



<http://www.ijssit.com>

## EFFECT OF FEEDBACK SEEKING ON PERFORMANCE OF STATE CORPORATIONS IN KENYA

<sup>1\*</sup> **Maingi Inoti**

[inotimaingi08@yahoo.com](mailto:inotimaingi08@yahoo.com)

<sup>2\*\*</sup> **Professor Willy Muturi**

[mmuturi2001@gmail.com](mailto:mmuturi2001@gmail.com)

<sup>3\*\*\*</sup> **Dr. Wario Guyo**

[wguyo@jkuat.ac.ke](mailto:wguyo@jkuat.ac.ke)

<sup>1\*</sup> *Student, Jomo Kenyatta University of Agriculture and Technology*

<sup>2\*\*, 3\*\*\*</sup> *Lecturers, Jomo Kenyatta University of Agriculture and Technology*

### Abstract

*State Corporations play a significant role in the development of a country and their performance determines their contribution to an economy. They are established with the objective of service delivery to the public. In Kenya many state corporations have continued to perform poorly. This has been exemplified by inefficiency, mismanagement, misuse of funds and losses. The objective of this study was therefore to establish the influence of seeking feedback on performance of State Corporations in Kenya. The study adopted an exploratory research design which is suitable for studies that seek to determine relationships between variables. The study population consisted of a sample of 66 state corporations that constituted 30% of all state corporations in Kenya. Pilot testing was conducted to obtain some assessment of the questionnaire validity and the likely reliability of the data. Results showed that corporations where chief executive officers sought feedback there was a marked improvement in corporation performance. Results indicated that seeking feedback there was a determinant of performance of state corporations in Kenya. The study concludes that proactive techniques of chief executive officers in state corporations generally improve the performance levels of employees and those of the organizations. The results also led to the conclusion that leadership techniques improve performance by increasing the use of seeking feedback by the chief executive officer. The study recommends to management of corporations that seeking feedback should be enhanced as a performance improvement strategy. Leaders should therefore ensure that they engage employees to ensure that all the staff are working towards achieving the same objectives for the corporation*

Keywords: chief executive officer, feedback seeking, leadership techniques, state corporations

## INTRODUCTION

### 1.1 Background of the Study

The study explores the influence of Chief Executive Officers' leadership techniques on performance of state corporations in Kenya. Sessional paper number 4 of 1991 on Development and Employment in Kenya decried the continued deterioration of the performance of State Corporations. The paper underlines the need to implement privatization of State Corporations urgently in view of the management problems that were found to be affecting the State Corporations leading to poor returns on government investment (RoK, 2010). According to Republic of Kenya (2013), the following reasons were given during a stakeholder's forum as the

causes of poor performance: The heavy control and regulatory regime created by the State Corporations Act Cap 446; the Public Procurement and Disposal Act, 2005, undue influences and patronage in the appointment of board members and executive management input which in turn affects performance.

### **1.2 Overview of State Corporations**

State enterprises are a universal phenomenon in the economic systems of developed and developing countries (RoK, 2013). They were created in most countries to accelerate economic and social development. Their role in national development can be analyzed under the concept of developmental state through which countries add aggregate economic values to their goods and services via the industrialization process. Since 1980, state enterprises have been undergoing scrutiny due to their poor performance. The argument is the excessive political interference and lack of managerial independence (autonomy) hampers the performance of state enterprises. In addition, the enterprises were absorbing a large chunk of government funds in form of subsidies at the expense of other government programmes.

By 1980, the fiscal burden of these enterprises had reached alarming levels and was contributing to the deterioration of the fiscal situation. Political interference made the setting of objectives and evaluating of these enterprises difficult. Further rapid diffusion of new technologies, globalization of financial markets and increased international trade also demanded that firms be more free and flexible than is usually possible in State ownership (Njiru, 2008). According to RoK (2013) the output of State Corporations to GDP in nominal terms has been increasing from 9.54% in 2008/09 to 11.64 % in 2010/2011 based on internally generated income. However, in terms of employment and wage earnings formal wage employment in State Corporations has been declining in both absolute numbers as well as its share of the formal wage employment.

In Kenya, the government through Sessional Paper No.10 of 1965 on African Socialism and its Application to Planning in Kenya resolved to establish State Corporations. The objectives were accelerating economic and social development, redress regional economic imbalances, increase Kenyan citizen's participation in the economy, promote indigenous entrepreneurship; promote foreign investments through joint ventures. The policy envisaged that the nationalized operations would operate efficiently, cover costs and earn profits. This marked the beginning of government investments in manufacturing agriculture and other sectors that came to be referred to as State Corporations, (GoK, 2013).

State Corporations in Kenya are regarded as one of the factors that have a great potential to facilitate growth (Njiru, 2008). In the midst of the background of economic growth in Kenya that was as low as -0.3% of GDP in 2001, the growth rate has not been good enough to meet the objectives of the ambitious vision 2030. The government creates the State Corporation to meet both its commercial and social goals. For them to play this important role state Corporation must be governed and managed efficiently, effectively and in a sustainable manner. However, this has not been the case in many corporations. According to Rok (2009), a number State Corporations have been a burden on the exchequer over the decades due to dismal performance and others have operated below their potential giving rise to underutilization of capacity and resources. This has also led to wastage of resources. In view of the critical role the State Corporations play within the Kenya economy it is imperative to have management practices through identification and recruiting of leaders who possess traits that will promote effective performance of the organizations.

The successful leadership techniques enable the leaders to foster deeper relationships with employees, consumers and stakeholders throughout their value chain (Prichard, 2015). The rewarding experience of bringing together a capable team then nurturing and developing their leadership qualities is essential to performance and it is important, purposeful work that can leave a legacy of future leaders (Alder, 2013).

### 1.3 Organizational Performance

Organizational performance encompasses three areas namely financial performance, (profits, returns on assets, returns on investment), market performance (sales, market share), shareholder return (total shareholder return, economic value added. (Pierre, 2011) Hamann *et al.*, (2013) consider organizational performance to mean analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed; these are financial performance, market performance and shareholder value performance.

In some cases, production capacity performance may be analyzed. Tosi *et al.*, (2011) identify dimensions of organizational performance as profitability liquidity, growth and stock market performance. Higson (2009) introduced the concept of a sustainable growth rate that must be aligned with the overall organizational performance, the financial policy and the dividend payout ratio. If an organization grows at a rate above its sustainable growth rate, the other aspects of organizational performance will eventually decrease. In a study on organizational performance as a dependent variable, March & Sutton (2007) state that the emphasis is explicit in the field of organizational strategy, which is often defined as having organizational performance as its primary focus, but the idea that performance is to be predicted, understood and shaped is common in the field. Organizations seek to emulate the performance successes of others by emulating their organizational forms and practices. (McGuire 2008, Sharma, 2013).

Studies on the way individuals, including leaders, of organizations make attributions with respect to their own performance, indicate that they typically take credit when their own performance is good and blame external causes when their own performance is poor (Pierre, 2011, Staw *et al.*, 2013, Adams *et al.*, 2009). The resulting self confidence among successful individuals is likely to contribute positively to organizational performance, whereas the dissociation of failure restrains the loss of self-confidence among individuals who are not successful. As a result, the motivations generated by performance and its attributions are likely to accelerate success more than failure among leaders. March (2008) asserts that there are negative feedback effects by which success or failure in organizational performance creates countervailing tendencies. Consequently organizational performance below target or aspiration levels (failure) triggers increases in search, decreases in organizational slack and decreases aspirations. Each of these effects of failure increases the likelihood of subsequent success. Thus improvement is stimulated by defining past performance as a failure (Pitagorsky 2010; Witt, 2010).

According to standard theories of problematic search, decreases in slack and increase in search in response to failure ordinarily improve organization performance in the short run, but the improvements pose complications for the longer run performance (March, 2008). For example, the threat posed by poor performance causes decision makers to restrict experimentation, tighten controls, and place greater reliance on formal procedures which require less complex information processing (Mawhinney, 2011). The long run consequences are likely to be damaging to performance. Conversely, increases in slack and decreases in search in response to success

tend to reduce organizational performance in the short-run but facilitate experimentation and risk taking that can yield long run returns (March, 2011).

#### **1.4 Statement of the Problem**

State Corporations play a significant role in the development of a country since they contribute to the Gross Domestic Product (ROK, 2013). However, in Kenya the contribution of state enterprises to the economy will remain a pipedream due to the gaps in their performance. This has been exemplified by declining or poor performance. According to Menguc (2010) public corporations have been criticized for inefficiency and mismanagement as characterized by widespread misuse and loss of funds due to lack of proper internal management and political interference.

In another study on performance of agriculture-based state companies in Kenya, Nyamu, Mwamye and Mrope (2012) observed that over 50% of dairy companies in the coastal region had closed down in the period between 2003 and 2010 while almost all the remaining dairy based companies were operating below capacity in spite of government support. The study concluded that leadership played a significant role in the performance of the corporations among other factors. In a study on the effects of governance on performance of commercial state corporations in Kenya, Miring'u and Muoria (2011) state that by 1990 the poor performance in state corporations led to outflow of funds from the central government to state corporations. This was equivalent to one (1) per cent of GDP.

According to RoK (2013) poor performance was evidenced by the dismissal of 6 CEOs of commercial state corporations in 2012/2013 financial year, eleven (11) commercial state corporations made losses compared to twelve (12) in 2010/2011, while sixteen (16) State Corporations made losses in 2009/2010. This represents 21%, 23% and 31% respectively of all commercial oriented government owned entities. An internal report produced by the Inspectorate of State Corporations in March 2016 on the status of staffing in state corporations indicated that 15 (fifteen) Chief Executive Officers had their services terminated due to poor performance of the corporations they led in the period between 2014 and 2016.

#### **1.5 Specific Objective**

The specific objective was:

- i. To establish how the CEO's seeking feedback affects performance of state corporations in Kenya

#### **1.6 Research Hypothesis**

The hypothesis of the study was:

H<sub>01</sub>: CEO's seeking feedback does not affect performance of state corporations in Kenya.

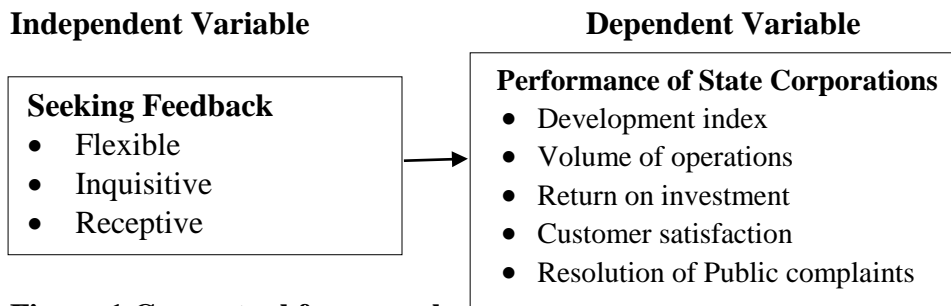
H<sub>A1</sub>: CEO's seeking feedback affects performance of state corporations in Kenya.

### **LITERATURE REVIEW**

#### **2.1 Conceptual Framework**

Conceptual framework links various concepts and serves as an impetus for formulation of theory. The conceptual framework in this study is based on leadership competency model, open mindedness theory, feedback theory and team theory. The pertinent concepts included in this study form the conceptual framework which shows the relationship of the dependent variable (performance of state corporations) and independent

variables (enhancing employee competences, working through teams, being open-minded and seeking feedback). Figure 2 illustrates the presumed relationships between the variables under investigation.



**Figure 1 Conceptual framework**

## RESEARCH METHODOLOGY

### 3.1 Research Design

The study adopted a simple random sampling approach. Simple random sampling allows generalizing of a large population with statistically determinable margin of error and allows use of inferential statistics (Kothari, 2008). State corporations were classified in their categories and each state corporation was assigned a unique number in the sampling frame and a table of random numbers used to select 66 corporations that form 30% of the target population comprising 220 state corporations as the sampling frame. This sufficiently meet the minimum threshold sample size regarded as adequate for small populations of less than 1000 (Krishna, 2009). The sample distribution is as indicated in table 1.

**Table 1 Sample Distribution**

Category of Corporation	Target Population	30% Sample Size	Sample
Commercial	34	10	
Regulatory	46	14	
Public Universities & University Colleges	36	11	
Tertiary Institutions	21	6	
Executive Agencies	62	19	
Strategic Corporations	21	6	
<b>Total</b>	<b>220</b>	<b>66</b>	

Performance of State Corporations in Kenya was derived from the performance indicators such as return on investment, customer satisfaction, volume of operations and resolution of public complaints. The chief executive officers totaling to 66 were the units of observation.

## DATA ANALYSIS AND PRESENTATION

### 4.1 Introduction

According to Kothari (2008) as data is collected substantial analysis is done simultaneously and counterchecked to ensure that they are correctly filled. The qualitative data was converted into quantifiable form by coding all relevant data and systematic assembly. Statistical Package for Social Science (SPSS)

version 21 was used to analyze the data to generate tables, graphs and statistical parameters. Description of both independent and dependent variables was established as well as testing for normality of dependent variable. Qualitative content analysis and quantitative data analysis was used to analyze the data collected, where content analysis is a research method of systematic and objective means of describing and quantifying phenomena which was used in the study. Quantitative data was analyzed using various statistical methods for measuring central tendencies including mean, median, mode and measures of dispersion including standard deviation and variance. Quantitative data was subjected to statistical tests including t-test, f-test, chi-square test and hypothesis test to establish the levels of significance and the strengths of relationships.

There are three main objectives of analyzing data. They include; getting a feel of the data testing the goodness of data and testing the hypothesis developed for research (Seibold, 2006). The feel of data gives preliminary ideas of how good the scales are, how well the loading and entering of data have been done. Testing of the goodness of data was accomplished by subjecting the data to factor analysis, obtaining the Cronbach's alpha reliability of the measure. According to Miles & Huberman (2010) framework for qualitative data analysis comprises data reduction, data display conclusion and drawing verification. This assists the researcher to design which data to single out for description while involving some combination of deductive and inductive analysis.

SPSS was used to analyze data to show the relationship between variables. Cooper & Schindler (2009) state that the main advantage of SPSS as including many ways to manipulate quantitative data containing most statistical measures. Normal test was carried out on the dependent variable (performance of state corporations) and the residuals. This tested the normality of the sample to ensure that there was normal distribution on the same. Pearson's coefficient correlation analysis was used to examine the type and extent of the relationship of independent variables (enhancing employee competences, working through teams, seeking feedback and being open-minded) with dependent variable (performance of state corporations).

Analysis of variance (ANOVA) also referred to as f-test was used to test the significance of the following statistical model known as multiple linear regression model that was used for analysis.

$$Y = a + \beta_0 X_1 + \beta_1 X_2 + e$$

Where Y = Performance of State Corporations, a = Y intercept i.e. the basic leadership that is not influenced by the study variables,  $\beta_0$  = Constant,  $X_1$  = Flexibility,  $X_2$  = Inquisitive

e = Error term which is assumed to be normal distribution with mean zero. This refers to other unexplained or unknown factors that influence performance of state corporations.  $\beta$  = the extent of influence on performance by each independent variable. The multiple linear regression model was used to measure the extent to which each of the independent variables influence the dependent variable.

Gujarati (2009) emphasized that the regression methods form an integral component of any data analysis concerned with describing the relationship between a response variable (dependent) and one or more explanatory (independent) variables. The data that was obtained from the questionnaires was primarily qualitative and was analysed to identify the most important and statistically significant determinant of performance of state corporations. Using SPSS, the regression model was tested how well it fitted the data. The model fitness was estimated using coefficient of determination which helps to explain how closely the predictor variables explain the variations in the dependent variable. The significance of each independent

variable was also tested. The t-test statistic was used to test the significance of each individual predictor or independent variable and hypothesis. The P-value for each t-test was used to make conclusions on whether to reject or accept the null hypothesis. The benchmark for this study for accepting or rejecting the null hypothesis was a level of significance of 5 percent. On the other hand where the P-value is less than five percent the null hypothesis is rejected and the alternative hypothesis accepted. Where the P-value is greater than 5 percent the null hypothesis is accepted and the alternative hypothesis rejected. The P-value is the probability that the data would be inconsistent with the hypothesis assuming the hypothesis is true.

#### 4.2 Reliability and Validity Tests

##### Cronbach alpha test

The Cronbach alpha coefficients were used to check on the reliability among multiple measures and the internal consistency of the variables of the study. Cronbach alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. It is computed in terms of inter-correlation among the items measuring the concepts.

The closer the Cronbach alpha is to 1 the higher the internal consistency (Sekaran, 2010). The coefficient alpha is an appropriate measure of variance attributable to the interaction between subjects and items (Zikmund, 2010). Accordingly the Cronbach alpha was used as a measure of internal reliability as indicated in table 2.

**Table 2 Reliability test results**

Variable	Cronbach alpha	Number of items
Performance of state corporations	0.865	10
Enhancing competence	0.921	10
Being open-minded	0.765	10
Working through teams	0.831	9
Seeking feed back	0.861	9

According to Zikmund (2010) a Cronbach alpha of 0.7 is a minimum acceptable level. From the results of the study, all the Cronbach alpha coefficients are greater than 0.7. According to Krishna (2009) an alpha coefficient of greater than 0.75 indicates that the gathered data has relatively high internal consistency and could be generalized to reflect the opinion of all the respondents in the target population. Based on this, all the variables had acceptable levels of Cronbach alpha since they exceeded 0.75 indicating a high internal consistency. Data reliability played an important role towards generalization of results to reflect the true characteristic of the study problem, that is influence of chief executive officers’ leadership techniques on performance of state corporations in Kenya.

Tavakol and Dennick (2011) argue that a high alpha coefficient does not always mean a high degree of internal consistency. This is because alpha is also affected by the length of the study, i.e the number of items or questions contained in the study. They further state that to increase alpha value, more related items testing the same concept should be added to the study.

According to Sekaran (2008), reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument. Kothari (2008) states that validity refers to whether a questionnaire is measuring what it is meant to measure. It is described

as the degree of congruence between the explanations of the phenomena and the realities of the world. The study used both construct validity and content validity. For construct validity the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective and that the same closely ties with the conceptual framework of the study. To ensure content validity, the questionnaire was subjected to thorough examination by two randomly selected managers who were asked to evaluate the statements in the questionnaire for relevance and whether they were meaningful, clear and not offensive. On the basis of the evaluation the instrument was adjusted appropriately before the final data collection exercise. The review comments were used to ensure that the content validity was enhanced.

### 4.3 Factor Analysis for Seeking Feedback

The Cronbach alpha for seeking feedback was 0.861 which was high. The factor loading for all the 9 items were excellent with the highest being 0.945 while the lowest was 0.812. Table 3 indicates the factor loading for each of the indicators.

**Table 3 Factor loading for seeking feedback**

Item	Factor Loading
To what extent do you seek feedback in order to gain awareness of performance in the organization?	0.945
To what extent do you encourage employees to express how they feel?	0.941
To what extent is feedback received useful to your organization?	0.934
To what extent do you give suggestions to employees after receiving feedback on their performance?	0.914
To what extent is feedback gathered on regular basis in your organization?	0.882
Colleagues are normally asked to rate my ability build relationships	0.859
Team members are given room to be candid with their comments about my performance	0.856
Feedback that I gather to improve perceptions in the work place is acted upon	0.841
Suggestions from employees on how to improve performance is encouraged.	0.812

Therefore, all the items were retained and they can explain the variable and hence used for further analysis.

### 4.4. Influence of seeking feedback on performance of state corporations in Kenya

#### Descriptive Analysis

The objective of the study was to establish how the CEO's seeking feedback affects performance of state corporations in Kenya. Table 4 indicates detailed analysis of responses on seeking feedback.



**Table 4 Seeking feedback and corporation performance descriptive analysis**

Statement	Strongly Agree	Agree	Neu-tral	Dis-agree	Strongly Dis-agree	Likert Mean	Std Dev
Seek feedback regularly	26%	41.2%	12%	16%	6%	4.10	0.978
Employees encouraged to express how they feel.	32%	49.2%	0%	8.8%	11%	4.13	0.625
Feedback useful to your organization	32%	53%	8%	0%	12%	4.09	0.615
Giving suggestions to employees	23%	62%	8%	0%	11%	5.07	0.615
Feedback gathered on regular basis	23%	15.2%	22%	23%	16%	3.93	0.578
Colleagues are asked to rate my ability	18%	27%	15%	18%	12%	3.66	0.847
Team members are candid.	15%	23%	16%	22%	23%	3.81	0.802
Feedback used to improve perceptions.	28%	17%	18%	12%	15%	3.909	0.779
Suggestions/improvements are encouraged	21%	11%	18%	25%	25%	4.15	0.827
<b>Average</b>	<b>24.3%</b>	<b>29.5%</b>	<b>13.8%</b>	<b>15.6%</b>	<b>10.8%</b>	<b>3.98</b>	<b>0.741</b>

The table shows that 68.2% of the respondents agreed that they seek feedback to gain awareness of organizational performance, 81.2% agreed that they encouraged colleagues to express how they feel above working with them, 85% agreed that feedback received is useful to the organization, 85% agreed that concrete suggestions are made to employees after receiving feedback, 38.2% agreed that feedback was gathered on regular basis, 45% agreed that colleagues are asked to rate their ability to connect and build relationships, 38% agreed that team members were given room to be candid with comments on their performance, 48% agreed that feedback gathered is acted upon, 32% agreed that suggestions from employees are encouraged on how to improve performance.

The mean score for responses for this section was 3.98 which indicate that more than half of the respondents agreed that seeking feedback is a determinant of performance of state corporations. Means greater than 1 and less than 1.5 implied that seeking feedback influenced performance to no extent. Means greater than 1.5 and less than 2.5 implied that seeking feedback influenced feedback to a small extent. Means greater than 2.5 and less than 3.5 implied that seeking feedback influenced performance to a moderate extent and means greater than 3.5 and less than 4.5 implied that seeking feedback influenced performance to a great extent. Means greater than 4.5 implies that seeking feedback influenced performance to a very great extent.

Standard deviation that is greater than 1 indicates that the responses are moderately distributed while less than 1 indicates that there is no consensus on the obtained responses. An average of 0.74 for all statements on seeking feedback indicates that the responses are moderately distributed.

The findings agree with those of Carnegie (2009) who states that leaders need to look at life from other people's perspectives which is an essential quality in leaders; that leadership masters work every day to see life and themselves through the eyes of others. The findings corroborate the views of D'Souza (2011) who avers that

people become aware of behavior or attitudes that they can change through feedback. The findings are further supported by the conclusions of studies by Bass (2008), Hertberg (2014) and Hamilton (2011) who indicate that for decision makers it is necessary to get opportunities and give feedback in order to get opportunities such as increased awareness of themselves and those they relate with, determine the consequences of their behavior and change or modify their behavior. The findings corroborate the assertion by D’Souza (2011) that if a leader is open-minded to employees regarding their progress towards their goals, employee performance will improve. Findings further support the views by Hare (2014) that a leader needs to carefully plan and design to give feedback freely to encourage employees to perform better. Findings corroborate the views of Spector (2012) who maintains that if the leader is adaptive to new ideas from teams, individual and team performance will improve, which will make the organization more effective. With effective open-mindedness, employees work with focus to improved targets achievement.

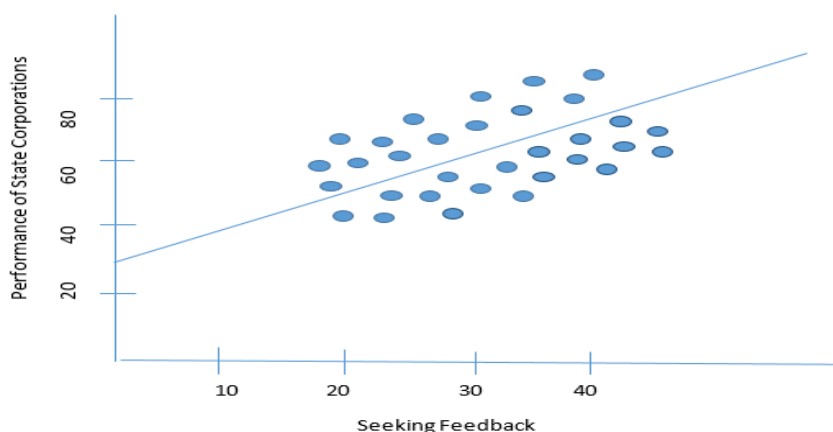
**4.5 Correlation Analysis**

The findings indicate that there is a direct and significant relationship between independent variable, seeking feedback and dependent variable, performance of state corporations.

This was evidenced by the P-value of 0.000 which is less than the critical value of 0.05. It shows that seeking feedback is statistically associated with performance of state corporations. The findings imply that in those corporations where the chief executive officers seek feedback, performance is better than those where they do not give or seek feedback.

**4.6 Regression Analysis**

Regression analysis was conducted to determine the significance of the relationship of seeking feedback and performance of state corporations. Figure 3 illustrates scatter plots of seeking feedback versus performance of state corporations. All the observations appear in the first quadrante and the line of best fit indicates an estimate line that is increasingly positive upwards. This implies that there is a positive linear relationship between seeking feedback and performance of state corporations.



**Figure 2 Performance of state corporations versus seeking feedback**

The results further indicate that seeking feedback has a positive effect on performance of state corporations. The model is fitted as follows:

$$Y = \beta_0 + \beta_4 X_4 + \epsilon$$

Where

$\beta_0$  = Constant

$\beta_4$  = 0.515

$X_4$  = Seeking feedback

$\epsilon$  = Error Term

Hence:  $PSC = 31.006 + 0.515 X_4 + \epsilon$

This implies that a unit change in seeking feedback will increase performance of corporations by the rate of 0.515. Even when seeking feedback is non-existent, performance of state corporations is still positive at 31.006 indicating that there are other drivers of corporation performance including enhancing employee competence, working through teams and being open-minded.

Regression analysis in table 5 indicates that seeking feedback had a goodness of fit of 15 % indicating that seeking feedback explained 15.0 % of the variation in performance of state corporations in Kenya since the R Square is 0.15. The results and findings therefore conclude that there was significant association between seeking feedback and performance of state corporations.

**4.7 Test of Hypothesis**

The hypothesis for seeking feedback was:

$H_{04}$ : CEO’s seeking feedback does not affect performance of state corporations in Kenya.

$H_{A4}$ : CEO’s seeking feedback affects performance of state corporations in Kenya.

The t - test was carried out to test the hypothesis as set out. The t-test was calculated in order to compare it with the t-value extracted from t-tables which is 1.96, the critical value. The t-test tabulates the observed and expected frequencies of performance in the category of seeking feedback, and test whether the differences between them are significant as shown in the table 5.

**Table 5 Predictors of performance of state corporations**

Variable	Beta	t-Calculated	t-critical
Intercept (Constant)		6.681	1.96
Enhancing Employee Competences	.434	2.241	
Working Through Teams	.653	2.497	
Being open-minded	.711	3.220	
Seeking feedback	.386	1.992	

Since the t-test result showed that the t-calculated (1.992) is greater than the t-critical (1.96) the null hypothesis ( $H_{01}$ ) is rejected and the alternative hypothesis ( $H_{A1}$ ) is accepted. The findings imply that the influence of seeking feedback is positive and slightly influences performance of state corporations.

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary of the Findings**

The general objective of the study was to establish the influence of Chief Executive Officers' leadership techniques on performance of State Corporations in Kenya. One of the key findings was that Chief Executive Officers of State Corporations were concerned with improved performance of the corporations. This was demonstrated by the extent of agreement with the statements in the questionnaire in support of improved performance of state corporations in Kenya. The findings indicated that there was improved organizational performance which was linked to leadership techniques.

### **5.2 Influence of seeking feedback on performance of State Corporations in Kenya**

The fourth objective of the study was to establish the influence of the CEOs seeking feedback on performance of state Corporations in Kenya. The study findings indicated that the corporations whose CEOs sought feedback had performed fairly well.

The results further indicated that seeking feedback by the CEO was statistically associated with organizational performance. An increase in seeking feedback increases organizational performance. The findings imply that those corporations where the CEO seek feedback have higher organizational performance compared to those where the CEO seeks less or no feedback.

The study established that the respondents agreed with the fact that they seek feedback in order to gain awareness and that they encourage employees to tell them how they feel. The study established that feedback received is useful to the corporation and that they give concrete suggestions to employees after getting feedback from them. The study also established that feedback is gathered frequently in the organizations of respondents and that colleagues normally rate their ability to connect, engage and build relationships.

### **5.3 Conclusion**

The study concludes that seeking feedback has an effect on corporation performance. State corporations in which the Chief Executive Officer encourages and provides channels of giving and getting feedback have higher chances of competitive advantage and better performance. It was possible to conclude that giving and getting feedback as a leadership technique has a strong impact on the corporation performance. It is further concluded that where feedback received is used to improve on the areas of weakness and suggestions from employees are encouraged, performance in the organization generally improves.

### **5.3 Recommendation**

The study recommends that Chief Executive Officers in state corporations should create and encourage forums to get and give feedback to both external and internal stakeholders. Using feedback that is received as well as giving feedback enables organizations get clear views about themselves which makes it possible to develop strategies on improving areas of unsatisfactory performance.

**REFERENCES**

- Archer, L. (2010). *Organizational Leadership*. London, Kogan Page Limited.
- Hertberg, G. H. (2014). *Organizational leadership and communication*. New Jersey. Lawrence Erlbaum Associates Inc.
- Hamann, M., Scheiman F., Lucia B, Thomas, G. (2013). *Exploring the dimensions of Organizational Performance: A Construct Validity Study*, *Organizational Research Methods*.
- Hamilton, B. A & Schriesheim, C.A. (2011). *Leadership and spirit; Breathing new vitality and energy into individual organizations*. *Leadership Quarterly*, 12(3), 373.
- Higson, P. & Sturgess A. (2009). *Uncommon Leadership: How to Build Competitive Advantage by Thinking Differently*. London, Johnson & Wales.
- Krishna, S. (2009). *Management Research Methodology: Integration of Principles, Methods and Techniques*. New York, Dorling Kindersley Pvt Ltd.
- March, G. (2012). *International Corporate Governance*, Prentice Hall, Harlaw
- Mawhinney, T. (2013). *Handbook of Organizational Performance*. Routledge, Magna Publishing Co. Ltd.
- Tosi, H. L. & L. R. Gomez - Mejia P.K (2011). "CEO Compensation Monitoring and Firm Performance." *Academy of Management Journal*. 37, 1002-1016.
- Witt, A. M (2010). *Leadership effectiveness: leading by chance or choice? Adhesive and Sealants Industry*, 7(4), P.22-24P.
- Yin, R. K. (2008). *Case Study Research (3<sup>rd</sup>ed)*. London, England. Sage Publications.
- Zikmund, C. (2010). *Business Research Methods*. Florida. The Dryden Press.