, $p = 0.001$). This implies that higher consultative participation can lead to improved performance of independent regulatory agencies. This finding is consistent with Wagner (2016) who argues that consultative participation is positively related to higher performance, satisfaction, and productivity of an employee.

Table 4: Correlation Analysis

		Performance	Consultative participation
Performance of independent regulatory agencies	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	163	
Consultative participation	Pearson Correlation	.653**	1
	Sig. (2-tailed)	.000	
	N	163	163

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

Test for Hypothesis One

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

R is the correlation coefficient, which indicates the strength and direction of the relationship between the predictor and outcome variables. In this case, $R = .558$ suggests a moderate positive relationship between consultative participation and the outcome variable (performance of independent regulatory agencies in Kenya). R Square is the coefficient of determination, which indicates the proportion of variance in the outcome variable that can be explained by the predictor variable. In this case, $R \text{ Square} = .392$ suggests that 39.2% of the variation in the performance of independent regulatory agencies in Kenya can be explained by consultative participation.

The remaining 60.8% variation in performance of performance of independent regulatory agencies suggests that there are other important factors that influence the outcome variable, and further research is recommended to identify these factors and improve the predictive accuracy of the model.

Table 5: Model Summary for Consultative Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	0.392	0.364	0.794

a Predictors: (Constant), Consultative Participation

Analysis of Variance (ANOVA) for Consultative Participation

The ANOVA results in Table 6, with a calculated F statistic of 137.273 (greater than $F_{critical}$) and a p-value of 0.000 (less than 0.05), demonstrate that consultative participation is a statistically significant predictor of the performance of independent regulatory agencies in Kenya.

Table 6: ANOVA for Consultative Participation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.505	1	77.505	137.273	.000 ^b
	Residual	171.075	162	0.565		
	Total	161.58	163			

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

b. Predictors: (Constant), Consultative Participation

Regression of Coefficients for Consultative Participation

The regression coefficients in Table 7 show a positive and significant relationship between consultative participation and the performance of independent regulatory agencies in Kenya ($\beta = 0.558$, $p = 0.000$), suggesting that a unit increase in consultative participation corresponds to a 0.735 increase in organizational performance.

Table 7: Beta Coefficients for Consultative Participation

Model		Unstandardized Std. B	Coefficients Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.162	0.228		5.486	0.000
	Consultative Participation	0.735	0.063	0.558	11.716	0.000

a Dependent Variable: Performance of independent regulatory agencies in Kenya

Hypothesis Testing for Consultative Participation and Performance of Independent Regulatory Agencies in Kenya

The hypothesis testing through multiple linear regressions (Table 7) confirmed that consultative participation significantly influences the performance of independent regulatory agencies in Kenya, as indicated by a p -value of $0.000 < 0.05$ and a calculated t -value (11.716) surpassing the critical value (1.96). The study rejected the null hypothesis and concluded that consultative participation plays a significant role in shaping the performance of these agencies.

H_{a1}: Consultative participation significantly influences performance of independent regulatory agencies in Kenya.

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

Performance of independent regulatory agencies in Kenya = 1.162 + 0.735 consultative participation.

Test for Hypothesis Two

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

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

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

From the model summary findings in Table 8, the first model is the regression between consultative participation (X) without moderator and interaction, the value of R-squared was 0.427 which suggests that 42.7% change in performance of independent regulatory agencies in Kenya can be explained by consultative participation. The p-value for the first model (0.000) was less than the selected level of significance (0.05), suggesting that the model was significant.

The findings in the second model, which used consultative participation, resource mobilization, and interaction term (X*M) as predictors, had an R-Squared of 0.609. This implies that the introduction of resource mobilization in the second model led to a 0.182 increase in r-squared, showing that resource mobilization positively moderates the relationship between consultative participation and the performance of independent regulatory agencies in Kenya. This agrees with Njuguna et al., (2021) who established that the resource mobilization moderated the relationship between consultative participatory management and performance in selected water service providers in Murang'a County, Kenya.

Table 8: Model Summary for Moderation Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.653 ^a	.427	.425	.44830	.427	185.527	1	162	.000
2	.780 ^b	.609	.606	.37105	.182	115.476	1	161	.000

a. Predictors: (Constant), consultative participation

b. Predictors: (Constant), consultative participation, resource mobilization, X*M

From the model summary findings in Table 9, the F-calculated value for the first model was 185.527 and for the second model it was 193.163. Since the F-calculated values for the two models were higher than the F-critical values, the two models were a good fit for the data. Also, the p-values for both models were less than 0.05, an indication that they were significant. Therefore, the model could be used to predict the moderating effect of resource mobilization on the relationship between consultative participation and performance of independent regulatory agencies in Kenya.

Table 9: ANOVA for Moderation Effect

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.286	1	37.286	185.527	.000 ^b
	Residual	50.042	162	.201		
	Total	87.328	163			
2	Regression	53.184	2	26.592	193.163	.000 ^c
	Residual	34.144	161	.138		
	Total	87.328	163			

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

b. Predictors: (Constant), consultative participation

c. Predictors: (Constant), consultative participation, resource mobilization, X*M

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

$$Y = 1.162 + 0.735 X$$

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

$$Y = 1.039 + 0.341 X + 0.506 M - .159 X*M$$

In Model 1, the results indicate that consultative participation has a significant positive influence on performance of independent regulatory agencies in Kenya (Beta = .735, $p < .05$). This agrees with the study by Gwako and Nyang'au (2023) who found out that consultative participation has a positive and significant effect on performance of Kenyatta National Hospital, Kenya.

In Model 2, the results show that consultative participation (Beta = .341, $p = .000$) and resource mobilization (Beta = .506, $p = .000$) have significant positive effects on performance of independent regulatory agencies in Kenya. Additionally, the interaction effect between consultative participation and resource mobilization ($X*M$) is (Beta = -.159, $p = .000$) implying that an increase in the predictor variable is associated with a decrease in the dependent variable.

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

Table 10: Beta Coefficients for Moderation Effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.162	.028		-.002	.999		
1 Consultative participation	.735	.043	.653	13.621	.000	1.000	1.000
(Constant)	1.039	.023		-.002	.998		
2 Consultative participation	.341	.042	.380	8.051	.000	.709	1.411
resource mobilization	.506	.047	.507	10.746	.000	.709	1.411
X*M	-.159	.038	-.162	-3.794	.000	.824	1.213

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

Conclusions

The null hypothesis was, that there is no significant influence of consultative participation on performance of independent regulatory agencies in Kenya. The study found out that consultative participation has a positive and significant effect on the performance of independent regulatory agencies in Kenya. The sub-constructs of consultative participation that is; employees' involvement, work tasks and working conditions influences performance positively. Policies which promote direct involvement of employees in the organization's affairs differ from policies which encourage indirect participation of employees in relation to implications for performance enhancement in the organization. The deduction is that whereas organizations should promote the direct involvement of employees in the affairs on an organization that affect them such as work

tasks and working conditions, such moves should not preclude other initiatives as provided by the collective voice of workers through trade unions.

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

Recommendations for Policy and Practice

The study found that consultative participation is crucial to successful performance of independent regulatory agencies in Kenya. The thus study recommends that the policy makers at independent regulatory agencies in Kenya may consider formulating consultative participation strategies that encompasses aspects such as employee involvement, work tasks and issues to do with working conditions. This recommendation is in tandem with the findings of the study by Charles, Francis and Zirra (2021), which established that there is a strong relationship between consultative participation and performance especially where employees are encouraged to put forward their own ideas regarding changes to their working conditions, they tend to become receptive to changes introduced by management as they will feel more involved and secure. The recommendation also agree with Wagner (1994) who found out that employee involvement leads to greater satisfaction and productivity. Maslow's theory advocates for extensive employee involvement on day today aspects of an organization such as work tasks as it satisfies employees higher order needs leading to an improvement in performance (Maslow, 1943). Employee involvement programs will empower employees as it will give them more control over their tasks while making them responsible for their efforts.

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

Recommendations for Further Studies

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

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