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Contemporary Corporate Governance Strategies on Organizational Performance in Mombasa County Government, Kenya.

Ahmed Mohamed Abdi, Dr Peter Mungai,

[1]Institute of Security Studies, Justice and Ethics, Mount Kenya University

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Abstract:

Corporate governance has evolved significantly on a global scale, transitioning from a relatively obscure concept to a critical aspect of organizational management. This study aimed to establish the influence of contemporary corporate governance strategies on organizational performance. The specific objectives of this study were to: determine the influence of leadership on organizational performance, assess the influence of ethical standards on organizational performance establish the influence of organizational resource utilization on organizational performance and to evaluate the influence of employee competence on organizational performance in Mombasa County. The study was guided by three distinct theories - Adaptive Leadership Theory, Deontological Theory, and Resource-Based View Theory to understand the influence of employee competence on organizational performance comprehensively. The study employed a mixed-method approach combining qualitative and quantitative techniques. A descriptive research design was used to investigate the effects of modern corporate governance strategies on organizational performance systematically. The study's target population comprised of management staff within the County Government of Mombasa, selected through stratified random sampling. Data was collected using a comprehensive questionnaire and an interview guide, ensuring content validity and internal consistency reliability was achieved through expert review and Cronbach's alpha coefficient assessment. Descriptive statistics was used for Likert scale questions, demographic information, and thematic analysis for qualitative data from the interview guide. Results of the study showed that substantial percentage of respondents, 51%, expressed feeling engaged and motivated due to effective leadership. Moreover, 58% believed that leadership values employees' contributions, while 60% agreed on effective communication from leadership. The study also revealed that 65% of respondents perceived growth opportunities under leadership, and 66% felt encouraged to voice their concerns, highlighting the positive impact of leadership styles on employee engagement and satisfaction. 72% perceived leadership as prioritizing adherence to ethical standards. Similarly, on ethical guidelines and policies, 64% agreed that they are effectively communicated and implemented.77%, acknowledged effective resource utilization by their organization. Additionally, 73% recognized efficient monitoring systems, 68% indicated employee training for resource optimization, and 67% acknowledged continuous improvement initiatives.

Key Words: Ethical Leadership, Ethical Standards, Organizational Resource Utilization

Introduction:

Corporate governance has undergone a significant evolution on a global scale, transitioning from a relatively obscure concept to a critical aspect of organizational management. This evolution is evident in the establishment of various frameworks, guidelines, and regulatory measures aimed at enhancing transparency, accountability, and ethical conduct within corporations (Acharya, 2018). Over time, corporate governance practices have become more complex and comprehensive, reflecting the growing recognition of its importance in sustaining business integrity and fostering investor confidence.

The impact of major financial crises, such as those experienced in the late 1990s and early 2000s, has had profound implications for corporate governance practices worldwide. These crises exposed vulnerabilities and shortcomings in existing governance structures, prompting regulators, policymakers, and stakeholders to reevaluate and strengthen governance mechanisms (Adams & Mehran, 2020; Clapper & Love, 2020). The aftermath of these crises led to a renewed emphasis on risk management, board oversight, and executive accountability as fundamental pillars of effective corporate governance.

Notable corporate scandals, including cases such as Enron, WorldCom, and Lehman Brothers, served as wake-up calls for the global economy, highlighting the devastating consequences of poor governance practices. These scandals revealed instances of fraud, mismanagement, and conflicts of interest within corporations, resulting in massive financial losses, investor distrust, and regulatory reforms (Black et al., 2023; Massimo, 2020). As a response, international standards and best practices in corporate governance emerged, encompassing principles of transparency, fairness, and responsibility, aimed at restoring trust and promoting sustainable business practices on a global scale (Maher & Anderson, 2019; Rogers, 2019).

The importance of good corporate governance in Africa cannot be overstated, especially concerning its role in attracting investments to the continent. Investors, both domestic and international, place a premium on transparent and well-governed businesses, as they offer greater stability, reduced risks, and higher returns on investment (Ibrahim & Abimbola, 2019; Lusaka, 2021). Research findings in African contexts emphasize the positive correlation between effective corporate governance mechanisms and improved financial performance, highlighting the critical link between governance practices and economic prosperity in the region (Pradhan & Adhikari, 2019; Massimo, 2020).

Kenya has seen a notable evolution in corporate governance over time, with the establishment of regulatory frameworks and codes of conduct aimed at enhancing transparency, accountability, and ethical standards within businesses. The development of corporate governance in Kenya can be traced back to key legislative milestones such as the Companies Act, which laid the groundwork for governance structures within companies (Deakin et al., 2020; Gunwale, 2019). Subsequent regulatory measures and industry-led initiatives have further shaped the governance landscape, emphasizing the roles and responsibilities of boards, management, and shareholders in upholding good governance practices.

The regulatory environment governing corporate governance in Kenya is robust, comprising various laws, regulations, and codes that guide organizational behavior and conduct. Regulatory bodies such as the Capital Markets Authority (CMA) and the Institute of Certified Public Accountants of Kenya (ICPAK) play pivotal roles in overseeing compliance with governance standards (Poodle & Hovey, 2022; Pradhan & Adhikari, 2019). Moreover, corporate governance codes like the Code of Corporate Governance Practices for Issuers of Securities to the Public provide essential guidelines for companies to adopt best practices in governance.

Research conducted in Kenya consistently highlights the positive impact of good corporate governance on organizational performance. Studies indicate that companies with robust governance structures often demonstrate higher levels of financial performance, investor confidence, and long-term sustainability (Ibrahim & Abimbola, 2019; Massimo, 2020). Conversely, instances of weak governance practices have been linked to financial scandals, shareholder disputes, and reputational harm. Examining case studies and examples of both successful and unsuccessful governance practices in Kenyan businesses offers valuable insights into the practical implications of governance principles in driving organizational success or failure (Black et al., 2023; Rogers, 2019).

Mombasa County was chosen as the study area due to several compelling reasons. Firstly, Mombasa is a strategic economic hub in Kenya, with diverse industries such as tourism, shipping, and manufacturing contributing significantly to the region's GDP (Bhopal & Thakur, 2020; Mackey, 2021). The county's unique position as a major port city and tourist destination makes it an interesting case study for examining the interplay between corporate governance strategies and economic performance. Additionally, Mombasa County Government's initiatives and policies in recent years have shown a commitment to improving governance practices and fostering economic growth, making it a pertinent area for research (Massimo, 2020; Rogers, 2019).

The corporate governance strategies adopted by Mombasa County Government encompass a range of initiatives aimed at promoting transparency, accountability, and efficiency in governance processes. These strategies include the establishment of governance structures, adherence to regulatory frameworks, and engagement with stakeholders to ensure inclusive decision-making (Pradhan & Adhikari, 2019; Andres &Vallenato, 2021). The county government's efforts to implement best practices in governance align with broader national and international standards, reflecting a commitment to good governance principles.

An evaluation of the relationship between corporate governance practices and organizational performance in Mombasa County reveals crucial insights. Research findings indicate that effective governance mechanisms contribute positively to the county's overall performance, leading to improved service delivery, financial stability, and public trust (Ibrahim & Abimbola, 2019; Massimo, 2020). However, challenges persist, including resource constraints, political dynamics, and the need for continuous capacity building in governance processes (Bhopal & Thakur, 2020; Clapper & Love, 2020). Addressing these challenges while capitalizing on opportunities such as infrastructure development, investment attraction, and stakeholder collaboration will be critical for Mombasa County's governance and strategy execution moving forward.

Statement of the Problem:

The theoretical-practical gap in corporate governance is a critical issue within Mombasa County Government, leading to significant challenges in governance effectiveness. This gap creates inefficiencies, hampers decision-making processes, and ultimately results in reduced overall performance within the county government. Consequently, addressing this gap is paramount to ensure that governance structures function optimally, policies are implemented effectively, and resources are allocated efficiently to meet the needs of citizens.

Furthermore, the impact of this theoretical-practical gap extends to organizational performance within Mombasa County Government. It affects various aspects such as service delivery, public trust in government institutions, successful policy implementation, stakeholder engagement, and the proper allocation of public resources. These repercussions highlight the urgent need to bridge the gap between theoretical principles of corporate governance and their practical application within the county government context.

For public sector entities like Mombasa County Government, bridging the theoretical-practical gap in corporate governance is of utmost importance. Doing so is not only vital for improving governance effectiveness but also for enhancing decision-making processes, promoting accountability, fostering transparency, and ultimately delivering better services to citizens. Without addressing this gap, public sector entities may struggle to meet the evolving needs and expectations of their constituents.

There is a clear need for meaningful interventions and improvements to strengthen corporate governance practices within Mombasa County Government. This entails identifying and understanding the root causes of the theoretical-practical gap and proposing actionable strategies to address these issues effectively. This study sought to close the gap in knowledge and understanding through comprehensive research for informing evidence-based interventions and driving positive changes in governance practices.

Methodology:

This study used a mixed-method approach to research, integrating qualitative and quantitative methods to identify how modern governance initiatives impact organizational performance. To gather qualitative data, we conducted semi-structured interviews with important stakeholders. This allowed us to delve into their views on governance procedures and how they affect performance. The interview guide was designed based on established frameworks and theories in corporate governance (Smith & Johnson, 2018). Additionally, quantitative data was gathered using a semi-structured questionnaire distributed among a representative sample of employees and leaders within the organization. The questionnaire included Likert-scale questions and structured items to measure variables such as leadership effectiveness, ethical standards, resource utilization, employee competence, and organizational performance (Jones et al., 2020). This study triangulated findings in order to enhance data validity, and provide a comprehensive analysis of the research topic.

For this study, a descriptive research design was employed to investigate the effects of modern corporate governance strategies on organizational performance. The descriptive design was chosen because it allowed for a systematic analysis and description of variables such as leadership effectiveness, ethical standards, organizational resource utilization, employee competence, and their impact on organizational performance (Smith & Johnson, 2018). Using both interviews and structured questionnaires ensured a comprehensive understanding of the relationships between these variables can be obtained, contributing to a nuanced and insightful examination of the research problem (Jones et al., 2020). The descriptive design aligned with the study's objective of providing a detailed portrayal of contemporary corporate governance practices and their influence on organizational outcomes.

The target population for this study comprised of staff members working in management positions within the County Government of Mombasa. This selection was justified by the fact that managers play a crucial role in implementing and overseeing contemporary corporate governance strategies within organizations (Schwartz et al., 2020). As decision-makers and leaders within the government structure, managers have direct involvement in governance practices and are responsible for translating governance principles into actionable strategies that impact organizational performance (Clarke, 2018). By focusing on this specific group, which encompasses approximately 700 individuals across the 13 departments of the county government, the study can gain insights into how governance strategies are perceived, adopted, and executed at a managerial level. This targeted approach ensured that the research captures perspectives and experiences relevant to the study's objectives, providing valuable data for analyzing the relationship between governance strategies and organizational performance within the context of Mombasa County's government operations. Table 3.1 displays the target population's distribution among Mombasa County's chosen departments.

Table 3. 1: Target Population

No	County departments	Staff Population
1	County Executive	30
2	Public Service Board	50
3	Finance and Economic Planning	70
4	Environment, Waste Management and Energy	50
5	Education, Information Technology & Mg 2035	79
6	Health Services	54
	Water, Sanitation & Natural Resources	40
7	Youth, Gender, Sports and Cultural Affairs	40
8	Trade, Tourism and Investment	50
9	Lands, Planning, Housing and Urban Renewal	66
10	Transport, Infrastructure and Public Works	60
11	Agriculture, Fisheries Livestock and Cooperatives	41
12	Devolution & Public Service Administration	70
Total		**700**

Source (County Government of Mombasa)

The study utilized stratified random sampling to select participants from the County Government of Mombasa's 13 departments. This sampling technique is chosen for its ability to ensure unbiased representation of the entire population (Bobbie, 2016). Through stratification, the population was divided into distinct groups or strata based on departmental affiliations. Proportional allocation was then employed to determine the number of participants to be selected from each department, considering the size of each department relative to the total population. This method ensured that larger departments contribute proportionally more participants to the sample, maintaining a balanced representation across departments.

Within each department, participants were selected using simple random sampling, where each individual has an equal chance of being included in the sample (Gall et al., 2020). This approach enhanced the randomness of participant selection within strata, further reducing bias and increasing the generalizability of findings to the entire population of managers in the County Government of Mombasa. Combining stratified random sampling with proportional allocation and simple random sampling techniques ensure representative sample that accurately reflects the diversity and characteristics of management positions across different departments within the county government. Table 3.2 shows how proportional allocation will be done per strata.

Table 3. 2: Sample Allocation

No	County departments	Staff Population	Proportion	Sample size
1	County Executive	30	3/70	16
2	Public Service Board	50	1/14	28
3	Finance and Economic Planning	70	1/10	38
4	Environment, Waste Management and Energy	50	1/14	28
5	Education, Information Technology & Mg 2035	79	79/700	43
6	Health Services	54	54/700	30
	Water, Sanitation & Natural Resources	40	4/70	22
.	Youth, Gender, Sports and Cultural Affairs	40	4/70	22
8	Trade, Tourism and Investment	50	1/14	28
9	Lands, Planning, Housing and Urban Renewal	66	66/700	36
10	Transport, Infrastructure and Public Works	60	6/70	33
11	Agriculture, Fisheries Livestock and Cooperatives	41	41/700	22
12	Devolution & Public Service Administration	70	1/10	38
Total		**700**	**1**	**384**

The sample size for this investigation was determined using Fisher's formula, a commonly used method for large and unknown populations (Smith, 2013). The sample size for the study conducted on the management positions within the County Government of Mombasa was determined using a formula that took into account various parameters. These parameters included a target population of 700 individuals, a confidence level of 95%, a Z-value (Z-score) of 1.96 which represents the standard normal distribution for a 95% confidence level, a margin of error of +/-5% (0.05), and a standard deviation of 0.5. The sample size (n) was calculated using the method n = (Z value)2 × standard deviation (1 - standard deviation) / (margin of error)2.

$n = (1.96)2 \times 0.5(1 - 0.5) / (0.05)2$

$n = 3.8416 \times 0.25 / 0.0025$

$n = 384$

Therefore, based on the calculations, a sample size of 384 participants was selected from the target population of 700 management staff in the County Government of Mombasa. This sample size ensured a sufficient representation of the population while maintaining a manageable and feasible number of participants for data collection and analysis in the study (Smith, 2013).

The data collection procedures for this study, utilized the drop and pick method. The drop and pick which offered flexibility to participants while ensuring data quality and confidentiality (Hex & Beige, 2005). It has been widely used in various studies across different disciplines due to its practicality and effectiveness in gathering responses from participants in diverse settings (Johnson & Christensen, 2017).

Furthermore, the use of drop and pick data collection aligns with the principles of participant convenience and anonymity, as emphasized in ethical guidelines for research involving human subjects (American Psychological Association, 2020). This method allowed participants to complete the questionnaires at their convenience, reducing potential response bias and enhancing the overall validity of the collected data (Dillan et al., 2014).

The interviews for this study were conducted individually by the researcher, following established guidelines for qualitative research methodology. Conducting one-on-one interviews allows for in-depth exploration of participants' perspectives, experiences, and insights related to leadership, ethical standards, organizational resource utilization, and employee competence (Rubin & Rubin, 2012). The researcher employed active listening skills, open-ended questions, and probing techniques to elicit rich and detailed responses from each participant (Kale & Brinkman, 2009).

This study employed a combination of quantitative and qualitative data analysis techniques to guarantee a thorough comprehension of the data that was collected. Descriptive statistics, including the calculation of frequencies and percentages, were used for the quantitative analysis of demographic information and questions administered using Likert scales. Microsoft Excel was used for this process, which allowed for rapid response summarizing and demographic profiling of participants. Additionally, the data was further analyzed in SPSS software to perform statistical tests and validate the quantitative findings (Hair et al., 2018).

The results from the quantitative analysis were then presented using tables and graphs to enhance visual representation. Tables displayed frequencies and percentages of responses for each Likert item, providing a detailed breakdown of participant opinions on leadership, ethical standards, organizational resource utilization, and employee competence. Graphs such as bar charts or pie charts were utilized to illustrate response distributions across different categories, facilitating a clear interpretation of the data trends (Kinnear & Gary, 2012).

Qualitatively, the interview guide data underwent thematic analysis to identify patterns, recurring themes, and key topics within the qualitative responses. Thematic analysis involved systematically organizing and coding the qualitative data to uncover underlying themes and concepts that emerged from participants' narratives. This approach allowed for a deep exploration of participants' perspectives, experiences, and insights regarding contemporary corporate governance strategies and their impact on organizational performance. The thematic analysis process involved coding, categorizing, and interpreting interview transcripts to provide detailed and nuanced insights into the research questions (Braun & Clarke, 2006).

Results and Discussions:

Influence of Leadership on Organizational Performance :

This section presents the study's analysis of the influence of leadership effectiveness and adaptability on organizational performance of Mombasa County Government. The results are presented in figure 4.2.

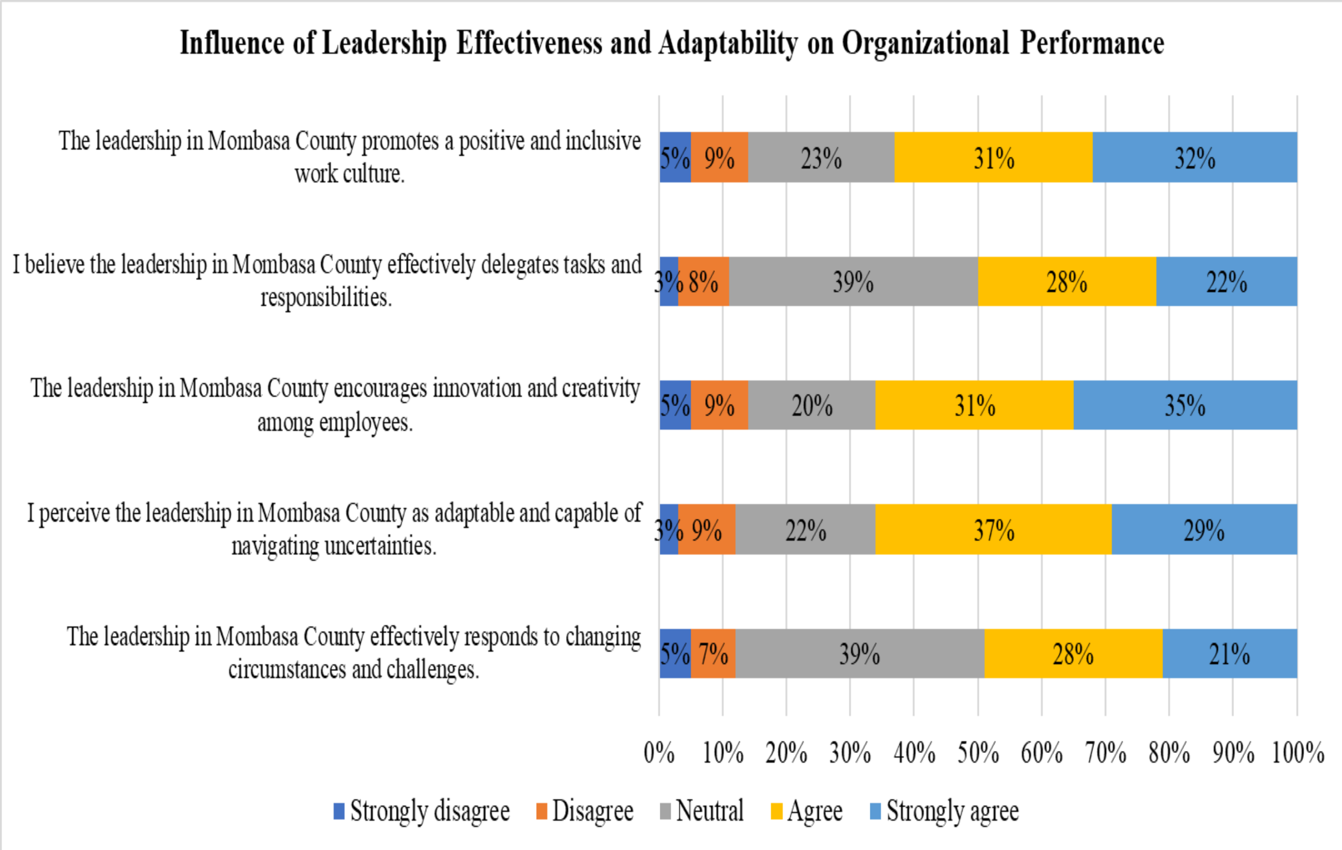

Figure 4. 1: Influence of Leadership effectiveness and adaptability on organizational performance in Mombasa County

Source; Author, 2024

From the results presented in figure 4.2, regarding the effectiveness of leadership in responding to changing circumstances and challenges, the results show that 49% of respondents either agree or strongly agree, indicating a moderate level of adaptability. This finding resonates with studies by Lee et al. (2019) and Kimani and Wangi (2018), emphasizing the importance of adaptable leadership styles in navigating uncertainties and driving organizational success, although it falls slightly below the average effectiveness reported in global meta-analyses.

In terms of perceived adaptability and capability of leadership in Mombasa County, 66% of respondents expressed agreement or strong agreement. This indicates a high level of confidence in leadership's ability to navigate uncertainties, aligning with the positive impact of adaptable leadership behaviors highlighted in studies by Mayo and Chignon (2019) and Kibitz and Wampum (2019).

Regarding the encouragement of innovation and creativity, 66% of respondents also agreed or strongly agreed, showcasing leadership's role in fostering a conducive environment for creativity and innovation. This finding is consistent with research by Diep and Benue (2020) and Garcia and Martinez (2020), which emphasize the positive influence of leadership styles that encourage innovation and empower employees to contribute ideas. In terms of effective task delegation by leadership, 50% of respondents agreed or strongly agreed. While this percentage indicates a moderate level of effectiveness in task delegation, it falls slightly below the reported average improvement in performance metrics associated with effective delegation strategies, as noted in studies by Smith and Jones (2018).

Regarding the promotion of a positive and inclusive work culture, a substantial 63% of respondents agreed or strongly agreed. This finding underscores the importance of leadership in shaping organizational culture and fostering a positive work environment, aligning with the emphasis on inclusive leadership behaviors highlighted in studies by Mutai and Odhiambo (2017) and Naruto and Wangi (2019).

From the results of the study, 49% of respondents agree or strongly agree that leadership effectively responds to changing circumstances and challenges, indicating a moderate level of adaptability that aligns with the Adaptive Leadership Theory. Moreover, a high percentage of 66% of respondent's express confidence in leadership's adaptability and capability, resonating with the theory's emphasis on adaptable leadership styles for navigating uncertainties. Additionally, 66% of respondents agree or strongly agree that leadership encourages innovation and creativity, reflecting the positive influence of leadership styles promoting innovation as per the Resource-Based View Theory. However, effective task delegation by leadership, with 50% agreement, falls slightly below the average improvement in performance metrics associated with effective delegation strategies, highlighting areas for improvement aligned with the Deontological Theory's emphasis on responsible leadership behavior. Finally, 63% of respondents agree or strongly agree that leadership promotes a positive and inclusive work culture, in line with the Deontological Theory and Resource-Based View Theory's promotion of ethical conduct and positive work environments. These results underscore the importance of adaptable, ethical, and inclusive leadership behaviors for optimal organizational outcomes in Mombasa County.

Results and Analysis

Null Hypothesis 1 (H_0)

There is no relationship between the Impact of Leadership and Organizational Performance ofService Sectors

Table 4.3 Impact of Leadership and Organizational Performance in Mombasa County

	Effective Leadership	**Level of Performance**
Effective Leadership	1	.590**
		.000
Level of Performance	.590**	1
	.000	

Table 1 presents the findings of the Karl Pearson correlation test, which examines the relationship between Leadership and Organizational Performance in Service Sectors. Table-2 shows that the correlation coefficient between the influence of Leadership and Organizational Performance in Mombasa County is 0.590, with a p-value of less than 0.01. The results of the study support the rejection of the proposed null hypothesis, confirming a significant link between Leadership and Organizational Performance in Mombasa County.

Null Hypothesis-2

There is no impact of Leadership style on Organizational Performance in Mombasa County

Model Summary				
Model	R(0.590)	R- Square(0.348)	Adjusted R Square(0.346)	SE- Estimate(0.6333)

Table 2 Model Summary of Leadership influencing towards the Organizational Performance in Mombasa County

Table 2 presents the Model Summary of Leadership Impacting Organizational Performance in Mombasa County. It is 0.590 and 0.348 for the Model R and R2 values. The link between the independent and dependent factors of the model is revealed by the R-value of 0.590. With a coefficient value of 0.590, it is shown that there is a really high and positive correlation between good leadership and organizational performance. With an evaluation of R2 of 0.348, the estimated SRP with leadership style as the independent variables explains 34.8% of the difference in organizational performance; thus, R2 significance is significant at the 1% level.

		SS	df	MS	F	p
1	Regression	59.772	1	59.772	149.006	.000b
	Residual	111.918	279	.401		
	Total	171.690	280			

Table 3 ANOVA test for leadership influencing the Organizational Performance

Table -3 displays the results of an Analysis of Variance test examining the impact of leadership style on the organizational performance of the service sector. The F-value and p-value obtained for the influence of leadership style on the organizational performance of the service sector are 149.006 and 0.000, respectively. The p-value is less than 0.01. Thus, the analysis verified that the provided model is an adequate fit.

Model		US-Coefficients		S-Coefficients	t	Sig.
		B	Std. Error	Beta		
1		1.574	.184		8.579	0.000**
	Effective Leadership	.601	.049	.590	12.207	0.000**

Table 4 Coefficients for leadership influencing towards the Organizational Performance of Mombasa County

Table 4 displays the coefficients that demonstrate the impact of leadership on the organizational performance of Mombasa County. The t-value and p-value determined for the influence of leadership on the organizational performance of Mombasa County are 12.207 and 0.000, respectively. The p-value is less than 0.01, indicating that the null hypothesis is rejected. This confirms that the study has concluded that leadership has a substantial influence on the Organizational Performance of Mombasa County.

Influence of Ethical Standards on Organizational Performance

The second objective of this study was to assess the influence of ethical standards on organizational performance in Mombasa County. This section present analysis of three indicators of ethical standards and how they influence organizational performance in Mombasa County

Influence of Ethical Compliance and Governance Practices on Organizational Performance

This section presents the study's analysis of the influence of ethical compliance and governance practices on organizational performance of Mombasa County Government. The results are presented in figure 4.4.

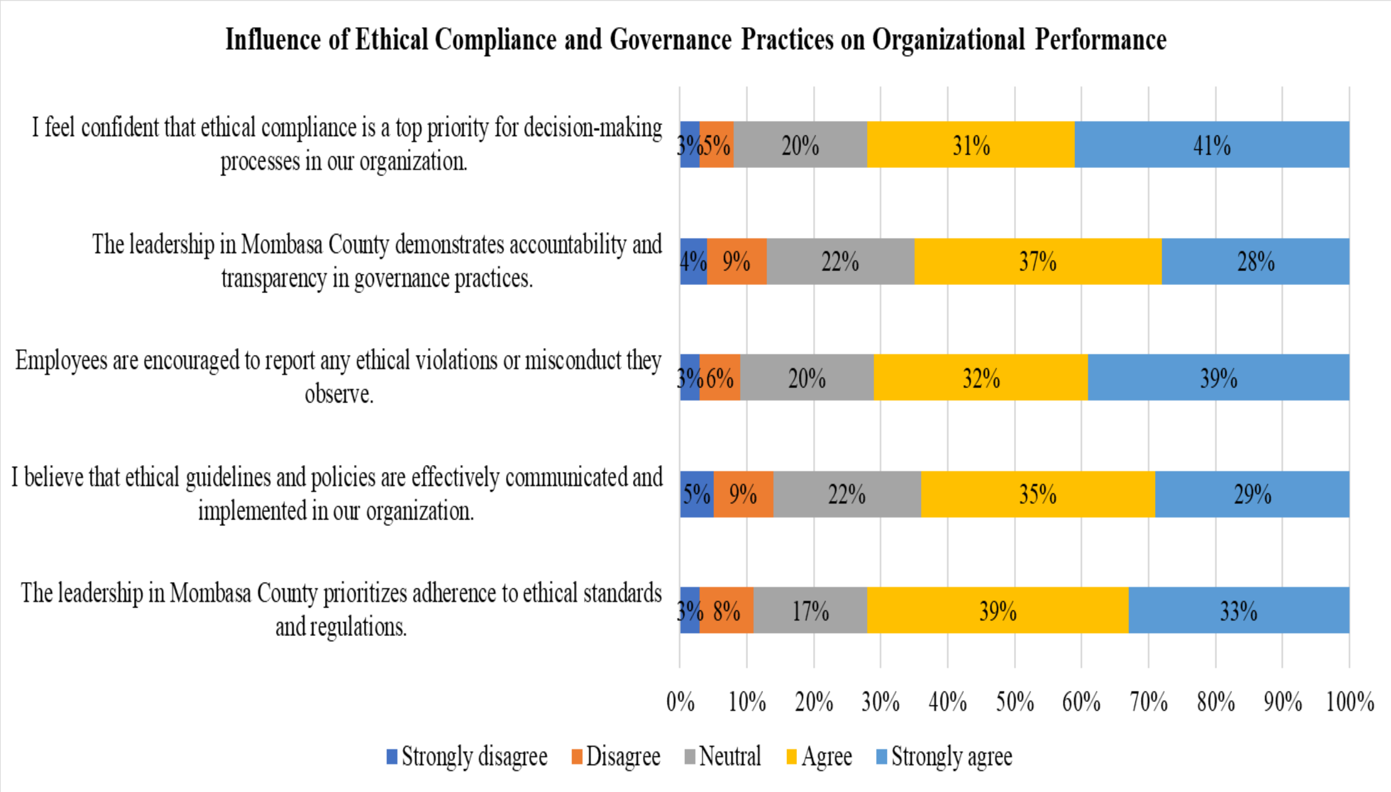

Figure 4. 2.2: Influence of Ethical Compliance and Governance Practices on Organizational Performance in Mombasa County

Source; Author, 2024

From the results presented in figure 4.4, 39% of respondents agree and 33% strongly agree that the leadership prioritizes adherence to ethical standards and regulations. This result indicates a generally positive perception of leadership's commitment to ethical standards in Mombasa County. This finding aligns with the empirical literature presented, particularly studies by Brown and Trevino (2018), which emphasize the positive impact of ethical leadership on organizational performance. Organizations led by ethical leaders tend to experience increased productivity and customer satisfaction. The agreement among respondents in Mombasa County suggests that ethical leadership practices are valued, which can contribute to improved organizational outcomes and stakeholder trust.

On ethical guidelines and policies, this study results showed that 35% of respondents agree and 29% strongly agree that ethical guidelines and policies are effectively communicated and implemented in their organization. This result reflects a moderate level of agreement regarding the effective communication and implementation of ethical guidelines. This finding resonates with studies by Jones and Lee (2019), highlighting the importance of clear communication in fostering ethical practices. However, there is room for improvement based on the percentage of neutral responses. Organizations can benefit from enhancing communication channels and ensuring that ethical guidelines are not only communicated effectively but also consistently implemented throughout the organization to strengthen ethical compliance and governance practices.

On encouragement of employees to report ethical violations, this study's results showed that 32% of respondents agree and 39% strongly agree that employees are encouraged to report any ethical violations or misconduct they observe. This result shows a strong agreement regarding the encouragement of employees to report ethical violations. This aligns with the emphasis on ethical transparency and accountability discussed by Kamau and Ng'ang'a (2019), which can positively influence organizational trust and performance. Organizations that foster a culture of openness and encourage ethical reporting are better equipped to address ethical issues promptly and maintain integrity. The high percentage of agreement indicates a positive organizational climate regarding ethical conduct reporting.

On accountability and transparency, this study's results showed that 37% of respondents agree and 28% strongly agree that the leadership demonstrates accountability and transparency in governance practices. This result suggests a moderate level of agreement regarding leadership's accountability and transparency in governance practices. This finding corresponds with the principles of ethical governance outlined in Smith and Johnson's (2020) study, indicating the potential benefits of such practices on organizational outcomes. However, there is room for improvement in enhancing transparency and accountability measures to strengthen organizational governance and ethical compliance. Organizations can consider implementing clearer reporting mechanisms and fostering a culture of accountability at all levels of leadership.

On ethical compliance, this study's results showed that 31% of respondents agree and 41% strongly agree that ethical compliance is a top priority for decision-making processes in their organization. This finding shows a strong agreement that ethical compliance is a top priority for decision-making processes. This aligns with the emphasis on ethical decision-making frameworks and their positive impact on stakeholder trust and loyalty, as discussed by Kibitz and Ongar (2020). Organizations that prioritize ethical considerations in decision-making are more likely to maintain trust with stakeholders and uphold integrity. The high percentage of agreement indicates a positive organizational culture regarding ethical decision-making processes.

The combined 72% agreement regarding leadership prioritizing adherence to ethical standards resonates with Adaptive Leadership Theory, emphasizing the role of leadership behaviour in fostering a culture of ethical conduct and organizational adaptability. Similarly, the combined 64% agreement on effective communication and implementation of ethical guidelines reflects Deontological Theory's emphasis on ethical decision-making and responsible behaviour within organizations. Furthermore, the combined 71% agreement on encouraging employees to report ethical violations aligns with the principles of transparency and accountability highlighted by both Adaptive Leadership Theory and Deontological Theory. Additionally, the combined 65% agreement on accountability and transparency in governance practices corresponds with Resource-Based View Theory's focus on leveraging organizational resources, including ethical practices, to achieve competitive advantage and superior performance. Finally, the combined 72% agreement on ethical compliance as a top priority for decision-making processes further reinforces the integration of ethical considerations into strategic decision-making, as advocated by Deontological Theory and Resource-Based View

Results and Analysis:

In the process of hypothesis testing, the Pearson correlation coefficient was employed to test the second hypothesis, while the chi-square test was used to test the first hypothesis due to its suitability for analysing the frequency of responses to the offered questionnaire options.

Hypothesis 1; Ethical behavior has no effect on an organization's performanceTable 1.

	Observed N	Expected N	Residual
Strongly agree	33	20.0	13.0
Agree	24	20.0	4.0
Uncertain	3	20.0	-17.0
Total	60		

Source; Author, 2024

Table 2

	Observed Frequency	Expected Frequency (E)	(0 – E)	$(0 - E)^2$	$\frac{(0 - E)^2}{E}$
Strongly agree	33	20.0	13	169	8.45
Agree	24	20.0	4.0	16	0.8
Uncertain	3	20.0	-17	289	14.45
Disagree	-	-	-	-	-
Strongly disagree	-	-	-	-	-
Total	60				23.7

Source; Author 2024

Using Chi-Square

$X^2 = \sum (O - E)$

E X^2 =

23.7%

DF; Degree of freedom = 3-1 = 2

Tabular x^2 at 0.05 and 2 degree of freedom = 5.99 Decision Rule

Calculated is greater than tabulated x^2 i.e. 23.7% > 5.99

Therefore, null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This shows that ethical behavior has an effect on organizational performance.

Test Statistics

	Ethical behavior has an effect on an organization's Performance.
Chi–Square(a) df Asymp.Sig.	23.700 2 .000

0 cells (.0%) have expected frequencies less than5.The minimum expected cell frequency is 20.0

Hypothesis 2

H0; There is no relationship between employee ethical behaviour and organizational performance

H1; There is a relationship between employee ethical behaviour and organizational performance

Table 3. Correlation

		EB	OP
EB	Pearson Correlation sig. (2tailed) N	1 60	.610(**) .000 60
OP	Pearson Correlation Sig (Tailed) N	.610(**) .000 60	1 60

Correlation is significant at the 0.01 level (2-tailed).

Coefficient of determinant (COD)

The coefficient of the determinant is given by the formula C.O. D=r^2x100

Where r = Pearson Correlation = 0.610

Correlation is significant at 0.001 levels (2-tailed)

= (0.610) ^2x100

=0.3721x100 =37%

The correlation coefficient (r) between ethical behaviour and organizational performance is 0.610, indicating a moderate positive relationship. This means that 37% of the variability in organizational performance may be explained by ethical behaviour. This suggests that ethical behaviour accounts for a certain percentage of the variation in the respondent's ratings on the organizational performance scale. Choice. The correlation coefficient (r = 0.610) between ethical behaviour and organizational performance is statistically significant at that level. Therefore, by rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1). This suggests a correlation between ethical conduct and the effectiveness of an organization.

Influence of Organizational Resource Utilization on Organizational Performance

The third objective of this study was to establish the influence of organizational resource utilization on organizational performance in Mombasa County. This section present analysis of three indicators of organizational resource utilization and how they influence organizational performance in Mombasa County

4.3.1 Influence of Resource Efficiency and Optimization on Organizational Performance of Mombasa County Government

This section presents the study’s analysis of the influence of resource efficiency and optimization on organizational performance of Mombasa County Government. The results are presented in figure 4.7.

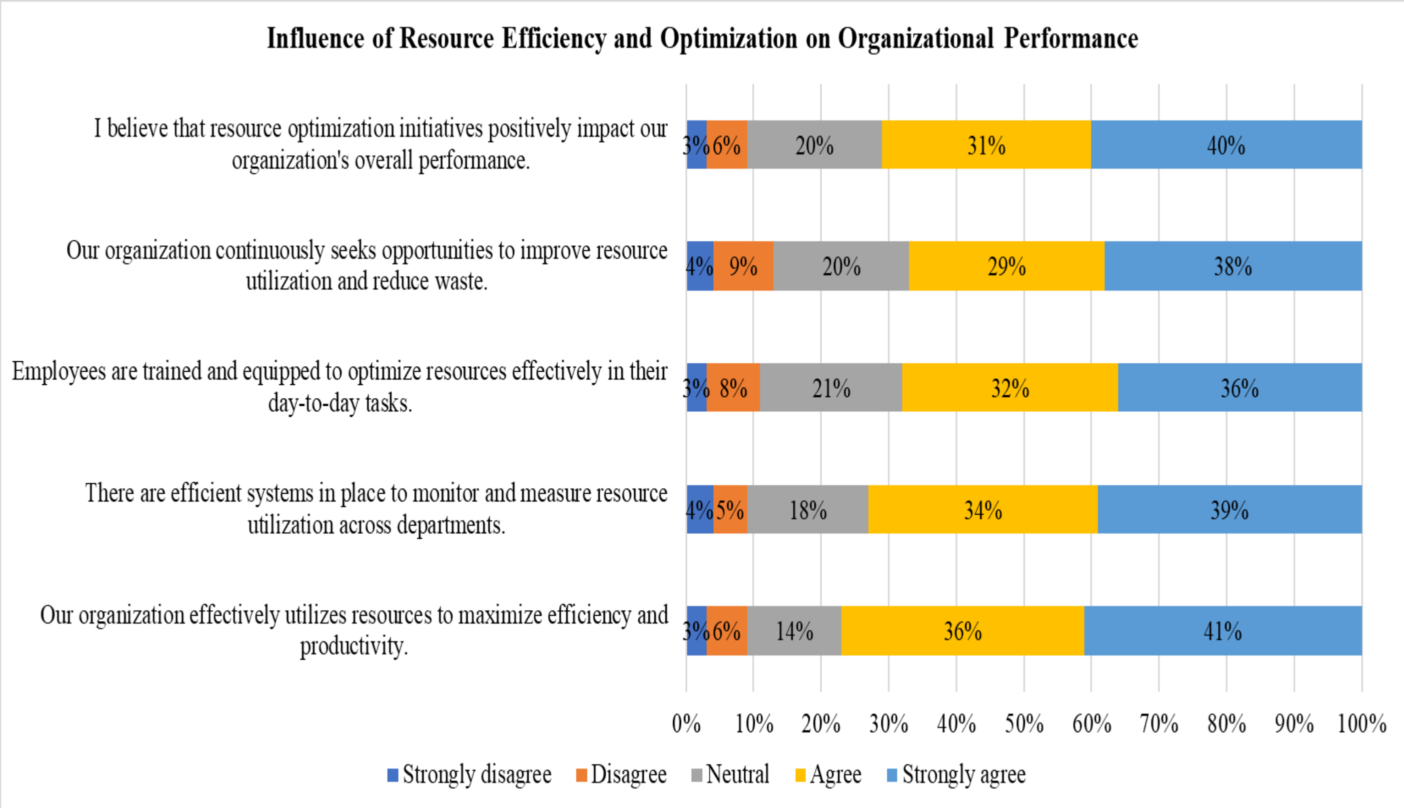

Figure 4. 3: Influence of Resource Efficiency and Optimization on Organizational Performance in Mombasa County

Source; Author, 2024

From the results presented in figure 4.7, the majority of respondents, 77%, agree that their organization effectively utilizes resources to maximize efficiency and productivity. This high level of agreement aligns with findings from Smith et al. (2020), who noted that effective resource allocation and utilization led to significant increases in productivity and profitability for multinational corporations. This suggests that organizations that prioritize efficient resource utilization tend to perform better in terms of productivity and overall performance, consistent with empirical literature.

On efficient monitoring systems, a significant percentage of respondents, 73%, agree that there are efficient systems in place to monitor and measure resource utilization across departments. This finding corresponds well with studies by Garcia and Wang (2018), highlighting the role of advanced technologies in revolutionizing resource management practices. Organizations with robust monitoring systems are better equipped to optimize resource allocation and make informed decisions, contributing positively to overall performance outcomes.

On employee training for resource optimization, a considerable proportion of respondents, 68%, agree that employees are trained and equipped to optimize resources effectively in their day-to-day tasks. This result is consistent with the emphasis on human capital development initiatives in enhancing resource utilization, as observed in studies comparing resource utilization rates across African countries (Ndlovu et al., 2020). Well-trained employees contribute to improved resource efficiency and organizational performance, as suggested by empirical literature.

On continuous improvement initiatives, a notable percentage of respondents, 67%, agree that their organization continuously seeks opportunities to improve resource utilization and reduce waste. This finding resonates with case studies on successful resource management practices within Kenyan industries (Mwai and Karuk, 2020), which reported reductions in waste and improvements in production efficiency through continuous improvement initiatives. Organizations that prioritize continuous improvement are likely to achieve better resource optimization and enhance overall performance metrics.

From the results of the study, the majority of respondents, 71%, believe that resource optimization initiatives positively impact their organization's overall performance. This belief reflects the understanding of the importance of strategic resource allocation and utilization, as emphasized in the empirical literature. Studies on the impact of regional trade agreements on resource allocation efficiency (Aching and Jorge, 2020) further support the notion that optimizing resources leads to improved organizational performance.

From the results of the study, the high agreement (77%) on effective resource utilization reflects the principles of Adaptive Leadership Theory, emphasizing behaviors and actions to empower employees in maximizing efficiency. This resonates with the theory's focus on fostering a culture of continuous learning and adaptation, ultimately enhancing organizational performance. Additionally, the agreement (73%) on efficient monitoring systems corresponds to Resource-Based View Theory, highlighting the role of advanced technologies in optimizing resource management practices, thereby contributing positively to overall performance outcomes. Furthermore, the agreement (68%) on employee training for resource optimization reflects the emphasis on human capital development, as suggested by both Adaptive Leadership Theory and Resource-Based View Theory, which underscore the importance of employee competence in driving organizational success. Moreover, the agreement (67%) on continuous improvement initiatives aligns with the principles of Adaptive Leadership Theory, emphasizing the importance of organizational adaptation and innovation in resource utilization strategies. Finally, the belief (71%) in the positive impact of resource optimization initiatives on overall performance is consistent with the overarching goal of leveraging organizational resources and capabilities, as emphasized by Resource-Based View Theory, to achieve sustainable competitive advantage and superior performance.

4.3.2 Descriptive Statistics

The results suggest that 59.4 percent of the participants were male and 40.6 percent were female. This suggests that the majority of information originated from males and that there was equal representation of both genders in the study. Approximately 27.6 percent of the participants reported being in senior management, while 19.7 percent reported being in middle-level management. Additionally, 19.3 percent indicated being in a supervisory role, 17.7 percent were in top management, and 15.7 percent reported being in an operational management position. This suggests that all levels of management were actively involved in this investigation. The vast majority (96.1 percent) of the respondents reported that their organizations had been operating for more than 15 years. A small percentage (2.8 percent) of respondents had organizations that were between 5 years and less than 10 years old, while an even smaller percentage (1.2 percent) had organizations that were between 10 and 15 years old. This suggests that they possessed sufficient understanding of how organizational resources, values system, and management capabilities impact the success of Mombasa County.

Organizational Resources	**Sample**	**Mean Score**	**Standard Deviation**	**Skewness**	**Kurtosis**
There is adequate information in the	254	4.56	0.605	-1.021	0.029
Organization for decision-making					
Organization embraces the use of	254	4.37	0.632	-0.480	-0.654
technology					
Organization has adequate equipment	254	4.33	0.661	-0.490	-0.724
and structures in good condition to					
Meet its mandate					
Organization has access to adequate	254	4.26	0.633	-0.281	-0.656
Natural resources it needs					
There is commitment to run the	254	4.15	0.353	2.021	2.100
Organization based on values, ethics					
And integrity.					
There is willingness to take	254	4.06	0.467	0.188	1.544
Considerable initiative and risk in use					
Of the organizations' resources					
There is adequate information in the	254	4.56	0.605	-1.021	0.029
Organization for decision-making					
Organization embraces the use of	254	4.37	0.632	-0.480	-0.654
technology					
Organization has adequate equipment	254	4.33	0.661	-0.490	-0.724
and structures in good condition to					
Meet its mandate					
Organization has access to adequate	254	4.26	0.633	-0.281	-0.656
Natural resources it needs					
There is commitment orun the	254	4.15	0.353	2.021	2.100
Organization based on values, ethics					
And integrity.					
There is willingness to take	254	4.06	0.467	0.188	1.544
Considerable initiative and risk inuse					
Of the organizations' resources					

Inferential Statistics

The regression analysis results are displayed in Table 3. The R-squared value of 0.124 indicates that organizational resources account for 12.4 percent of the variability in performance. The study employed an Analysis of Variance (ANOVA) F-test to determine if there was a statistically significant correlation between organizational resources and organizational performance. Given that the F-value was 35.595 and the p-value was less than 0.001, it may be inferred that the regression model was statistically significant. Based on the information provided in Table 3, the regression equation was estimated to be OP = 5.713 - 0.360*OR. This equation indicates that for every one-unit increase in organization resources, the performance of Mombasa County will fall by a factor of 0.360 units. The variable "organization resources" demonstrated statistical significance, as indicated by a t-value of -5.966 and a p-value of 0.001. This p-value was lower than the predetermined level of significance (α=0.05), leading to the rejection of the null hypothesis. Consequently, it can be concluded that organizational resources had a significant impact on the performance of Mombasa County in Kenya. The study results demonstrated that organizational resources had a substantial, albeit negative, impact on the performance of the organization. Specifically, it was seen that these resources decreased the performance of Mombasa County by a factor of 0.360. The significance level was below 0.05. The results of this study identified two key concerns. Firstly, the study corroborated the findings of Sachs and Warner (1995) regarding the resource curse, which refers to the paradoxical situation where organizations that possess ample resources tend to experience lower economic growth/performance, reduced democracy, and poorer development outcomes compared to organizations with fewer resources. Nevertheless, the phenomenon known as the resource curse does not apply universally or inevitably, but rather impacts specific types of organizations in specific circumstances (Ross, 2015; Enables, 2016). Research indicates that the factors contributing to success or failure in a given context include resource utilization, governance systems, institutional quality, resource types, innovation, investment in infrastructure and education, and accessible incentives (Tarik, 2009; Batten, 2016). Hence, if the resources are mismanaged or tainted by corruption, it might result in catastrophic outcomes, resulting in diminished productivity growth compared to previous levels.

Table 1: Model Summary, Analysis of Variances and Coefficients for Organizational Resources and Organizational Performance

Model	1.Model Summary					
	R	R Square	Adjusted Square	Std.Error of the Estimate		
1	.352[a]	0.124	0.120	0.18946		
	2.AnalysisofVariances					
		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1.278	1	1.278	35.595	0.000[b]
	Residual	9.046	252	0.036		
	Total	10.324	253			
	3.Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std.Error	Beta		
	(Constant)	5.713	0.253		22.553	0.000
	Organizational resources	-0.360	0.060	-0.352	-5.966	0.000
a. Dependent Variable: Organizational performance						
predictors: (Constant), Organizational resources						

Source; Author, 2024

Conversely, when resources are well utilized, it reinforces the findings of Tierce, Pisano, and Sheen (1997) that an organization's competitive advantage stems from its resources, assets, competencies, and capabilities. The survey also revealed that firms may strategically utilize and deploy competences to achieve business objectives, as demonstrated by their ability to satisfy customer expectations in areas such as cost, quality, flexibility, and on-time delivery. The study additionally discovered and verified that productivity is determined by physical capital, human capital, natural resources, and technological knowledge (Mania, 1998). The extraction and delivery of resources, along with the infrastructure that supports and facilitates these processes, ensure ongoing economic progress, particularly when accompanied by substantial wealth and strong economic and political discipline (Mayo, 2013). Organizations experience growth when they allocate additional resources towards production and when the implementation of new technology enhances the productivity of these resources (Kishtainy, 2014). Cloche and Goldsmith (2002) propose that successful democratic organizations require a context of values, ethics, and integrity

Influence of Employee Competence on Organizational Performance

The fourth objective of this study was to evaluate the influence of employee competence on organizational performance in Mombasa County. This section present analysis of three indicators of employee competence and how they influence organizational performance in Mombasa County

4.4.1 1Influence of Skills and Knowledge Proficiency on Organizational Performance of Mombasa County Government

This section presents the study's analysis of the influence of skills and knowledge proficiency on organizational performance of Mombasa County Government. The results are presented in figure 4.10

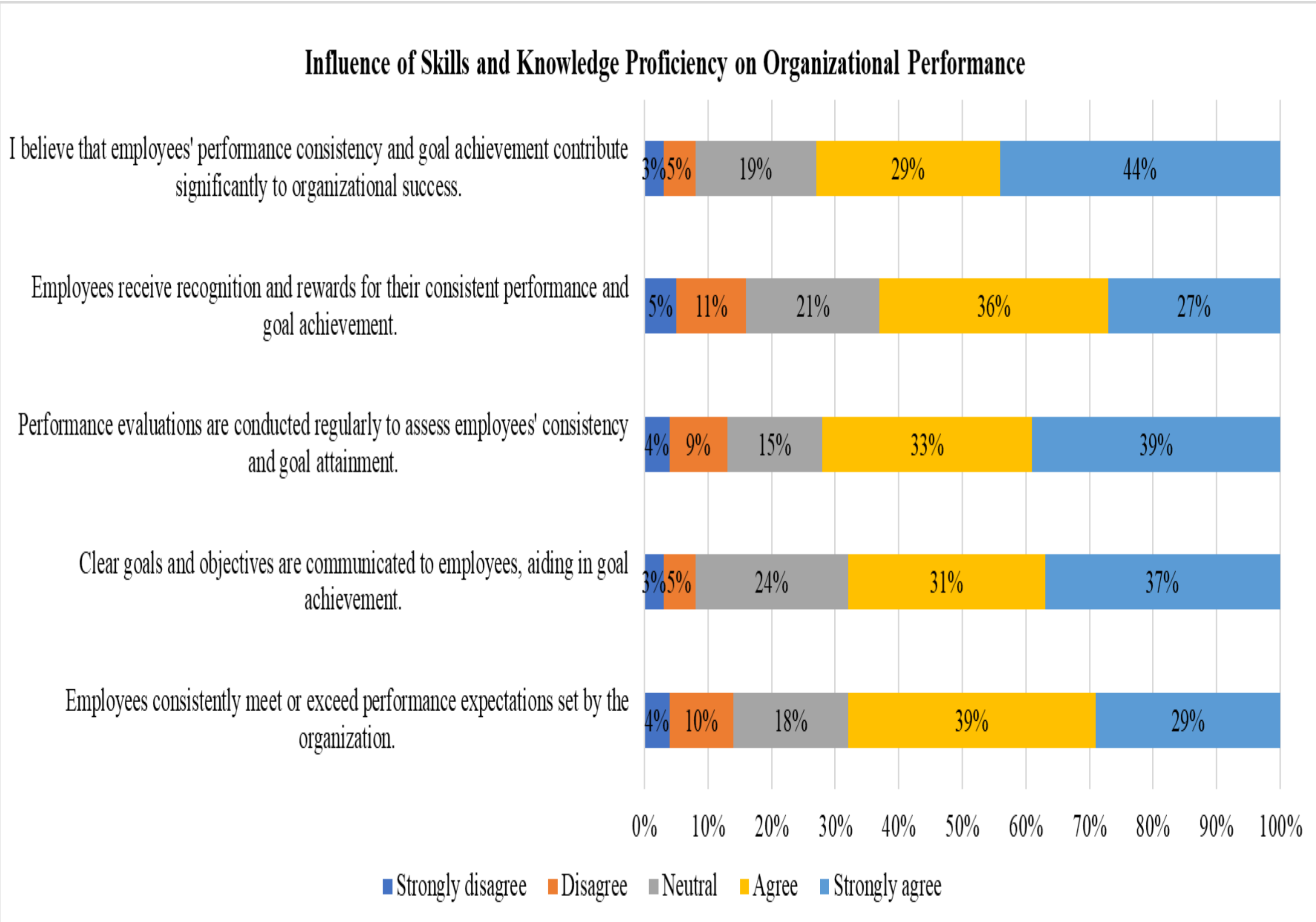

Figure 4. 4: Influence of Skills and Knowledge Proficiency on Organizational Performance in Mombasa County

Source; Author, 2024

From the results of this study, it was found that 62% of the respondents agreed that employees in their organization possess the necessary skills and knowledge to perform their jobs effectively. This result aligns with findings from Okonjo et al. (2019) and Mbeki and Diamine (2020), emphasizing the importance of addressing skills gaps to achieve optimal performance. Effective skill development contributes to increased productivity and competitiveness, enhancing organizational performance in alignment with the Resource-Based View Theory's strategic perspective on leveraging organizational resources.

Furthermore, the data revealed that 68% of the respondents agreed that continuous training and development opportunities are provided to enhance employees' skills and knowledge. This substantial agreement resonates with the emphasis on continuous learning and skill-building programs highlighted by Mbeki and Diamine (2020) and Ndonga et al. (2020). Organizations that invest in continuous training initiatives experience improved employee competence, leading to enhanced performance outcomes and innovation capabilities, as supported by empirical studies.

Additionally, the survey showed that 64% of the respondents agreed that employees demonstrate a high level of proficiency in their respective roles. This finding reflects the positive outcomes associated with competence development initiatives and industry-relevant curricula highlighted in various empirical studies. Competent employees contribute significantly to organizational success, driving productivity, customer satisfaction, and market share, as suggested by Lee et al. (2020) and Kibitz and Jorge (2021).

Moreover, an overwhelming 71% of the respondents agreed that their organization encourages employees to acquire new skills and knowledge relevant to their job functions. This strong agreement aligns with the principles of adaptive leadership behaviour advocated in the Adaptive Leadership Theory. Fostering a culture of continuous learning and skill acquisition empowers employees to adapt, innovate, and contribute effectively to organizational success, as emphasized by Heifetz and Laurie (2009) and Garcia and Martinez (2019).

Finally, the study revealed that 72% of the respondents agreed that employees' skills and knowledge contribute significantly to organizational performance. This belief is in line with the empirical evidence presented in the literature, highlighting the positive impact of competence development initiatives, industry-academic collaborations, and vocational training programs on organizational performance metrics, as supported by various studies.

The finding of this study showed that 62% of respondents believe that employees possess the necessary skills and knowledge echoes the Resource-Based View Theory's emphasis on leveraging organizational resources for competitive advantage. This underscores the importance of investing in skill development to enhance organizational performance. Moreover, the substantial agreement (68%) regarding the provision of continuous training aligns with the principles of adaptive leadership, emphasizing the role of leaders in fostering a culture of learning and adaptation. The high level of agreement (71%) regarding the encouragement of employees to acquire new skills resonates with both adaptive leadership behavior and the Resource-Based View Theory, emphasizing the strategic importance of nurturing employee competence for sustainable competitive advantage. Additionally, the overwhelming consensus (72%) on the significant contribution of employees' skills and knowledge to organizational performance reflects the alignment of organizational values with deontological principles, promoting ethical behavior and responsible decision-making. These findings collectively underscore the holistic integration of leadership behavior, ethical considerations, and strategic resource management in driving organizational success through employee competence.

4.4.2 Results and Analysis

Mombasa County employees were given prepared questionnaires with statements from each of the study's variable indicators: management (X1), abilities (X2), work attitude (X3), and employee performance (Y). The following are the outcomes and PLS measurement models.

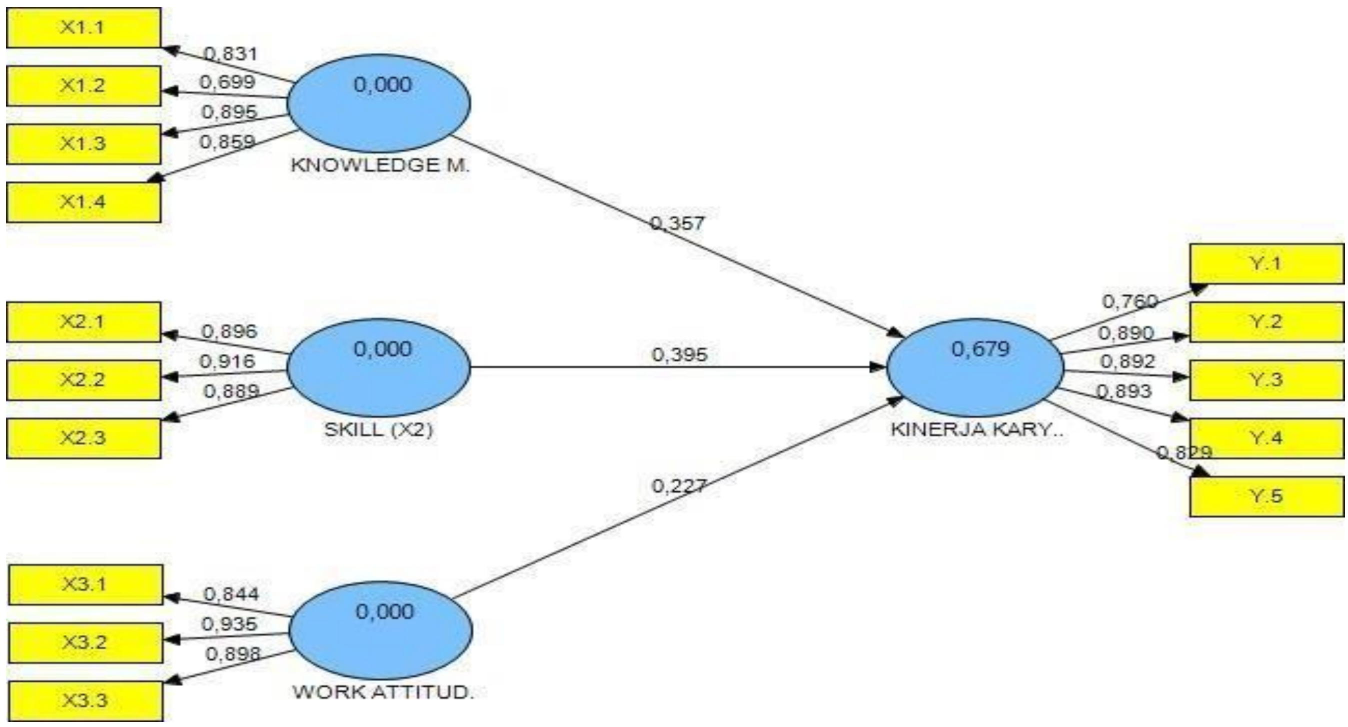

Figure 2. PLS Measurement Model Relationship between Knowledge Management(X1), Skill(X2), Work Attitude(X3) and Employee Performance(Y)(Source: Results of Data Processing).

Source; Author, 2024

Figure 1 depicts the relationship between the variable and the indicator by using arrows to reflect the strength of the factor loading value for each indicator. The magnitude of the route coefficients, represented by the arrow line, is located between the exogenous and endogenous variables. Moreover, it is clear that the R-Square value is limited to the domain of endogenous variables, namely employee performance measurements. The measuring model of this study includes exogenous variables, including knowledge management (X1), talents (X2), and work attitude (X3), which act as indicators. In addition, there are endogenous variables, such as employee performance (Y), which are evaluated by taking into account the sizes of the factors and examining all indicators in the model. This employs reflection, hence the table used is Results of the external loadings

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
X1.1 <- KNOWLEDGE MANAGEMENT (X1)	0,830888	0,831930	0,031625	0,031625	26,273341
X1.2 <- KNOWLEDGE MANAGEMENT (X1)	0,699465	0,694827	0,102774	0,102774	6,805834
X1.3 <- KNOWLEDGE MANAGEMENT	0,894500	0,889876	0,039921	0,039921	22,406640

(X1)					
X1.4 <- KNOWLEDGE MANAGEMENT (X1)	0,859368	0,855842	0,030288	0,030288	28,373663
X2.1 <- SKILL (X2)	0,896484	0,894296	0,029567	0,029567	30,320241
X2.2 <- SKILL (X2)	0,915712	0,913867	0,023803	0,023803	38,470528
X2.3 <- SKILL (X2)	0,889493	0,891268	0,018061	0,018061	49,248634
X3.1 <- WORK ATTITUDE (X3)	0,844403	0,849251	0,039258	0,039258	21,509250
X3.2 <- WORK ATTITUDE (X3)	0,934791	0,934070	0,019491	0,019491	47,960466
X3.3 <- WORK ATTITUDE (X3)	0,898191	0,901251	0,020776	0,020776	43,232678

Source; Author, 2024

Table 1 indicates that the validity of the indicators is assessed by examining the value of each factor loading on the indicator. If the T-statistic value is greater than 1.96 or the value of each factor loading is greater than 0.5, the validity is considered sufficient (Z value at $\alpha = 0.05$). The validity is presumed to be met if the loading factor is greater than 0.5, and the significance will be fulfilled if the T-Statistic value is greater than 1.96. The loading factor is the relationship between indicators and variables. The reflective indicators (X1), which represents knowledge management, (X2), which represents skill, (X3), which represents work attitude, and (Y) which represents employee performance, exhibit factor loading (original sample) > 0.50 and/or significant (T-value) Statistics > Z value $\alpha = 0.05$ (5%) = 1.96. Consequently, the estimation results of all indicators are considered to have sufficient convergent validity. The subsequent measurement is the Average Variance Extracted (AVE) value, which denotes the magnitude of the indicator variance within the latent variable. The validity of the latent variable is adequate when the convergent AVE value exceeds 0.5. The AVE value of each construct (variable) can be used to identify reflective indicator variables. A moderately effective model is required if the AVE value for each structure exceeds 0.5.

Table 2. Average Variance Extracted (AVE)

AVE	
Employee performance (Y)	0,730317
Knowledge Management (X1)	0,679568
Skill (X2)	0,811137
Work Attitude (X3)	0,797866

(Source: Author, 2024)

Table 2 displays the values for the Knowledge Management variable (0.679568), the Skill variable (0.811137), the Work Attitude variable (0.797866), and the Employee Performance variable (0.730317). All four variables have values greater than 0.5, indicating that the existing variables can be considered to have high overall validity. A trustworthy concept is considered consistent in assessing latent variables if its composite reliability value exceeds 0.7.

Table 3. Reliability Test

	Composite Reliability
Employee performance (Y)	0,930983
Knowledge Management (X1)	0,893790
Skill (X2)	0,927967
Work Attitude (X3)	0,922004

(Source: Author, 2024)

According to Table 3, the knowledge management variable has a value of 0.893790, the skill variable has a value of 0.927967, the work attitude variable has a value of 0.922004, and employee performance has a value of 0.930983. By seeing that all the values of Composite Reliability above 0.70, it is evident that every variable in this study is dependable.

Hypothesis Testing Results

H1: There is evidence to suggest that Knowledge Management has a beneficial impact on employee performance in Mombasa County. The path coefficients of 0.357096 and a T-statistic value of 4.340049 indicate a significant positive relationship. The P-value of 0.000, which is less than the significance level of 0.05, further supports this finding.

H2: The analysis suggests that there is a positive relationship between Skill and employee performance at Mombasa County. This is supported by a path coefficient of 0.395244 and a T-statistic value of 3.936075, which is greater than the critical value of 1.96 (obtained from the $Z\alpha = 0.05$ table). Additionally, the P-value of 0.000 is less than the significance level of 0.05, indicating a statistically significant positive outcome.

H3: The analysis suggests that there is a positive relationship between Skill and employee performance in Mombasa County. The path coefficients indicate a value of 0.395244, and the T-statistic value is 3.936075, which is greater than the critical value of 1.96 (obtained from the $Z\alpha = 0.05$ table). Additionally, the P-Value is 0.000, which is less than 0.05, indicating a statistically significant positive result."

Conclusion:

The study had the following conclusions

Influence of leadership on organizational performance in Mombasa County:

In conclusion, the survey results underscore the critical role of leadership in shaping employee engagement and satisfaction levels within organizations operating in Mombasa County. The findings not only highlight the positive impact of leadership on various aspects of employee experiences but also reinforce theoretical frameworks such as Adaptive Leadership Theory, Deontological Theory, and Resource-Based View Theory. By recognizing the importance of adaptive behaviours, ethical considerations, and strategic resource management, organizations can leverage effective leadership practices to enhance organizational performance and cultivate a conducive work environment conducive to growth and innovation. These insights provide valuable guidance for leaders and decision-makers in Mombasa County, emphasizing the need for continuous investment in leadership development initiatives and practices that prioritize employee well-being and organizational effectiveness.

Influence of Ethical Standards on Organizational Performance in Mombasa County

This study's results indicate a positive perception of ethical standards and governance practices within organizations in Mombasa County. The endorsement of ethical compliance, transparency, and accountability aligns with theoretical frameworks such as Adaptive Leadership Theory, Deontological Theory, and Resource-Based View Theory, highlighting the importance of ethical conduct in fostering organizational trust and performance. However, there are opportunities for enhancing communication, transparency, and decision-making processes to further strengthen ethical standards and governance practices for optimal organizational outcomes.

Influence of Organizational Resource Utilization on Organizational Performance in Mombasa County

This study's results underscore the critical role of efficient resource utilization in enhancing organizational performance in Mombasa County. The high levels of agreement regarding resource optimization initiatives, monitoring systems, employee training, and continuous improvement efforts reflect a proactive approach to resource management. The alignment of these findings with theoretical frameworks emphasizes the strategic importance of resource utilization practices in driving organizational success and competitiveness.

Influence of Employee Competence on Organizational Performance in Mombasa County:

It is evident that knowledge management can have a major impact on Mombasa County workers' performance. This implies that worker performance will rise with knowledge management. After them, talents can have a big impact on how well workers in Mombasa County do. This indicates that employee performance will rise with skill level. And a work attitude can have a big impact on how well workers in Mombasa County do. This indicates that an employee will perform better if their work attitude improves. The coherence of these results with theoretical frameworks including Resource-Based View Theory, Deontological Theory, and Adaptive Leadership Theory highlights the comprehensive strategy needed to maximize employee competence and promote successful performance results.

Recommendations:

The study had the following recommendations

Influence of leadership on organizational performance in Mombasa County

From the findings of this study, it is recommended that organizations in Mombasa County continue to focus on developing leadership styles that promote employee engagement, transparent communication, recognition of contributions, and opportunities for growth. Leadership training programs should emphasize adaptability, ethical conduct, teamwork promotion, and alignment with organizational values to foster a positive work culture and drive organizational success. Additionally, regular assessments and feedback mechanisms should be implemented to monitor leadership effectiveness and make necessary improvements to ensure sustained organizational performance and employee satisfaction.

Influence of Ethical Standards on Organizational Performance in Mombasa County:

From this study's findings, several recommendations can be proposed to improve ethical standards and governance practices in organizations operating in Mombasa County. Firstly, organizations should focus on enhancing communication channels to ensure effective and consistent communication of ethical guidelines and policies. Secondly, there is a need to promote transparency and accountability in decision-making processes to build trust and integrity. Thirdly, organizations should encourage a culture of ethical reporting and ensure that employees feel supported and empowered to raise ethical concerns. Additionally, leadership should actively promote ethical behaviour and integrity among stakeholders to reinforce a culture of ethical conduct throughout the organization. Lastly, continuous training and awareness programs on ethical standards and practices can further strengthen employees' understanding and commitment to ethical conduct in the workplace. Implementing these recommendations can contribute to creating a robust ethical framework that fosters organizational trust, integrity, and performance in Mombasa County.

Influence of Organizational Resource Utilization on Organizational Performance in Mombasa County:

From the findings of this study, several recommendations can be proposed to further enhance organizational resource utilization and performance in Mombasa County. Firstly, organizations should continue investing in advanced technologies and data-driven approaches for tracking and analysing resource utilization trends. Secondly, there is a need to prioritize continuous training and development programs to enhance employee competence in optimizing resources effectively. Thirdly, organizations should foster a culture of continuous improvement by encouraging feedback from employees and stakeholders to identify areas for optimization. Fourthly, transparent communication of resource utilization reports to relevant stakeholders should be prioritized to ensure alignment with organizational goals and foster trust. Lastly, decision-makers should strategically allocate resources by balancing short-term goals with long-term sustainability considerations, aligning resource allocation practices with organizational objectives for enhanced performance outcomes. Implementing these recommendations can lead to a more efficient and effective utilization of resources, contributing to improved organizational performance in Mombasa County.

Influence of Employee Competence on Organizational Performance in Mombasa County:

From the findings of this study, several recommendations can be made to enhance employee competence and organizational performance in Mombasa County. Firstly, organizations should continue investing in skill development programs and provide continuous training opportunities to enhance employee skills and knowledge. Secondly, fostering a culture of continuous learning and adaptability through feedback mechanisms and recognition for performance can further improve employee competence. Thirdly, clear goal communication and regular performance evaluations are essential to ensure alignment with organizational objectives and enhance performance consistency. Lastly, organizations should prioritize ethical considerations, stakeholder engagement, and strategic resource management practices to leverage employee competence effectively for sustainable competitive advantage and organizational success. Implementing these recommendations can lead to a more competent and productive workforce, contributing to improved organizational performance in Mombasa County.

Suggestions for further research:

Further research in Mombasa County should focus on several key areas to deepen our understanding of the relationship between employee competence and organizational performance. Firstly, there is a need to explore the impact of technological integration, including digital skills development and automation, on employee competence and how this, in turn, affects organizational performance. Secondly, conducting a cross-sector comparative analysis would provide valuable insights into sector-specific dynamics of employee competence and its influence on organizational success. Additionally, investigating the role of organizational culture, including leadership styles and communication practices, in fostering employee competence would contribute significantly to our knowledge base. Lastly, studying the relationship between sustainability practices, such as environmental stewardship and social responsibility, and employee competence could shed light on how these factors contribute to overall organizational performance in Mombasa County.

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