

**INTRAPRENEURSHIP AND PERFORMANCE OF
COMMERCIAL STATE CORPORATIONS IN KENYA**

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(Entrepreneurship)**

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OF
AGRICULTURE AND TECHNOLOGY**

2024

**Intrapreneurship and Performance of Commercial State
Corporations in Kenya**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for
the Degree of Doctor of Philosophy in Entrepreneurship of the Jomo
Kenyatta University of Agriculture and Technology**

2024

DECLARATION

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

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This thesis has been submitted for examination with our approval as the University Supervisors

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DEDICATION

To Ntinyari Muriungi, Munene Njeru, Muthomi Njeru and Mugambi Njeru.

ACKNOWLEDGEMENT

My profound appreciations go to my supervisors Professor Patrick Karanja Ngugi and Professor (Eng.) Thomas A. Senaji who took a profound interest in my progress from thesis commencement up to writing the final report. Their tireless efforts, ad-hoc advice, constructive criticisms and timely feedback enabled this thesis to take shape. I also want to recognize all the Commercial State corporations for allowing me to collect data in their firms and the time and efforts of my research assistants led by Kelvin Olum who supported me in data collection.

Secondly, I wish to record my honest gratitude to my wife Carol Ntinyari Muriungi for her inspiration and moral support and to my handsome boys Munene Njeru, Muthomi Njeru and Mugambi Njeru who, for many times, missed my company as I was working on my thesis. Credit to my family, you are and will always remain dear in my heart and to my father, Benson Mutiiria Kaunanku, my late mother, Mary Muutu Mutiiria who sow a seed of determination and hard work, Asante. To My Siblings, Gitonga, Kimathi, Mwiti, Kagendo, Gaceri, Karani. Mwandiki and Muthuri, May the God Almighty forever bless you. Special thanks to Prof.Kithure Kindiki, you have walked this academic journey with me, through encouragement and wise counsel. You have always wished me well. Dr. Onesmus Mbaabu Mutiiria, Thanks for always encouraging me.

Finally, I wish to thank all my colleagues at KeMU who assisted me in one way or another. This goes to Dr. Dorothy Kirimi, Dr. Vivian Cheronu, Dr. Wilson Muema, Mr. Moses Kithinji, Ms Jane Munga, Mr James Mbebe, Mr. George Okelo, Ms. Zipporah Karuga, Ms Anastasia Karia and Valentine Chepkemoi. To all and those who assisted me and their names are not mentioned here, I say thanks a lot.

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ACRONYMS AND ABBREVIATIONS

CE	Corporate Entrepreneurship
CI	Corporate Intrapreneurship
COM	Chief Operating Manager
CEO	Chief Executive Officer
HRM	Human Resource Management
ICT	Information and Communications Technology
KMO	Kaiser-Meyer-Olkin
NPM	New Public Management
NYS	National Youth Service
PO	Public Organizations
R&D	Research and Development
SDUs	Service Delivery Units
SMEs	Micro and Small Enterprises
SOE	State-Owned Enterprises
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences
TPB	Theory of Planned Behavior

DEFINITION OF OPERATIONAL TERMS

Intrapreneurship Intrapreneurship is the practice of encouraging employees to think and act like entrepreneurs within an established organization. It is the process of creating and managing innovative projects or initiatives within an organization (Holdford, 2018).

Competitive Aggressiveness Competitive aggressiveness is the ability to proactively and strategically take the initiative to gain competitive advantage. It is a combination of ambition, risk-taking, assertiveness, and competitive spirit (Andrews-Speed, 2016).

Entrepreneurship Entrepreneurship is the process of identifying opportunities, creating and developing new businesses, and taking risks to turn ideas into reality. It involves innovation, problem-solving, and taking calculated risks to bring an idea to fruition (Blanka, 2019).

Innovativeness Innovativeness is the ability to come up with new ideas, approaches, and solutions to problems. It is the foundation for entrepreneurship, as it involves coming up with new ideas and new ways of doing things (Gogtay & Thatte, 2017).

Level of Innovativeness Level of innovativeness refers to the degree of creativity and originality that is being applied to solve a problem or create something new. It involves generating new ideas, methods, products or services that are designed to improve current processes or create entirely new products or services (Blanka, 2019).

Organization structure Organization structure is the way in which a company is organized and managed. It includes the hierarchical structure,

the roles and responsibilities of employees, and the decision-making process (Dahabreh & Steingrimsson, 2020).

Performance of State Corporations The performance of state corporations is largely determined by the organizational structure in place. To maximize performance, state corporations should strive for clear roles and responsibilities, effective decision-making processes, and efficient information flow. Additionally, competitive aggressiveness and a focus on innovation should be encouraged and rewarded in order to maximize performance (Gawke et al., 2019).

Pro-activeness Pro-activeness is the proactive approach of anticipating future needs and developing solutions in advance. It involves taking initiative and being prepared to take action in order to achieve a desired outcome (Hunt & Lerner, 2018).

Product Champion A product champion is a person within an organization who is responsible for championing and driving the success of a particular product. This person is usually the most knowledgeable and passionate about the product and is responsible for making sure it is successful (Lazăr, 2016).

Reward and Reinforcement Reward and reinforcement are methods used to encourage desired behaviors in an organization. Rewards are tangible or intangible items given to employees for meeting goals or exhibiting desired behaviors. Reinforcement is a method of providing positive feedback, such as verbal praise, in order to encourage desired behaviors (Mackey & Gass, 2015).

State Corporations State corporations are organizations that are established by the government or state authorities. They are usually responsible for providing services such as public transport, energy, and education (Mauerhoefer & Brettel, 2017).

Work Discretion Work discretion is the freedom to make decisions within the scope of one's job without having to consult with superiors. It involves the ability to make decisions independently, without having to follow strict rules or guidelines (Menon & Ng, 2017).

ABSTRACT

Satisfactory performance of the state corporations is crucial to the social economic development of any country. However, their performance has been observed to be unsuitable in a number of ways. The main purpose of this study was to establish the influence of intrapreneurial competencies on performance of Commercial State Corporations in Kenya. The study adopted the following objectives; to examine how Pro-activeness relates to Kenya's commercial State owned Corporations performance, to determine the influence of level of innovation on their performance of commercial state corporations in Kenya, to examine the relationship between reward system and performance of commercial State Corporations in Kenya, to determine the effect of aggressiveness on performance of commercial State Corporations in Kenya and to establish the moderating influence of organizational structure on the relationship between intrapreneurial competencies and performance of state corporations in Kenya. The study was guided by five theories, namely: Resource based view theory, creative theory of entrepreneurship, Institutional. theory, Schumpeter's innovation theory and theory of corporate entrepreneurship. To obtain a full description of a single phenomenon within its context survey was used as a tool for data collection. The study used causal research design. According to the presidential task group report on state corporations, the studied population in Kenya comprised of 55 commercial state firms and this what the researcher used in this study. For the purpose of this study, a census of the entire 55 commercial state corporation in Kenya was used. The researcher used questionnaires to get the required information from the respondents. The data collected after sorting was coded, and statistical package for social sciences (SPSS version 22) analyzed it. Data was analyzed using descriptive and inferential statistics and results presented in form of tables and graphs. A simple multivariate linear regression was carried out in order to ascertain independent factors effects on the dependent variable. The response rate was 89.09%. The study found that proactiveness, reward system, level of innovativeness and competitive aggressiveness individually significantly influence performance. From the results, it was evident that organization structure acts as a moderator in the relationship that exists between intrapreneurship and performance (financial and non-financial). The study concluded that intrapreneurial competencies affected the performance of commercial state organizations. The results supported resource Based theory, creative theory entrepreneurship, institution theory, Schumpeter innovation theory and theory of corporative entrepreneurship. The results provided a basis upon which management of state corporations would enhance their performance through entrapreneurship. The study recommended that management of commercial state corporations should embrace and understand dimension of intrapreneurial competencies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study explored the effect of intrapreneurship influences on performance of commercial state corporations in Kenya. In recent times, organizations are beginning to see the importance of intrapreneurship within organizations. The aim of intrapreneurship is to develop a new venture within organizations in order to exploit a new opportunity to promote economic value and organizational performance improvement (Morianio, Molero, Topa & Mangin, 2014). In pursuit of improved performance, firms can benefit greatly from allowing intrapreneurial employees to identify and implement product, service or process innovation in markets. Towards the end of the last century, a term intrapreneurship was introduced to represent such regime of autonomy, self-directedness and innovation in the organizations. Intrapreneurs are generally greatly self-driven, hands-on and pragmatic individuals who are feel at ease with inventive moves within the limits of an organization in quest of an innovative product or service (Baruah & Ward, 2015). The comprehensive analysis seeks to establish the influence of intrapreneurship on Performance of Commercial State Corporations in Kenya. Intrapreneurship refers to the process carried out within the firm, regardless of size, leading to innovative new projects or activities, including the development of new products, services or other aspects (Gawke, Gorgievski & Bakker, 2017).

Corporations rely on the state for the provision of security and the enforcement of property rights in order to be able to engage in business transactions. At the same time, states also depend on corporations for the employment of their citizens and as a basis for taxation. In the State Corporation in Germany, intrapreneurship can be used to enhance performance by encouraging employees to take initiative, develop innovative solutions, and take risks in order to achieve goals. It can also be used to promote collaboration and communication between departments, which can help to reduce time and costs associated with projects and tasks. Intrapreneurship can also help to increase employee morale and job satisfaction by providing employees with greater autonomy

and responsibility (Andrews-Speed, 2016). This can lead to extraordinary engagement thus enabling organization performance to increase overall, intrapreneurship can be used to enhance performance in the State Corporation in Germany. It can be used to promote innovation, collaboration, and communication, as well as increase job satisfaction and motivation. This can lead to higher levels of performance, cost savings, and improved service delivery. Intrapreneurship in a positive way has had an influence on how State Corporation in Turkey performs. Intrapreneurship has enabled the organization to develop innovative solutions to the challenges it faces, resulting in improved efficiency, increased customer satisfaction and a more flexible and responsive operating model. The state corporation in Turkey is a major part of the economy, with most state-owned corporations working in the energy, transport, and telecommunications sectors. The government seeks to use state-owned enterprises to maintain control over strategic industries, while also providing services or products to the private sector. The Turkish government owns and controls many of the country's largest companies, including Turkish Airlines, Turkish Petroleum Corporation, and the Turkish State Railways. These companies are responsible for transportation, energy, and telecommunications infrastructure, as well as providing goods and services to the public. Additionally, the state has a major role in the banking sector, with several state-owned banks providing services to the public (Ulutaş Duman et al., 2016).

In Ghana, intrapreneurship has been shown to positively impact the performance of state corporations. Intrapreneurship gives employees a sense of ownership and responsibility, which can lead to greater motivation and higher productivity. In addition, it gives employees the freedom to explore new ideas and develop innovative solutions, which can lead to improved efficiency and increased profits. Intrapreneurship also encourages risk-taking, which can lead to the development of new products or services that can benefit the company. Finally, intrapreneurship can foster collaboration and encourage employees to work together towards the common goal of success and growth for the company (Appiah-Kubi, 2017).

Intrapreneurship can also help State Corporations in South Africa become more agile and responsive to changing market conditions. By providing employees with the opportunity to explore new ideas, the organization can better position itself to take

advantage of new opportunities (Wanyama, 2020). This can lead to an improved competitive position, greater market share, and increased profitability. Finally, intrapreneurship can help State Corporations in South Africa build a culture of collaboration and creativity. By empowering employees to take initiative, the organization can foster a climate of innovation and problem-solving that can be shared throughout the organization. This can lead to greater employee engagement and motivation. In turn, this can lead to improved employee satisfaction and retention, which can have a positive impact on the overall performance of the State Corporation (Haji & Anifowose, 2017).

Corporation Act in Kenya, Cap.446 and other Acts with reference to it are used to create the state corporations. To achieve its social and economic objectives, the Kenyan government creates state businesses. The Sessional Paper No. 10 of 1965 repurposed parastatals into tools for the economy's indigenization at the time of independence in 1963. So, the majority of significant parastatals in existence today were founded in the 1960s and 1970s. State corporations make certain central government services available to the whole country. These businesses generate excess returns which caters for their maintenance in achieving their goals, for example failed markets, utilizing socio-political aims, providing formal training services which entails to wellbeing of their citizens, redistributing money, and developing semi-arid areas which have been marginalized.

State corporation main responsibilities are to promoting moral business conduct, protecting consumers in order to foster innovation and uphold intellectual property rights, to advance industrial development, research, and appropriate technologies, to foster an environment that promotes sustainable trade, tourism, investment, and job creation, and to develop, review, coordinate, and implement policies and programs that are focused on effective human resource management. The government of Kenya has in the recent past made great strides in the restructuring of Parastatal. This is an indication that Kenya's state corporation are influential and important putting in consideration that some of these corporations have overburden the government due to lack of entrepreneurs. Kenya has 187 state firms, according to the presidential taskforce on parastatals reform report of 2013.

1.1.1 Commercial Corporations in Kenya

Commercial corporations are businesses that are owned by private individuals or groups of individuals. These companies are created to make profits, which are distributed among the owners. Commercial corporations are typically involved in activities such as manufacturing, trading, finance, construction and real estate, retailing, transportation, energy, and communications (Pittenger & Wolfe, 2019).

In Kenya, commercial corporations are regulated by the Companies Act, 2015. This Act provides the legal framework for companies in Kenya, including the creation and regulation of commercial corporations. The Act outlines the requirements for setting up a company, the rights and obligations of shareholders, directors, and other stakeholders, and the procedures for winding up a company (Finch & Milman, 2017).

The Kenyan government has implemented policies and procedures to promote the growth of commercial corporations. These include incentives such as tax holidays and duty exemptions for new companies and encouraging foreign direct investment. The government also provides support to companies through the Kenya Investment Authority, which is tasked with promoting and facilitating investments into the country.

1.1.2 The Concept of Performance

The design of which commercial state corporations operate in Kenya is a crucial idea since it aids in assessing the general effectiveness and efficiency of the activities of the state corporations. It enables state owned corporates to know whether they are on the right track in relation to business growth or whether they are doomed to fail. Performance of a state corporation is usually measured in terms of financial performance, service delivery, customer satisfaction, and other important aspects (Ibrar & Khan, 2015). Financial performance is usually measured in terms of revenue, profits, and costs. It is important to note that the revenue generated by a state corporation should exceed the cost of delivering its services. This is necessary to ensure that the state corporation is able to sustain its operations and also to generate a sufficient return on its investments (Karabulut, 2015).

Service delivery is another important aspect of performance of a state corporation. This involves the quality and timeliness of the services provided by the state corporation. It is important to measure the customer satisfaction with the services offered by a state corporation. This can be done through surveys and feedback from customers (Lazăr, 2016).

The other important aspect of performance of a state corporation is its management and governance. The board of directors is constituted by those in management, in support of the finances available. A state corporation with good strategies, enough resources for strategy implementation is always in a better position in its operations (Mackey & Gass, 2015). In conclusion, it can be said that the support given to state owned corporates by its government contributes to its achievement of its goals and objective. It is essential for the government to provide sufficient support to the state corporation in order to enable it to achieve its goals and objectives. This support may include financial resources, technical assistance, and other forms of assistance. In conclusion, Kenya's commercial state corporation's performance is an important concept as it helps to measure the overall efficiency and effectiveness of the operations of the state corporations

1.1.3 Intrapreneurship

Intrapreneurship is the process of employees driving innovation and creativity within an organization. It involves taking on roles, responsibilities and activities usually associated with entrepreneurship, such as introducing brand new products in the market, new facilities as well as creating new markets, creating and management of new business units. Kenya's commercial state corporations, intrapreneurship drives innovation and growth, while also creating opportunities for employees to use their skills and resources to create value for the organization (Mustafa & Hughes, 2018).

Presbitero (2015) defines proactivity as a chance-seeking, forward-looking mentality which comprises of introducing new products or services before the competition and working to meet demand before it happens in order to bring about change and modify the environment. The process of innovation, according to the United Kingdom Department of Trade and Industry (2007), entails taking a chance and developing it

into unique ideas that are later widely embraced. The notion of innovation in corporate development and economic progress was pushed by German economist Joseph Schumpeter. He claims that the elements of innovation include creativity, research and development (R&D), new procedures, new products, and technological advances (Van Lancker & Van Huylenbroeck, 2016).

Reinforcement involves development and use of systems that enhance entrepreneurial behavior which highlights significant accomplishments and encourage the pursuit of challenging work (Kuratko et al., 2014). Kuratko et al. (2014) further asserts that, the design of reward system should be based on clear goals, feedback, individual influence, and results. Competition shows up in writing as an essential forerunner to advancement and business endeavor in associations. Prize frameworks that move a demeanor of danger taking and development have been appeared to strongly affect person's enterprising conduct (Ibrar & Khan, 2015). When a business joins a target market or defends its current one after a competitor does so as a threat, the intensity of its endeavor to outperform its rivals by taking a fierce offensive stance aimed at defeating industry rivals may also be rather high (Kiyabo & Isaga, 2020). In an investigation of worker for hire's serious forcefulness in Indonesia, Setiawan et al. (2015) distinguished five components as the critical systems of serious forcefulness among workers for hire.

1.2 Statement of the Problem

The performance of state corporations however, has been a matter of on-going concern in an environment of resource scarcity. In 2016/17, eleven (11) commercial SCs made losses; this represents 21%, of all commercial oriented Government Owned Entities (RPTPR, 2018). Parliament Report (2015) indicated that SCs in Kenya have lost money to tune of Ksh. 2 billion in the financial year of 2015-2016 through fraudulent payment of suppliers. According to PSC report (2019) state corporations and Semi-Autonomous Government Agencies (SAGAs) had an overall performance of 58.5 percent for the financial year 2017/2018, which decreased to 44.3 percent in the financial year 2018/2019 (Public Service Commission, 2019). The service delivery among State Corporations decreased from 74.3% in 2016 to 49% in 2017, but slightly

increased to 57% in 2018. On the other hand, efficiency, effectiveness and economic use of resources decreased from 86.7% in 2016 to 68% in 2017, and further to 57.3% in 2018 (Public Service Commission, 2022; Public Service Commission, 2023). This declined performance is of concern to the Government of Kenya, the people of Kenya and the International Community due to vital role State Corporations are expected to play in enabling socio-economic transformation of Kenya. Research has shown that intrapreneurship influences organization performance.

Studies show that intrapreneurial actions are associated with growth and profitability in business organizations (Antoncic & Hisrich, 2019). In their study, Shepherd and Patzelt (2017) examined how businesses in Botswana foster intrapreneurial activity and build entrepreneurial innovation. Data collected from 217 Portuguese organizations by a questionnaire showed that enterprises' intrapreneurship (with its three different variables such as financial measurements, growth, and productivity) affects firm performance (Felício et al., 2019). Covin and Miles, (2018) revealed that the level of intrapreneurship within companies is directly proportional to organizational growth and profitability. According to a sample of 200 manufacturing firms in Kenya, corporate entrepreneurship dimensions significantly affected the financial performance of manufacturing organizations in Kenya (Lwamba & Bwisa, 2014). Bruno (2015) looked at how corporate entrepreneurship affected the performance of state firms and focused on being proactive, taking risks, being innovative and competitively aggressive. However, the study overlooked organizational structure, which is a crucial component of intrapreneurship. Zahra, Hayton, and Salvato, (2019) revealed that organizational factors influence the intrapreneurial behavior of an organization, supporting or discouraging factors according to the condition in which these factors are positive or negative. Nevertheless, the reviewed studies show that there has been limited research done on the effects of intrapreneurship on performance of commercial state corporations in Kenya. This study adopted the four levels of intrapreneurship that had influence on organization performance. This study therefore sought to answer the question what is the influence of intrapreneurship on the performance of commercial state corporations in Kenya?

1.3 Objectives of the Study

The study was guided by both general objective and specific objectives as follows.

1.3.1 General Objectives

The general objective was to determine the relationship between intrapreneurship and performance of commercial state corporations in Kenya.

1.3.2 Specific Objectives

1. To identify effect of Pro-activeness on performance of commercial state corporations in Kenya
2. To determine the effect of innovation on performance of commercial state corporations in Kenya.
3. To examine the relationship between reward system and performance of commercial State Corporations in Kenya.
4. To determine the effect of competitive aggressiveness on performance of commercial State Corporations in Kenya.
5. To establish the moderating effect of organizational structure on the relationship between intrapreneurship and performance of state corporations in Kenya.

1.4 Study Hypotheses

1. **H₀₁**: There is no significant effect of proactiveness on performance of commercial state corporations in Kenya
2. **H₀₂**: Innovation level in Kenya has no significant influence on performance of state corporations in Kenya.
3. **H₀₃**: Reward system has no significant influence on performance of Kenyan state corporations in Kenya.
4. **H₀₄**: Competitive Aggressiveness has no significant influence on performance of state corporations in Kenya.
5. **H₀₅**: Organizational structure does not moderate the relationship between intrapreneurship and performance of Commercial State Corporations in Kenya.

1.5 Justification of the Study

A variety of theoretical testing areas would benefit from the study. The study provides considerable testing for established theories such as agency theory, resource-based theory, Schumpeter innovation and institution theories, provide the foundation required in investigation. Intrapreneurship and the related theoretical considerations would be better understood as a result of the research findings. Intrapreneurship and organizational performance strategies used by Kenyan commercial state firms should be better understood as a result of this. Additionally, it gave researchers the chance to look into the efficacy of the intrapreneurship models used by Parastatals. By doing this, individuals can add to the corpus of information already in existence.

This study will give top management the tools they need to design strategies to incorporate intrapreneurship elements into broader reform programs for parastatals like in performance contracts, citizen service delivery charters, and institutional capacity building. It would be reasonable to anticipate that this will result in increased performance, excellent governance, and ingenuity. This study will help policy makers (like the Board of Governors in State Corporations, the Inspectorate of State Corporations, and the State Corporation Advisory Board) become better at formulating policies and apply innovation to the implementation of those policies in the training fields, capacity building, financial administration, performance administration, pay and benefits. Better policies would focus on eliminating decentralization and global bureaucracy, which are fueled by information technology.

By advancing intrapreneurship in public organizations, this study should also help managers of all cadres. Commercial State businesses typically lack an intrapreneurship policy and effective answers to the unstable environment. The study's conclusions provide recommendations that can improve management procedures in Kenyan commercial state firms.

1.6 Scope of the Study

The focus of the investigation was intrapreneurship on the operations of Kenyan Commercial State Corporations. This research study took place in Kenya and used

census respondents in the Kenyan state corporations drawn from parastatals management and middle level managers. The research focused on intrapreneurship on the performance of Kenyan Commercial State Corporations through intrapreneurship constructs of proactivity, creativity, incentive scheme, competitive aggressiveness and organizational structure. The 55 commercial state companies identified in the Presidential Task Force Report for 2013 was the research population (RoK, 2013). The study was carried out in the financial period 2019-2021 and primary data was gathered throughout this particular timeframe.

1.7 Limitations of the Study

Organizational policies within the commercial state corporations regarding confidentiality of the information the employee could give, limited the study, this was mitigated by assuring the respondents that the data would be used for academic purposes only. The study was also limited to structured questionnaire, however at the end of every section, the respondents were given an opportunity to express their opinion. The study findings could not be generalized to all state corporations since they operate under different Acts of parliament.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an in-depth review with regards to the study variables. It includes theoretical foundations, conceptual framework and empirical review of literature on intrapreneurship (Pro-activeness, level of innovation, reward system and aggressiveness) and performance. It concludes by research gaps and summary of literature reviewed.

2.2 Theoretical Review

This section outlined and discussed theories deemed to underpin how key variables relate. The variables considered in this paper were intrapreneurship, organizational structure and performance. The resource-based view theory was one of the underlying theories used to construct this study, supported by creative theory of entrepreneurship, institutional theory, Schumpeter innovation theory and theory of corporate entrepreneurship.

2.2.1 Resource-Based View Theory

Penrose put forth this notion in 1959. The company resource ideas on performance holds that high edge performance can only be aligned in its special resources and skills. The theory maintains that founders' access to resources is a critical factor in determining opportunity-based entrepreneurship and the growth of new enterprises. It emphasizes the significance of all organization's resources (Holdford, 2018).

This indicates that when the resources are accessible, there are chances of performance improvement (Hitt et al., 2016). The foundation of a company's operation and performance are its resources, which are also its inputs into the production process (Shepherd & Patzelt, 2017). The researcher argued that an enterprise's assets are integrated in various designs to build a package of resources that gives enterprises ability to achieve and better its operations. In view of the theory of resource-based

view perspective (RBV), implementation of new strategies is considered to be an unmeasurable return that offers a market edge to a company, which then leads to better results (Barney, 2014).

In order to outperform competitors, a business might combine tangible and intangible resources including cash, physical assets, and experienced workers. According to the Resource Based View Theory (RBV), valuable, unusual, and difficult resources are a source of competitive advantage that can increase corporate effectiveness. (Holdford, 2018). In the sense of RBV theory, corporate entrepreneurship (CE) is recognized as an important corporate resource which gives business enterprises competitive advantages over market competitors. The resource-based view therefore makes a major contribution to corporate entrepreneurship as it contributes to durability and thus increases performance (Barney, 2014).

The rate of technological development shortens the useful lives of resources if they are not subjected to constant review and improvement. As with credibility, capabilities are steadily declining. (Zhao & Fan, 2018). Transferability is important because if a company were to acquire the tools or know-how required to duplicate a successful rival's competitive advantage, the rival's advantage would vanish. Transferability is frequently only possible through acquisition or combination with another company, such as a reputation. Corporate entrepreneurship serves as the foundation for growth and competitive tactics (Kozlenkova et al., 2014).

Corporate entrepreneurship revitalizes businesses and secures their survival. To thrive and successfully compete in the marketplace, all business organizations, regardless of size or age, must have a proactive and inventive mindset. (Kreiser et al., 2019). In developing their competitive aggressiveness, the Kenya state corporations pay attention to the resources existing within the firm so as to be able to create value for its customers.

2.2.2 The Creative Theory of Entrepreneurship

This theory's primary subjects are the entrepreneur and the process of starting an enterprise. (Jack & Anderson, 2015; Schumpeter, 1934; Venkataraman, 2003 cited in

McKeever, 2015). The three basic pillars of the idea are that opportunities are arbitrary, that they are created rather than recognized, and that entrepreneurs must deal with uncertainty. Opportunities are created through a series of decisions that are taken to seize a potential chance. They don't have a free will; economic actors make them. They offer the potential for financial gain. The concept weighs uncertainty over hazard. (Packard, 2017).

When an industry is at risk, its credits either change predictably or in ways that are understandable. So, opportunities should be developed and enhanced by a combination of making educated guesses about what would be likely and testing the hypothesis until it usually corresponds with the desired open doors in a firm (Tülüce & Yurtkur, 2015).

There are business models in many sectors where Samsung or Toyota specifically are not in a position to request their clients to come up with new ideas or products, such as the electronics or automotive sectors. Any brand-new things they produce will be beyond the capabilities of their familiarity with the market. As a result, these companies ought to go through a cycle where they create new items, test them on clients, and then figure out which of them are well-known or efficient. Then, they ought to make these goods more enticing by tweaking them (Maryunani & Mirzanti, 2015).

Through testing and mastering theoretical concepts, as well as by examining business sector and industry structures, opportunities are produced. Opportunities are generated by businesspeople as opposed to appearing on their own without the influence of business visionaries. People are not unique; rather, there are differences in their dynamic under intrepid dynamic and susceptible entrepreneurship situations. Even if they provide possibilities, they are not independent. When the right techniques for utilizing existing assets improperly are not applied, dynamic develops (Arend, et al. 2015).

Vulnerability, not danger, is a fundamental condition for business, subsequently dependence on suspicions of vulnerability. Danger refers to a situation where two factors are met: 1) the knowledge of potential future consequences of a choice, as well

as the knowledge of the possibility that each of these consequences will occur, as described in Packard (2017); and 2) the existence of one or more of the other conditions., thus, three positions: all conceivable to be returns acquired later are at hand before dynamic; the results happening is ≤ 1 , yet > 0 ; the likelihood of all results happening = 1. When the likely outcomes of a choice and their potential consequences are unknown, vulnerability exists (Tülüce & Yurtkur, 2015). Leaders don't realize that they are unaware of conceivable upcoming outcomes. This theory is of very much importance to entrepreneurial risk-taking and innovativeness.

2.2.3 Institutional Theory

An analytical framework for examining the adoption and spread of organizational forms and practices is provided by institutional theory (Drori, 2020). It demonstrates how these influences, among others, have an impact on organizational evolution and individual leadership. Fuenfschilling and Truffer (2014) raises those affiliations are impacted by regularizing pressures rising up out of outside sources and the genuine affiliation. Subsequently, an organizational development is seen as an impression of legitimized institutional standards or shared data on conviction systems. It deals with social plan in consideration of cycles through which structures, such as graphs, rules, norms, and timetables become set up as genuine principles for social lead. The theory examinations concerning how these segments are made, diffused, embraced, and changed all through the real world and how they fall into abatement and disregard. The middle is achievement of constancy and solicitation in open movement (Lok, 2019)

Understanding the leaders' intentions and practices that have an impact on how an individual or affiliation is executed is made possible by institutional theory (Popkova, 2018). The speculation shows that an affiliation that makes relations with foundations and follow institutional cures can suffer adequately, have a more imperative sufficiency, allowing a better induction than resources. This is dependent on the assumption that institutional environments are socially evolved, may generate specific leads, and can also be shaped by individuals working within those environments (Cardinale, 2018).

Institutional theory has experienced change achieving two different ways of reasoning; old and new institutional hypotheses. The value of understanding what entails values, how affiliations evolve or adapt their way of life and configuration to socially recognized qualities, and how such traits weaken and deinstitutionalize, are highlighted over the traditional institutional hypothesis (Willmott, 2019). The old speculation prescribes that to normalize principles and characteristics in affiliations, the people who hold power, for instance, business visionaries or overseers, ought to have the choice to awaken and drive people from a relationship to follow their lead. This old speculation has every now and again been advanced as humanism and organizational branch.

Of course, the new institutional theory promoted by the financial and political sectors is based on the justification that organizational activities are influenced by institutional settings and internal establishments, which are development, lead and execution of an affiliation depend upon the ascribes of the environment where the affiliations' activities happen and inward foundations (Cardinale, 2018). Institutional surroundings incorporate social, political and monetary environments, whereas internal foundations incorporate the objections, development and culture of the affiliation.

This evaluation will be based on the new institutional theory and assume that internal establishments, such as resource-based and administrative-based ones, have an impact on how well a corporation executes. This examination pushes that sign of the resource-based associations which are money related resources, capacities and abilities, data base, culture, and HR, and the definitive based establishments including structure, the board style, inside controls, systems, and methods sway force and execution of the firm (Willmott, 2019).

Lok (2019) suggests that the institutional nature affects the speed and size of new industries by limiting business opportunities. Inadequate company growth hinders the growth of new companies, but a better corporate environment with limited regulations prevents companies from creating and producing them. Entrepreneurs can become discouraged if there are no official regulations or if they are forced to follow a number of rules and regulations that are too expensive to pay (Andersson et al, 2017).

Therefore, this theory is pertinent to the current research since it makes it easier to fulfill the goals about how organizational structure affects company performance.

2.2.4 Schumpeter's Innovation Theory

The role of invention in the entrepreneurial process was initially highlighted by Schumpeter's innovation theory. According to Schumpeter, a process known as "creative destruction" occurs when new goods and/or services compel resources to be transferred from existing businesses to new ones, upending established market structures and producing income for the new businesses (Cardinale, 2018).

As per Schumpeter (1934) referred to via Cardinale (2018) that advancement includes the entire interaction from a promising circumstance recognizable proof, ideation or creation to improvement, prototyping, creation, showcasing and deals, he contended that development happens through new blends made by a business person, bringing about; another item; another cycle; creating new markets and new causes of supply. Pioneering direction is a term that tends to the outlook of firms occupied with the quest for new pursuits.

It has been utilized to portray a genuinely predictable arrangement of related exercises or cycles. Such cycles incorporate a wide assortment of exercises, for example, arranging, examination, dynamic and numerous parts of a company's way of life, esteem framework and mission. Subsequently, enterprising direction might be seen as firm-level technique making measure that organizations use to order their organizational reason, support their vision and make upper hands (Andrews-Speed, 2016). Consequently, it tends to be contended that innovative direction is a significant proportion of the manner in which a firm is coordinated.

Additionally, Cardinale (2018) cites Penrose (1950) as saying that even ordinary or slack resources can greatly promote entrepreneurial discoveries. Consequently, the management resource is widely available in this instance. This theory contributes to the definition of how corporate intrapreneurial orientation affects company performance. According to the hypothesis, intrapreneurial activities within already-existing corporate organizations serve as a source of renewal and give those firms a

competitive advantage over their competitors, which in turn helps to improve organizational performance.

According to the study's relevant application of the human capital theory, intrapreneurs have a positive impact on organizational performance across the board in terms of profitability, development, strategy renewal, market share, and wealth creation (Popkova, 2018). Thus, the Schumpeterian Theory of Innovation plays a key role for intrapreneurs since it allows businesses to introduce new goods or services to the market before rivals, giving them a competitive edge. It supports the corporate enterprise's proactiveness, which includes the desire to seize chances and move quickly in response to environmental changes.

2.2.5 Theory of Corporate Entrepreneurship

An alternate model for entrepreneurial orientation is presented by the CE Model of Lumpkin and Dess in contrast to Lumpkin and Dess (1996) cited in Kreiser, et al. (2019). The five measurements; self-rule, inventiveness, risk-taking proactiveness, and serious forcefulness are depicted by these authors as having a leading edge. The tendency to operate independently, the willingness to grow and face obstacles, the propensity to be aggressive toward rivals, and the propensity to be proactive relative to commercial center freedoms are key characteristics that define EO.

The study inspect CE-execution connections among firms. In setting of this investigation, the examination receives the applied model of EO-execution relationship by Lumpkin and Dess (1996) referred to in (Javalgi, et al., 2014). The hypothetical model presents an elective model for CE that shows the EO-execution relationship that includes five CE measurements ingenuity, hazard taking, favorable to animation, serious forcefulness and self-sufficiency directed by environmental components dynamism, kindheartedness, intricacy and industry attributes) and organizational variables that is size, structure, procedure, system making measures, firm assets and culture) influence execution of the organizations as deals development, benefit, generally execution and partner fulfillment (Javalgi et al., 2014).

The innovativeness component of CE, which includes organizational, product, and process innovation, as well as financial performance, which includes profit and sales constructions, is used in this study. Meanwhile, the study contends that the innovativeness component of CE has an impact on the banking industry's financial success. (Bierwerth et al., 2015). Because of its emphasis on innovation and how such innovation adds to an organization's long-term competitive power, the theory of corporate entrepreneurship makes a substantial contribution to corporate entrepreneurial performance.

2.3 Conceptual Framework

Relationship in dependent and independent variables is usually given in a diagram using a conceptual framework (Kelley & Knowles, 2016). Organizational performance is the study's dependent variable, and the variables that are considered independent of it include; proactiveness, innovation, reward system, competitive aggressiveness and organizational structure while organization structure is the moderating variable between the intrapreneurship and organizational performance.

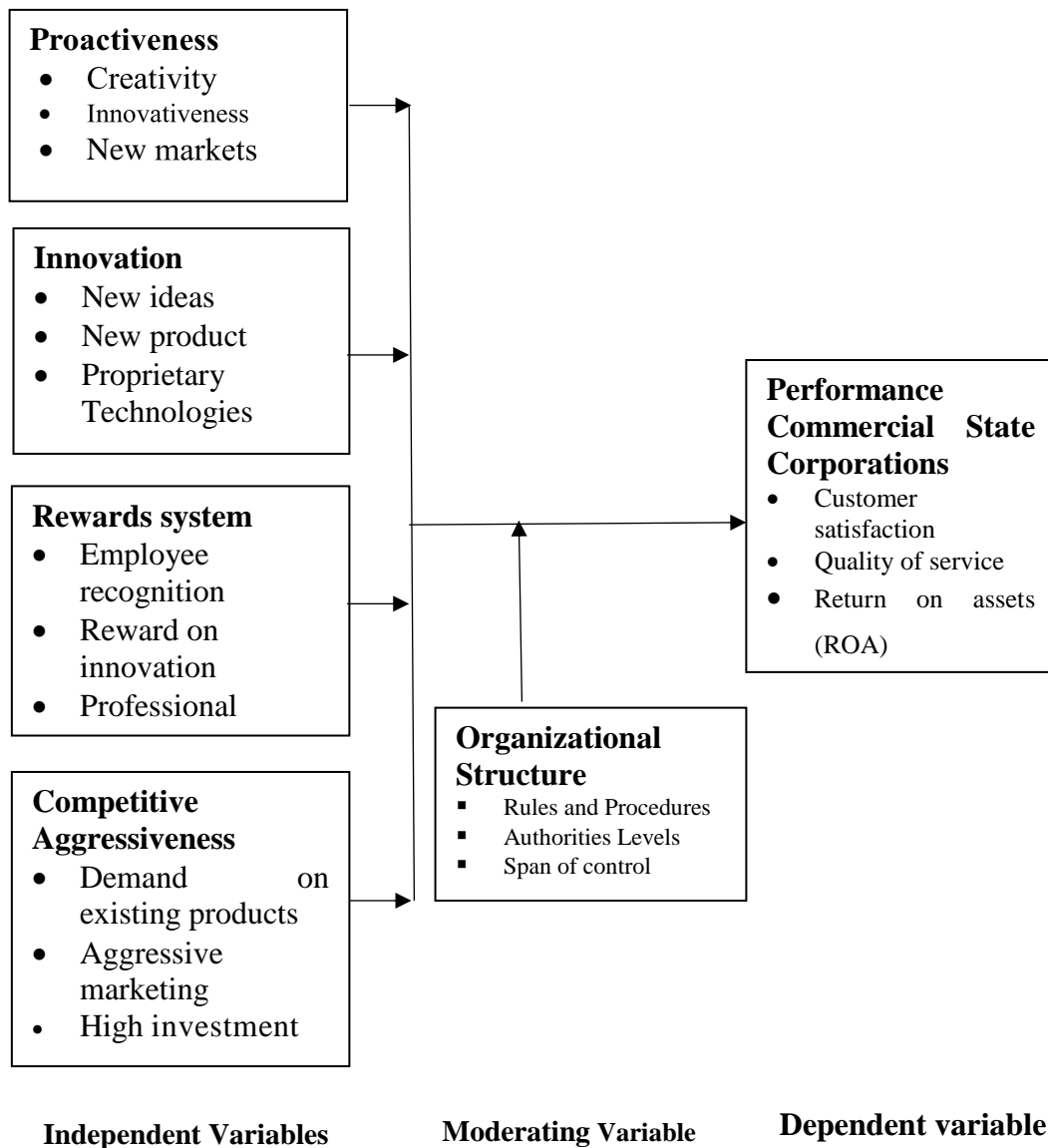


Figure 2.1: Conceptual Framework

2.3.1 Pro-Activeness

Presbitero (2015) defines proactivity as a chance-seeking, forward-looking mentality which comprises of introducing new products or services before the competition and working to meet demand before it happens in order to bring about change and modify the environment. According to Wu (2019), anticipating and responding to future demands in the commercial center, proactivity gives the primary mover an advantage over rivals. Being the first to act brings with it a number of unmistakably advantageous

circumstances, such as securing access to unique resources, learning about important issues and factors, taking a piece of the action, and securing a location that is both cheap to defend and difficult for competitors to outperform (Wu, 2019).

The term "proactive" or "proactive behavior" refers to anticipatory, planned, and self-initiated behavior in situations (Binyamin & Brender-Ilan, 2018). Acting proactively involves anticipating a situation rather than just reacting to it. It suggests taking initiative and getting things moving as opposed to merely adjusting to a situation or having faith that something will happen. Most of the time, proactive reps don't need to be asked to take action or given specific instructions. Proactivity isn't limited to additional job execution practices. Workers can be proactive in their endorsed job (Vaughn et al., 2019).

Ghitulescu (2013) recognize moderate and venturesome associations regarding the job association learning plays in each firm's technique. In the first gathering, association learning happens just because of difficulties and dangers; it possibly happens when required. The subsequent gathering acknowledges association learning as an essential focal component of procedure. On the off chance which are center on association learning, imaginative associations respond to the environment as well as make it. They take a proactive demeanor, molding both the powers and the conditions that influence the association.

Associations ought to seek to control their environment, not just conform to it, for this desire supports a more prominent creative soul. One of the fundamental segments of creative system is in this manner the presence of proactivity (Van Dam, et al., 2015). Whereas reactive conduct focuses on putting out fires or dealing with problems after they occur, proactive behaviour concentrates on identifying evidence, abusing opportunities, and taking preventative action against anticipated problems and threats.

Various creators partner association learning with the presence of the ability to change and change without help from anyone else (Curcurutoet al., 2016). Since proactivity is designed for altering the environment and not just adjusting to it, it favors generative learning. Association learning gives the firm's the possibility to extend its learning capacity, advancing its turn of events and development. Firms become proactive

frameworks in that change comes from inside the actual association, not from outer environmental pressing factors.

Favorable to liveliness shows a company's forceful quest for market openings and a solid accentuation on needing to be among the absolute first to actualize development in quite a while industry (Montani et al., 2017). When advertising a new product in the market without fear and intimidation of your competitors with the hope of increased market value is one of the characteristics possessed by risk takers in business.

Odoardi (2015) characterizes favorable to animation as a sign of an organization's assurance to seek after promising freedoms, as opposed to only reacting to contenders' moves. According to Montani et al. (2017), proactiveness refers to how a company recognizes market openings throughout a new passage. They continued by saying that encouraging life requires looking for favorable situations and having the determination to respond vehemently to rivals.

When a company is proactive, it usually emerges first in innovation. Pro-activeness, a chance-seeking, forward-looking mindset, is characterized by the introduction of new goods and services before the competition and acting now to meet potential demand. According to Rahman et al. (2016), proactiveness is a sign that a corporation is determined to seize on good chances rather than merely react to rivals' moves. Proactiveness, according to Curcuruto et al. (2016), is how a company responds to market opportunities when making a new entry. They continued by saying that being proactive entails seizing opportunities and having the drive to compete fiercely.

Lumpkin and Dess (1996), cited in Ghitulescu (2013), claim that, the significance of being a first-mover or pioneer has been widely highlighted in the context of entrepreneurship. When faced with risks or possibilities in their environment, proactive businesses are likely to be the first to act. Proactive companies are more likely to be leaders than followers of other companies in the business sector (Ghitulescu, 2013).

According to Karabulut (2015), the success of a business can be increased through proactive corporate entrepreneurship, such first entry. The first movers generally seize opportunities before their rivals do, providing them a significant tactical advantage in the market. Thus, taking the initiative can improve how a business operates.

2.3.2 Innovation

The process of innovation, according to the United Kingdom Department of Trade and Industry (2007), entails taking a chance and developing it into unique ideas that are later widely embraced. The notion of innovation in corporate development and economic progress was pushed by German economist Joseph Schumpeter. He claims that the elements of innovation include creativity, research and development (R&D), new procedures, new products, and technological advances (Van Lancker & Van Huylenbroeck, 2016). Innovation, according to Barasa et al. (2017), is the process of making new resources more valuable or altering and enhancing current resources to make them more valuable. For a nation's economy to advance and for an industry to remain competitive, according to Beaver (2014), innovation is a crucial component. Due to the problem of resource limitations that a corporation faces, innovation is also regarded as a successful strategy to increase corporate productivity. Mas-Tur and Soriano (2014) emphasize that a company's capacity for product and business innovation is essential for it to take advantage of new opportunities and to establish a competitive edge.

According to Gawke et al. (2019), improvement is a result of both internal business operation improvement and reengineering. This interaction involves many facets of a company's capabilities, such as specialized planning, R&D, manufacturing, the board, and the statement that market development plays a major role in meeting industry requirements and responding to market opportunities. Inventiveness mirrors a company's inclination to take part in, and uphold, groundbreaking thoughts, uniqueness, experimentation and innovative cycles that may bring about new items, administrations, or mechanical cycles (Mas-Tur & Soriano, 2014). Imaginative firms have abilities to screen the market changes and react rapidly, hence gaining by arising openings. As indicated by Huse et al. (2015), firms working in fierce conditions are

regularly described by quick and successive new item creation and undeniable degrees of innovative work. Such conditions seem to assume a vital part in impacting corporate business venture in an association. Natural changes invigorate firms to develop by presenting new innovations, new items, administration and cycles to make the most of chances emerging from the powerful climate. Experienced changes in ecology create an urge in organizations to be more aggressive in development. Advancement keeps firms in front of their rivals, subsequently acquiring an upper hand that prompts improved monetary outcomes (Wiklund, 2013).

Bierwerth et al. (2015) characterize development as the association's capacity to make new items and effectively acquaint them with the market. Advancement additionally amends the association's information base, permitting it to grow new serious methodologies, which can be abused in new unfamiliar business sectors to accomplish development and benefit. According to Bierwerth et al (2015), organizations that are trend-setters put together their concentration with respect to new advancements and increase development levels. Labunska et al. (2017) express that at the focal point of business venture is level of advancement. An association that develops is delegated being innovative. Pioneering exercises impact an organization's obligation to development by offering creative items and cycles. As indicated by Bigliardi (2013), advancement has become a wellspring of global upper hand.

Bierwerth et al. (2015) expressed that advancement can likewise prompt the advancement of key abilities that can improve an association's presentation. They additionally put accentuation on the way that development creates items, products, cycles, administrations and frameworks that can be utilized to address client issues and fabricate a solid market position. Consequently, advancement increases association's productivity and promotes development. Perfect management from the managers leads to continuous advancement and development. Van Lancker and Van Huylenbroeck (2016) expressed that advancement can be recognized freely: the improvement of new items and administrations, the appropriation of new innovations with a goal to improve creation strategies, the foundation of novel authoritative constructions and managerial frameworks. Reexamining things in a useful approach is a component of advancement. Because of its level of entrepreneurial behavior, the

company is able to continuously assess potential business prospects that could lead to growth and long-term profitability (Lumpkin & Dess, 2013).

As noted by Drucker (2007), more than ever before, businesses now discover that they need to innovate. A significant portion of the pressure to innovate is brought on by outside forces, such as the development of new and improved technologies, the globalization of markets, the fragmentation of markets, and significant social change. In addition, some aspects should be adhered to, for example empowering staff to acquire new skills, ensure the firm has qualified workers and also cater for any other internal pressures that may arise.

This push for more innovation in organizations leads to achievement of a sustained competitive edge in terms of new and improved product offerings and superior organizational capabilities (Kreiser et al., 2019). Thus, most researches concur that innovation is vital in improving a firm's competitive position in the marketplace which ultimately leads to better performance of an organization. Marketing competence brought about by a mix of (product, process, marketing organizational) innovation, is seen as one of the most important sources of financial performance (Labunska, et al., 2017) high premium costs, sales gains, and declining marginal unit costs, along with market share and sales growth, may directly contribute to the company's performance goals, leading to a significant increase in total profitability (Hsu & Chen, 2017).

2.3.3 Rewards System

Reinforcement involves development and use of systems that enhance entrepreneurial behavior which highlights significant accomplishments and encourage the pursuit of challenging work (Kuratko et al., 2014). Kuratko et al. (2014) further asserts that, the design of reward system should be based on clear goals, feedback, individual influence, and results. Competition shows up in writing as an essential forerunner to advancement and business endeavor in associations. Prize frameworks that move a demeanor of danger taking and development have been appeared to strongly affect person's enterprising conduct (Ibrar & Khan, 2015). Emelianova (2019) have grouped prize framework in various classes including monetary, status and force, profession

and self-awareness, just as the mental sparks; self-realization, regard and social rewards, for example, fellowships and a feeling of having a place.

As indicated by Motunrayo (2020) the accessibility of remuneration and assets is one of the significant variables that could support business endeavor. To make innovative practices in associations, administrators and pioneers ought to think about the part of remunerations and acknowledgments. Usage of reasonable rewards, for example, cash, advancements, spur representatives to assume liability in engrossing the dangers identified with pioneering practices.

As indicated by Alfandi and Alkawsaneh (2014), accessibility of remuneration and assets is one of the significant variables that could support enterprise endeavor. Time, physical and monetary assets are needed to encourage people inside the association to be engaged with inventive exercises. As proposed by Motunrayo (2020) business endeavor might be affected by hierarchical assets which are identified with association's size. Associations that are enormous have plentiful assets; they accordingly can make the penchant to use enterprise endeavor abilities in item development.

Motunrayo (2020) contends that development includes a scope of exercises which is touchy to asset designation measures. Assets in this sense contain the position to spend, admittance to the data required and smuggling time. What's more, Motunrayo (2020) note that to invigorate inventive practices, assigning fundamental time and cash are crucial for actualize the thoughts created by the imaginative representatives. Accordingly, the pioneers ought to give adequate subsidizing and different assets to empower advancement conduct. Furthermore, monetary or material rewards additionally have been demonstrated to have the impact on groundbreaking thoughts age and application. Furthermore, Edirisooriya (2014) additionally notice that one of the drivers of corporate business is rewards given to the well performing workers. Prizes can be regarding acknowledgment, examination or financial elements. Hence, to prevail with regards to advancing corporate business venture, rewards framework should be appropriately planned and organized in order to tempt and spur the labor force to act innovatively.

Support includes improvement and utilization of frameworks that upgrade innovative conduct which features critical achievements and empower the quest for testing work (Giannikis & Nikandrou, 2013). They further declare that, the plan of remuneration and fortification framework ought to be founded on clear objectives, input, singular impact, and results. Remuneration shows up in writing as a fundamental predecessor to development and business undertaking in associations. Prize frameworks that move a mentality of danger taking and development have been appeared to strongly affect person's intrapreneurial conduct.

Prizes address an extremely enticing apparatus to impact representative conduct at work, particularly the arrangement of remunerations over which the executives have direct control (Kreiser et al., 2019). Motunrayo (2020) express that one can't expect innovativeness and advancement while estimating and compensating the inverse. Conventional prize and assessment frameworks are momentary situated and, subsequently, energize protected, unsurprising conduct. Hisrich et al. (2017) agree that the ambitious innovators should be suitably compensated for all the energy, exertion, and danger taking exhausted in the production of the new pursuit or interaction. These prizes ought to be founded on the achievement have set up execution objectives.

Despite the fact that business visionaries are profoundly characteristically inspired and want opportunity and admittance to corporate assets (aggregate information, experience, and devices) and learning encounters, they are additionally objective situated and look for remunerations, input, and acknowledgment. Urging the perfect individuals to act in the correct parts with an enterprising disposition to set out worth structure freedom should be established on a prize framework that is important and rousing.

Nyberg et al. (2016) opined that associations should compensate ambitious innovators impartially in the event that they wish to keep them from leaving and turning out to be outside business people who may shape another endeavor that contends straightforwardly against them. Pioneering pioneers unreservedly and oftentimes remunerate and perceive their workers from various perspectives, urging them to take considerably more activity. As indicated by Nyberg et al. (2016), compensation for

pioneering conduct ought to be seen extensively and estimated utilizing the accompanying four rules, that is, acknowledgment given to the worker; the conventional examination measure; a proper expansion in occupation duties; and how much hindrances are being taken out.

On the off chance that the administration attempts to persuade the workers to act like ambitious innovators, it should likewise pay them as business visionaries. In the event that workers have an undeniable degree of trust in the prize arrangement of their association, trusting that hierarchical achievement will go to be useful to all gatherings, at that point both their obligation to development and their eagerness to accept the dangers related with the intrapreneurial action will likewise be higher. Hence, authoritative help ought to be improved with an exhibition-based prize framework for establishing an appropriate inner climate (Naidu & Satyanarayana, 2018).

As per Lerner et al. (2009) referred to in Nyberg et al. (2016) authoritative pioneers need to arrange themselves to addressing the requirements of imaginative representatives by encouraging an intrapreneurial climate where supervisors are not just furnished with operational work circumspection toward accomplishing advancement objectives yet additionally compensated in like manner for taking part in such conduct. Authoritative scholars have contended that for representatives to be urged to think outside about the container, Managers should concoct alluring prize frameworks from a worker point of view. Such frameworks may incorporate outward rewards, for example, investment opportunities, money rewards, and quickened advancements just as inherent prizes which are nonfinancial in nature, these incorporate public applause and acknowledgment.

Mahalingam and Samudhararajakumar (2019) in an exploratory contextual study of private companies, reported that business visionaries need both financial and non-money related prizes. The money related prizes were compensation raise and stocks while the non-financial was the chance of making a further continuation in intrapreneurial move.

Where representatives have a decision of how to invest their time and energy, rewards directly affect that decision, the impetus plans and the prize framework choose which

activities are followed and which ones are lingering. The temperamental prize framework could have enormously harming impacts on the monetary execution of the association. Amabile (2013) in an examination that took a gander at drivers and empowering agents of corporate business undertaking, recognized prizes as potential initiators of enterprise endeavor, rewards are significant since they propel representatives to participate in inventive conduct that will uphold the acknowledgment of business undertaking exercises.

Nyberg et al. (2016), sets that inspiration of representatives towards intrapreneurial can be accomplished by giving social motivations, formal affirmation and giving workers hierarchical opportunity. The way that workers can start and execute intrapreneurial exercises is in itself an inherent inspiration; consequently, as indicated by Motunrayo. (2020) there is no any further necessity for outward rewards. Hayton et al (2013) proposition depends on the meta-scientific audit set up according to those outward rewards that contrarily influence characteristic inspiration. He contended that there were a few activities were so inherently remunerating in themselves, that no outward prize was needed to play out those exercises.

An examination in Turkey producing firms, Amabile (2013) found no connection between offering prizes and worker intrapreneurial goals. Notwithstanding the expansive agreement with respect to the job of remunerations and fortification in corporate enterprise endeavor, the observational outcomes are somewhat blended. A portion of the investigations have underscored the parts of monetary remuneration as an agitator of corporate business undertaking. While different investigations found no effect of remunerations on corporate business endeavor.

As previously mentioned, data from preceding studies looking at how extrinsic rewards affect creativity have been typically contradictory. Students from Israeli high schools who had been promised rewards for participating or not were given two creative tasks. The final results revealed that non-rewarded students demonstrated higher levels of creativity than did students who had received rewards, which is an interesting finding.

Earlier studies that looked at how extrinsic rewards affect creativity have produced, as mentioned above, usually contradictory results. Contingent rewards reduce people's creativity (Atmojo, 2015). Students from Israeli high schools who had been promised rewards for participating were given two creative tasks. The final results revealed that non-rewarded pupils shown better levels of creativity than students who had received rewards, which is an interesting finding.

2.3.4 Competitive Aggressiveness

When a business joins a target market or defends its current one after a competitor does so as a threat, the intensity of its endeavor to outperform its rivals by taking a fierce offensive stance aimed at defeating industry rivals may also be rather high (Kiyabo & Isaga, 2020). In an investigation of worker for hire's serious forcefulness in Indonesia, Setiawan et al. (2015) distinguished five components as the critical systems of serious forcefulness among workers for hire. These incorporate going about as a difficult solver for customers, being distinctive contrasted with contender, fabricating and keeping up customers' trust in the organization's dependability and unwavering quality, keeping up great associations with customers lastly situating on business sectors that are worried about quality. It is imperative to take note of that on serious forcefulness is a reaction to rivalry patterns and requests that as of now exist in the commercial center. It is a response to dangers to contenders (Lumpkin & Dess, 2015).

Serious forcefulness alludes to an association's penchant to seriously provoke its rivals to improve its market position and beat industry rivals in a commercial center (Lumpkin & Dess, 2015). Seriously forceful firms are the individuals who give close consideration to their rivals' activities and start a progression. All in all, they like to put resources into serious activities, for example, item dispatches, showcasing efforts and value rivalry more habitually than others. It is described as the speed and number of serious activities taken by a firm in contrast with the company's immediate adversaries (McKenny & Moss, 2018).

Serious powerful examination has comprehensively endeavored to clarify both the causes and outcomes of serious forcefulness with specific accentuation on firm

execution. McKenny & Moss (2018) anticipated several years' prior that market chiefs who neglect to consistently make new activities would in the long run have their market positions disintegrated by rival firms. Exact exploration has upheld the Schumpeter's hypothesis. Boso et al. (2017) examined the PC programming industry and showed that significant degrees of serious movement lead to unrivaled firm execution.

Matchaba-Hove and Sharp (2015) revealed that forceful firms likewise experience higher piece of the pie gains. They gained from their examination that industry chiefs will delay on the off chance that they become self-content and less forceful. Lethargic firms that are less forceful than their adversaries, seem to have been found napping, as proven by piece of the pie disintegration.

In reality, the earlier studies has demonstrated that seriously forceful firms are bound to improve their serious positions, piece of the pie, and increase their exhibition. All the more explicitly, the more complete activities a firm does with more prominent normal speed (i.e., forcefulness) the better is its productivity and piece of the pie. Thus, firms that starts serious activities slower than their opponents regularly don't prevail in the opposition

Hopkins (2016) opined that in order for a business endeavor to be successful, it must be seriously powerful in order to attract the top competitors. According to Lee and Lim's (2019), serious forcefulness fundamentally identifies with firm execution. They used deals development as an execution pointer and discovered this to be true. According to Boso et al. (2017), the phrase shows a struggle to defeat the rivals. An aggressive reaction or hostile posture are used to convey it. Lumpkin and Dess (2015) defined ingenuity as a response to danger. Serious forcefulness is considered as a solid battle to beat the contenders; it is described by a contentious demeanor or forceful reaction, which looks for a superior situating on the lookout or thrashing dangers. Serious forcefulness, which has a connection with the association's affinity, strongly and straightforwardly challenges its rivals arriving at better market position, looking to conquer them. Hambrick et al. (2014) manage the serious forcefulness similar to an

association's pattern in reacting forcefully to the opposition activities, anticipating arriving at upper hand, ruling it with responsiveness.

Firms which couldn't take another situation against the expanded power of the opposition as well as turned out to be late to go into the developing business sectors, process the chance expenses and attempt to make elective systems to endure or to stay in rivalry. Firms which choose to acquire share from those business sectors, embrace serious forceful practices by utilizing showcasing systems, for example, contending on cost, expanding advancement and additionally fighting for the dispersion channels or mimicking the contenders' activities or potentially items (Shan et al., 2016). By acting forceful through advertising devices, the power generally more grounded contenders to make section hindrances for the current business sectors. The motivations behind these intense and forceful practices are seen from two viewpoints, either new participants or existing firms are at first to stay in rivalry and afterward to make benefit by satisfying the chances of business sectors.

Serious forcefulness is considered as a solid battle to conquer the contenders; it is described by a contentious demeanor or forceful reaction, which looks for a superior situating on the lookout or thrashing dangers. Serious forcefulness, which has a connection with the association's affinity, strongly and straightforwardly challenges its rivals arriving at better market position, looking to beat them. Hambrick et al. (2014) manages the serious forcefulness just like an association's pattern in reacting forcefully to the opposition activities, anticipating arriving at upper hand, overwhelming it with responsiveness.

For Boso et al. (2017) the serious forcefulness is the position received by an organization, through apportioning assets to be the first to align themselves in the market. The in improving piece of the overall industry and to accomplish a serious position. Matchaba-Hove and Sharp (2015) draw attention to the fact that while evaluating the administrative attitude taking everything into consideration, a few confirmations of severe forcefulness can be made. This evidence may also demonstrate the employment of unconventional competitive techniques rather than tried-and-true ones (Arshad & Zain, 2014).

2.3.5 Organizational Structure

According to the conventional definition of organizational structure, "structure" refers to the configuration of a company's work groups and the connections that bind them together naturally (Zaridis & Mousiolis, 2014). Authoritative design and cycle should fit/Mach its current circumstance to accomplish its ideal presentation. There is experimental proof that organizations with great underlying hierarchical fits/coordinate execution better than those without solid match (Soderstrom & Weber, 2020). Numerous exact investigations have progressed the discoveries that more significant level of formalizations lead to bring down execution and that unified dynamic may just work better in stable public area condition (Jain, 2016).

They further reasoned that decentralized dynamic in natural arranged associations work better in private possessed firms. Natural constructions then again show greater adaptability, familiarity, less composed interaction and rules in more qualified for more powerful conditions and development. Dynamic is disseminated at all the association. The structure is probably going to improve work fulfillment and especially the exhibition of people who have a high penchant for predominance, accomplishment or independence (Daft, 2016).

On account of network, it's exceptionally fundamental to engage center directors to settle on choices or they should raise continually which is probably going to course postponement, expenses and client's disappointment. The association will most likely be unable to characterize clear jobs and interaction as top administration because of regulatory formality need to oversee steady equivocalness, tradeoffs quandaries and changes in needs.

In any case, there are different suppositions to those conceptualizations. To start with, hugeness in size Leads to formalization, organization and more unthinking mode and furthermore that this style is fit to a steady climate. Besides, in a more unique climate, brought together and unthinking construction might be insecure to change and to settle on opportune and pertinent choices. It is basic to take note of that even enormous associations today should be dynamic and unified. Key dynamic is practically inconceivable in an association with hundreds or thousands of individuals in various

societies, time regions and specialty units. Accordingly, even this is steady and normalized climate, it is fundamental for decentralize dynamic for quality to move client's faithfulness and prod business achievement and support the firm against any possibilities (Zaridis & Mousiolis, 2014).

An association separate to deal with a more extensive cluster of possibilities, incorporate the imperative abilities and assets important to selection and advancement and incorporate the variety of faculty vital for proceeded with innovativeness and development. As indicated by Edgar Lockwood (2021), fruitful contenders assemble their techniques not around items but rather around profound information on a couple of created center abilities. There seems to be evidence in suggesting that cross-functional, disciplinary specializations and organizational integration are the key factors in enhancing organizations' capacities and, eventually, their performance. Therefore, it is possible to hypothesize that a complex alignment of organizational structure and intrapreneurship enables a company to deal with environmental changes for the benefit of greater firm performance in the long run.

2.4 Empirical Literature Review

Since empirical study is based on observed and measured occurrences, knowledge is produced from actual experience rather than theory or belief. Empirical literature reviews original research (such as scientific experiments, surveys and research studies). They are inquiries that rely more on experience and observation than on logical argument. The review covered studies on proactiveness, innovation, reward system, competitive aggressiveness and organizational structure.

2.4.1 Proactiveness

The relationship between an entrepreneurial attitude and business performance was the subject of research by (Jafar & Roland, 2018). Results demonstrated how proactiveness and risk-taking traits are connected in a variety of ways to how well functions inside a firm are performed. Proactivity, marketing, and sales performance are proven to positively connect with both innovativeness and R&D performance. The results also

show a positive relationship between manufacturing, sales, marketing, R&D, and overall organizational effectiveness.

A study was conducted by Wambugu et al. (2015) to determine the impact of proactiveness on the performance of small and medium agro-processing businesses in Kenya SMEs' performance. It was discovered that the performance of the business was influenced by a broader entrepreneurial proactiveness.

2.4.2 Innovation

Mugo and Macharia (2021) carried out a study to exploring how innovation strategies affect telecommunication industry performance in Kenya. The study found that the success of the telecom companies in the sector was impacted by product improvements. From the study, it was concluded that the application of technological innovation encouraged a cheery, helpful, and pleasant workforce, which in turn improved customer satisfaction, which further led to higher performance and profitability.

Finding out whether market innovation has an impact on Kenyan telecommunications companies' success was the third study question. The study found that market innovations had an impact on the performance of telecommunications companies in Kenya through the deployment of strong anti-competitor marketing activities, environmental analysis, and response to change. The purpose of the fourth study question was to ascertain whether process innovations had an impact on the performance of Kenyan telecommunications companies. The study found that process innovation tactics like cost-cutting helped the company perform and be profitable. According to the study's findings, Kenyan telecommunication companies' profitability was significantly impacted by their adoption of innovation techniques.

Werlang and Rossetto (2019), examined how organizational learning and innovation impact performance within the service industry. The following are the primary conclusions: Organizational innovativeness was positively and directly influenced by learning orientation, organizational performance was not positively impacted by organizational innovativeness, and the relationship between learning orientation and

organizational success was not favorable. The management of hotels and lodging establishments should therefore, take a proactive approach to managing their human resources and inform staff about programs which encourages organizational learning and innovation so that employees could have a positive effect on organizational performance.

In order to better understand how innovation affects the performance of Malaysian small and medium manufacturing enterprises, Mohd and Syamsuriana (2013) conducted a study. A sample of 284 was obtained from SMEs in the food and refreshment, materials and dress and wood-based sub-enterprises in Malaysia. Progressive relapse method was used to analyze the data. The findings confirmed that item development and interaction advancement affected firm performance, with item development having higher impact as compared to interaction advancement. Other than merging the current hypothesis on the significance of development for clarifying a variety in firm performance, the results further illuminate SMEs and strategy creators that advancement is a basic factor in the present enterprising exercises.

Mohamed and Ali (2014) studied the impacts of corporate development on authoritative performance of Somalia telecom industry by utilizing cross sectional review approach, the information was gathered from 180 representatives of telecom organizations in south Mogadishu. The results showed that mechanical advancement ($\beta=.261$, $t=2.569$, $p=.011$), Administrative development ($\beta=.369$, $t=4.252$, $p<.001$) and Strategic Innovation ($\beta=.173$, $t=2.028$, $p<.005$) were significant and beneficial on performance. Thus, it is crucial for media companies to take these factors into account in order to maintain their success going forward.

Abdul and Aisha (2015) did a study on how innovation relates with employee's performance. For example, creative, creation, advertising and monetary performance in Unilever Pakistan. Information was gathered through overview surveys from 200 respondents mostly from creation, R&D and showcasing divisions of assembling organizations. The findings revealed beneficial outcomes of advancement types on worker's performance.

Ndemezo (2018) studied the impacts of advancement on Firms' Performance in the Rwandese Manufacturing Industry. The study brought about three principal results: item development was positively related to interaction advancement, implying that firms which participate in cycle development presented new or improved items; development yield (the 'worldwide quality-acknowledgment') was not related to the firm commitment in advancement, but positively related to the utilization of innovation authorized from unfamiliar firms. Thirdly, the 'global quality-acknowledgment' was the main determinant of firm's monetary performance.

Laban and Deya (2019) studied the impact of vital advancements on hierarchical performance of firms in Nairobi County. The study focused on item development, market development, measure development and authoritative advancement. The results showed that organizational success was most frequently predicted by market innovation, followed by product innovation and finally process innovation. Organizational innovation, on the other hand, had the least impact because it was only utilized sometimes.

Hanoi et al. (2016) in their study posits that innovation supports industry firm performance. Primary data from a questionnaire survey was used in this investigation. The focus of this analysis was on businesses that assist with motorcycle, car, hardware, and mechanics initiatives. The positive effects of cycle, showcasing, and hierarchical improvements on the operation of supporting corporations were demonstrated.

More specifically, the degree of development activities determines how prominent the creative display is, so the more process association, and showcasing activities there are, the better the level of creative execution is likely to be. Additionally, the higher the process, association, and promotional creative execution levels, the better the corporate displays are likely to be. In conclusion, enterprises in the supporting industry should heavily emphasize process, marketing, and organizational innovation activities rather than product innovation activities in order to increase the inventive and firm performance.

2.4.3 Reward System

Muuo (2013) conducted a study on how the public primary teacher training institutes' compensation systems affected organizational performance in Nairobi Kenya. According to the Yamane Formula, 134 respondents from four colleges made up the sample size. The objective population consisted of all open Primary Teacher Training Colleges in Nairobi Zone, Kenya. The findings revealed that reward framework significantly impacted authoritative execution.

Organization for Economic Co-operation and Development (OECD, 2013) examined the effect of remuneration frameworks on the associations' execution in Tanzanian financial industry. The study utilized clear exploration plan which fused both quantitative and subjective methodologies. The study covered 65 representatives from three business banks (CRDB, NBC and NMB) in Mwanza City, utilizing self-regulated poll. The findings depicted that in Mwanza city three business banks gives extraneous (reward and advancement) and natural (commendation, acknowledgement and real appreciation) awards to their workers. Evidence showed those on employment were dissatisfied with the present prize packages and that the compensation issued perceived as being unreasonably low and failing to represent the average cost of essential goods in Mwanza city. The investigation further showed that workers did not like the typical (non-monetary) rewards.

Yasmeen et al. (2013) completed an investigation in finding out how rewards influence Telkom enterprise in Pakistan operates. The investigation uncovered that there exists unimportant and frail connection between compensation, reward and association execution. There exists moderate to solid connection among advancement and association execution. Results additionally show exceptionally huge and solid connection among acknowledgment and association execution. The most grounded and profoundly huge relationship exists among appreciation and association execution.

Organization for Economic Co-operation and Development (OECD, 2013) did an investigation on the effect of remuneration frameworks on the associations execution in Tanzanian financial industry. The examination overviewed 65 representatives from three business banks (CRDB, NBC and NMB) in Mwanza City, utilizing self-managed

poll. It likewise met chosen representatives. The discoveries of this investigation showed that in Mwanza City, three business banks offer both outward (compensation, reward and advancement) and inherent (commendation, acknowledgment and certified appreciation) awards to their representatives. Mostly the outcome unsatisfied representatives with the current prize bundles and what was given as the payment was minimal that could not cater for Mwanza city resident's basic needs. In addition, from the results it was evident that the rewards and wages given were not enough to those at work.

Musenze (2013) did an investigation on remuneration the executives and execution of Busoga University in Uganda. Results show a genuinely critical connection between both financial and non-money related prizes types and execution of Busoga University. The outcomes propose that associations that embrace components of a blend of financial and non – money related prizes perform in a way that is better than those that don't.

A study on the impact of reward systems on employee performance was conducted by Walters et al. (2019) in a sample of manufacturing companies in Cameroon's Litoral area. Results demonstrated that what the employees were given as incentives motivated them more, and this improved organization productivity, also it was clear that when the employees were given similar incentive always, they became more reluctant in their duties killing the team work spirit.

2.4.4 Competitive Aggressiveness

Panjaitan et al. (2021) did a study on competitive dynamics emphasizes the positive performance effects of competitive aggressiveness. The disclosures propose that genuine forcefulness is vehemently connected with an unrivaled introduction under most conditions. The results show a basic coordinating effect of firm size. Consequently, this examination fights that the advantage of genuine forcefulness is setting subordinate. By merging the business related and progressive coordinating effects in a design, that organizes with genuine forcefulness and firm execution.

Bruno and Rutto (2017) studied genuine forcefulness on execution of state organizations in Kenya. The study revealed a consistent assessment plan. Results indicated that genuine forcefulness forces an organization indulge in business operations in Kenya. The study assumed that genuine forcefulness influences firm execution. Business state associations that will apply and propel practices for corporate business is assured of stable survival without unhealthy competition

Adams et al. (2016) did an assessment in light of genuine forcefulness and autonomy on franchisees' business results and for the most part satisfaction in Nigeria. There was a discovery that each of the two areas under investigation significantly affects how licensees run their businesses and generally feel satisfied. The study gives phenomenal exploratory information concerning the pointed out areas and related them to franchisees' introduction in Nigeria, thus, fortifying the hypothesis of the whole idea.

Aigboje (2018) did an examination on genuine competitiveness and Business profitability of Hotels in Port Harcourt, Nigeria. Delayed consequence disclosures uncovered genuine forcefulness which portrayed unanimous harmony with legitimate advantage of lodgings in Port Harcourt. Considering definite disclosures, the examination wraps up genuine forcefulness has a generally impacts progressive efficiency. The investigation subsequently suggested that lodgings should expand on their unmistakable upper hand so to hone their serious hostility in the business.

Nyaga (2015) investigated the impacts of serious methodologies on performance of express associations restricted in Kenya. The study revealed that Connections Limited embraced various serious methodologies; standard estimating was utilized inside the particular timings for example top and off pinnacle separation, utilization of standard tones to recognize the armada and the production of a sister organization to help fabricate the transport bodies and in fixing of the vehicles and portioned market based on courses being covered by the armadas and zones to guarantee viable inclusion, everything being equal.

2.4.5 Organizational Structure

According Waithaka (2016) in his study on moderating competing intelligence techniques and the performance of Kenyan companies listed at the Nairobi Securities Exchange found that the association was influenced by organizational characteristics. Firm execution was assessed utilizing both monetary and non-monetary measures. The findings demonstrated that authoritative factors such as explicitly hierarchical culture, hierarchical design and administrative perspectives toward serious insight positively influence in the association between the serious knowledge practices and execution of firms listed at NSE.

Omondi et al. (2017) led an examination on how organization structure and performance in Commercial Banks in Kenya relate with explicit premium on the intervening part of advancement. The information gathered was investigated quantitatively utilizing both unmistakable and inferential measurements to help set up what ownership of vital information capacity means for the exhibition of business banks in Kenya. The study found no detached relations in the business banks in Kenya operates their development.

Nweke (2022) studied the impact of authoritative design on execution of assembling firms in south east Nigeria. The spellbinding review configuration was utilized for the investigation. The legitimacy of the instrument was tried utilizing content examination and the outcome was acceptable. The unwavering quality was tested utilizing the Pearson connection coefficient (r). It gave significant coefficient of correlation of 0.89 which was acceptable. The speculations were dissected utilizing f-measurements (ANOVA) apparatus. The findings indicated that staff preparing had significant outcome on the item quality help ($F_{0.05, 344} = 29834.109, P < 0.05$); and business transformation and adaptability had significant outcome on deals turnover ($F_{0.05, 344} = 67563.402, p < 0.05$).

Najafzadeh and Schneeweiss (2017) carried out an investigation on hierarchical construction, corporate business venture and execution. The outcomes recommended that low formalization, low centralization, high polished methodology, high cooperation, and concentrated hierarchical wide correspondence were emphatically

associated with corporate business venture. Further, corporate business venture was emphatically connected with bank monetary execution measures. The fit between the components of hierarchical construction and corporate business were related with fruitful authoritative execution.

Marangu, et al. (2014) examined the effect of organizational structure on performance of Public Health Service Providers in Western Kenya. This study was proposed to create information to empower Public Health Service Providers assess the association between hierarchical construction, arranging measure and the real usage to permit more fitting vital arranging and attractive outcomes. The results of the study showed that organizational structure significantly affected performance of Public Health Service Providers in Western Kenya.

2.5 Critique of Relevant Literature

Although various studies have been conducted on intrapreneurship and organization performance, these studies focused on specific countries, sectors, organizations and contexts hence the study finding cannot be generalized to the current study. For instance; In Germany, Andrews-Speed, (2016) focused on the influence of intrapreneurship on organization performance. In Pakistan, Abdelwahed et al (2022) focused on determining employee satisfaction, intrapreneurship and firm growth among managers of Pakistan. This study aimed to examine employee satisfaction, intrapreneurship, and firm growth among top managers in Pakistan. The study employed a quantitative method based on cross-sectional data which we collected through a survey questionnaire. In conducting this study, the researchers employed a random sampling technique. The final analysis utilized 180 valid samples. The findings of the SEM analysis show that employee satisfaction has a significant and positive impact on intrapreneurship and firm growth. Furthermore, intrapreneurship has, also, a positive and significant impact on firm growth. This study's results have led the researchers to conclude that a thoughtful and systematic approach to employee satisfaction would lead to greater intrapreneurship and firm growth. However, these studies were conducted in developed countries hence the study finding cannot be generalized to developing countries like Kenya.

Regionally, Benneth *et al* (2020) conducted a study on Organizational Culture and Intrapreneurship Growth in Nigeria: Evidence from Selected Manufacturing Firms. The findings revealed that, organizational culture positively and significantly affect intrapreneurship growth in manufacturing firms in Nigeria. The study further revealed that, organizational norms and organizational shared values significantly affect intrapreneurship growth in the manufacturing sector in Nigeria. Nevertheless, this study failed to address the influence of Pro-activeness, innovation, reward system and competitive aggressiveness on organization performance hence the study findings cannot be generalized to the current study.

In Kenya, Mwangela and Annemarie (2023) focused on intrapreneurship factors and the growth of insurance companies in Kenya. The study concludes that individual employee driven innovativeness has a significant effect on the growth of insurance companies in Kenya. Further, the study concludes that individual employee risk taking propensity has a significant effect on the growth of insurance companies in Kenya. Nevertheless, this study focused on insurance companies in Kenya while the current study focused on performance of state corporations in Kenya hence the study findings cannot be generalized to the current study due to variation in institutional and legal frameworks between the two sectors. In addition, the study failed to show the moderating effect of organizational structure on the relationship between intrapreneurship and performance of state corporations in Kenya. To fill the highlighted gaps, the current study sought to determine the relationship between intrapreneurship and performance of commercial state corporations in Kenya. In addition the study sought to establish the moderating effect of organizational structure on the relationship between intrapreneurship and performance of state corporations in Kenya

2.6 Summary of Literature Review and Research Gaps

The suggested study aims to determine how intrapreneurial competencies affects Kenya's commercial state corporations' performance. Several scholars have attempted to investigate the connection between intrapreneurship and the performance of the firm, for instance (Mugambi & Ngugi 2016; Marangu, et al. 2014; Omondi et al. 2017).

Intrapreneurship, according to Aigboje (2018), is a term that is closely tied to entrepreneurship and emphasizes the intrapreneurial process and innovativeness.

Local studies have concentrated on general businesses, general manufacturing businesses, pottery manufacturers, the hotel industry, and SMEs in the ICT sector. Numerous studies have been done locally on the factors that affect an enterprise's performance, Bruno, (2015), but none of them have succeeded in identifying the aspects of intrapreneurship that contribute to an enterprise's success, particularly commercial state corporations.

For instance, Mayaka (2013) focused on the elements that contribute to the success of the organizations in their research of well-known Kenyan businesses in order to create a case study. As a result, the research was unable to pinpoint how intrapreneurship improves the performance of businesses, particularly commercial state corporations.

Wambugu et al. (2015) examined all state corporations in Kenya. Result indicted, they did not specifically examine how corporate intrapreneurship influences performance of commercial state corporations. However, intrapreneurship occurs within the company.

The majority of these studies will be conducted on organizations rather than necessarily corporate organizations, which is the focus of this study. Additionally, there hasn't been any research on the effects of intrapreneurial strategies on the growth of corporate intrapreneurship among state corporations in Kenya or any other developing nation. Due to the paucity and inconclusiveness of prior research, the purpose of this study was to close the knowledge gap regarding the impact of intrapreneurship on the performance of commercial state enterprises in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In order to help the research objectives be realized, this chapter gave specifics about the technique that was used. According to Mackey and Gass (2015), in research, a technique gives the researchers outcomes in fulfilling the research focus the researcher has identified. This chapter covers the design used in this research, the target population, the sample design and method, the data collection tool, the data collection procedure, the pilot test, the reliability and validity of the data, and the analysis and presentation of the results.

3.2 Research Philosophy

Research philosophy is the researcher's thoughts in alignment world views that govern our beliefs. Research philosophy, in the opinion of Sapkota (2019), forms the basis of research, and it accommodates significant presumptions on how we view the world. Philosophies in research works can be pragmatism, positivism, interpretivism, realism, or any combination of these. According to Kalelioğlu (2020), positivism is based on the notion of objectivity and stability. It emphasizes generalizability, objectivity, replicability, rigour, and testability for establishing validity. Positivism guarantees objectivity, neutrality, validity, and the use of rigorous data collection methods and analysis (Bryman & Bell, 2016). In contrast, other research philosophies such as interpretivism, constructivism and critical theory are conceived on the idea that knowledge is socially constructed. Proponents of these philosophies argue that subjective interpretations are an essential part of the research process (Pouliot, 2007; Mack, 2010; Ormston, Spencer, Barnard & Snape, 2014).

Interpretivism underscores the significance of comprehending human experiences, meanings, and perceptions. It advocates for qualitative research methods such as the use of observations, interviews, and ethnography. Constructivism centres around the concept that knowledge is actively created by individuals and that reality is subjective.

Critical theory emphasizes the importance of understanding power dynamics and social structures and advocates for research that is oriented towards social change (Pouliot, 2007; Mack, 2010; Ormston, Spencer, Barnard & Snape, 2014). Overall, while positivism emphasizes objectivity and empirical evidence, other research philosophies focus on subjectivity, interpretation, and social construction of knowledge

Positivism was selected as the most appropriate research paradigm to guide the framing of objectives, formulation of hypotheses, operationalization of variables, and the evaluation of logic and evidence (Yilmaz, 2013). By adopting the positivist approach, the research establishes a robust foundation for making policy decisions and implementing actions based on the existing evidence, rather than being influenced by ideology or individual opinions (Ryan, 2018).

3.3 Research Design

This study used causal research design. A study design offers a structure for data collecting and analysis (Creswell & Creswell, 2018). The strategy for gathering, estimating, and researching information is contained in it. The study utilized causal research design which was guided by theory and spotlights on the recurrence with which something happens or the connection between factors. The causal research design was employed to evaluate particular study variables. Causal research design is a method used in scientific studies to determine cause-and-effect relationships between variables. Unlike descriptive or correlational research, which simply identify relationships between variables, causal research seeks to establish that changes in one variable directly cause changes in another variable (Bryman, 2016). The variables on which data was collected were proactiveness, innovativeness, reward system, competitive aggressiveness, organizational structure and performance

3.4 Target Population

According to Mugenda and Mugenda (2003), referenced in Dahabreh and Steingrimsson (2020), a target population those people to which a researcher concentrates his findings on. According to Berthiaume and Yeakley (2014), the target

population, also known as the universe, is the entire group of actual or fictitious individuals, incidents, or objects that the researcher desires to apply the findings of the study to. The target population was made up of 55 commercial state corporations in Kenya (Presidential task force report, 2013). The senior management team served as the unit of observation for a sample of 55 commercial state corporations. (See Appendix VII). The target respondents were key informants from any of four departments (finance, HR, administration or marketing) within the commercial state corporation.

Table 3.1: Target Population

Category of firms	Number of firms
Agriculture, Livestock and Fisheries,	14
East African Affairs, Commerce and Tourism,	7
Education, Science and Technology,	7
Industrialization and Enterprise Development,	6
Lands, Housing and Urban Development,	2
National Treasury,	6
Transport & Infrastructure,	4
Energy and Petroleum,	6
Environment, Water and Natural Resources	1
Information, Communication and Technology	2
Total	55

Source: (Presidential Taskforce on Parastatal Reforms, 2013).

3.5 Sample and Sampling Technique

Since the target population was small, this study adopted a census survey of all the 55 commercial state corporations and targeted one key informants from each of the corporations. The 55 commercial state corporations of the study comprised of sectors such as East African Affairs, Commerce and Tourism, Education, Science, Industrialization, and Enterprise Development, Agriculture, Livestock and Fisheries, Lands, Housing, and Urban Development, Information, communication, and technology, national treasury, transportation and infrastructure, energy and petroleum, environment, water, and natural resources. For each and every firm, a questionnaire was given and filled by senior manager from any departments of finance, HR, administration or marketing.

3.6 Data Collection Methods

In this study qualitative and quantitative data were used respectively, as well as data from secondary sources. According to Schwab (2005), who is cited by Berthiaume and Yeakley (2014), there are two types of examination procedures: subjective and quantitative. Emerging subjects should make it easier to collect subjective data. Quantitative information is expressed as numbers. Both must be used because neither one by itself is sufficient to collect all samples for an evaluation.

In sociology research, the most used instruments are surveys, meetings, and perception (Orodho, 2003 as cited in Berthiaume and Yeakley, (2014). According to Kothari (2019), used in Rhodes and Kumar (2014), 5-point Likert scales were used since they are stronger and can give more information. Omwenga (2017) used the Likert scale to conduct research into the effects of rigorous procedures on the relationship between strategic human resources management and Kenyan association performance. To the personnel on the chosen team, questionnaires were given.

3.7 Pilot Test

As per Kumar (2005) as cited in Kensbyet al., (2015), guiding is an essential cycle as it guarantees that the estimations are of worthy dependability and legitimacy. The consequences of the guiding were utilized to change any uncertainty in the polls. This was utilized for the Likert type things. Steering in this investigation is significant to give preemptive guidance about where the primary exploration venture could fizzle, where explore conventions which are not followed, or whether proposed techniques or instruments are improper or excessively complex. Copper and Schindler (2020) and Mugenda and Mugenda (2003) opined that a sample of at least 10% of the population is usually acceptable in a pilot study. Thus, to pretest the questionnaire a sample of 6 state corporations was selected for pilot testing so as to check for validity and reliability of the research instrument.

3.7.1 Reliability of Data collection Instrument

An assessment of a questionnaire's internal consistency, stability, and repetition is called reliability (Mathews, 2017). The reliability of the measures in the survey was examined using Cronbach's alpha. Cronbach's alpha, which only needs a single organization and offers a novel, quantitative gauge of a scale's internal consistency, has the greatest applicability for multiple-item scales at the stretch degree of estimate (Meeker & Escobar, 2014). According to Jepperson (2012), the margin of an example adopted in directing what is tested is determined by time available, the expense, the rationality testing varies depending on time, costs, and rationality; nonetheless, the equivalent typically equals to 10% of the main study. Teare and Walters (2014), while evaluating the objectivity and dependability of the instruments, a pilot test's respondents don't necessarily need to be empirically selected.

To ensure that the information collection tool, a survey, was significant and effective, it was used in this inquiry on 10% of the sample questionnaires. Unwavering quality would be tested using a survey that was correctly completed by 6 randomly selected respondents from 6 state-owned corporations. To account for reaction bias, these respondents were not included in the previous investigation's test. The results of the survey would add to the factual package for sociologies, and Cronbach's alpha was developed to assess reliability. The greater the internal consistency, the closer Cronbach's alpha coefficient is to 1. (Meeker & Escobar 2014)

3.7.2 Validity of data Collection instrument

If an instrument is measuring what it claims to be measuring, it is what is meant by its validity (Bolarinwa, 2015). According to this definition, validity refers to how closely a phenomenon's explanation matches up with the world's reality. The validity of a producing metric must be demonstrated; even as explicit validity is difficult to establish (Borg & Gall, 2014). Both build validity and substance validity were used in this investigation. The questionnaire was designed into sections so as to test build validity where each segment reviewed data for a specifically with the aim of achieving and also ensure the same ties to the theoretical framework for this examination. The questionnaire was put under a subjective and thorough evaluation by two randomly

chosen directors in order to ensure content validity. They were contacted to determine the relevance of the allegations in the questionnaire and whether they are significant, comprehensible, and hostile. Before subjecting it to the final information collection test, the instrument was adjusted appropriately in accordance with the assessment. Their review feedback was used to improve the content validity.

3.8 Data Analysis and Presentation

Meeker and Escobar (2014) sees that SPSS offers broad information taking care of capacities and various factual examination schedules that can break down little to a lot of information. The study used SPSS version 22 for data analysis. Two methodologies were embraced to break down the data assembled from the questionnaires. The principal approach included the utilization of distinct measurements which were advice regarding recurrence appropriations and rates to dissect the attributes of the populace. The association between the research variables was examined using both a simple linear regression model and a multiple linear regression model.

In order to ascertain the association between intrapreneurship indicators and Kenya's state owned corporation's performance, a multiple regression model was utilized as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y- = Performance

X₁ = Proactiveness

X₂ = Level of Innovation

X₃ = Reward system

X₄ = Competitive Aggressiveness

The below models was depicted in testing the moderating variable in each and every independent variable:

$$Y = \beta_{01} + \beta_1 X_1 Z + \varepsilon$$

$$Y = \beta_{02} + \beta_2 X_2 Z + \varepsilon$$

$$Y = \beta_{03} + \beta_3 X_3 Z + \varepsilon$$

$$Y = \beta_{04} + \beta_4 X_4 Z + \varepsilon$$

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \epsilon$$

Where:

Z = Moderating Variable

Y = Dependent Variable

According to Kombo and Tromp (2012) charts as well as descriptive graphs ensures data obtained will bring about understanding of the complex research issues. This study analyzed descriptive data and presented it in the form of percentages and frequencies by using pie and bar charts. Results of hypothesis testing were presented in summary tables showing the statistically significant figures accompanied by their levels of significance. Data results were systematically organized according to the objectives of the study.

3.9 Diagnosis Test for Analytical Model

According to Hamdollah and Purya (2019), it's crucial to do diagnostic tests to validate the regression analysis's underlying presumptions. In this study, heteroscedasticity, linearity, sample adequacy, and normality were all assessed. Since most statistical tests rely on different assumptions to form conclusions about a sample, Borg and Gall (2014) contend that breaking statistical assumptions can invalidate statistical data results. Where these presumptions are not met, type I or type II errors may occur, invalidating the analysis's findings

3.9.1 Normality Test

The Shapiro-Wilk test was used to assess normality. The data is considered normal if the P-value is greater than or equal to 0.05 and also the P-value is less than is same as 0.05, and this means distribution would be rejected at the 5% level of significance as not being normally distributed. Given that it does not produce inflated statistics or understated standard errors, a variable with a suitably normal distribution would receive a P-value of greater than 0.05 and be considered suitable for statistical investigation (Das & Imon, 2016).

3.9.2 Heteroscedasticity Test

Levene test was used to test heteroscedasticity. The test would be completed to decide if change of mistakes from the relapse is dependent upon the estimations of the autonomous factors. P- Value < 0.05 would show heteroscedasticity (a steady fluctuation doesn't exist in the mistake term); consequently, invalid theory would be dismissed at 5 percent level of importance. Large chi-squares, indicating heteroscedasticity and suggesting that the error term is not constant, would be an indication.

3.9.3 Sampling Adequacy Test

Sample adequacy was confirmed using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. Examining and defending the appropriateness of applying factor analysis is the goal of the KMO index. Values in the range of 0.5 to 1 indicate a significant factor (Ahn et al., 2015). Values between 0.7 and 0.8 give a good indicator for factor analysis, according to Hutcheson and Sofroniou (1999), as cited in (Ahn et al., 2015).

3.9.4 Correlation Analysis

Pearson correlation coefficient was used to do a correlation analysis. The true association, or relationship, between two variables is assessed using a test measurement called the Pearson's connection coefficient. Given that it relies on the covariance strategy; it is regarded as the best method for estimating the relationship between relevant variables (Sekaran & Bougie, 2016). Along with the bearing of the relationship, it provides information about the size of the affiliation or connection. As a general rule, Choudhury (2009) provided a formula that can be used to determine the strength of the link (Gogtay & Thatte, 2017). Table 3.2 illustrates this.

Table 3.2: Guidelines for Strength of Relationship

Value of r	Strength of the Relationship
-1 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak

Source: (Choudhury, 2012)

3.10 Hypothesis Testing

The study tested the following five hypotheses. The first four hypotheses tested direct relationship (Pro-activeness, level of innovation, reward system and aggressiveness) while the fifth hypothesis (organizational structure) tested moderating effect.

Table 3.3: Hypotheses Testing

Hypothesis statement	Hypothesis Tests	Decision rule and models
H ₀₁ : The performance of State Corporations in Kenya is unaffected significantly by proactiveness.	Karl Pearson Coefficient of Correlation t-tests, F-Test	Reject H ₀₁ if $p < 0.05$ Fail to reject H ₀₁ if $p > 0.05$
	H ₀₁ : $\beta_1 = 0; \beta_1 \neq 0$	
H ₀₂ : Innovation has no significant effect on performance of State Corporations in Kenya	Karl Pearson Coefficient of Correlation t-tests, F-Test	Reject H ₀₂ if $p < 0.05$ Fail to reject H ₀₂ if $p > 0.05$
	H ₀₂ : $\beta_2 = 0; \beta_2 \neq 0$	
H ₀₃ : Reward system is not affected by State Corporations performance in Kenya.	Karl Pearson Coefficient of Correlation t-tests, F-Test	Reject H ₀₃ if $p < 0.05$ Fail to reject H ₀₃ if $p > 0.05$
	H ₀₃ : $\beta_3 = 0; \beta_3 \neq 0$	
H ₀₄ : Competitive aggressiveness has no significant effect on performance of state Corporation in Kenya	Karl Pearson Coefficient of Correlation t-tests, F-Test	Reject H ₀₄ if $p < 0.05$ Fail to reject H ₀₄ if $p > 0.05$
	H ₀₄ : $\beta_4 = 0; \beta_4 \neq 0$	
H ₀₅ : Organizational structure has no significant moderating influence on the relationship between intrapreneurship and organizational performance of Commercial State Corporations in Kenya.	Karl Pearson Coefficient of Correlation t-tests, F-Test	Reject H ₀₅ if $p < 0.05$ Fail to reject H ₀₅ if $p > 0.05$
	H ₀₅ : $\beta_5 = 0; \beta_5 \neq 0$	

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The findings of the study explanation were included in this chapter. This study established Kenya's commercial state owned corporations' performance in relation to intrapreneurial competencies. This chapter lays the groundwork for following statistical operations and analyses that evaluated the study claims using both descriptive and inferential statistics. Data was gathered using a standardized questionnaire. In each and every research variable, respondents were entitled to a descriptive statement on a 5-point Likert scale, and they were asked to rate how much of those phrases they applied to their firms. This chapter also gives a precise descriptive analysis of the variables used in this study which adopted frequencies, percentages, means, standard deviations, and coefficients of variation.

4.2 Response Rate

To the 55 commercial state corporations, fifty-five (55) questionnaires were sent. Drop and pick later was used to collect data. The researcher obtained responses from 49 out of the 55 respondents who were intended to participate, representing a response rate of 89.09%, which was deemed enough for analysis. Punch (2003) advises a response rate of between 80 and 85 percent. A response rate of 50% is deemed sufficient, a rate of 60% is considered good, and a rate of 70% or higher is considered great (Mugenda & Mugenda, 2003). Hence, this study's response rate of 89.09% was very high in comparison to the response rates from the preceding studies.

Table 4.1: Response Rate

	Sample	Responsive	Percentage
Respondents	55	49	89.09

4.3 Pilot Study Results

A pilot study is a small-scale preliminary investigation conducted before the main research project. Its purpose is to test the feasibility, time, cost, and resources needed for the larger study. Pilot studies are often used in research to refine the research methodology, identify potential problems or limitations, and make necessary adjustments before launching the full-scale investigation (Kensby *et al.*, 2015). Copper and Schindler (2020) and Mugenda and Mugenda (2017) opined that a sample of at least 10% of the population is usually acceptable in a pilot study. Thus, to pretest the questionnaire a sample of 6 state corporations was selected for pilot testing so as to check for validity and reliability of the research instrument.

4.3.1 Validity Test

The study examined the validity of face, construct and the content. To ensure that each segment analyzed data for a specific aim in construct validity, the questionnaire was divided into a few sections. Face validity was examined by sharing it with supervisors as well as experts well-versed with the subject under investigation. Their feedback and perspectives were considered in deciding whether the items were appropriate in gathering the necessary data to achieve the set objectives. Construct validity was taken care of by aligning the questionnaire items with the conceptual framework and empirical literature review.

Factor analysis was adopted to ascertain validity of the collection instruments. Tabachnick and Fidell (2017) validates the statement by arguing that EFA is used when a researcher wants to discover the number of factors influencing variables and to analyze which variables go together. This study considered loadings of 0.50 and above as the threshold for interpretations. A low value for communality less than 0.50 indicated that the variable does not fit well with the other variables in its component, and is undesirable according to Khoi (2017).

The results were as shown in Table 1.2. The results show that Pro-activeness had an average variance extracted (AVE) value of 0.537, level of innovation had AVE of 0.545, reward system had an AVE of 0.514, aggressiveness had an AVE of 0.523, Organization structure had an AVE of 0.517 and Performance of Commercial State Corporations had an AVE of 0.567. These finding showed that factor loadings were above the threshold of 0.50 adopted by the study that therefore implied that all the constructs were suitable for further analysis.

Table 4.2: Factor Analysis for all Variables

Variables	Average Loading	Factor	No. of Items	Comment
Pro-activeness	.537		7	All items were accepted
level of innovation	.545		6	All items were accepted
reward system	.514		5	All items were accepted
aggressiveness	.523		8	All items were accepted
Organization structure	.517		7	All items were accepted
Performance of Commercial State Corporations	.567		13	All items were accepted

4.3.2 Reliability Test

According to Kothari (2019), reliability refers to how consistently a research instrument generates the same results across trials. This is expressed in Cronbach's alpha,—which can be used to calculate the internal consistency measure or the correlation average of test items. Values of Cronbach's alpha coefficient between 0 and 1 are interpreted as follows: When it is really high, it means that the test items have a good connection and are hence consistent (Sekaran & Bougie 2016). According to Nunnally (1978), alpha > 0.7 is a reliable predictor of reliability. As a result, the scientists utilized an alpha value greater than 0.7. Cronbach's alpha for the entire survey was 0.802>0.7. All variables' Cronbach's alpha values were greater than 0.7, indicating the reliability of the research instrument.

Table 4.3: Cronbach's Alpha

Variable	No of items	Cronbach's Alpha	Comment
Pro activeness	7	0.899>0.7	Reliable
Innovativeness	6	0.710>0.7	Reliable
Reward System	5	0.826>0.7	Reliable
Competitive Aggressiveness	8	0.729>0.7	Reliable
Organizational Structure	7	0.720>0.7	Reliable
Organization Performance	6	0.916>0.7	Reliable

4.4 Background Information

This subsection presents the various demographic information that were subjected to investigation. Respondents were required to state market position of their firms in the industry as well as annual revenue. The results are presented in terms of frequencies and percentage.

4.4.1 Market Position in the industry

This study sought to know the market position of the corporations in the industry. The finding indicated that all four identified market positions were embraced by the corporations at different magnitudes. Specifically, most corporations adopted niche market position (54%) followed by market leaders at 24.3%, market challengers at 13.5% and market followers at 8.2% respectively. The results conform to those of Diwan and Bodla, (2011) who noted that positioning decisions determine the direction of a firm's overall marketing strategy and that an effective marketing mix can only be developed once a company has crafted a distinct positioning strategy.

Respondents were asked to state their corporation annual revenue. As shown in Table 4.5, 64% of the corporations had a revenue range of 50B KES to 99B KES. 22% had revenues of 1B KES to 49 B KES and the rest 14% had annual revenue of 100B KES and above respectively.

Table 4.4: Market Position in the Industry and Annual Revenue

Position	Frequency	Percentage
Niche	26	54.0
Market leader	12	24.3
Market challenger	7	13.5
Market follower	4	8.2
Total	49	100.00

Revenue range	Frequency	Percentage
100B KES	31	64.0
1B KES To 49 B KES	11	22.0
50B KES To 99B KES	7	14.0
Total	49	100.00

4.5 Descriptive Data Analyses

This section covers the results of descriptive statistics on questions posed to the respondents on the study variables. The variables were proactiveness, level of innovation, reward system, competitive aggressiveness, organizational structure and performance. Descriptive data analysis involved using the mean and standard deviation (std dev). The Findings are presented in tables.

4.5.1 Proactiveness

In the research, the respondent's opinions on various statements on the indicators of proactiveness. The study used percentages, mean, standard deviation, skewness and kurtosis to report the findings. The respondents were to rate the statements on a Likert scale of 1 to 5 where 1 mean strongly disagree and 5 mean strongly agree. Based on frequencies and percentages, the study found that most respondents agreed/strongly agreed with the following statements: company initiates actions to which competitors then respond (agreed at 47.4% and strongly agreed at 26.3%); firm tends to be ahead of other competitors in introducing novel ideas or products when dealing with them; company strives to identify new markets to sell product (agreed at 31.64%); firm constantly improves the quality of the product and services to be competitive (agreed at 47.4% and strongly agreed at 10.5%), company always foresees potential environmental changes and future demands ahead of the competitors (agreed at 42.1% and strongly agreed at 21.1%), and company always foresees future.

Furthermore, it was noted that a negligible percentage of respondents strongly disagreed with the following statements about proactiveness: company strives to identify new markets to sell product (strongly disagreed at 5.3%); company initiates actions to which competitors then respond; firm tends to be ahead of other competitors in introducing novel ideas or products; firm tends to be proactive in dealing with its competitors.

Using measures of central tendency and dispersions, the study showed that to a large extent (mean >3.5); firm creates the environment rather than merely reacts by bringing new products, technology, and administrative processes (mean = 3.84, std dev = 0.76), company takes initiative, to which rivals then reply (mean = 3.79, std dev = 1.13), company consistently anticipates prospective environmental changes and future demands before the competition (mean = 3.63, std dev = 1.12), company tends to introduce fresh ideas or items before other competitors while competing with them (mean = 3.63, std dev = 1.16) to remain competitive, a firm continually improves the quality of its products and services. (Mean = 3.53, std dev = 0.904). To a moderate extent (2.5 < mean < 3.5), the respondents were of the notion that a corporation consistently anticipates future needs before its rivals (mean = 3.47, std dev = 1.17) and an organization works hard to find new markets for its products (mean = 3.42, std dev = 1.07). The respondents' opinions were negatively skewed in all the statements on proactiveness.

Table 4.5: Descriptive Measures for Proactiveness

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation	Skewness	Kurtosis
Our company initiates actions to which competitors then respond.	5.3	10.5	10.5	47.4	26.3	3.7895	1.13426	-1.072	.768
My company typically introduces innovative ideas or items before other rivals while interacting with its competition.	5.3	15.8	10.5	47.4	21.1	3.6316	1.16479	-.827	-.043
My business works hard to find new markets for its products.	5.3	10.5	36.8	31.6	15.8	3.4211	1.07061	-.378	.092
Instead of just reacting, our company creates new technology, and administrative methods that change the environment.	0.0	5.3	21.1	57.9	15.8	3.8421	.76472	-.547	.722
To remain competitive, our business continually enhances the quality of its goods and services.		15.8	26.3	47.4	10.5	3.5263	.90483	-.339	-.499
To stay one step ahead of the competition, our organization always anticipates prospective environmental changes and future demands.	5.3	10.5	21.1	42.1	21.1	3.6316	1.11607	-.771	.275
Our business consistently anticipates future demands before the competition.	5.3	21.1	10.5	47.4	15.8	3.4737	1.17229	-.623	-.558

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree: SA: Strongly Agree

4.5.2 Descriptive for Innovation

The respondents were given the task of designating the extent to which statements on level to which innovations influence State Corporation's performance in Kenya. The study found out that the majority of the respondents agreed/strongly agreed that; company frequently tries out new ideas (agreed at 57.9% and strongly agree at 26.3%), company's operation creativity (agreed at 68.4% and strongly agree at 5.3%), company devise new ideas in innovation (agreed at 57.9% and strongly agree at 21.1%), the focus of the company is creating new items (agreed at 57.9% and strongly agree at 5.3%), company makes investments in new product development initiatives

and company spends money on creating its own proprietary technologies (agreed at 52.6% and strongly agree at 5.3%). It was also noted that statements with significant disagreement rating were that the company makes investments in new product development initiatives (agreed at 15.8%) and company frequently tries out new ideas (agreed at 10.5%).

Using mean and standard deviation, the study showed that to a large extent (mean >3.5); company's operational strategies are innovative (mean = 4.11, std dev = 0.65), company's emphasis on developing new products (mean = 3.95, std dev = 0.78), company most of the times invents new ideas (mean = 3.89, std dev = 0.936), company looks for novel approaches to problems (mean = 3.74 std dev = 0.65), company invests in developing proprietary Technologies (mean = 3.58, std dev = 0.69) and company spends on new product development activities (mean = 3.53, std dev = 0.84). The respondents' opinions were negatively skewed in all the statements on proactiveness.

Table 4.6: Descriptive Measures for Innovation

	SD (%)	D (%)	N (%)	A (%)	Mean	Std. Deviation	Skewness	Kurtosis
This company frequently tries out new ideas	10.5	15.8	47.4	26.3	3.8947	0.93659	-0.68	-0.027
This company is creative in its methods of operation		15.8	57.9	26.3	4.1053	0.65784	-0.105	-0.389
This company seeks out new ways to do things	5.3	21.1	68.4	5.3	3.7368	0.65338	-1.021	1.915
This company's emphasis on developing new products	5.3	15.8	57.9	21.1	3.9474	0.77986	-0.69	0.982
This company spends on new product development activities	15.8	21.1	57.9	5.3	3.5263	0.84119	-0.718	-0.185
This company invests in developing proprietary Technologies	5.3	36.8	52.6	5.3	3.5789	0.69248	-0.314	0.272

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree: SA: Strongly Agree

4.5.3 Descriptive for Reward System

This section covers the statements posed to respondents on a reward system. The respondents were to rate the statements on a Likert scale of 1 to 5. According to the study, the majority of respondents strongly agreed or agreed that; reward systems have a strong effect on an individual's intrapreneurial behavior (agreed at 57.9% and strongly agree at 15.8%), manager's rewards employees upon the unit of their work performance (agreed at 26.3% and strongly agree at 10.5%), manager increases employees' responsibilities if he/she is performing well in work (agreed at 31.6% and strongly agree at 21.1%), managers encourage employees through nonfinancial rewards such as public praise and recognition (agreed at 36.8% and strongly agree at

10.5%) and manager gives special recognition to his employees if their work performance is good (agreed at 36.8% and strongly agree at 10.5%).

The respondents were neutral in their opinions on statement; manager's rewards employees upon the unit of their work performance (neutral at 47.4%), manager increases employees' responsibilities if he/she is performing well in work (neutral at 42.1%) and managers encourage employees through nonfinancial rewards such as public praise and recognition (neutral at 42.1%).

The findings indicated that to a great extent; reward systems have strong effect on individual's intrapreneurial behavior (mean = 3.79, std dev = 0.85) and manager increases employees' responsibilities if he/she is performing well in work (mean = 3.68, std dev = 0.88). To a moderate extent $2.5 < \text{mean} < 3.5$; managers encourage employees through nonfinancial rewards such as public praise and recognition (mean = 3.47, std dev = 0.84), manager gives special recognition to his employees if their work performance is good (mean = 3.42, std dev = 0.90) and manager's rewards employees upon the unit of their work performance (mean = 3.31 std dev = 0.88). The respondents' opinions were negatively skewed in all the statements on proactiveness.

Table 4.7: Descriptive Measures for Reward System

	SD (%)	D (%)	N (%)	A (%)	Mean	Std. Deviation	Skewness	Kurtosis
Reward systems have strong effect on individual's intrapreneurial behavior	10.5	15.8	57.9	15.8	3.7895	0.85498	-0.746	0.513
Manager's rewards employees upon the unit of their work performance	15.8	47.4	26.3	10.5	3.3158	0.88523	0.362	-0.253
The manager increases employees' responsibilities if he/she is performing well in work.	5.3	42.1	31.6	21.1	3.6842	0.88523	0.176	-0.812
Managers encourage employees through nonfinancial rewards such as public praise and recognition	10.5	42.1	36.8	10.5	3.4737	0.84119	0.092	-0.283
The manager gives special recognition to his employees if their work performance is good.	15.8	36.8	36.8	10.5	3.4211	0.90159	0.008	-0.558

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree: SA: Strongly Agree

4.5.4 Descriptive for Competitive Aggressiveness

Competitive aggressiveness is the willingness of a business to actively and angrily attack its rivals in order to enter the market or strengthen its position there. The respondents were asked to indicate the degree to which claims about competitive aggression affect Kenyan commercial state firms' performance. According to the study, the majority of respondents agreed or strongly agreed that, given the circumstances, audacious, comprehensive actions are required to meet the organization's goals (agreed at 47.4% and strongly agree at 5.3%), company uses

aggressive advertising to increase demand for its already-popular products in the marketplace (agreed at 47.4% and strongly agree at 10.5%), company does audacious and extensive acts (e.g., promoting products, use sales, promotion, competitive prices, and distribution networks(agreed at 31.6% and strongly agree at 5.3%), company has a great propensity to grow its market share by eliminating rivals through aggressive marketing tactics (agreed at 26.3% and strongly agree at 36.8%),the business invests significant financial resources in a sales promotion (agreed at 42.1% and strongly agree at 10.5%), company continuously seeks for major chances to increase market share (agreed at 57.9% and strongly agree at 42.1%). Notable was that the respondent strongly disagrees with the comprehensive measures taken in order to enable the company attain their set goals (strongly disagree at 5.3%), and the company invests in significant financial resources in sales promotion. (Strongly disagree at 5.3%).

From the study, a great extent (mean >3.5); company has a great propensity to grow its market share by eliminating rivals through aggressive marketing tactics (mean = 3.89, std dev = 1.04), company uses aggressive advertising to increase demand for its already-popular products in the marketplace (mean = 3.63, std dev = 0.76) and company continuously seeks for major chances to increase market share (mean = 3.57, std dev = 0.76). To a moderate extent (2.5<mean<3.5); corporation invests significant sums of money in sales promotion. (Mean = 3.42, std dev = 1.01), due to the nature of the environment, daring, comprehensive actions are required to accomplish the company's goals. Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives (mean = 3.36, std dev = 0.95) and to advertise its products, the company employs audacious and extensive measures such as sales, promotion, competitive prices, and distribution methods (mean = 3.21, std dev = 0.85).

Table 4.8: Descriptive Measures for Competitive Aggressiveness

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation	Skewness	Kurtosis
Due to the nature of the environment, audacious, broad-based actions are required to accomplish the firm's goals.	5.3	10.5	31.6	47.4	5.3	3.3684	.95513	-.862	.820
Through active advertising, the company increases demand for currently available products in the market.		5.3	36.8	47.4	10.5	3.6316	.76089	-.075	-.012
The company employs audacious and extensive measures to promote its goods, such as sales, promotions, competitive prices, and distribution channels.		21.1	42.1	31.6	5.3	3.2105	.85498	.150	-.496
By eliminating competitors through aggressive marketing tactics, our company has a propensity to gain market share.		10.5	26.3	26.3	36.8	3.8947	1.04853	-.416	-1.042

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation	Skewness	Kurtosis
Our business invests significant financial resources in sales promotion.	5.3	10.5	31.6	42.1	10.5	3.4211	1.01739	-.646	.485
Our company continuously seeks for major chances to increase market share		5.3	42.1	42.1	10.5	3.5789	.76853	.116	-.120

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree: SA: Strongly Agree

4.5.5 Descriptive for Organization Structure

Responses to the assertions about organizational structure were solicited. The study found out that the majority of the respondents agreed/strongly agreed that; work roles in the organization are highly structured (agreed at 36.8% and strongly agree at 10.5%), employees operations are guided by set rules and regulations (agreed at 47.4% and strongly agree at 52.6%), through formal training and associated policies, an organization has standardized behavior (agreed at 31.6% and strongly agree at 26.3%), organization take into consideration the need of its employees (agreed at 36.8% and strongly agree at 31.6%), managers of this organization consider the ideas of its employees (agreed at 42.1% and strongly agree at 21.1%), there is centralization of authority and power at the hand of top managers (agreed at 47.4% and strongly agree at 31.6%), there are authoritative communication channels (agreed at 47.4% and strongly agree at 21.1%). The respondents strongly disagree that work roles in the organization are highly structured (strongly disagree at 10.5%) and power and authority are centralized at the hand of top managers (strongly disagree at 10.5%),

The study extensively revealed that (mean >3.5) ; rules and procedures govern the employees' operations (mean = 4.52, std dev = 0.51), power and authority are centralized at the hand of top managers (mean = 3.89, std dev = 1.19), there are authoritative communication channels (mean = 3.84, std dev = 0.83), because of formal education and other related mechanisms, an organization has standardized

behavior (mean = 3.84, std dev = 0.83), Managers of this organization consider the ideas of its employees (mean = 3.79, std dev = 0.85), organization take into consideration the need of its employees (mean = 3.79, std dev = 1.22) and to a moderate extent (mean <3.5) work roles in this organization are highly structured (mean = 3.42, std dev = 0.90).

Table 4.9: Organization Structure

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation	Skewness	Kurtosis
The work roles in this organization are highly structured		15.8	36.8	36.8	10.5	3.421	.90159	.008	-.558
Within this company, policies and procedures govern employee behavior.				47.4	52.6	4.526	.51299	-.115	-2.235
As a result of formal training and other related mechanisms, this organization has standardized behavior.			42.1	31.6	26.3	3.842	.83421	.322	-1.488
This company takes into account the requirements of its employees	10.5		21.1	36.8	31.6	3.789	1.22832	-1.162	1.048
The Managers of this organization consider the ideas of its employees		5.3	31.6	42.1	21.1	3.789	.85498	-.150	-.496
Top managers hold concentrated control over power and authority in this organization.	10.5		10.5	47.4	31.6	3.895	1.19697	-1.515	2.123
In this organization, there are authoritative communication channels		5.3	26.3	47.4	21.1	3.842	.83421	-.320	-.172

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree

4.5.6 Descriptive for Performance

Achieving goals specified by the company in issue with the intention of maximizing stakeholders' wealth constitutes firm performance. It entails efficiently and effectively converting available resources into output in order to accomplish the firm's goals in both the present and potential future prospects. The performance of Kenya's commercial state corporations was the focus of this section. On a Likert scale of 1 to 5, the respondents were asked to rate the performance statements.

The majority of responders in the study agreed/strongly agreed that; cost minimization is our business strategy (mean = 4.3469, std dev = 0.80496), the number of complaints has been reduced significantly (mean = 4.2857, std dev = 0.79057), business growth drives our profitability (mean = 4.2041, std dev = 0.7354), our customers always recommend other for our services. (Mean = 4.0424, std dev = 0.54244) and our employees better support our business (mean = 4.0406, std dev = 0.64385),

Table 4.10: Descriptive Measures for Non-Financial Performance

Statements	Mean	Std. Dev	Skewness	Kurtosis
Cost minimization is our business strategy	4.3469	0.80496	-1.725	4.861
Number of complaints has been reduced significantly	4.2857	0.79057	-1.62	4.847
Business growth drives our profitability	4.2041	0.7354	-0.345	-1.052
Our customers always recommend other for our services.	4.0424	0.54144	-0.327	-0.706
Our employees better support our business	4.0406	0.64385	-0.031	-0.598
We act on customers complaints promptly.	3.9813	0.57212	-0.425	0.497
Our organizations rely on repeat jobs	3.9567	0.52121	-0.141	-0.596
Organization makes follow ups as a means of attracting repeat jobs	3.9429	0.575	0.028	-0.066
Our organization practices cost cutting measures.	3.898	0.74288	-0.15	-0.392
Our organization volume of business has been growing annually	3.8801	0.58473	-0.174	0.167
We use complaints to better our services	3.8776	0.9272	-0.892	0.963
Customers issues are solved effectively	3.771	0.54533	0.614	-0.079
Repeat jobs drives our profitability	3.7626	0.54209	0.595	-0.014

SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree: SA: Strongly Agree

4.6 Diagnostic Test

Assumptions are made regarding the data utilized in linear regression. Normally distributed data, linearity, non-multicollinearity, independence, and homoscedasticity are all taken for granted. For the purpose of ensuring that crucial assumptions are met, it is required to test hypotheses (Hamdollah & Purya, 2019). In order for the study's

regression results to be reliable and genuine, it was determined that it was suitable to satisfy the fundamental premise of the traditional linear regression model.

Prior to performing inferential analysis, statistical assumptions were tested to make sure the data complied. All data is regarded as having been included in the model if the basic assumptions are met. If these assumptions had been violated, information concerning them would have gone unaddressed. After multicollinearity, homoscedasticity, independence, and normality were assessed, the regression results were evaluated using the model, and the slopes were then examined for significance. Predicting the strength and direction of the relationship between the variables under study was the purpose of the regression analysis

4.6.1 Test of Linearity

The dependent variable must have a linear relationship with the independent variables in order to meet the linearity assumption of a linear estimation. Table 4.12 displays the F-statistics and corresponding p-values for each independent variable's divergence from linearity. All of the p-values were above 0.05 as indicated in Table 4.12, indicating that there were no significant departures from linearity and that there were linear correlations (continuous slope) between the independent factors and the dependent variable. This demonstrates that the linearity assumption was met.

Table 4.11: Linearity Test

	F-Statistic	Sig
Performance*Proactiveness	2.564	0.064
Performance*Level of Innovativeness	1.589	0.213
Performance*Reward System	3.521	0.335
Performance*Competitive Aggressiveness	1.992	0.264
Performance*Organizational Structure	2.772	0.136

4.6.2 Test of Normality

Before performing a more in-depth inferential statistical analysis, the data must meet the assumption of normality. Ghasemi and Zahedias (2012) posited that normality is crucial since it pertains to legitimacy. Shapiro Wilk was utilized in the study to check for normalcy. $P > 0.05$ implies that the data is normality distributed; hence the assumption is met (Razali & Wah, 2011).

The result of the normality test is shown in Table 4.13. The results indicated that the p-value for Shapiro Wilk were; proactiveness ($p > 0.05$), level of innovation ($p > 0.05$), reward system ($p > 0.05$), competitive aggressiveness ($p > 0.05$), organizational structure ($p > 0.05$), and performance ($p > 0.05$). All the variables satisfied the assumption of normality since $p > 0.05$.

Table 4.12: Shapiro Wilks Test of Normality

	Shapiro-Wilk Statistic	df	Sig
Proactiveness	0.764	49	0.340
Level Of Innovativeness	0.981	49	0.571
Reward System	0.856	49	0.064
Competitive Aggressiveness	0.542	49	0.124
Organizational Structure	0.779	49	0.088
Performance	0.991	49	0.060

4.6.2.1 Test of Multicollinearity

Multicollinearity is the test of the presence of a high correlation between explanatory variables. When explanatory variables are highly correlated, the estimated coefficients are either overestimated or underestimated. The study used Variance inflation factor (VIF) to detect collinearity. $VIF > 10$ implied the existence of the problem of multicollinearity. The results are presented in Table 4.14. All variables had $VIF < 10$, thus there was no problem of multicollinearity. This further implies that the performance prediction model might incorporate all five explanatory variables.

Table 4.13: Collinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Proactiveness	0.290	3.446
Innovation	0.227	4.405
Reward System	0.363	2.753
Competitive Aggressiveness	0.317	3.158
Organizational Structure	0.266	3.762

4.6.1.2 Test of Homoscedasticity

The researcher applied Levene's test to determine homogeneity. The objective of this was to identify any homoscedasticity (constant variance of mistakes) or heteroscedasticity (non-constant variance of errors). The threshold is when $p > 0.05$ for statistically insignificant to be detected. The results of the Levene test are shown in Table 4.15. The results revealed Levene's values of; proactiveness ($p > 0.05$), level of innovation ($p > 0.05$), reward system ($p > 0.05$), competitive aggressiveness ($p > 0.05$) and organizational structure ($p > 0.05$). This demonstrates a continuous variance of mistakes, satisfying the requirement of homoscedasticity.

Table 4.14: Test of Homogeneity of Variance

	Levene Statistic	df1	df2	Sig.
Proactiveness	1.295	10	39	0.115
Innovation	1.784	10	39	0.105
Reward System	1.623	10	39	0.121
Competitive Aggressiveness	1.895	10	39	0.107
Organizational Structure	2.443	10	39	0.172

a. Predictors: (Constant), Proactiveness, innovation, reward system, competitive aggressiveness, organizational structure

b. Dependent Variable: Performance

4.7 Inferential Analysis Results

Inferential analysis was carried out to establish the relationship between the independent variables and the dependent variable. The study utilized both correlation analysis and regression model to establish the relationship between variables. Correlation analysis using Pearson correlation was used while a multiple regression analysis was utilized.

4.7.1 Correlation Analysis

Correlation analysis evaluates the degree to which two variables are correlated. The likelihood of relationships between the variables is examined. It displays the strength and direction of the correlation between the independent factors and the dependent variable. To gauge the relationship between the dependent and independent variables, the study used Pearson moment correlation. The association between innovation, proactiveness, reward system, competitive aggressiveness and performance. The Pearson association between innovation and performance was significant ($r = .139$, $p < .05$). Correlation between proactiveness and performance ($r = .184$, $p < .05$) was significant. Correlation between reward system and performance was significant ($r = .398$, $p < .05$) and correlation between competitive aggressiveness and performance was also significant ($r = .267$, $p < .05$). Positive correlation exists between the independent and dependent variables.

Table 4.15: Correlation between Intrapreneurship and Performance

	Performance	Level of	Proactiveness	Reward	Competitive
	of	Innovation		System	Aggressiveness
Performance	1				
Level	.139**	1			
Innovativeness	.005				
Proactiveness	.184**	.371**	1		
	.001	.000			
Reward System	.398**	.287**	.329**	1	
	.000	.000	.000		
Competitive	.267**	.396**	.370**	.358**	1
Aggressiveness	.000 ¹	.000 ¹	.000 ¹	.000 ¹	

4.7.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (Pro-activeness, level of innovation, reward system and aggressiveness) and the dependent variable (performance of commercial State Corporations in Kenya)

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship

between the independent variables and the dependent variable was 0.857. This implied that 85.7% of the variation in the dependent variable (performance of commercial State Corporations in Kenya) could be explained by independent variables (Pro-activeness, level of innovation, reward system and aggressiveness).

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 651.94 while the F critical was 2.439. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of Pro-activeness, level of innovation, reward system and aggressiveness on performance of commercial State Corporations in Kenya.

The regression model was as follows:

$$Y = 0.239 + 0.328X_1 + 0.354X_2 + 0.357X_3 + 0.375X_4 + \varepsilon$$

According to the results, pro-activeness has a significant effect on performance of commercial State Corporations in Kenya, $\beta_1=0.328$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Gustarsson (2019) who indicated that there is a very strong relationship between pro-activeness and organization performance.

The results also revealed that level of innovation has significant effect on performance of commercial State Corporations in Kenya, $\beta_1=0.354$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Daugherty *et al.* (2019) that there is a very strong relationship between level of innovation and organization performance

Furthermore, the results revealed that reward system has significant effect on the performance of commercial State Corporations in Kenya, $\beta_1=0.357$, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Wenbo and Qin

(2020) that there is a very strong relationship between reward system and organization performance.

In addition, the results revealed that aggressiveness has significant effect on the performance of commercial State Corporations in Kenya, $\beta_1=0.375$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Otim (2019) who revealed that there is a very strong relationship between aggressiveness and organization performance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931	.857	.858	.10428

a. Predictors: (Constant), Pro-activeness, level of innovation, reward system and aggressiveness

Table 4.17: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	141.081	4	35.270	651.94	.000 ^b
1 Residual	7.254	134	.0541		
Total	148.335	138			

a. Dependent Variable: Performance of commercial State Corporations in Kenya

b. Predictors: (Constant), Pro-activeness, level of innovation, reward system and aggressiveness

Table 4.18: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.239	0.061		3.918	0.000
	Pro-Activeness	0.328	0.089	0.329	3.685	0.003
	Level of Innovation	0.354	0.091	0.355	3.890	0.001
	Reward System	0.357	0.098	0.356	3.643	0.002
	Aggressiveness	0.375	0.099	0.376	3.788	0.001

a Dependent Variable: Performance of commercial State Corporations

4.8 Hypotheses Testing

This study computed univariate regression analysis. Univariate regression analysis also guided the study in testing the research hypothesis. The predictive power of the model was based on R² while F-statistic was used to determine the fitness of the model at $P < 0.05$. The significance of the study variables was also based on P-values at 0.05 significance level. The following null hypotheses tested were:

H₀₁: There is no significant influence of proactiveness on how well state corporations operate

H₀₂: Innovation level in Kenya has no significant influence on performance of state corporations in Kenya,

H₀₃: The performance of Kenyan state corporations is not significantly influenced by the reward system,

H₀₄: Competitive Aggressiveness has no significant influence on performance of state corporations in Kenya

H₀₅: Organizational structure does not moderate the relationship between intrapreneurship and performance of Commercial State Corporations in Kenya.

4.8.1 Test for Hypothesis One

Examining how proactiveness affected the performance of Kenya's commercial state firms was the first objective. This objective was anchored on the hypothesis (**H₀₁**) that; in Kenya, state corporation performance is unaffected by proactiveness. Pro-activeness has no significant effect on the performance of State Corporations in Kenya. Tables 4.17 and 4.18 exhibit the findings of the correlation between performance and proactiveness. A positive relationship was found by the investigation ($R = .719$) between non-financial performance and proactiveness. Proactiveness explained 51.7% of Kenyan commercial state firms' varying levels of performance (coefficient of determination: $R^2 = .517$). The model of proactiveness on performance was significant overall (F-value = 48.17, $p < .05$). The coefficient of proactiveness is ($t = 6.94$, $p < 0.05$), thus, proactiveness is individually significantly influencing non-financial performance. The results demonstrate that being proactive has a significant impact on the success of commercial corporations in Kenya. Thus rejecting hypothesis one. The findings are consistent with those of Jafar and Roland (2018), who found that the performance of various roles within a corporation is influenced by proactiveness and risk-taking in various ways. Innovativeness and performance in R&D, as well as proactivity and success in marketing and sales, are found to be positively correlated. The predictive model of performance on proactiveness was of the form;

$$\text{Non-Financial Performance} = 1.001 + 0.731\text{Proactiveness}$$

Based on financial performance, the study found a strong positive association ($R = .294$) between financial performance and proactiveness. Proactiveness explained 8.6% of the variation of Kenya's state corporations in financial performance (coefficient of determination: $R^2 = .086$). The model of proactiveness on financial performance was significant in overall (F-value = 4.909, $P < .05$). The coefficient of proactiveness is ($t = -2.216$, $p < 0.05$), proactiveness is individually significantly influencing financial performance. The findings show a clear indication that proactiveness have a significant effect on the financial performance of commercial state corporations in Kenya, thus rejecting hypothesis one. The results are supported by the findings of Angeline, Robert, Kenneth and Joseph (2015), that is, the

corporation's performance was found to be a function of a wider based entrepreneurial proactiveness. The predictive model of financial performance on proactiveness was of the form;

Table 4.19: Regression Results for Proactiveness

Model Summary									
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	.719 ^a	.517	.506	.35009	.517	48.170	1	45	.000
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	5.904	1	5.904	48.170	.000 ^b			
	Residual	5.515	45	.123					
	Total	11.419	46						
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	1.001	.436			2.295	.026	.123	1.880
	Proactiveness	.731	.105	.719		6.940	.000	.519	.943

a. Dependent Variable: performance

b. Predictors: (Constant), Proactiveness

4.8.2 Test for Hypothesis Two

The second objective was to assess how Kenyan commercial state corporations' performance was influenced by their innovation. This objective was anchored on the hypothesis (**H₀₂**) that; Innovation has no discernible impact on how well Kenya's state corporations perform. The results of the link between innovation and performance are presented in Table 4.19 and Table 4.20. Innovation had a strong association with performance ($R = 0.790$). Innovation account for 62.4% of the variation in firm performance (coefficient of determination: $R^2 = 0.624$). The model was statistically significant overall ($F = 69.568$, $P < .05$). Innovation ($t = 8.341$, $p < .05$) performance that is highly statistically affected by the individual. According to the data, Kenya's commercial state corporations performed far better when they were more innovative. The amount of innovation was the basis for the performance prediction model;

$$\text{Performance} = 1.025 + 0.791 \text{ Innovation}$$

The results were corroborated by those of Mugo and Macharia (2021), who discovered that product developments had an impact on the success of the industry's telecommunications companies. The findings were consistent with those of Werlang and Rossetto (2019), whose key conclusions were that organizational innovativeness is positively and directly influenced by learning orientation, organizational performance is not significantly affected by organizational innovativeness, and learning orientation does not have a positive relationship with organizational performance.

Table 4. 1: Regression Results for Innovation

Model Summary									
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	.790 ^a	.624	.615	.30279	.624	69.568	1	42	.000
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	6.378	1	6.378	69.568	.000 ^b			
	Residual	3.851	42	.092					
	Total	10.229	43						
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		
		B	Std. Error				Lower Bound	Upper Bound	
1	(Constant)	1.025	.364		2.815	.007	.290	1.760	
	Innovation	.791	.095	.790	8.341	.000	.599	.982	

a. Dependent Variable: performance

b. Predictors: (Constant), Innovation

In terms of financial performance, innovation had a weak moderate association with financial performance ($R = 0.343$). Innovation account for 11.8 % of the variation in financial performance (coefficient of determination: $R^2 = 0.118$). Overall, the model was statistically significant ($F = 6.404$, $P < .05$). Innovation ($t = -2.531$, $p < .05$) financial performance with a large statistical individual influence. The results demonstrate that Kenyan commercial state corporations' financial performance benefited significantly from their innovation. The form of the performance prediction model's innovation;

$$\text{Financial Performance} = 6.352 - 0.614 \text{ Innovation}$$

Table 4.21: Regression Results for Innovation

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Change	F Change	df1	df2	Sig. F Change	
1	.343 ^a	.118	.099	.83487	.118	6.404	1	48	.015	
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	4.464	1	4.464	6.404	.015 ^b				
	Residual	33.456	48	.697						
	Total	37.920	49							
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	6.352	.921		6.896	.000	4.500	8.204		
	Level of Innovativeness	-.614	.242	-.343	-2.531	.015	-1.101	-.126	1.000	1.000

a. Dependent Variable: ROA

b. Predictors: (Constant), Level of Innovativeness

4.8.3 Test for Hypothesis Three

Examining how Kenyan commercial state corporations' performance is impacted by their reward structure was the third objective. This objective was anchored on the hypothesis (H_{03}) that; the performance of Kenya's commercial state corporations is not significantly impacted by the reward system. The results of the association between³ performance³ and³ reward system are presented in Table 4.21 and Table 4.22. The results showed that the relationship between the performance incentive system and its correlation coefficient was strongly positive, at $R = 0.761$. The variations in the reward system account for 58 percent of the variation in performance, leaving 42 percent unaccounted for, according to the coefficient of determination $R^2 = 0.580$. Analysis of variance ($F = 62.027$, $P < 0.05$) shows that the model is important overall. Findings further indicated that reward system was individually statistically significant ($t = 7.875$, $P < 0.05$). Consequently, the claim that rewards system has nothing notable impact on performance commercial State Corporations in Kenya was rejected. Beta coefficient for reward system reveals that, while leaving other parameters constant,

performance of Kenya's commercial state corporation's increases by 0.653 units for every unit increase in the reward system.

The study's results were confirmed by Gladys (2013) who posited that reward framework is a significant viewpoint in an association as it impacts authoritative execution. Further, Robina, et al. (2013) uncovered that there exists unimportant and frail connection between compensation, reward and association execution. Any, there exists moderate to solid connection among advancement and association execution. Results additionally show an exceptionally huge and solid connection among acknowledgment and association execution. The most grounded and profoundly huge relationship exists among appreciation and association execution. The predictive model of performance on reward system was of the form;

$$\text{Performance} = 1.315 + 0.653 \text{ Reward System}$$

Table 4.22: Regression Results for Reward System

Model Summary									
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	.761 ^a	.580	.570	.32664	.580	62.027	1	45	.000
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	6.618	1	6.618	62.027	.000 ^b			
	Residual	4.801	45	.107					
	Total	11.419	46						
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	1.315	.345			3.805	.000	.619	2.010
	reward	.653	.083	.761		7.876	.000	.486	.820

a. Dependent Variable: performance

b. Predictors: (Constant), Reward

From the findings, it was evident that there was a positive correlation coefficient between reward system and financial performance which was $R = 0.285$. Changes in the reward system account for 8.1% of the variation in financial performance, according to the coefficient of determination $R^2 = 0.081$, leaving 91.9 % unaccounted for. Analysis of variance ($F = 4.497$, $P < 0.05$) established that in general, the model is influential. Continuously, the findings indicated that reward system was individually statistically significant ($t = -2.121$, $P < 0.05$). Thus, it was determined that the rewards system in Kenya does not significantly affect the financial performance of commercial State Corporations. According to the beta coefficient for the incentive system, financial performance of Kenya's commercial state corporations increases by 0.416 units for every unit increase in the reward system, leaving other parameters constant. The financial performance reward system's prediction model took the following form;

$$\text{Financial Performance} = 5.761 - 0.418 \text{ Reward System}$$

Table 4.23: Regression Results Reward System

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	
1	.285 ^a	.081	.063	.83647	.081	4.497	1	51	.039	
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	3.146	1	3.146	4.497	.039 ^b				
	Residual	35.684	51	.700						
	Total	38.830	52							
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	5.761	.812		7.096	.000	4.131	7.390		
	Reward systems	-.418	.197	-.285	-2.121	.039	-.814	-.022	1.000	1.000

a. Dependent Variable: ROA

b. Predictors: (Constant), Reward systems

4.8.4 Test for Hypothesis Four

Examining how intense competition in Kenya's commercial state enterprises affects their performance was the study's fourth objective. This objective was anchored on the hypothesis (**H₀₄**) that; Competitive Aggression has no discernible impact on the performance of Kenyan government corporations. The findings of the relationship between non-financial success and competitive aggressiveness are shown in Tables 4.23 and 4.24. Findings indicated that the correlation coefficient between competitive aggressiveness and non-financial performance was $R = 0.648$. This means that non-financial performance was moderately related to competitive aggressiveness. According to the coefficient of determination $R^2 = 0.420$, changes in competitive aggressiveness account for 42% of the variation in performance, leaving 58 percent to be explained by outside causes. The model is overall significant according to the analysis of variance ($F = 32.642, P < 0.05$).

Findings further indicated that competitive aggressiveness was statistically individually significant ($t = 5.713, P < 0.05$). Thus, it was determined that competitive aggressiveness does not significantly affect the performance of Kenya's commercial state corporations. The beta coefficient for competitive aggressiveness suggest that for every one-unit increase in competitive aggressiveness, non-financial performance of

commercial state corporations in Kenya increases by 0.408 units holding other factors constant.

The study results conformed to those of Bruno and Rutto (2017) who exhibited that genuine forcefulness is one of the primary factors affecting how well businesses are executed in Kenya. The examination assumes that genuine forcefulness influences firm execution. Business state associations that will apply and propel practices as for corporate business can feel confident that they will succeed and gain advantage and unmatched execution. Results were also in line with Aigboje (2018) who posited that the delayed consequence of the disclosures uncovered that genuine forcefulness has a colossal favorable relationship with the legitimate advantage of lodgings in Port Harcourt. The predictive model of performance on competitive aggressiveness was therefore of the form;

$$\text{Non-Performance} = 2.23 + 0.408 \text{ Competitive Aggressiveness}$$

Table 4.24: Regression Results for Competitive Aggressiveness

Model Summary									
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	.648 ^a	.420	.408	.38350	.420	32.642	1	45	.000
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	4.801	1	4.801	32.642	.000 ^b			
	Residual	6.618	45	.147					
	Total	11.419	46						
Coefficients^a									
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B			
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	
1	(Constant)	2.230	.316		7.049	.000	1.593	2.868	
	competitive	.408	.071	.648	5.713	.000	.264	.552	

a. Dependent Variable: performance

b. Predictors: (Constant), competitive

The results showed a relationship between competitive aggression and financial performance with $R = 0.282$ correlation coefficient. This means that financial performance had a weak association with competitive aggressiveness. 8% of the variance in financial performance is described by changes in competitive aggression, according to the coefficient of determination $R^2 = 0.08$. In comparison the remaining

92% is explained by factors not included in the model. The model's overall significance was validated by analysis of variance ($F = 4.493, P < 0.05$).

Findings further indicated that competitive aggressiveness was statistically individually significant ($t = -2.120, P < 0.05$). Thus, the hypothesis that competitive aggressiveness has no significant effect on financial performance of commercial state corporations in Kenya was rejected. When other parameters are held constant, the beta coefficient for competitive aggressiveness suggests that for every unit rise in competitive aggressiveness, financial performance of Kenya's commercial state corporation's falls by 0.389 units. Consequently, the financial performance prediction model on competitive aggressiveness took the following form;

$$\text{Financial Performance} = 5.740 - 0.389 \text{ Competitive Aggressiveness}$$

Table 4.25: Regression Results for Competitive Aggressiveness

Model Summary										
Model	R	Adjusted R	Std. Error of the Estimate	Change Statistics						
				R Square Change	F Change	df1	df2	Sig. Change	F	
1	.282 ^a	.080	.062	.83833	.080	4.493	1	52	.039	
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	3.158	1	3.158	4.493	.039 ^b				
	Residual	36.546	52	.703						
	Total	39.704	53							
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	5.740	.794		7.229	.000	4.146	7.333		
	Competitive Aggressiveness	-.389	.184	-.282	-2.120	.039	-.758	-.021	1.000	1.000

a. Dependent Variable: ROA

b. Predictors: (Constant), Competitive Aggressiveness

4.8.5 Test for Hypothesis Five

The fifth objective was to examine the controlling influence of organization structure regarding the connection between intrapreneurship and organizational performance of Commercial State Corporations in Kenya. This objective was anchored on the hypothesis (H_{05}) that; Organizational structure has no mediating influence on

connection between intrapreneurship and organizational performance of Commercial State Corporations in Kenya.

To test this hypothesis standardized composite indices for organizational structure, intrapreneurship and performance were computed. The study used stepwise regression analysis. This is a three-step analysis. The first step involved regressing on performance on intrapreneurship. In the second step performance was regressed on both intrapreneurship and organizational structure. The interaction word in step three; (intrapreneurship*organizational structure) was first used in the model. Results from the three steps are presented in Tables 4.27 and Table 4.28.

Table 4.27 findings reveal that variations in proactiveness, innovation, incentive systems, and competitive aggressiveness in model one explained 74.5% of the variation in non-financial performance ($R^2 = 0.745$). The model of performance on proactiveness, innovation, reward system and competitive aggressiveness was significant in overall ($F = 28.437$, $P < 0.05$). Beta coefficients for all independent variables were individually significant (p -value < 0.05). Step one's need for moderation was met, hence step two of the analysis was conducted.

The equation generated in model one is represented by

$$\text{Non-Financial Performance} = 0.458 + 0.124 \text{ Proactiveness} + 0.427 \text{ Innovation} + 0.159 \text{ Reward systems} + 0.178 \text{ Competitive aggressiveness}$$

Step two of the process involved introducing organizational structure in the model. The findings show that proactiveness, level of innovation, reward system, competitive aggressiveness and organizational structure explained 74.5 percent of the variation in performance ($R^2 = 0.745$). This represented R^2 change of 0.000. Overall, the model had a big impact ($F = 22.206$, $P < 0.05$). Beta coefficient for organizational structure ($t = -2.265$, $p < 0.05$) was individually significant. Condition two of testing moderation was met thus, the analysis proceeded to step three.

The equation generated in model two is represented by

Non-Financial Performance = 0.460 + 0.111 Proactiveness + 0.426 Innovation + 0.195 Reward systems + 0.178 Competitive aggressiveness – 0.025 organizational structure

In step three, when the interaction term was introduced, the coefficient of determination improved to 0.761, resulting in a significant R squared change of 0.016. This implied that proactiveness, innovation, reward system, competitive aggressiveness, organizational structure and interaction term accounted for 76.1 percent of the variation in non-financial performance. The model was significant overall (F = 13.911, P<0.05). Intrapreneurship's association with non-financial performance was modified by organizational structure. The assumption that organizational structure does not moderate the link between intrapreneurship and organizational performance of Commercial State Corporations in Kenya was refuted.

Predictive model for financial performance was;

Non-Financial Performance = -2.883 – 0,162 Proactiveness + 0.405 Level of innovation + 0.924 Reward system + 0.216 Competitive aggressiveness + 0.339 Organizational structure + 0.427 Proactiveness* Organizational structure – 0.956 Reward system*Organizational structure - 0.078 Competitive aggressiveness*Organizational structure

The results were supported by those Paul (2016) who found out that authoritative factors explicitly hierarchical culture, hierarchical design and administrative perspectives toward serious insight were found to direct in the connection between the serious knowledge practices and execution of firms recorded on the NSE, Kenya. Shaker, Jeffrey and Patricia (2013) recommended that low formalization, low centralization, high polished methodology, high cooperation, and concentrated hierarchical wide correspondence are emphatically connected with corporate business venture. Further, corporate business venture is emphatically connected with bank monetary execution measures. At last, the fit between the components of hierarchical construction and corporate business is related with fruitful authoritative execution.

Table 4.26: Summary for Moderating Effect of Organizational Structure

Model Summary									
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	.863 ^a	.745	.718	.25878	.745	28.437	4	39	.000
2	.863 ^b	.745	.711	.26198	.000	.051	1	38	.822
3	.872 ^c	.761	.706	.26443	.016	.767	3	35	.521
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	7.617	4	1.904	28.437	.000 ^b			
	Residual Total	2.612 10.229	39 43	.067					
2	Regression	7.621	5	1.524	22.206	.000 ^c			
	Residual Total	2.608 10.229	38 43	.069					
3	Regression	7.781	8	.973	13.911	.000 ^d			
	Residual Total	2.447 10.229	35 43	.070					

Table 4.28 findings reveal that variations in proactiveness, innovation, reward systems, and competitive aggressiveness in model one explained 19.9% of the variation in financial performance ($R^2 = 0.199$). The model of performance on proactiveness, innovation, reward system and competitive aggressiveness was not significant in overall ($F = 2.811, P > 0.05$). Beta coefficient for independent variables ($p < 0.05$) were significant. Condition one of moderation was satisfied, hence phase two of the analysis was initiated.

In step two, organizational structure was introduced in the model. The results revealed that proactiveness, innovation, reward system, competitive aggressiveness and organizational structure explained 22.7 percent of the variation in financial performance ($R^2 = 0.227$). The conditions in step two were satisfied, therefore analysis moved on to step three because the model was overall significant ($F = 2.588, p < 0.05$).

Step three showed that the introduction of interaction term improved to 0.325, resulting in a significant R squared change of 0.097. This implied that proactiveness, innovation, reward system, competitive aggressiveness, organizational structure and interaction term accounted for the volatility in financial performance that accounts to 32.5%. The model was significant in overall ($F = 2.138, p < 0.05$). The idea that organizational

structure doesn't affect how intrapreneurship and financial success are related in Kenyan Commercial State Corporations was rejected.

Organizational structure has been shown to considerably affect the association between internal entrepreneurship and the financial success of Kenyan commercial state corporations.

Table 4.27: Regression Results for Moderating Effect of Organizational Structure

Model Summary									
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	.446 ^a	0.199	0.197	0.85295	0.137	2.811	4	45	0.036
2	.476 ^b	0.227	0.224	0.84771	0.03	2.588	5	44	0.039
3	.570 ^c	0.325	0.321	0.8653	0.097	2.138	9	40	0.048
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	8.181	4	2.045	2.811	.036 ^b			
	Residual	32.739	45	0.727					
	Total	40.92	49						
2	Regression	9.301	5	1.86	2.588	.039 ^c			
	Residual	31.619	44	0.718					
	Total	40.92	49						
3	Regression	12.97	9	1.441	2.138	.048 ^d			
	Residual	29.95	40	0.673					
	Total	39.92	49						

The optimal model is

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \beta_5 X_5 Z + \beta_6 X_6 Z + \beta_7 X_7 Z + \beta_8 X_8 Z + \beta_9 X_9 Z + \epsilon$$

Where:

Y = Financial Performance

X₁ = Proactiveness

X₂ = Level of innovativeness

X₃ = Reward system

X₄ = Competitive aggressiveness

X₅ = Organizational structure

X₆ = Proactiveness* Organizational

X₇ = Level of Innovativeness* Organizational

X₈ = Reward systems*Organizational structure

X₉ = Competitive aggressiveness*Organizational structure

Z = Moderating Variable

E=Error Term

Table 4.28: Summary of the Hypotheses Testing

Hypothesis	R-Square	Beta Coefficient	t-value	P-value	Decision
H ₀ : Pro-activeness has no significant effect on the performance of State Corporations in Kenya	0.719	0.731	6.940	0.000	Reject the null hypothesis; therefore, conclude that Pro-activeness has significant effect on the performance of State Corporation in Kenya
H ₀ : Innovation has no discernible impact on how well Kenya's state corporations perform	0.790	0.791	8.341	0.000	Reject the null hypothesis and conclude that Innovation has discernible impact on how well Kenya's state corporation perform
H ₀ : The performance of Kenya's commercial state corporations is not significantly impacted by the reward system	0.761	0.653	7.876	0.000	Reject the null hypothesis, and conclude that the performance of Kenya's commercial state corporations is significantly impacted by the reward system
H ₀ : Competitive Aggression has no discernible impact on the performance of Kenyan government corporations	0.648	0.648	5.713	0.000	Reject the null hypothesis, Competitive Aggression has discernible impact on the performance of Kenyan government corporations
H ₀ : Organizational structure does not moderate the relationship between intrapreneurship and performance of Commercial State Corporations in Kenya	0.745	0.126, 0.426, 0.189, 0.285	t>1.289	P<0.05	Reject the null hypothesis, therefore conclude that Organizational structure has significant moderating effect on the relationship between intrapreneurship and performance of

Hypothesis	R-Square	Beta Coefficient	t-value	P-value	Decision
					Commercial Stat Corporations ii Kenya

4.9 Optimal model

The overall regression model was retained since no variable recorded an insignificant influence of organization performance; all the null hypotheses were rejected. The new model was $Y = 1.001 + 0.791 X_2 + 0.731X_1 + 0.653 X_3 + 0.408 X_4$. The most significant variable was Pro-Activeness followed by Innovation, Reward System and Competitive Aggressiveness. The revised conceptual framework is show in figure 4.21

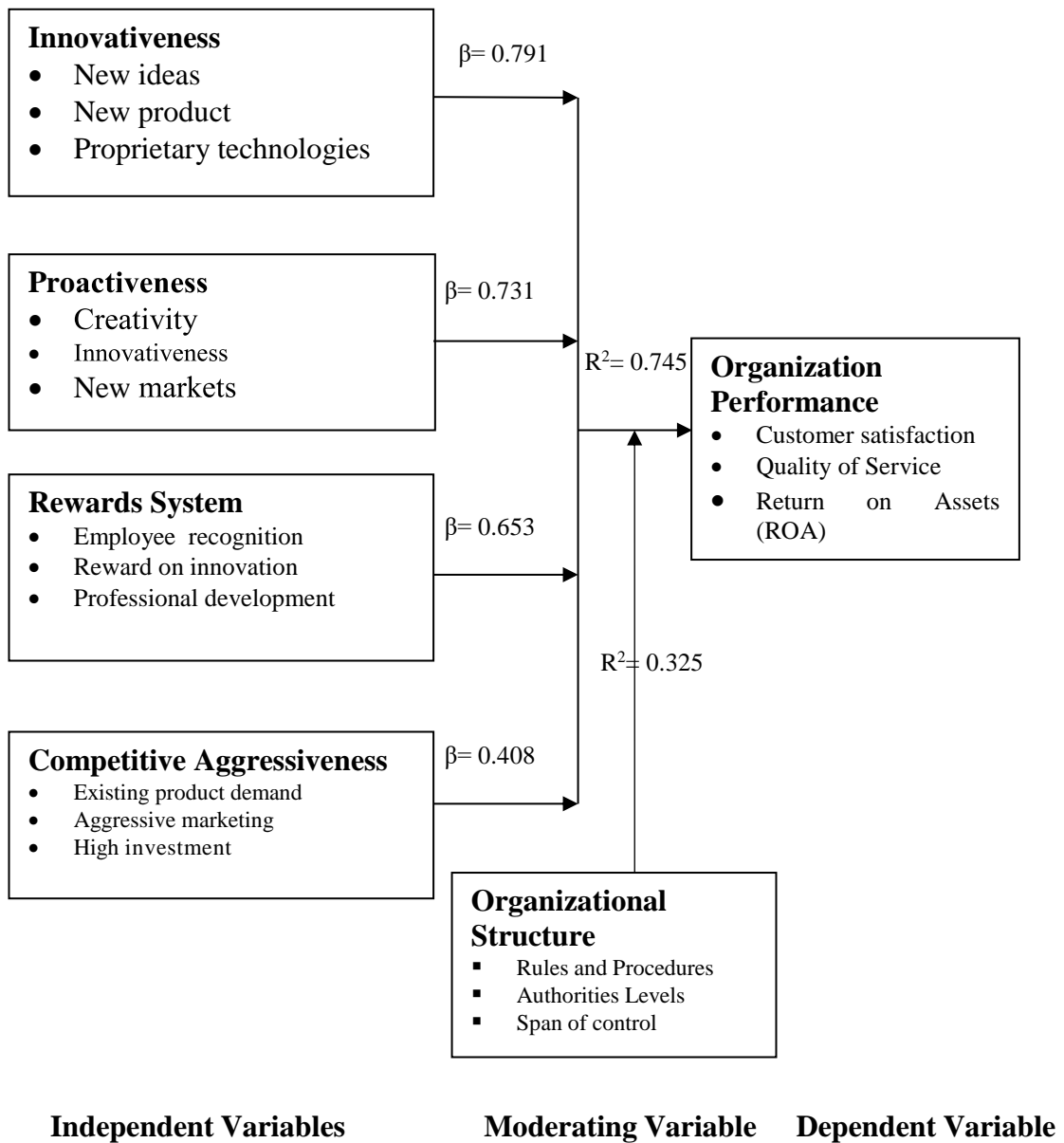


Figure 4.1: Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part provides an overview of the research findings in relation to the research objectives stated in chapter one. For further action and research direction, conclusions and suggestions are also provided. This chapter discusses also additional investigations concerning the area of research.

5.2 Summary

The study aim was to determine how intrapreneurial competencies affected the performance of commercial state corporations in Kenya, with the organizational structure acting as a moderator. The study was specifically created to ascertain the impact of proactiveness, level of inventiveness, reward system and competitive aggression on commercial State Corporations' performance.

5.2.1 Pro-activeness

Being proactive allows organizations to foresee potential changes in the business environment and use that environment for their benefit. This study, therefore, discovers a positive association ($R = .719$) between non-financial performance and proactiveness. Proactiveness explained 51.7% of the performance of Kenya's commercial state corporations varies (coefficient of determination: $R^2 = .517$). The model of proactiveness on performance overall, was significant (F-value = 48.17, $p < .05$). The coefficient of proactiveness is ($t = 6.94$, $p < .05$), thus, proactiveness is individually significantly influencing non-financial performance. It was clear from the findings that proactiveness significantly affect the performance of commercial state corporations in Kenya, thus rejecting hypothesis one. On looking at financial performance, the study discovered a positive correlation. ($R = .294$) between financial performance and proactiveness. Proactiveness explained 8.6% of the variation of Kenya's commercial state corporations' financial performance (coefficient of determination: $R^2 = .086$). The model of proactiveness on financial performance was

significant overall (F-value = 4.909, $p < .05$). The coefficient of proactiveness is ($t = -2.216$, $p < .05$), hence, proactiveness is individually significantly influencing financial performance. According to the results, hypothesis one is rejected since proactiveness has a significant impact on the financial performance of Kenya's commercial state corporations

5.2.2 Innovation

Innovativeness is known as the ability, competency, and readiness of businesses and their staff to create virtue or introduce novelties or inventions into business or other practice. By lowering transaction and administrative expenses, boosting employee satisfaction at work, gaining access to non-tradable assets, or lowering the cost of supply, organizational innovations frequently increase organizational performance. This study found a significant correlation between innovativeness and the performance of Kenya's commercial state corporations ($R = 0.790$). Additionally, it showed that 62.4% of the discrepancy found firm performance of state owned firms is a result of the bivariate degree of innovativeness (coefficient of determination: $R^2 = 0.624$). In general, the model has statistical significance ($F = 69.568$, $p < .05$). Level of innovativeness ($t = 8.341$, $p < .05$) significantly statistically individually influenced performance of state firms in Kenya. The findings show that level of innovativeness had substantial positive impact on Kenya's commercial State Corporations performance. On financial performance, the research study revealed innovation moderately related to financial performance of state firms ($R = 0.343$). The level of innovations also accounts for 11.8 % of the variation in financial performance (coefficient of determination: $R^2 = 0.118$). In overall, there was statistical significance for the model. ($F = 6.404$, $p < .05$). Level of innovativeness ($t = -2.531$, $p < .05$) significantly statistically influenced financial performance. This finding therefore revealed that bivariate level of innovation had substantial positive impact on how Corporations in Kenya perform financially.

5.2.3 Reward System

Reward system aims to retain and entice employees. This should be done inform of awarding them present and goodies and not through giving of commission all the time.

This should be done to the staff members who have been putting the organization to greater heights through their performance and thus the corporations increase its gains.

When the employees are rewarded, there is always success in the corporations since they feel motivated, they become highly productive. Hardworking employees who have gone above and beyond should be recognized, appreciated, and be given tokens through financial rewards and non-monetary incentives. It is vital to recognize and reward employees for excellent and diligent work in order to retain and inspire talent. As a result, $R = 0.761$ was shown to be a highly positive correlation coefficient between the reward system and performance. Analysis of variance ($F = 62.027$, $p < 0.05$) establishment is that the model overall is significant. Additional findings showed that reward system was individually statistically significant ($t = 7.876$, $P < 0.05$). So, it was determined that Kenya's commercial state corporations' performance is not significantly impacted by the country's reward structure. According to the beta coefficient for the reward system, performance of Kenya's commercial state corporations improves by 0.653 units for every unit increase in the reward system while maintaining other variables constant.

The results showed a substantial positive correlation coefficient between the reward system and financial performance, which was $R = 0.285$. The changes in the reward system only account for 8.1 percent of the variation in financial performance, according to the coefficient of determination $R^2 = 0.081$, leaving 91.9 percent unaccounted for. The model was found to be generally significant by analysis of variance ($F = 4.497$, $P < 0.05$). From the findings, it was clear that, individually, reward system statistically significant ($t = -2.121$, $P < 0.05$). Thus, it was also proven false that Kenya's commercial state corporations' financial performance is not much impacted by the rewards system.

5.2.4 Competitive Aggressiveness

Competitive aggressiveness is an organization's propensity to engage in ongoing conflict with its rivals in order to strengthen its position in the market and outperform sector competitors (Lumpkin & Dess, 2015). Competitive aggressiveness shows that the potentiality of a corporation enables it to stand out from rivals. The nature of

competition adhered to by the corporation strengthen and automatically make the organization withstand the competition. The aggressive dimension in competition reflects the organizational ability to take aggressive actions in dealing with its competitors by increasing product quality, production capacity and others in order to attract consumer-buying interest. Accordingly, the research found that there was $R = 0.648$ link between being aggressive in a competitive environment and financial success. This means that performance was moderately correlated to competitive aggressiveness. According to the coefficient of determination $R^2 = 0.420$, changes in competitive aggressiveness account for 42% of the variation in performance, leaving 58 percent to be explained by outside causes. Analysis of variance ($F = 32.642$, $p < 0.05$) confirmed that the model is overall significant. Findings further indicated that competitive aggressiveness was statistically individually significant ($t = 5.713$, $P < 0.05$). Thus, the hypothesis that competitive aggressiveness has been disregarded as having little impact on Kenya's commercial state firms' performance. On the basis of financial performance, the findings indicated a correlation coefficient between competitive aggressiveness and financial performance was $R = 0.282$. This means that financial performance was moderately related to competitive aggressiveness. Analysis of variance ($F = 4.493$, $p < 0.05$) confirmed that the model is overall significant. Findings further indicated that competitive aggressiveness was statistically individually significant ($t = -2.120$, $P < 0.05$). Thus, it was also proven false that competitive aggression in Kenyan commercial state firms has a substantial impact on their financial performance.

5.2.5 Organizational Structure

This study goal was examined using descriptive statistics, and a further examination was then carried out. The results found indicated that the highest number of respondents were in agreement that employee behavior is governed by rules and procedures, that organizations have standardized way of doing things which is attained from the organized trainings from their organization bearing in mind that the organized are governed centrally and the top managers are always in charge, and that authoritative communication channels exist. The findings disproved the null hypothesis and offered sufficient proof that organizational structure affected the

association between intrapreneurship and non-financial business performance among Kenyan state firms. Furthermore, it was found that the link between intrapreneurship and financial company performance among Kenyan state firms was significantly moderated by organizational structure. Therefore, complete moderation occurred.

5.3 Conclusions

In conclusion, this study provided a unique perspective on influence of pro-activeness, level of innovativeness, reward system and competitive aggressiveness one that offered a new insight into how organizational structure moderated the interaction of intrapreneurship in Kenya's Commercial State Corporations, in how they perform their operations. According to the study, proactiveness and the performance of Kenya's commercial state businesses are positively correlated. Additionally, the study concluded that when it comes to launching new ideas or products, Commercial State Corporations in Kenya tend to stay one step ahead of their rivals. They constantly work to influence the environment by introducing new goods, technology, and management strategies rather than just reacting. The study also found that in order for businesses to remain competitive, they must continually improve the quality of their goods and services. The corporations consistently anticipates upcoming environmental changes and customer wants before the competition. Finally, the corporations consistently anticipates future desires before its rivals.

Secondly, the study also found that level of innovativeness had substantial positive impact on the performance of commercial State Corporations in Kenya. It was concluded that commercial state firm in Kenya frequently tries out new ideas. The study came to the further conclusion that Kenyan commercial state businesses use inventive operational strategies. The study came to the conclusion that some government-run businesses are constantly looking for new approaches to take in order to perform better. The study also found that the state-owned company occasionally placed a focus on creating new items in order to increase their marketability. Finally, the survey found that businesses invest in creating exclusive technologies and innovating new products.

Thirdly, this study exhibited that in Kenya's, state owned corporations there existed a strong positive correlation coefficient in their performance in relation to their reward system. This was exhibited in individual's intrapreneurial behavior as it had a very strong effect on their performance in relation to rewards systems. The study also concluded that, manager's rewards employed upon the unit of their work performance. The study also made conclusion that managers give employees extra responsibility if they are doing their duties well. Lastly, the study concluded that manager gives special recognition to his employees if their work performance is good.

Fourthly, the study found a moderate association between Kenya's commercial state corporations' performance and competitive aggressiveness. It was also clear from the results that conclusion that the firm's goals must be accomplished through audacious, all-encompassing actions due to the nature of the environment. The study came to the additional conclusion that businesses use aggressive advertising to spur fresh demand for their already-available items. The study found that businesses consistently engage in audacious and comprehensive acts to promote their goods, including sales, promotion, aggressive pricing, and distribution methods. The study also came to the conclusion that businesses have a significant propensity to gain market share by eroding rivals through aggressive marketing techniques. The survey also came to the conclusion that the business regularly looks for possibilities to increase market share.

Lastly, this study establishes a significant moderation effect of the organizational structure on the influence between proactiveness, innovation, reward system and competitive aggressiveness and non-financial performance of commercial state corporations in Kenya. But not on financial performance. It can therefore be concluded that the proactiveness, innovation, reward system and competitive aggressiveness are very important to the organizational performance when it comes to intrapreneurship. Majority of the state firms have introduced intrapreneurship in their working environment to ensure that employees use their entrepreneurial skills for the benefit of both the company and the employee and hence help them boost the growth of their revenue. The study furthermore concluded that, the state firms can succeed and achieve their superior performance as proper attention is given to intrapreneurship efforts.

5.4 Recommendations

First, the study recommends that when dealing with its competitors, the Commercial State Corporations in Kenya should strive to continue to introduce innovative ideas or products before rivals. The study also recommended that, the firm should instead of only be responding, try to influence the environment by offering new products, technology, and management strategies. The study further recommended that, the firm should improve the product and service quality so that they are competitive in price.

Secondly, the study recommended that commercial state firm in Kenya should frequently try out new ideas of doing things to as a measure to enhance their performance. The study additionally suggested commercial state firms should be creative in their methods of operation. The results further suggested that, some state firms should seek out new ways to do things to improve their performance. The findings additionally suggested; the state firms should emphasize on developing new products to improve their relevance in the market.

Thirdly, this study recommended that individuals' intrapreneurial behavior in state firms in a strong way is influenced by reward schemes. The study suggested that managers should be compensated based on the unit of their job performance. The study also recommended that the organizational managers should increase employees' responsibilities when they are performing well in work. Lastly, the study recommended that organization managers should give special recognition to his employees if their work performance is good.

In order to accomplish the firm's objectives, the study counseled encouraging bold, all-encompassing actions due to the nature of the environment. The study also suggested that organizations' management should use aggressive advertising to increase consumer demand for their already-available items. The study suggested that businesses sell their products through audacious and comprehensive actions including sales, promotion, competitive prices, and distribution methods. By decreasing competitors through aggressive marketing tactics, the business should gain its market share. Last but not least, the survey suggested that businesses invest a sizable sum of money on sales promotion.

5.5 Areas for Further Research

The results for the study may be replicated and expanded to include additional state corporations to see if they are accurate. Future studies should use various research tools, such as focus groups and interview guides, to engage participants in discussion and produce comprehensive data that will aid in ringing out better intrapreneurship strategies for the success of commercial state enterprises in Kenya. This study can be replicated by changing the operationalization of the variables as well as introducing mediating variable on the relationship between intrapreneurial competencies and performance of commercial state corporations in Kenya

The study revealed that resource-based view theory, creative theory of entrepreneurship, institutional theory, Schumpeter innovation theory and theory of corporate entrepreneurship supported the results. The findings demonstrated that all four features of entrepreneurial competencies, namely, proactiveness, innovation, reward system and competitive aggressiveness, have a substantial influence performances of commercial state corporations in Kenya. Finally the study has broaden knowledge on entrepreneurial competencies and performances of commercial state corporations in Kenya.

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APPENDICES

Appendix I: Introduction letter

Date.....

Chief Executive Office,

P.O Box. 62,000–00200,

Nairobi.

Dear Sir,

RE: ACADEMIC RESEARCH PROJECT

I am a Phd student at the Jomo Kenyatta University of Agriculture and Technology (JKUAT). I wish to conduct a research entitled “*Influence of intrapreneurship on the performance of commercial State Corporations*”. A questionnaire has been designed and will be used to gather relevant information to address the research objectives of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from randomly selected members of staff.

Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.






Your acceptance will be highly appreciated.

Yours Sincerely

.....

Erick Njeru

Appendix II: Research Permit (NACOSTI)

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 492709	Date of Issue: 07/September/2021
RESEARCH LICENSE	
	
This is to Certify that Mr. ERIC NJERU MUTIRIA of Jomo Kenyatta University of Agriculture and Technology, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF INTRAPRENEURSHIP ON PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA for the period ending : 07/September/2022.	
License No: NACOSTI/P/21/12788	
492709 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix III: Questionnaire

The researcher is carrying out a research on the topic “*Influence of intrapreneurship on the performance of commercial State Corporations*”. The Information is intended for academic purposes only and will not be divulged to any other person.

Instructions: Please answer the questions objectively and truthfully as possible. Do not write your name anywhere on your questionnaire. Provide information as accurately as possible for it to be useful in this study. Use a tick (✓) to indicate your response where appropriate.

PART I (A): COMPANY INFORMATION (PLEASE TICK (✓) AS APPLICABLE)

1) How many years has the Company been in Operation in the Industry?

0– 5 Years [] 6 – 10 years [] 10 years and over []

2) What is the organization’s market position in the Industry in Kenya?

Market Leader [] Market Follower []

Market challenger [] Niche []

3) What is your annual Revenue?

100B KES and above [] 50B KES to 99B KES []

1B KES to 49B KESS [] Below 1B KES []

SECTION II (B): PROACTIVENESS

Please indicate the extent to which you agree or disagree with each of the statements on Proactiveness. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral 4 is Agree and 5 is strongly agree.

No.		SD	D	N	A	SA
P1	Our company initiates actions to which competitors then respond.					
P2	In dealing with its competitors, my firm has a tendency to be ahead of other competitors in introducing novel idea or products.					

P3	My company strives in identifying new markets to sale product					
P4	Our firm shapes the environment by introducing new products, technologies, administrative techniques than merely react					
P5	Our company continuously improves the quality of the product and services to be competitive					
P6	Our company always foresees potential environmental changes and future demands ahead of the competitors					
P7	Our company always foresees future demands ahead of the competitors					

SECTION C: INNOVATION

Please indicate the extent to which you agree or disagree with each of the statements on level of innovations on performance of commercial state corporations in Kenya. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is Agree and 5 is strongly agree.

No.		SD	D	N	A	SA
LI1	This company frequently tries out new ideas					
LI2	This company is creative in its methods of operation					
LI3	This company seeks out new ways to do things					
LI4	This company's emphasis on developing new products					
LI5	This company spends on new product development activities					
LI6	This company invests in developing proprietary Technologies					

SECTION D: REWARD SYSTEM

Please indicate the extent to which you agree or disagree with each of the statements on Reward and reinforcement system. Use a scale of 1 to 5 where 1 is strongly disagree is disagree, 3 is neutral, 4 is Agree and 5 is strongly agree.

No	Statements	SD	D	N	A	SA
RS1	Reward systems have strong effect on individual's intrapreneurial behavior					
RS2	Manager's rewards employees upon the unit of their work performance					
RS3	The manager increases employees' responsibilities if he/she is performing well in work.					
RS4	Managers encourage employees through nonfinancial rewards such as public praise and recognition					
RS5	The manager gives special recognition to his employees if there work performance is good.					

SECTION E: COMPETITIVE AGGRESSIVENESS

Please indicate the extent to which you agree or disagree with each of the statements on Competitive Aggressiveness. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is Agree and 5 is strongly agree.

No	Statements	SD	D	N	A	SA
CA1	Owing to the nature of the environment, bold, wide ranging acts are necessary to achieve the firm's objectives.					
CA2	The company stimulates new demand on existing products in the current market through aggressive advertisement.					
CA3	The company takes bold and wide-ranging acts (e.g. sales, promotion, competitive prices and distributive channels) to market products					
CA4	Our company has a strong tendency to increase the market share by reducing competitors through competitive marketing strategies					
CA5	Our company spends substantial amount of financial resources in sales promotion					
CA6	Our company actively searches for significant opportunities to improve market share					
CA7	Owing to the nature of the environment, bold, wide ranging acts are necessary to achieve the firm's objectives.					

CA 8	The company stimulates new demand on existing products in the current market through aggressive advertisement.					
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SECTION F: ORGANIZATION STRUCTURE

Please indicate the extent to which you agree or disagree with each of the statements on Organization structure. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is Agree and 5 is strongly agree

No	Statements	SD	D	N	A	SA
OS1	The work roles in this organization are highly structured					
OS2	In this organization, activities of the employees are governed by rules and procedures.					
OS3	This organization have standardized behavior through formal training and related mechanism.					
OS4	This organization take into consideration the need of its employees					
OS5	The Managers of this organization consider the ideas of its employees					
OS6	In this organization power and authority are centralized at the hand of top managers					
OS7	In this organization, there are authoritative communication channels					

SECTION G: PERFORMANCE OF STATE CORPORATIONS

This section aims at exploring performance of commercial state corporations in Kenya. Please indicate your agreement or otherwise with the following statements using the

following Likert scale. **1 to 5** where **1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is Agree and 5 is strongly agree**

		S	D	N	A	SA
Customer satisfaction index	Our customers always recommend other for our services.					
	Customers issues are solved effectively					
	Our employees better support our business					
No of complains	We act on customers complaints promptly.					
	Number of complaints has been reduced					
	We use complaints to better our services					
Repeat jobs	Our organizations rely on repeat jobs					
	Repeat jobs drives our profitability					
	Organization makes follow ups as a means of attracting repeat jobs					
Volume of business	Our organisation volume of business has been growing annually					
	Business growth drives our profitability					
Input cost of doing business	Our organization practices cost cutting measures.					
	Cost minimization is our business strategy					

THANK YOU FOR YOUR TIME

Appendix IV: Organization performance data sheet

(i) Return on Assets

Years	2015	2016	2017	2018	2019
Net income					
Total assets					
Return on Assets (ROA) = Net Income after tax /Total Assets					

Appendix V: List of Commercial State Corporations

No.	Company	Sector
1	Agro-Chemical and Food Company	Agriculture, Livestock & Fisheries
2	Kenya Meat Commission	Agriculture, Livestock & Fisheries
3	Muhoroni Sugar Company Ltd	Agriculture, Livestock & Fisheries
4	Nyayo Tea Zones Development Corporation	Agriculture, Livestock & Fisheries
5	South Nyanza Sugar Company Limited	Agriculture, Livestock & Fisheries
6	Chemilil Sugar Company Ltd	Agriculture, Livestock & Fisheries
7	Nzoia Sugar Company Ltd	Agriculture, Livestock & Fisheries
8	Simlaw Seeds Kenya	Agriculture, Livestock & Fisheries
9	Simlaw Seeds Tanzania	Agriculture, Livestock & Fisheries
10	Simalaw Seeds Uganda	Agriculture, Livestock & Fisheries
11	Kenya National Trading (KNTC)	East African Affairs, Commerce & Tourism
12	Kenya Safari Lodges and Hotels Ltd	East African Affairs, Commerce & Tourism
13	Golf Hotel Kakamega	East African Affairs, Commerce & Tourism
14	Kabarnet Hotel Limited	East African Affairs, Commerce & Tourism
15	Mt. Elgon Lodge	East African Affairs, Commerce & Tourism
16	Sunset Hotel Kisumu	East African Affairs, Commerce & Tourism
17	Jomo Kenyatta Foundation	Education, Science & Technology
18	Jomo Kenyatta University Enterprises Ltd	Education, Science & Technology
19	Kenya Literature Bureau (KLB)	Education, Science & Technology
20	Rivatex (East Africa) Ltd	Education, Science & Technology
21	School Equipment Production Unit	Education, Science & Technology
22	University of Nairobi Enterprises Ltd	Education, Science & Technology
23	University of Nairobi Press (UONP)	Education, Science & Technology
24	Development Bank of Kenya Ltd	Industrialization & Enterprises Development
25	Kenya Wine Agencies Ltd (KWAL)	Industrialization & Enterprises Development
26	KWA Holdings	Industrialization & Enterprises Development
27	New Kenya Co-operative Creameries	Industrialization & Enterprises Development
28	Yatta Vineyards Ltd	Industrialization & Enterprises Development

No.	Company	Sector
29	National Housing Corporation	Lands, Housing & Urban Development
30	Research Development Unit Company Ltd	Lands, Housing & Urban Development
31	Consolidated Bank of Kenya	National Treasury
32	Kenya National Assurance Co. (2014) Ltd	National Treasury
33	Kenya Reinsurance Corporation Ltd	National Treasury
34	Kenya National Shipping Line	Transport & Infrastructure
35	Kenya Animal Genetics Resource Centre	Agriculture, livestock & Fisheries
36	Kenya Seed Company (KSC)	Agriculture, livestock & Fisheries
37	Kenya Veterinary Vaccine Production Institute	Agriculture, livestock & Fisheries
38	National cereal & Produce Board (NCPB)	Agriculture, livestock & Fisheries
39	Kenyatta International Convention Centre	East African Affairs, Commerce & Tourism
40	Geothermal Development Company (GDC)	Energy & Petroleum
41	Kenya Electricity generating Company (KENGEN)	Energy & Petroleum
42	Kenya Electricity Transmission Company (KETRACO)	Energy & Petroleum
43	Kenya Pipeline Company (KPC)	Energy & Petroleum
44	Kenya Power and Lighting Company (KPLC)	Energy & Petroleum
45	National Oil Corporation of Kenya	Energy & Petroleum
46	National Water Conservation and Pipeline Corporation	Environment, Water & Natural Resources
47	Numerical Machining complex	Industrialization & Enterprise Development
48	Kenya Broadcasting Corporation	Information, Communication & Technology
49	Postal Corporation of Kenya	Information, Communication & Technology
50	Kenya Development Bank (After merger of TFC, ICDC, KIE, IDB, AFC)	National Treasury
51	Kenya EXIM Bank	National Treasury
52	Kenya Post Office Savings Bank	National Treasury
53	Kenya Airports Authority (KAA)	Transport & Infrastructure
54	Kenya Ports Authority (KPA)	Transport & Infrastructure
55	Kenya Railways Corporation (KRC)	Transport & Infrastructure

Source: Presidential Taskforce on Parastatal Reforms (2013)