

INFLUENCE OF STRATEGIC CAPABILITIES ON THE PERFORMANCE OF INDEPENDENT COMMISSIONS IN KENYA

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ABSTRACT

The main goal of the study was to find out how strategic capabilities affect how independent commissions in Kenya do their jobs. Specifically, the study sought to ascertain the effects of Human Resource Management (HRM), Knowledge Management (KM), Logistics Management (LM), and Information and Communication Technology (ICT) Management capabilities on the effectiveness of independent commissions in Kenya. A descriptive research design was used in the study. The target population included the independent commissions established under the Constitution of Kenya. Accordingly, the units of analysis were the 12 independent commissions in Kenya. From this population the units of observation were senior management staff who included the CEOs and departmental directors in the Independent Commissions in Kenya. Each independent commission consisted of one (1) CEO and nine directors heading the departments in the independent commissions. As such, each independent commission had ten management staff who could take part in the study contributing to a total of 120 possible respondents. The study conducted a census study of 120 senior management staff. A semi-structured questionnaire with a five-point Likert scale was used to collect the data. Inferential statistics were used to test the relationship between the variables, while descriptive analysis was used to explain the distribution of the collected data. The data was presented in the form of tables. The study found that a unit increase in ICT management capabilities would lead to a 0.612 change in the performance; A unit increase in KM capabilities would lead to a 0.898 increase in the performance of the independent

commissions; A unit increase in LM capabilities would lead to a 0.755 growth in the performance and; A unit increase in HRM capabilities would lead to a 0.734 increase in the performance of the independent commissions in Kenya. The independent variables provide a 76.8% of the prediction of the dependent variable. The service effectiveness of the independent commissions was rated at an average of 3.9 stars; the average service time was 30minutes and the mean of customer satisfaction index was 72.74%. The study concludes that ICT management capabilities play a crucial role on the performance of the independent commissions; KM capabilities contribute significantly to the organizational performance of the independent commissions; logistics capability affect the organizations' performances and; HRM Capabilities significantly affect organizational performance. There is a significant link between strategic capabilities and performance of independent commissions in Kenya. The study recommends that dynamic ICT implementation capability models that take into account new technological capabilities and transformative public organizations need to be used. The independent commissions in Kenya's KM capabilities need to be bolstered by knowledge process capabilities in order to achieve even greater performance success. In order to guarantee the timely and secure delivery of operation materials to the independent commissions, the commissions should enhance their logistics management capabilities, with a focus on distribution systems. The study recommends the independent commissions in Kenya to enhance services effectiveness,

reducing service time and improved service quality in the way they deliver their services.

management capabilities and HRM management capabilities

Keywords: Strategic capabilities, organizational performance, ICT management capabilities, knowledge management capabilities, logistic

INTRODUCTION

Organizations in different sectors can improve on their performance by paying far greater attention to the capabilities they need to successfully implement their strategy. Johnson and Filippini, (2013) stated that they can do so starts with understanding exactly what capabilities are and what they are not, as well as determining which capabilities are strategic and can be considered as vital to the effective execution of a particular strategy which are core to competitive performance, and which are foundational abilities that a company must have to be a viable competitor. It also involves defining these capabilities especially strategic ones at a much finer level of detail to make it clear what the organization is hoping to accomplish with them. As business strives to be competitive globally, organizations can manage their strategic capabilities which are conceptualized as a firm's ability to build and/or extend basic capabilities to deal with changing environments.

A study by Parnell (2014) that covered the USA established that USA lends credence to the notion that emphasis on any strategy or development of any capability which tends to positively influence performance in these organizations. Similar relationships were found in Argentina and Peru, but the lack of significance in some instances suggests that the links are at least not as strong and may not be universal. It is also possible that such linkages are stronger in more developed markets compared to others.

In UK marketing, network and innovation capabilities positively affect the performance. In particular, process innovation should be exploited in SMEs to act incremental innovations. Moreover, adopting appropriate pricing policies and operating a right consumer targeting help SMEs in perform well, also if they spend time in acquiring information about the market and the other agents of the supply chain (Carraress, Mamaqi, Albisu & Banterle, 2012). In another study by Fei Ho, Ahmad and Ramaya (2016) on Competitive Capabilities and Business Performance among Manufacturing SMEs revealed that competitive capabilities did not lead to satisfactory financial performance.

The public service in Nigeria has suffered setbacks which are largely attributed to ineffective and inefficient management of the existing organization capabilities. The general poor service delivery of public service organizations can be attributable to the inability of these organizations to develop proper evaluation strategies that would assist them refocus on strategic alignment of organization capabilities to meet their core mandates (Vambe & Moti, 2019). In Uganda sustained improvements in capability are most likely to happen where there is high drive for reform from both the political leadership and the bureaucracy, within an institutional environment that provides supporting incentives.

While political and bureaucratic drivers can interact, political support is often needed for capabilities to develop and be sustained over time (Tilley, Hadley, Long & Clarke, 2015). Another study by Shillingi (2017) on the influence of top management and organization resources on implementation of strategic plans in public sector with reference to selected Tanzanians Executive Agencies need for resources such as finance, skilled human resources to be given priority by top management; and enhancement of better prioritization of resource allocation and utilization; and this will create value and improve delivery of quality service in public sector; finally, the management should align the resources towards achieving organization objectives. An organization must quickly adapt to the rapidly changing business environment in Kenya, as it is in other parts of the world, in order to maintain its competitive advantage (Makanga, 2015).

As a result, establishing a long-term competitive advantage necessitates unique, highly valuable, and extremely challenging to duplicate strategic capabilities. The adoption of strategic capabilities by organizations can help them achieve competitive advantage in light of the shifting dynamics of business in Kenya. This can be accomplished by being able to focus target clients much more effectively, increasing customer satisfaction, customer retention, and market share, making product prices more competitive than those of other competitors as a result of cost leadership, improving overall organizational financial performance, being able to differentiate better products, retaining customers as a result of the strategic capabilities, and effectively anticipating market performance (Kimaru, 2017).

There are crucial functions of the government that the Commission has been mandated to perform. It is required that the commissioners to adhere to strict criteria, such as complying with federal and state constitutions, equal population, protecting language and racial minorities, partisan fairness, compactness, and contiguity, among others. The guidelines also require the commission to hold public hearings, make the data being used to draw maps publicly available, accept public comments, and allow voters to submit maps to the commission online.

Statement of the Problem

Independent Commissions in Kenya are crucial in helping the Government achieve its goals and objective. There are crucial functions of the government that the Commission has been mandated to perform. According to Boone et al, (2019), effective management of organization capabilities can help public organizations deliver on their mandate. The independent commissions in Kenya have struggled to maintain their operations due to challenges emanating from under-funding, interference by the arms of government and strategic human resourcing. According to Controller of Budget (2022), the budgetary allocations for the independent commissions fluctuated with a margin of between 5% and 15% during 2017 and 2021. In overall, the commissions also suffered from under staffing within the recent five years with shortages of between 50 and 200 employees. As a result, independent commissions in Kenya performed unexpectedly due to various strategic capabilities factors that have hindered the overall performance of the commissions. In 2017, 62% of the employees of the independent commissions failed to meet their performance targets as compared to 53% in 2019, 78% in 2020, 47% in 2021 and 43% in 2022. The high failure rate organizations experience in turning strategic plans into successful results has been noted by researchers for more than 30 years. Yet as recently as 2013, a Global Economic study reported that 61% of the organizations globally covered in the study acknowledged that their firms often struggle to bridge the gap between strategy formulation, available organization resources and the daily strategy implementation (Ordanini & Rubera, 2015). Moreover, Johnson and Filippini (2013) pointed out that between the year 2010 and 2013, an average of just 56% of strategic initiatives were considered to be successful in achieving the desired objective. Parnel (2014) also noted that the presence of organization-specific strategic capabilities helps to explain why some organizations outperform others in the same strategic group. Even with existing strategic capabilities, independent commissions in Kenya are not able to achieve the desired performance. Established marketing capabilities, market-linking capabilities, information technology capabilities, and management-related capabilities as dimensions of strategic capabilities have a positive effect on competitive performance, according to Seyhan, Ayas, Sonmez, and Ugurlu (2017) while investigating the relationship between strategic capabilities and competitive performance and the moderating effect of internal cooperation on this relationship for machine made carpet manufacturers operating in Turkey. While organization can have the best business strategy in the world, without the ability to put that strategy into action, the organizations cannot achieve their desired performance projections. Chahenyo (2014), on the role of organizational dynamic capabilities in the achievement of Competitive advantage, through a case study of Kenya sugar board established that most organizations are not aware whether they possess the capability to do what they want to do or not. Makanga (2015) advised that for organizations to determine whether they have the required strategic capability, they need to conduct a strategic analysis. While this analysis includes considerations like identifying customer needs and setting goals, part of it focuses on their

business's capabilities. There were no studies on strategic capabilities and their effects on organization performance in public organizations or, more specifically, independent commissions in Kenya, despite the fact that the available studies primarily focused on strategic capabilities and competitive performance in private and profit-oriented organizations. As a result, the goal of this study was to determine how strategic capabilities affect how independent commissions in Kenya perform.

Objectives of the Study

The study sought to establish the influence of strategic capabilities on the performance of independent commissions in Kenya.

The study was guided by the following specific objectives;

- i. To establish the influence of ICT Management capabilities on the performance of independent commissions in Kenya.
- ii. To determine the influence of knowledge management capabilities on the performance of independent commissions in Kenya.
- iii. To assess the influence of logistic management capabilities on the performance of independent commissions in Kenya.
- iv. To establish the influence of HRM management capabilities on the performance of independent commissions in Kenya.

THEORETICAL REVIEW

Dynamic capabilities (DC) Theory

The Dynamic capabilities (DC) theory appeared as an alternative approach to solve some of the weaknesses of RBV theory (Galvin, Rice & Liao, 2014). DC theory presents path-dependent processes that allow firms to adapt to rapidly changing environments by building, integrating and reconfiguring their resource and capabilities portfolio (Teece, Pisano & Shuen, 1997). However, until the 1980s there had been little interest in the subject of strategic management. Particularly in the 1980s, Porter's industry-based theory (Porter, 1979, 1980 and 1985) attracted the greatest attention (Barney & Ouchi, 1986). The theory was applicable in this study given that the theory explains the need for assessing the available opportunities for the organization, organizing the organization capabilities that include the organization resources directing the organization in achieving the required transformation to achieve the required performance. If the Independent commissions are able to re-configure the organization capabilities, then they are able to achieve the required organization performance.

Technology Acceptance Model (TAM)

The Technological Acceptance Model (TAM) was developed by Davis in 1986 to specifically deal with predicting the degree of acceptability of information systems. TAM hypothesizes a direct association between perceived usefulness and ease of use. Perceived usage ease significantly influences individual attitude through instrumentality and self-efficacy. The more a system bears ease of use attributes, the greater the user efficacy in usage. Additionally, a system that is easy to use makes the user have control of the system. Factors on efficacy tends to determine motivational intrinsic and illustrates a direct connection between attitude and perceived ease of use. The intention of information system usage and perceived usefulness tends to be strong as compared to perceived usage easiness as outlined in the model. Based on the analysis unit and TAM assumption, the model is essential and applicable to the debate on technological capabilities and the extent to which it affects organization performance. In such a situation, employment of technological capabilities based on modern information technology is critical in achieving the desired organization performance. Therefore, in relation to this study the TAM is essential in elucidating the influence of strategic capabilities on the performance of independent commissions in Kenya and focused on all the independent commissions in Kenya.

Knowledge Based Theory

A management concept of organizational learning known as the knowledge-based view of the firm (KBV) offers businesses strategies for gaining a competitive advantage. Employee participation in the formulation and implementation of the company's operational goals and long-term transformational goals is increased to achieve this. The continuous acquisition and transfer of knowledge within business organizations is necessitated by such factors as ever-changing competitive conditions in markets initiated by globalization, frequent deregulations, and technical advancements. The theory of the firm focuses attention on the resources and organizational capabilities as the principal sources of sustainable competitive advantage and the foundation for strategy formulation. Galvin, Rice & Liao (2014) pointed out that firms utilize tacit knowledge to draw competitive advantage from the individual or firm-specific capabilities that are difficult to transmit or encapsulate. Therefore, as public organizations seek to achieve the desired performance, the knowledge capabilities that the dependents commissions are critical in this case.

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Organization Theory

The Organizational theory originated from the classical works of Dwight (1978). The study was refined by Shafritz and Ott (2001) in their classical organization to explain the importance of organization to facilitate organizational performance. The organizational theory attempts to explain how organizations work by defining the common features that organizations or groups of organizations share, by collecting data about them, and by analyzing them, assessing what works where and why. The theory posits that the way the organization understands all these factors will determine the extent to which the organization achieves its goals and objectives. While the proper utilization of organizational capabilities is crucial for the organization, they need to be proper coordinated in order to achieve the required performance. The theory is relevant to the study as it will explain how and when the organization understands all the different capabilities available to them and then they can redirect the said resources appropriately by identifying where, when and how these different capabilities (ICT management capabilities ,knowledge management capabilities ,logistic management capabilities , and HRM Management capabilities) The organization can effectively management these capabilities in order to achieve high levels of performance.

Conceptual Framework

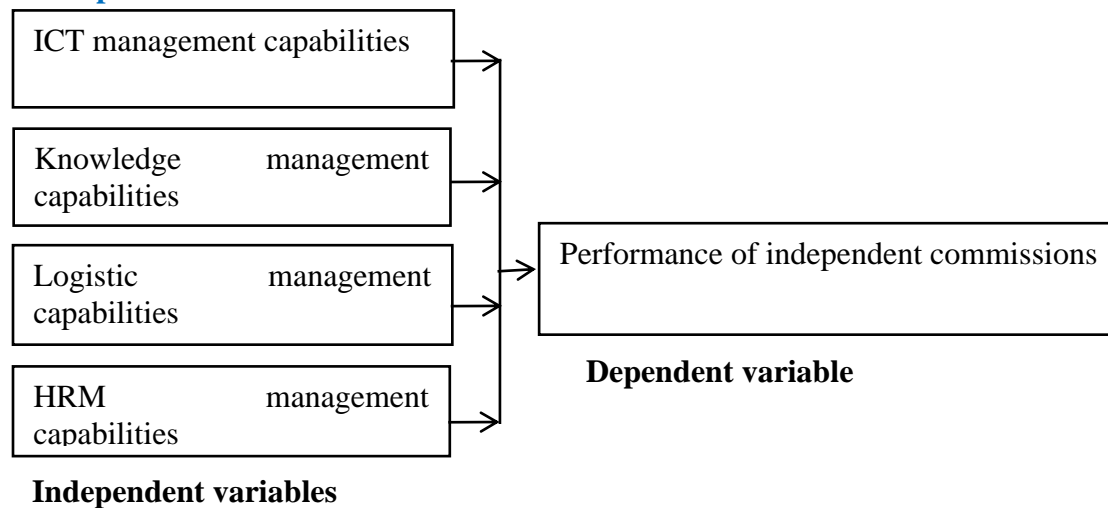


Figure 1: Conceptual Framework

ICT Management Capabilities and Organizational Performance

ICT Management Capabilities refer to an organization's ability to identify IT meeting business needs, to deploy IT to improve business process in a cost-effective manner, and to provide long-term maintenance and support for IT-based systems. Sung-Bou and Dongwook (2020) had sought to establish ICT Implementation and Its Effect on Public Organizations with reference to Digital Customs and Risk Management in Korea. An in-depth case study approach was employed by using the example of the customs services in South Korea. This study specifically described how the Korea Customs Service developed its digital customs system in tandem with risk management guidelines and practices and presents quantitative data on customs and risk management outcomes.

Sung-Bou and Dongwook (2020) proposed an up-to-date dynamic information and communications technology (ICT) implementation stage model that accounts for new modern technology capabilities and transformative public organizations today. Keiyoro (2018) carried out a study on the effects of ICT capabilities on the performance of organizations across various industries in Kampala. The study while using a descriptive survey that was employed using an ex-post facto design entailed collecting data using a mixed mode approach, involving a combination of qualitative and quantitative techniques. The investigation was conducted in twelve organizations in different sectors which were located in Kampala in Uganda. Six of the organizations sampled are currently participating in e-business Solution ICT based programme. The findings of this investigation established that users in these organizations were not adequately trained on the use of ICT in business operations that can help them in meeting the organization technical capability needs.

Knowledge Management Capabilities and Organizational Performance

Knowledge management capabilities is the mechanism by which knowledge is continually and purposefully created within organizations (Von Krogh et al, 2001). Pandey, Dutta, and Nayak (2018) sought to comprehend how knowledge management (KM) initiatives can be designed for organizational success and the role those organizational capabilities play in the success pattern. The study used a qualitative, descriptive case study design to investigate the complicated contextual issue of organizational capabilities and their role in information technology companies' success with knowledge management (KM). The study's findings showed that KM's success is influenced not only by its processes but also by important infrastructure, which can either help or hinder KM. Knowledge process capabilities must complement infrastructure capabilities in order for KM to be successful.

Ahmed, Ghoneim and Kim (2017) examined the experiences and lessons learned in efforts to build knowledge management capacity across Africa. Through a case study the study explored knowledge management as an Enabler of Change and Innovation in Africa. According to the study's findings, it is necessary to create an environment that is conducive to the adoption of knowledge management practices in Africa and the utilization of indigenous knowledge assets as an important component of strategies for reducing poverty. The study's findings revealed the obstacles that need to be noticed and the opportunities that are needed to build the Africa Knowledge System.

Logistic Management Capabilities and Organizational Performance

Logistic management capabilities are the abilities to employ logistics capacities to achieve the desired level of responsiveness at the lowest cost possible (Gardner, 2015). Brick (2019) evaluated the conceptual framework for defense logistic capabilities. The study through analytical framework approach evaluated the various logistics capability factors that affect the organizations performances. The study established that the logistic support infrastructure (maintenance facilities, both fixed and mobile, maintenance capital assets, spare parts and maintenance engineers and technicians) required guaranteeing defense assets operational availability in USA context. Zawawi, Wahab and Mamun (2017) evaluated the logistics capability, information technology, and innovation capability of logistics service providers in Malaysia. The studies through empirical review examined the relationships of logistics capability, IT implementation, and innovation capability with the LSPs' performance.

Using the correlation and standard multiple regression analysis, the theoretical models and hypotheses in this study are tested based on empirical data gathered from 81 LSPs in the East Coast region registered with the Federation of Malaysian Manufacturers directory of Malaysian industries. The results of Wahab and Mamun (2017) revealed that logistics capability, IT implementation, and innovation capability have significant positive relationships with the LSPs' performance. Okoumba and Mafini(2020) carried out a study on the Supply chain management and organizational performance with reference to SMEs in South Africa. The study targeted 407 randomly selected South African SMEs to investigate the relationships between Logistic capability management factors (supply chain management best practices (SCMBPs), supply chain agility, risk management) and supply chain performance in South African SMEs. The study through a structural equation modeling indicated that the adoption of SCMBPs predicted better supply chain performance among the South African SMEs.

HRM Management Capabilities and Organizational Performance

This is the capacity of the association of planning, sorting out, coordinating and controlling of the achievement, advancement, payment, joining, supporting and detachment of human resource ensuring that individuals, hierarchical and cultural goals are attained (Flippo, 2019). Guest, Michie, Conway and Sheehan (2017) explored the relationship between HRM and performance among 366 UK companies using objective and subjective performance measures and cross-sectional and longitudinal data. The findings of the study established that there is a strong association between HRM and both productivity and financial performance although the study confirmed the association between HRM and performance but failed to show that HRM causes higher performance.

Bayraktar (2018) carried out a study on the evolution of human resources management practices in Japanese Companies. The qualitative study through literature review assessed the history dating back to thousands of years; it is possible to take the concept of Japanese management style from the last quarter of the nineteenth century, the great breakthrough of the country, until the Meiji period. The study established that organizations can achieve high levels of performance when human resource capabilities are built. Opoku and Arthur (2015) sought to determine the major factors contributing to the inability of the company to meet the challenges of the global market competitiveness in the postal and communication industry. The study adopted purely qualitative approach and used both secondary and primary data that was collected from management and clients of the company. The results indicated that human resource management practices have a significant effect on organizational performance. The findings of the study also established that human resource management practices will have significant effect on organizational performance through effective HRM capabilities.

RESEARCH METHODOLOGY

Research Design

The study employed descriptive research design which allows the researcher to describe the variables under study as, observed or perceived in their natural occurrence-without any influence or manipulation. The quantitative and qualitative approaches assisted in establishing the existent state of multiple variables at a specific point in time, and whether or if there is a link between them.

Target Population

The study targeted the independent commissions established by the Constitution of Kenya. The units of analysis was the 12 independent commissions in Kenya. From each independent commission, the Chief Executive Officer (CEO) and nine directorates were poised to participate

in the study. Accordingly, the units of observation were 120 senior management staff in the independent commissions in Kenya. These population included directorates in charge of finance, human resource and administration, operations management, customer service management, ICT, legal and public affairs, and supply chain management, among others at the head offices of the 12 independent commissions' headquarters in Nairobi.

Sampling Frame

The study involved all the 12 independent commissions in Kenya. As such, the sampling technique used by the study was the census method. Census technique involves collecting data from all the population within the study setting. A census approach is mostly used in the case there is a reasonable and small population. In this case, the census benefit this study as the entire population consisted only of 12 independent commissions in Kenya making it manageable and small. Further, the census approach was chosen due to the accessibility of the independent commissions and their small number. In addition, all the 120 senior personnel was selected to form the study sample. This ensured that the researcher collected data that met the intended purpose.

Data Collection

Primary data was the main source of data and was collected for the first time from the respondents. The data collected was quantitative in nature. The study exercised care and control to ensure all questionnaires issued to the respondents were received and achieve this, the study maintained a register of questionnaires, which were sent, and which were received. The questionnaire was administered using a drop and pick later method. On the other hand, secondary data was collected from journals, public organizations and other government agencies. The researcher identified participants and administer the data collection tool using the drop-and-pick method. Seven days from the day of administration of the questionnaire, the researcher picked the filled questionnaires for data cleaning and analysis. Where possible due to the guidelines on COVID-19 that stresses on social distancing and minimal physical contact, the research sent questionnaires to the respondent's e-mail address for them to fill and send back.

Pilot Study

The questionnaire was tested on 10% of the respondents and included 12 management staff working in one of the independent offices in Kenya. The pilot study shaded information on whether the data collection method and sample size chosen is feasible to attract adequate and desirable evidence to address the research questions at hand. Participants in the pilot study and

their organizations were excluded from the main study as they were privy to the study hence were likely to give influenced responses. The errors identified in the pilot study were rectified before the data collection process (main study) begins. To test construct validity the questionnaire is structured in such a way to include only relevant questions that measure known indicators of the study variables. The study utilized the Statistical Package for Social Science (SPSS) to conduct the explanatory factor analysis.

Data Analysis and Presentation

Data The data was analyzed using descriptive and inferential statistics according to the descriptive design used in the study. Descriptive statistics informed the state of the relationship of variables under study while inferential statistics were used to project and model the relationship between the variables under study. Specifically, frequencies, percentages, mean, and standard deviation were used as the descriptive statistics while linear regression were used as the inferential analysis. Multiple linear regression model was used to model a linear relationship between the variables under study. Tables were used to present data.

The multiple regression model for the study was:

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

Which was interpreted as follows:

$$PIC = \beta_0 + \beta_1 ICTC_1 + \beta_2 KMC_2 + \beta_3 HRMC_3 + \beta_4 LMC_4 + \acute{\epsilon}$$

Where: PIC = Performance of Independent Commissions

ICTC, KMC, HRMC and LMC= Independent Variables

$\acute{\epsilon}$. = Error Term

B₁ ... B₄= Regression co-efficient of four variables

RESEARCH FINDINGS AND DISCUSSIONS

Background of the Respondents

The study was based on 108 out of 120 sample respondents who filled in and returned the questionnaires contributing to 90% response rate. 61.1% and 38.9% of them were female. 36.1% of the respondents were aged between 40 and 49 years and 30.6% of the respondents were aged between 30 and 39 years. 44 percent of the respondents had obtained University/ Bachelors' Degrees as their highest level of education, 33.3percent of them recapped that they had acquired post graduate degrees as their highest level of education and 22.2% of them had acquired college diploma / certificate as their highest level of education. 38.0% of the respondents were working in the strategic management department in the independent commissions. In addition, 32.4% of

them were operations management staff in the independent commissions, 20.4% of the responses were gathered from the product development management departments staff. 56.5% of the respondents indicated that they had worked in their roles for a period of 2-5 years, 36.1% of them had worked in their roles for a period of less than two years.

ICT Management Capabilities and Performance of Independent Commissions

The study found that the use of information management systems has enhanced performance of the independent commissions in Kenya. The independent commissions have adapted modern communication as a strategy in order to improve their performance. The commissions use information management systems as a strategy to manage their operations, the organizations have benefited from ICT capabilities and the current ICT capabilities support the organizations decision management systems. The other issue emerging from the study was that the independent commissions use decision management systems to improve their performance. From the inferential analysis, a unit increase in ICT management capabilities would lead to a 0.612 change in the performance of the independent commissions in Kenya.

KM Capabilities and Performance of Independent Commissions

The study established that the independent commissions continue to benefit from KM capabilities in the organization; due to increased knowledge as a strategy on organization planning and operations management, the commissions have enhanced its knowledge on resources allocation and utilization and that knowledge management enable the tapping in on skills that can enhance organization performance. However, it was unclear whether the independent commissions have increased knowledge as a strategy on acquisition of commission assets. The inferential analysis revealed that a unit increase in KM capabilities would lead to a 0.898 increase in the performance of the independent commissions in Kenya.

LM Capabilities and Performance of Independent Commissions

The study also found that the distribution system is effective in ensuring that goods and services are timely distributed to the user departments; from the results, its evident that the procurement process ensure that the process in based on the provision of the public procurement legislation; the inventory management at the commissions is effective and ensures that the required materials are available as required to facilitate the commissions operations; the commissions ensure that there are enough inventories for effective operations; the independent commissions have put in place an effective and efficient procurement systems and that the independent commissions have good distribution systems that ensures timely and safe delivery of operation materials. From these results, logistics and distribution systems ensure timely and safe delivery of operation

material and that the distribution system is effective in ensuring that goods and services are timely distributed to the user departments. According to the inferential analysis results, a unit increase in LM capabilities would lead to a 0.755 growth in the performance of the independent commissions in Kenya.

HRM Capabilities and Performance of Independent Commissions

The results of the study revealed that the commissions continuously review the commission pay, HR capabilities in the organizations has increased staff competencies, the independent commissions continue to train the staff in order to build the necessary capabilities to carry out the commissions activities, the independent commissions have a good remuneration system and the independent commissions have employed adequate staff through recruitment. In addition, the HR capabilities have improved the recruiting process in the independent commissions; the staff are motivated and work effectively and the HR capabilities have enhanced continued training for the staff. The inferential analysis results, a unit increase in HRM capabilities would lead to a 0.734 increase in the performance of the independent commissions in Kenya.

Performance of Independent Commissions

The study established that the independent commissions deliver effective services, they have expanded the scope of services they deliver and the independent commissions continue to achieve continuous quality improvement in the quality of their services. The study findings revealed that the commissions deliver timely services and they have delivered quality services. However, the independent commissions do not ensure that all the responses to customers' queries are done on time. From the adjusted R-square the independent variables provide a 76.8% of the prediction of the dependent variable. From the ANOVA test, the F value estimated at a 5 percent significance level was 3.228, with a significance value of 0.010, which was less than the crucial value produced from a 2-tailed test at the same significance level. From the regression coefficients, if all the predictor variables are kept constant, the performance of independent commissions in Kenya would be 5.970. The beta coefficients were 0.612, 0.898, 0.755, 0.734 for ICT management capabilities, KM capabilities, LM capabilities and HRM capabilities respectively.

Inferential Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.9473	0.8974	0.768	0.049		
Model	Sum of Squares		Df	Mean Square	F	Sig.
Regression	1.904		4	0.4760	3.228	.010(a)
Residual	0.249		103	0.00242		
Total	2.153		107			
Model	Unstandardized Coefficients			Standardized	t	Sig.

	B	Std. Error	Coefficients		
			Beta		
(Constant)	0.856	0.578		1.481	0.021
ICT management capabilities	0.612	0.438	0.174	1.397	0.048
KM capabilities	0.898	0.589	0.309	1.525	0.021
LM capabilities	0.755	0.494	0.261	1.528	0.042
HRM capabilities	0.734	0.476	0.258	1.542	0.032

The values of the Adjusted *R-Squared* showed that after the model is adjusted for inefficiencies the independent variables would explain 76.8 percent of performance of independent commissions in Kenya. The F value estimated at a 5 percent significance level was 3.228, with a significance value of 0.010, which was less than the crucial value produced from a 2-tailed test at the same significance level. This model's computed F was higher than the F critical (at 4 103, F critical= 2.34). This was an indication of the model's overall importance.

Based on the coefficients, the regression model ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes.

$$Y=0.856 +0.612X_1+ 0.898X_2+0.755X_3+0.734 X_4$$

The model indicates that, holding the predictor variables constant, the performance of independent commissions in Kenya would be 5.970. The results from the regression analysis revealed that there were beta coefficients of 0.612, 0.898, 0.755, 0.734 for ICT management capabilities, KM capabilities, LM capabilities and HRM capabilities respectively. The corresponding t and p values for ICT management capabilities (t= 1.397; p= 0.048), KM capabilities (t=1.525; p=0.021), LM capabilities (t= 1.528; p= 0.042) and HRM capabilities (t= 1.542; p= 0.032) which are statistically significant, because p values were less than 0.05.

Conclusions

The study concludes that ICT management capabilities play a crucial role on the performance of the independent commissions, the commissions have adapted modern communication as a strategy, the commissions use information management systems as a strategy to manage their operations and that application of emerging ICT capabilities support decision management systems in the independent commissions. The independent commissions have adopted ICT capabilities and utilized ICT technological investments which has resulted to many opportunities which facilitate increment in the ability to deliver quality services, generate incomes, gather learning benefits, enhance community development and improve basic human development through literacy, self-confidence.

The study deduces that knowledge acquisition, knowledge sharing, skills tapping, knowledge on resources allocation and utilization, knowlegde on organization planning and operations

management and knowledge application contribute significantly to the organizational performance of the independent commissions. Accordingly, creating, managing and sharing KM capabilities within the organizational processes and infrastructures creates an enabling environment for organizational success, enhance service delivery and promote organizational performance.

The study also concludes that logistics capability affects the organizations' performances. It was further established that LM capabilities ensure that the required materials are available, there are enough inventories for effective operations, there are effective and efficient procurement systems and processes that ensure provision of the public procurement legislation. As such, logistics management capabilities such as inventory management order process management and information flow management contribute significantly to organizational performance.

The study further established that there are great benefits of HRM capabilities such as improvement of the recruiting process, increased staff competencies, employee motivation to work effectively, enhanced continued training for the staff and enhancement of the remuneration systems. As such, competency building, recruitment, staff motivation and staff retention significantly affect organizational performance.

The study finally concludes that there has been improvement in quality of service delivery in independent commissions which can be attributable to strategic capabilities, development of evaluation strategies that assist them refocus on their strategies and perpetual cause to meet their core mandates in line with the constitution. Therefore, through effective focus on target clients, adoption of strategic capabilities contributes to the achievement of the organization's mission and vision, which results in customer satisfaction, customer retention, a cost leadership advantage, overall service improvement, and provision of superior products.

The study deduces that there exists a strong correlation between the independent and dependent variables. The independent commissions' performance and strategic capabilities are significantly linked. The performance of independent commissions in Kenya improves as a direct result of an increase in the unit's strategic capabilities. Therefore, strategic capabilities have a positive and significant impact on independent commission performance in Kenya.

Recommendations

On ICT management capabilities, the study recommends the independent commissions to utilize current dynamic ICT management capability models that account for emerging technological capabilities and transformative public organizations. In addition, the independent commissions in

Kenya should enhance improvement of ICT management capabilities through the adaptation of modern communication, enhancement of information management systems and improved decision management systems to achieve the desired performance targets. This will help in enhancing services effectiveness, reducing service time and improved service quality.

With regard to knowledge management capabilities, the study recommends that knowledge management (KM) capabilities in Kenya's independent commissions should be complemented by knowledge process capabilities in order to achieve even greater performance success. In order for the independent commissions in Kenya to achieve the desired performance targets by enhancing service effectiveness, reducing service time, and enhancing service quality in the manner in which they deliver their services, the independent commissions in Kenya should enhance knowledge on acquisition, improve knowledge use, and protect knowledge.

The study further recommends the independent commissions to refine their logistics management capabilities with a special focus on distribution systems to ensure timely and safe delivery of operation materials to the commissions. This could be achieved through formulation of strategies regarding supplier integration, standard values & guidelines, logistics management principles and logistics management ethics. The commissions also need to enhance collaborations, customer satisfaction, product development as well as logistics efficiency and effectiveness in their operations.

The study also recommends that all the employees working in the independent commissions and across the different cadres should be equipped with continuous training, coaching and mentoring in order to enhance their skills, competency and quality professional development which will in turn lead to more professionalism, professional expertise in their work and build the necessary capabilities to carry out the commission's activities. In addition, the independent commissions need to re-orient their employees to align their values with those of the organization. This can be achieved through training, team building, and harmonization of organizational policies. This would not only make the employees feel proud about themselves and their organizations but it would also boost their morale and productivity.

The study also recommends the independent commissions in Kenya should enhance services effectiveness, reducing service time and improved service quality in the way they deliver their services. This will lead to effective service delivery, expansion in the scope of services delivered, achievement of continuous quality improvement and achievement of the desired organizational performance.

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