International Journal of Managerial Studies and Research (IJMSR)
Volume 11, Issue 9, September 2023, PP 23-45
ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online)
https://doi.org/10.20431/2349-0349.1109003
www.arcjournals.org

Entrepreneurial Orientation as a Predictor of Organization Performance: A Perspective of State Corporations in the Energy Sector in Kenya

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Abstract: *Kenya's energy sector has generally underperformed, particularly in terms of efficiency and management. Furthermore, statistics show that strategic objectives in the energy sector, such as increasing electricity generation capacity, the goals of improving access to services and information, boosting stakeholder satisfaction, and upgrading technology have not been accomplished, resulting in poor results. This study investigated the effect of entrepreneurial orientation on the organization performance of government entities in Kenya's energy sector. The research was based on resource based view, dynamic capabilities theory and the balanced scorecard. The philosophy used in this study was positivism philosophy. The research design was cross-sectional, including inferential and descriptive analysis. The study's target group included 11 Kenyan state corporations with 887 managers. A sample size of 285 respondents was chosen using a stratified random selection procedure. The respondents were managers in the fields of human resources, accounting, marketing, operations, corporate affairs, procurement, and supply chain management as well as information and communication technology, administration, finance, and business strategy development. To acquire primary data, a semi-structured questionnaire was used. Quantitative data was analyzed and presented using figures and tables, as well as descriptive and inferential statistics. Tables and pie charts were used to convey quantitative data. The findings of the research demonstrated entrepreneurial orientation had a significant effect on performance of state corporations in Kenya's energy sector. The findings of the study contribute to the body of knowledge thereby enriching the formulation of policies and best practices in entrepreneurial orientation. Management of energy state corporations should entrench activities and practices the foster entrepreneurial orientation so as to optimize organizational outcomes. Future researchers should focus on other sectors such as health, education, agriculture, water, and the private sectors considering the use of both financial and non- financial attributes of organization performance.*

Keywords: *Entrepreneurial Orientation, Organization Performance and State Corporations*

1. INTRODUCTION

Organizations operate in ever-changing environments characterized by technological, competitive, regulatory, and economic shifts (Wanyeri & Moronge, 2018). As a result, companies are becoming more proactive and dynamic in identifying and implementing strategies that ensure long-term viability through superior performance. Furthermore, organizations must consequently establish an aggressive benefit to outperform their rivals (Zehir, Can & Karaboga, 2015). According to the literature on strategic management, one of the most important issues that must be addressed is organization performance (Sosiawani, Ramli, Mustafa & Yusoff, 2015; Rizan, Bilfas & Purwohedi, 2019). Organization performance refers to a firm's ability to effectively execute its strategy and use available resources (Jenatabadi, 2015). Furthermore, organization performance refers to how a company uses resources, both tangible and intangible, to achieve its goals, as reflected in its performance (Wheelen & Hunger, 2015).

Globally, the energy sector is experiencing substantial changes as countries struggle to decarbonize and establish an extensive energy transition while also attempting to recover from the financial meltdowns brought about by the covid-19 pandemic. Energy policies and regulations continue to lag

market changes, while energy markets are constantly re-aligned to enable new technologies and business models (World Energy Council, WEC 2021). Global energy demand is expected to have decreased by a 4.5 percentage in 2020, compared to a 2.5 percentage decrease forecast in the statistical analysis of world energy (2021). Furthermore, access to energy is a key driver of economic growth, and energy supply quality is critical. Qatar and Kuwait are among the top ten producers of energy equity, owing to low consumer energy costs and implicit subsidies. However, many countries' energy security remains poor due to a lack of investment, unreliable power generation, and a lack of resources. According to Papie, Smiech, and Frodyma (2019), the success of the energy sector in the United States has been characterized by energy-efficient investments known as the rebound effect, in which energy-saving technologies reduce generation costs by 8 percent and pass the savings on to consumers, resulting in lower pricing.

Regionally, African businesses and organizations compete to excel in their operations and activities, despite the stiff competition that makes it difficult to compete with and surpass their rivals. Furthermore, approximately 800 million people, mostly in Sub-Saharan Africa, lack access to primary electricity (WEC, 2021). According to Aliyu, Modu, and Tan (2018), the performance of the energy sector demonstrates that demand for electricity in South Africa has increased by more than 10 per cent over the last three years, owing to efficient service delivery by the power and lighting company. According to Baker (2020), Ghana requires a significant increase in electricity sector investment in generation and grids, which is currently among the lowest in the world, whereas the Democratic Republic of the Congo stated that unreliable, insufficient, and expensive power generation and distribution across the country has arguably been the region's Achilles heel to higher and more inclusive growth and socioeconomic development (Kusakana, 2016).

According to the East Africa (EA) Regional Energy Outlook (2019), East Africa (EA) currently has a 35 percent access rate to electricity, with 150 million people without access and significant rural-urban disparities in most counties. Kenya ranks highly in terms of the most developed energy sectors in Sub-Saharan Africa. According to the International Energy Agency, IEA (2020), Kenya's energy sector has underperformed, particularly in terms of efficiency and management. To address energy efficiency in Kenya, various policies and legislative acts have been enacted, the most recent being the Energy Act (2019) and Petroleum Act (2019). One area identified for research is how state energy corporations can be re-engineered to improve their performance (Auditor General reports, 2018-2020).

According to the Office of the Auditor General's reports for 2018, 2019, and 2020, some state corporations in the energy sector have consistently worked to establish a strategic position and distinct competitiveness in their operations and activities in order to improve performance. High-energy prices are a major impediment to a country's economic recovery. These costs discourage foreign direct investment, resulting in a decline in socioeconomic prowess. Statistics show a decline in the achievement of budget absorption rates, stakeholder satisfaction, product and process improvement, and power generation targets. Poor organizational performance is the end-result. Numerous reports on the effectiveness of public sector service delivery point to citizens having high expectations. This is further complicated by the fact that private entities have specialized in ensuring high levels of service delivery by their employees. According to a report published by the Kenya Institute for Public Policy Research and Analysis (KIPPRA 2019), citizens, development partners, management, and stakeholders in the energy sector have high expectations for effective service delivery.

Several previous studies have suggested that the performance of organizations is influenced by various facets of strategic orientation as entrepreneurial orientation (Hakala, 2011; Diba & Omenga, 2019; K'obonyo, 2019; Muithya, Muathe & Kinyu**a,** 2021; Njiru & Kinyua, 2022). Organizations strive to improve performance by developing effective business strategies that capitalize on existing resources and capabilities while leveraging on opportunities that emanates from changing business conditions (Obeidat, 2015).Entrepreneurial orientation places an enterprise in a position to accurately discern as well as predict the changing circumstances and the inherent opportunities that are meaningful to both existing and potential customers. Organizations that develops capacity to

constantly adapt and thus maintain a dynamic match correspondingly enhances its capacity to adapt its value proposition and thereby impacting its performance outcomes favourably.

1.1. Organization Performance

Organizational performance, according to some management scholars, is the most essential factor in evaluating organizations, their actions, and their settings (Short, McKelvie, Ketchen, & Chandler, 2009; Kinyua, 2015).The capability and ability of a company to continuously use existing resources efficiently and effectively in fulfilling its goals and objectives is considered as organization performance (Daft, 2000). Organization performance, according to Koontz and Donnell (2010), is a company's ability to achieve common object. Furthermore, the performance of an organization is comprised of actual results or output vs. expected output, goals, and objectives (Kaplan & Norton 1992). According to Bernadin (1995), organization performance is the culmination of various effects efforts in totally deploying the available resources that are most closely linked to the achievement of the organizational strategic objectives, customer satisfaction, and monetary contributions. The outcomes of an organization's performance are expressed in terms of profits and returns on equity for each investment activity.

A vast body of empirical literature provide substantial evidence that the evaluation of organization performance entails an assortment of measures. Kinyua, Muathe, and Kilika (2015) in their studies advocate for the use of such as metrics as levels of customer retention, levels of customer satisfaction, response times, new product innovation and new processes development. Kirui (2016) posits that goal accomplishment, customer satisfaction, efficiency, relevance, and effectiveness were used as non-financial performance measures. According to Richard (2007) organizational success should be judged in terms of both qualitative and quantitative dimensions of measurement, not just market share, return on investment, and financial profitability. Previously, organization performance was measured using effectiveness, efficiency, relevance, and financial viability, as well as market share, profitability, and customer retention (Kyengo, Muathe & Kinyua, 2019; Oketch, Kilika & Kinyua, 2020). Similarly, organization performance has also been operationalized as customer retention, turn-around time, lead time, rate of defect, employee retention, customer satisfaction, customer loyalty, market share and brand image (Muthoni & Kinyua, 2020; Mbugua & Kinyua, 2020). Non-financial performance indicators such as new processes, product improvement, stakeholder satisfaction, and budget absorption were adopted and operationalized in the current study.

1.2. Entrepreneurial Orientation

Entrepreneurial orientation is primarily a firm-level construct derived from a strategic management perspective that is concerned with the processes, practices, philosophy, and decision-making activities that lead to entrepreneurship (Covin and Slevin, 1989; Lumpkin and Dess, 1996; Richard, Barnett, Dwyer, & Chadwick, 2004). Furthermore, (EO) refers to the trends, processes, practices, and behaviors that lead a company to enter new markets with new or existing products (Lumpkin & Dess, 1996). Covin and Slevin (1989) assert that businesses which incorporate entrepreneurial tactics easily adapt their operations to compete effectively in dynamic environments, are more willing to invest resources in pursuing opportunities, and actively outperform their rivals in the process. Furthermore, according to Lumpkin and Dess (1996) and Richard, Barnett, Dwyer & Chadwick (2004), these businesses are better positioned to adapt to both internal and external environmental changes while allocating enough resources to realize their goal of boosting shareholder value. Pearce and Robinson (2011) define entrepreneurship as the integrative process of combining available resources, capital, and ideas and utilizing this to achieve the organization's maximum returns.

Organizations, according to Kraus and Hughes (2012), must have a strategic commitment to particular, observable behaviors such as innovation, proactiveness, and risk taking, as well as top management's strong support for those initiatives. Entrepreneurial orientation, in step with Lumpkin and Dess (1996), may be a varied construct that features autonomy and competitive aggressiveness. Innovativeness is referred to the ability of an entity to scan the environment and utilize the available knowledge and resources to produce a unique more advanced product or service (Hurley et al. 2005). Examples of proactive marketing include identifying new market opportunities, preempting future market opportunities and needs, engaging in new markets, redefining the environment, and exceeding

competition in terms of new product launches (Baker and Sinkula, 2002). The aspect of risk taking is described as the desire to pump large sums of money into projects with unknown results and high risks (Lumpkin & Dess, 2001).

2. STATEMENT OF THE PROBLEM

In Kenya, the energy sector has underperformed, particularly in terms of efficiency and management (OAG 2018; 2019; 2020). A review of the report on the evaluation of the performance of state corporations 2019/2020 depicts a declining trend in performance by state corporations in the energy sector. The economic survey report by the Kenya National Bureau of statistics for the year 2019 indicates that energy sector objectives such as increasing power generation, budget absorption, increasing stakeholder satisfaction, and improving product and new processes, among others, have not been met, translating to poor organization performance. The escalating cost of energy poses a significant barrier, as it contributes to a loss of foreign direct investment, which has serious implications for socioeconomic development. A situational study for Kenya's energy market (2020) recommended price adjustments and organizational restructure, among other things.

The energy sector in Kenya faces myriad challenges including inefficient transmission networks, high cases of low voltage, high costs of the power transmitted, increased cases of transformer and cable theft and high maintenance costs. The Kenyan Government has consistently allocated significant funds to the construction of electricity infrastructure, amounting to approximately Kshs 338 billion and Kshs 339 billion in fiscal years 2019 and 2018, respectively. However, the rate of absorption was ranging between 47 and 48 percent, which was low and indicated a downward trend in energy sector growth (Kenya's economic survey, KIPPRA, 2018; 2020). Kenya Power and Lighting Company Limited (KPLC) generated 11,620 GWh of electricity in 2019, with renewable energy accounting for 86.87 percent of the total; this is more than three times the global average. Annual reports of specific state corporations for 2017 and 2018: Kenya Petroleum Refineries Limited (KPRL) and Kenya Power and Lighting Company Limited (KPLC) profit before tax decreased by 59.7 percent in 2018 to 3.089 billion from 7.656 billion in 2017. Employees and dissatisfied customers lead to poor performance, so this could be an indicator of poor non-financial performance. These factors, when considered together, raise the question of what is causing the decline. Is it a matter of human resources? Is it a strategy issue? Is it a problem with the external environment? This background and state of affairs in the energy sector created a need for a study to determine the root cause of the continued decline in performance of the energy sector. To address this gap this research purposed to examine the impact of strategic orientation on organization performance in Kenya's energy sector.

Empirical studies that have been conducted in energy sector have pointed out gaps in methodologies, knowledge gaps in relation to performance of state corporations and limited empirical literature. Other industries and sectors of the economy such insurance, hotel and manufacturing have been researched before leaving the energy sector with limited empirical literature supporting the association between the construct of strategic orientation and organizational performance on a global scale and in Kenya. Reviewed literature exposes the fact that there exist knowledge gaps in the performance of state corporate organizations, necessitating further research to discover whether the elements studied may be generalized to influence business performance (Wanyeri & Moronge 2018). Previous studies targeted state corporations but focused on subsectors in the energy sectors without highlighting the unique characteristics of the energy sector. Kirui (2016) studied the impact of strategy. Institutionalization of state-owned corporations' organizational performance in the electricity subsector.

A review of existing literature on entrepreneurial orientation and organizational performance reveals fundamental research gaps that supports the case for the current study. Studies by Alerasoul and Dergor (2019); Ferreira, Coelho, and Weersma (2018); Zehir, Can, and Kuboga (2015) were based on an exploratory design with no robust empirical orientation to facilitate analysis of cause-effect relationship. These studies also had contextual gaps drawing from the fact that they were undertaken in other sectors of economies in different countries. This study thus sought to bridge the knowledge gap by analyzing the effect of entrepreneurial orientation on organization performance in state corporations in the energy sector in Kenya.

3. LITERATURE REVIEW

3.1. Resource-Based View of the Firm

The Resource Based View (RBV) was pioneered by Edith Penrose (1959). This theory looks at and assesses a company's resources to see how it can maintain a competitive edge over time. RBV is a technique for studying and finding a company's competitive advantages by looking at its unique mix of assets, skills, capabilities, and intangibles (Barney & Hesterly, 2010; Barley, 2011; Pearce and Robinson 2011). The RBV examines the association between organization effectiveness and resources, and it can help explain why some companies in the same market outperform competitors by doing things differently (Jena, 2008). The RBV is helpful in explaining the origins of competitive advantage of a firm by deployment of resources and capabilities (Barney, 1991; Peteraf, 1993). RBV postulates that organizations competitiveness is driven its ownership and control of its strategic assets. RBV further posits that for organizations to attain sustainable long-term performance it needs to fully deploy its resources competently and efficiently.

Performance is the result of efficient deployment of resources and proper utilization of the organizations resources that must meet the requirements of evaluability, rarity, inimitableness, and non-substitutability, according to the Resource-Based View (VRIN). Barney posits that an organizations resource consists of its attributes, successful deployment of its assets, usage of information, its processes and procedures which must be utilized efficiently and effectively to maximize returns. The RBV theory is not specific on how execute the processes even though a framework is normally in place that acts as a guide to the managers to ensure maximum utilization of resources. Furthermore, the underlying RBV assumptions are usually admonished since the competitive advantage arguments are tautological.

The RBV has been challenged as being untestable due to methodological difficulties in evaluating resources, some of which are intangible (Barney et al., 2011). According to Barney, the disparity between RBV and intangible resource measurement raises a variety of questions concerning the validity of empirical testing ostensibly supporting RBV strategy. The competitive advantage of an organization is protected and sustained as long as no imitation or substitution of resources occurs. A strategy driven largely by resources would not yield a competitive advantage until it is executed (Barney, 2014). Furthermore, according to some researchers, this theory does not satisfy the requirements for practical content criterion for hypothetical systems (Priem & Butler, 2001). The hypothesis, according to Priem and Butler (2001), has no management or operational implications.

The Resource Based View (RBV) as a theory provides a foundation for analyzing the potential of business resources which is important for this study. This is achieved by illustrating how a company might outperform competitors in the same market. Organizations that adopt strategic orientations can use them to expand and create new resources and capabilities, as well as improve current ones, resulting in improved specific skills and performance. The VRIN (Valuable (V), Rare(R), Inimitable (I), and Non-substitutable (N) aspect of any resource, on the other hand, is the most influential resource-based view, which is required in order to achieve superior performance. Barney (1991) mentions resource immutability barriers, causative ambiguity, a definite historical trajectory, and time compression diseconomies as components that may facilitate develop and maintain competitive advantage. Further this theory provides a useful framework which integrates entrepreneurial orientation as an intangible resource potential able to influence strategic choices and shape the competitive posture and performance outcomes of an organization.

3.2. The Balanced Scorecard Model

Kaplan *et.al*, (2000) developed the balance Scorecard (BSC) model within the early Nineteen Nineties to assist businesses track their delivery in both financial and non-financial metrics. Many corporations use the (BSC) to speak their vision and goals, connect employees' daily work with company strategy, place products, projects, and services, and track and live progress toward strategic goals. BSC is a management system that can be utilized as a primary organizational framework for major managerial tasks, according to Pearce and Robinson (2011). Pearce and Robinson (2011) explain that BSC gives an overview and explanation that enables for consistent strategy development, with the model's ultimate purpose being to quantify the factors that generate value for a company and have a direct

impact on performance. BSC ensures that employees' goals, objectives, and behaviours represent the organization's purpose, vision, and underlying values.

BSC brings together corporate executives and local managers to determine what steps must be made to increase organizational efficiency. BSC integrates a spread of business programs, makes the organizational strategy operational by reflective it in performance targets, creates a way of closeness among employees, and links the corporate level with local managers to see what actions need to be taken to improve organizational efficiency. The BSC has advantage of incorporating non-financial perspectives, which aids in the development of a holistic picture of organizations and the understanding of non-financial issues that may influence organizational performance (Kaplan & Norton, 1992, 2000). BSC also looks to see if strategy performance matches up with strategic focus areas. A balanced scorecard considers a variety of factors from four perspectives: financial, customer, internal, and learning (Kaplan & Norton, 1992). The BSC begins with data collection; the realistic data acquired is then assessed by corporate executives and managers to build a roadmap for future decision-making.

The scorecard transforms an organizations strategy and vision into objectives and metrics in four areas: financial, customer, internal business process, and learning and growth. The first is a financial perspective, which is oriented in the past and does not reveal the current state of the business or future performance expectations. However, financial indicators remain important because improved operating performance does not always imply financial success. The financial performance of an enterprise, such as profitability, is critical to its success and should not be overlooked. The financial objectives should act as the driving force behind all other goals. Profitability, return on assets, return on investment, revenue, and cash flow are all markers of a company's viability (Kaplan & Norton, 2002).

The second perspective is the client perspective, which focuses on key actions and practices that are required to improve the firm's effort to shine at providing the value that customers expect. The BSC evaluates the organization's customer perception. Customer retention, new products, product improvement, client acquisition, profitability, and employee satisfaction are all traditional metrics. The third perspective is the internal perspective, which focuses on the firm's practices that are relevant in achieving client and shareholder objectives. After the fiscal and client perspectives have been defined, the goals and measures for this aspect are established. Traditional metrics in this area include invention, operations, and after-sales service. The fourth aspect is the innovation and learning perspective, which defines the organization's ability to progress and innovate on a consistent basis. While the learning perspective focuses on developing goals and actions to promote learning within the organization. This viewpoint considers employee endowment, competencies, information systems, motivation, and alignment.

According to Awadallah and Allam (2015), the educational and growth perspective is vital for strategic management so as to adjust and lift up the performance of intellectual capital. The balanced scorecard is a widely used system with its own set of benefits and drawbacks. Previous studies have argued that most of the benefit of the Balanced Scorecard has come from the design process itself since its inception (Schneiderman and Arthur, 1999; Epstein, Marc & Manzoni, 1997). The BSC has the advantage of including non-financial perspectives, which aids in developing an integrated picture of organizations and understanding non-financial aspects that may influence organizational effectiveness (Kaplan & Norton, 1992, 2000). Balanced scorecard practitioners, on the other hand, criticize it for the significant changes that organizations must make in order to implement it. The second criticism focuses on the framework's empirical nature and the idea's lack of formal validation when it was first introduced. However, the approach has been chastised for exaggerating internal performance aspects while underplaying external ones.

Furthermore, the model must be in sync with the organization's strategic objectives, which are usually incompatible. The balanced scorecard is a tool that helps everyone in an organization understand and work toward a single goal. A completely effective scorecard system connects the organization's long-term vision to its business strategy, desired employee behavior, and daily operations. Strategic performance measurements are used to guide decision-making and show progress toward objectives. When a company uses BSC, it can concentrate on the most critical areas of attaining its vision and pleasing customers, stakeholders, and employees. Other benefits include the ability to measure what

matters, identify more efficient processes aligned with customer needs, improve prioritization of initiatives and new products, improve internal and external communications, improve strategy and day-to-day Align operations and link budgeting and cost control processes Strategy. Nonetheless, the perspective of the balance scorecard (BSC) model was relevant to this study and provided definition to the organization performance variable. Furthermore, non-financial performance measures were used in this study.

3.3. Entrepreneurial Orientation and Organization Performance

Zehir, Can, and Karaboga (2015) looked at the effect of entrepreneurial orientation (EO) on firm performance. The mediating variable in this study was innovation and differentiation. This study polled 991 respondents from Turkeys manufacturing companies. The data was analyzed using SPSS tool. This study concluded that there is a positive association between differentiation strategy and innovation effectiveness. This study lacked empirical support since it was exploratory exposing the methodological gap used in the study. This study displayed contextual gaps hence not similar to this current study which aimed to close out these contextual gaps.

Hove, Farrington, and Sharp (2015) studied the relationship between small firms performance and entrepreneurial-oriented tactics applied by small firms in the Eastern Cape, South Africa. This study employed the use of product momentum correlation as well as SEM to analyze the data obtained from 317 enterprises. A paradigm of entrepreneurial oriented tactics was used to evaluate them (Lumpkin & Dess, 1996). The findings of the study revealed that small businesses employ proactive, inventive, competitive, aggressive, and autonomous methods. Furthermore, the findings revealed that less risky business practices lead to success. However, the study gap identified for this was that it was limited to small firms based in the Eastern Cape of South Africa hence generalizing the findings may not be appropriate. In contrast the current study focused on strategic direction and organizational performance of Kenya's government entities in the energy businesses.

3.4. Conceptual Framework

This study hypothesized that entrepreneurial orientation has a positive effect on organization performance amongst state corporations in the Kenya's energy sector. Figure 1 provides a schematic representation of this relationship.

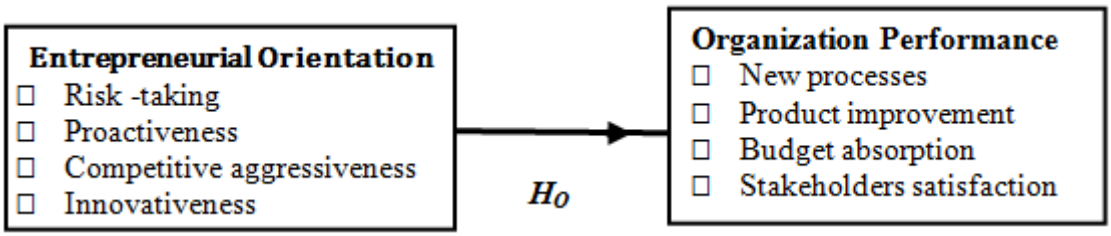

Figure1. *Conceptual Framework*

Source: *Author (2023)*

4. Research Hypotheses

The research hypotheses of this study were;

H_0: *Entrepreneurial orientation has no significant effect on organization performance in state corporations in the Energy sector in Kenya*

H_1: *Entrepreneurial orientation has a significant effect on organization performance in state corporations in the Energy sector in Kenya*

5. Research Methodology

5.1. Research Design

Saunders (2011) defines research design as a strategy used by researchers to obtain clear answers to study questions. No single design exists in isolation, and combining various designs in a single study boosts the chances of success (Saunders, Lewis, and Thornhill,2007). The study used the cross-sectional research design to explain certain attributes of individuals or a certain group of individuals.

This applied to variables which the researcher had no control over (Lewis, 2015). Sekaran and Bougie (2009) posit that the study would use both descriptive and explanatory design methodologies. According to Saunders, Lewis, and Thornhill (2009), using different designs aids in triangulation of research findings, which increases the validity of the findings and leads to ideal results. Bryaman and Bell (2015) explain that a descriptive research design consists of an empirical study whose variables the researcher has no direct influence. Furthermore, descriptive design limits the capacity of the researcher to change the variables, limiting study biases.

A descriptive research approach has the advantage of allowing for the capture of demographic characteristics and, finally, the testing of the hypothesis (Cooper and Schindler, 2008). According to Burns and Grove (2007), descriptive design is used to assist researchers in gathering data on variables in their natural environment. Causal research design also referred to as explanatory research design deals with how big or how complex the cause -and- effect relationships of the study variables are (Saunders et al, 2007). Explanatory research is useful when hypotheses explaining hypothetical interactions between two or more variables have already been created, according to Mugenda & Mugenda (2003). Descriptive and explanatory research approaches, according to Neuman (2006), are appropriate for generating relevant, precise, and accurate information about the phenomena, deriving valid inferences from the facts obtained, and offering as many explanations for the findings as possible. This study used both explanatory and descriptive research designs.

5.2. Target Population

According to the PTPR (2013), the energy sector in Kenya comprised of eleven government entities. According to the energy act of 2019, government entities in the energy sector were divided into four sub-sectors based on their functional mandate in order to carry out their mandates explicitly. As illustrated in Table 1, these categories included petroleum supply and distribution, electricity transmission and distribution, electricity generation, and regulatory sub-sectors. Government entities were divided into four sub-sectors as follows : petroleum supply and distribution; Kenya Pipeline Company (KPC),Kenya Petroleum Oil Refineries Limited (KPRL), National Oil Corporation of Kenya (NOCK): electricity transmission and distribution; The Kenya Electricity Generating Company (KETRACO), Kenya Power and Lighting Company (KPLC),Rural electrification and Renewable Energy Corporation (REREC): electricity generation; Kenya Electricity General Company Limited (KENGEN),Geothermal Development Government Company (GDC) ,Nuclear Power and Energy Agency (NUPEA): regulatory ; Energy and Petroleum Regulatory Authority (EPRA), Kenya National Energy Board (KNEB), (Energy Act, 2019; Petroleum Act, 2019; Institute of Economic Affairs IEA 2015).

Table1. *Target Population*

Categories	State Corporation	Population Distribution (N_i)	Percentage
Petroleum Supply and Distribution	KPC	97	10.9
	KPRL	87	9.8
	NOCK	39	4.4
Electricity Transmission and Distribution	KETRACO	63	7.1
	KPLC	188	21.2
	REREC	75	8.5
Electricity Generation	KENGEN	139	15.7
	GDC	49	5.5
	NUPEA	36	4.1
Regulatory	EPRA	95	10.7
	KNEB	19	2.1
Total		**887**	**100**

Source: *MOE (2022)*

The unit of analysis in this study were eleven government entities in the energy sector in Kenya. The unit of observation consisted of management staff involved in making tactical and strategic decisions in the eleven state corporations and thus had the information of interest for this study. The population size in this study was 887 managers drawn from the functional areas of accounts, marketing, operations, corporate affairs, procurement and supply chain, information communication technology,

human resources, administration, finance and Business strategy development. The distribution of this population in the eleven government entities was displayed in Table 2.

5.3. Sample Size and Sampling Procedure

The study employed the use stratified proportionate sampling technique to determine the representative sample for the purpose of making observation. The Yamane (1967) formula was used to calculate the representative sample from the study population of 887 using the formula shown in equation 3.7 for finite population.

$$n = \frac{N}{1+N(e)^2}$$

Where: n = Sample size

N = Population size

e = Margin of error at 5%

By substituting for population size (N) and margin of error (e), the sample size that is representative in this study was given thus;

$$n = \frac{(887)}{1+887(0.05)^2}$$

$$= 285$$

Likewise, the sampling factor for purposes of stratified proportionate sampling was given thus:

$$p = \frac{n}{N} = \frac{285}{887}$$

$$= 0.32$$

The sampling factor was helpful in determination of the distribution of the sample among the eleven government entities in the energy sector as shown in Table 2.

Table2. *Sampling and Distribution of Sample*

Categories	State Corporation	Population Distribution (N_i)	Sampling Factor (p)	Sample Distribution (n_i)	Percentage
Petroleum Supply and Distribution	KPC	97	0.32	31	10.9
	KPRL	87	0.32	28	9.8
	NOCK	39	0.32	12	4.2
Electricity Transmission and Distribution	KETRACO	63	0.32	20	7.1
	KPLC	188	0.32	60	21.2
	REREC	75	0.32	25	8.7
Electricity Generation	KENGEN	139	0.32	45	15.7
	GDC	49	0.32	16	5.5
	NUPEA	36	0.32	12	4.1
Regulatory	EPRA	95	0.32	30	10.7
	KNEB	19	0.32	6	2.1
Total		**887**	**0.32**	**285**	**100**

Source: *Author (2022)*

The sample size for observations was 285 as shown in Table 2. This sample was proportionally distributed across the 11 government entities in the energy sector. The population distribution for KNEB ranges from 19 to 188. The majority of subjects in the sample distribution are attributed with KPLC, with 60 managers (21.2 percent), while the minority consists of 6 managers (2.1 percent) are linked to KNEB. The sample distribution matched the population distribution, according to stratified proportionate sampling.

5.4. Data Collection Instrument

Creswell (2012) explains that the basic goal of a research instrument is to make data collection from study subjects simpler and easier. To acquire primary data from the research subjects, a semi-structured questionnaire was used. The questionnaire was divided into two sections: general and particular information. The purpose of the general information section was to collect information about the respondents' biographical characteristics. However, the specific information section extracted data that explicitly supported answering the research questions in this study. The structured questionnaire consisting of closed-ended questions that were formulated using a five-point Likert rating scale for purposes of gathering quantitative data. To acquire information on various areas of the study, the questionnaire was divided into six pieces. The demographic features of the respondents were covered in Section A. Sections B, was confined to information on entrepreneurial orientation. Further, sectionB collected information on organization performance.

5.5. Pilot Testing

Ten percent of the study sample as recommended by Creswell (2003) was used in the pilot study. The subjects for the pilot study were chosen from managers with supervisory roles in the target government entities. This cadre of managers were familiar with the operational practices and processes of the target government entities in the energy sector, making them suitable for a pilot study to validate the data collection instrument. The participants who have participated in the pilot study were not to be included in the study target sample.

5.5.1. Validity of the Research Instrument

Cooper and Schindler (2006) define validity as the level of accuracy with which a research tool measures what it is supposed to measure. Another definition by Saunders et al., (2012), defines validity as the level of accuracy of the data collecting method or procedure in relation to the unit of measurement. A validity test is used to examine how well a test score may be interpreted and used for the purpose for which it was created. Taherdoost (2016) believes that face validity, content validity, and construct validity are all important aspects of validity to consider when developing a research instrument, it is critical that the set of items used in a research instrument be valid in order for the observed and analyzed data to be applied and interpreted correctly.

Face validity, according to Field (2009), is a measure of how representative and good a research instrument appears to be on its face value. This measures the look, feel, format and language clarity of a questionnaire. Expert opinion from supervisors and faculty members involved in the strategic administration of the research instrument was used to confirm face validity. Construct validity describes how well items in a research instrument translate or transform a concept, idea, or behavior into a functional and operational reality (Taherdoost, 2016). Furthermore, content validity refers to how relevant and representational the items in an instrument are of the goal construct (Straub, Boudreau & Gefen, 2004). Construct and content validity were ensured by conducting a thorough review of the relevant body of existing literature and striking a strong match between theoretical, empirical, and contextual literature.

5.5.2. Test of Reliability

Reliability is concerned with the extent to which a questionnaire reproduces the same results irrespective of the number of trials. The degree to which methods for gathering data or analysis procedures yield consistent results is referred to as reliability. Cronbach's alpha is the most commonly used reliability coefficient, and it estimates internal consistency by assessing how all items on a test relate to each other and to the entire test- internal coherence of data. The researcher used Cronbach's Alpha (α) coefficient to analyze the reliability of the instrument for gathering data. Sekaran and Bougie (2013) proposed that a coefficient greater than or equal to 0.7 is appropriate for assessing and evaluating the reliability of tool for obtaining empirical data. Drawing from this recommendations, the research adopted Cronbach's Alpha (α) coefficient of at least 0.70 for making decision on the reliability of the questionnaire. Table 3provides a summary of these results.

Table3. *Summary of Reliability Test*

Research Variable	Cronbach's alpha Index	Decision
Entrepreneurial orientation	0.984	Reliable
Organization performance	0.963	Reliable
Aggregate Score	**0.974**	**Reliable**

Source: *Pilot Data (2022)*

Table 3 depicts that entrepreneurial orientation had the highest Cronbach alpha index of 0.984whereas organization performance yielded a Cronbach alpha index of 0.963. Apparently, both the constructs had their Cronbach indices exceeding the 0.70 threshold adopted for making decision. The two phenomena had their Cronbach index aggregating at 0.974 which essential exceeded the adopted threshold. This implied that the research instrument had acceptable reliability levels for purposes of purpose of delivering observations that had credibility for analyzing te cause effect relationship between the key phenomena in the study.

5.6. Data Collection Procedure

Groves, et al., (2009) and Kinyua (2015) consider data collection as crucial stage that is useful in generating the required data for analysis. It represents the subject of empirical research that is informed by theory. A research approval and permission was obtained from the government body responsible for research (NACOSTI) commencing with data collection. In order to obtain feedback from the employees of the government entities, permission was sought from the senior authorities of the government entities. Informed consent was obtained from the respondents. To provide respondents enough time to complete the questions, the questionnaires were distributed via a drop-and-pick technique to all study participants. The completed questionnaires of individual respondents were collected at the agreed-upon time. To boost the response rate, follow-up was done through the respondents' offices. The researcher established a register to ensure all questionnaires were distributed and tracked.

5.7. Data Analysis and Presentation

Saunders (2011) opines that there are two categories of data namely; quantitative data and qualitative data. Quantitative data is based on numerical meanings; collecting produces numerical and standardized data; and analysis is done with diagrams. While qualitative data is dependent on meanings expressed via words, non-standardized data requires categorization and conceptualization in order to be collected. The Statistical Package for Social Sciences was used to analyze the data (SPSS). All received surveys were referenced, and questionnaire items were coded, to make data entry easier. After data cleaning, which included checking for data errors, descriptive statistics such as mean, median, standard deviation, frequencies, and percentages for all quantitative variables and information presented in tables and graphs were generated.

Descriptive statistics were used as they allow the researcher to meaningfully explain an array of scores or measures using a limited number of indices (Wandiga et al., 2019). To uncover meaning, understand it, and draw conclusions based on concepts, the qualitative data was categorized, sorted, coded, and thematically analyzed (Glesne, 2015). The linear regression analysis was used to perform inferential data analysis.

$$\textit{Organization Performance} = \beta_0 + \beta_1 \textit{Entrepreneurial Orientation} + \varepsilon$$

The coefficient of determination (R^2) was used to measure the extent to which changes in strategic orientation may explain variations in organizational performance when testing the model's relevance. All conclusions on inferential statistical analysis were determined at 5 percent level of significance.

6. Research Findings and Discussion

6.1. Response Rate

The survey solicited responses from 285 people working in the energy sector. The response rate is summarized in Figure 2.

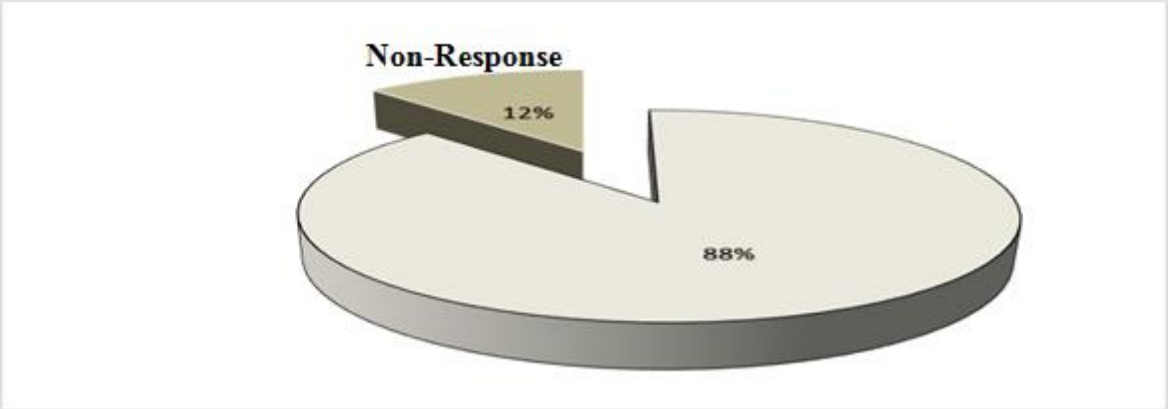

Figure2. *Analysis of Response*

Source: *Survey Data (2022)*

Figure 2 shows that 252 of the 285 questionnaires distributed were returned, giving an 88% response rate. These findings were graded adequate and compatible with Creswell (2003), who decided that a response percentage of fifty percent was adequate and suitable for analysis, sixty percent was good, and a rate of 70% or greater was excellent for analysis and reporting. This study was deemed outstanding and acceptable for analysis and reporting due to its response rate of 88%.

6.2. Characteristics of the Participants

The study collected information on the respondents' gender, age group, academic qualification, duration of employment, position held in the organization, and departments. Table 4 provides a summary of this demographic information.

Table4. *Respondents Demographic Information*

		Frequency	Percent
Gender	Male	132	52.4
	Female	120	47.6
	Total	**252**	**100.0**
Age Bracket	18 – 24	40	15.9
	25 - 34	52	20.6
	35 - 44	65	25.8
	45 - 54	57	22.6
	55 years and above	38	15.1
	Total	**252**	**100.0**
Academic Qualification	High School	50	19.7
	Diploma	39	15.5
	Higher Diploma	44	17.5
	Degree	77	30.6
	Masters	42	16.7
	Total	**252**	**100.0**
Length of Service	0 – 5	56	22.2
	6 - 10	59	23.4
	11 - 15	56	22.2
	16 - 20	49	19.5
	20 and above	32	12.7
	Total	**252**	**100.0**
Position held	Top Level	86	34.1
	Middle Level	86	34.1
	Lower Level	80	31.8
	Total	**252**	**100.0**
Department/Function	Administration	40	15.9
	Human Resources	45	17.9
	ICT	35	13.9
	Finance	31	12.3

	Corporate Affairs	23	9.1
	Marketing	25	9.9
	Supply Chain	20	7.9
	Operations	15	5.9
	Business Strategy Development	18	7.2
	Total	**252**	**100.0**

Source: *Survey Data (2022)*

According to Table 4 of the results, male respondents made up 52.4 percent of the sample, while female respondents made up 47.6 percent. These findings show a balanced representation of male and female study participants. Additionally, the results indicate that, despite the historic national tendency of the energy sector being male-dominated of the energy state enterprises, women have steadily taken over strategic leadership positions in the energy firms. Furthermore, the majority of respondents (65%) were between the ages of 35 and 44 (25.8 percent), while the minority of respondents (38%) were 55 or older (15.1 percent). This implies that years of work experience are vital in the development of the strategic orientation concept among energy government bodies. This means that the vast majority of respondents had adequate energy industry experience to participate in the study.

According to academic qualifications, the majority of respondents (30.6 percent) have a bachelor's degree, while 16.7 percent have a master's degree. Higher diploma holders made up 17.5 percent of the total, while diploma holders made up 15.5 percent. Respondents with degrees were found to have the highest proportion of educational level which attracts synergy of perspectives within government entities in the energy sector. In terms of length of service, 23.4 percent had served between 6 and 10 years, followed by 22.2 percent who had served between 0 and 5 years and 19.5 percent who had served between 16 and 20 years. Only 12.7 percent had served for at least 20 years and above. This indicates a diverse range of experience, which results in a well-rounded view of the research objectives. The distribution of respondents based on academic and professional credentials clearly demonstrates the range of experience and perceptions across the sampled government entities in the energy sector. Furthermore, the majority of respondents are knowledgeable, implying that they were competent to comprehend the study's constructs and thus would provide adequate responses suitable for the study.

Furthermore, the demographic results show a balanced perspective in terms of position held, with 34.1 percent at the top, 34.1 percent in the middle, and 31.8 percent at the lower level. It was discovered that the majority of those who participated in this study held positions at the top and middle levels, demonstrating that the information provided in this research is a good representation by those who formulate policy and strategic directions. Finally, the study discovered that the vast majority of respondents, 17.9 percent worked in the human resources department, followed by administration 15.9 percent, information technology (ICT) 13.9 percent, finance 12.3 percent, marketing 9.9 percent, corporate affairs 9.1 percent, supply chain 7.9 percent, operations 5.9 percent, and business strategy development 7.2 percent. It was absolutely necessary that the respondents represent a cross-section of organizational departments in order to provide objective opinions on the study constructs. The demographic profile results revealed a balanced distribution of respondents from the category of the unit of observation, which consists of management staff engaged in formulating tactical and strategic decisions and, as a result, had the information crucial to this study's focus on energy state corporations.

6.3. Descriptive Analysis of Entrepreneurial Orientation

The methods, practices, attitude, and decision-making activities that lead to entrepreneurship are referred to as entrepreneurial orientation (EO) (Covin and Slevin, 1989; Lumpkin and Dess, 1996; Richard, Barnett, Dwyer, & Chadwick, 2004). Additionally, (EO) refers to the patterns, procedures, customs, and practices that lead a firm to enter new markets with existing or new products (Lumpkin & Dess, 1996). Entrepreneurial orientation variable was operationalized using attributes of risk taking, proactiveness, competitive aggressiveness and innovativeness. Table 5 provides analysis summary.

Table5. *Entrepreneurial Orientation Descriptive Statistics*

Statement	Mean	Std. Dev

Risk Taking		
Our company seek out new product/ services/ processes.	4.912	0.528
Our organizations has a preference for high risk high return projects.	4.880	0.651
Calculated risk taking by employees is encouraged in the organization.	4.904	0.556
Strategic risk taking is practiced.	4.916	0.509
Our organization has put in place adequate risk management practices.	4.882	0.585
Aggregate value for risk taking	**4.899**	**0.566**
Proactiveness		
The employees are encouraged to be competitive to achieve set goals.	4.916	0.537
There exists a willingness to invest large amounts of resources.	4.805	0.666
The organization continues to pursue new opportunities.	4.853	0.603
Environmental scan is continuous for identification of new opportunities.	4.861	0.592
Employees do their job without close supervision.	4.869	0.538
Aggregate value for Proactiveness	**4.860**	**0.587**
Competitive Aggressiveness		
Flexibility in problem resolution is encouraged in the organization.	4.861	0.572
Employees execute their work freely.	4.817	0.577
The organization is keen in learning the market.	4.781	0.682
Decision making by employees is without hectic approval process.	4.849	0.599
Employees are rewarded for Proactiveness in resolving problems.	4.857	0.581
Aggregate value for competitive aggressiveness	**4.833**	**0.602**
Innovativeness		
Our company introduces new ways of doing business regularly.	4.833	0.634
In the last two years the number of products and process have been increased.	4.857	0.560
Creativity in problem solving is encouraged for all employees.	4.849	0.572
Discovering newness is tolerated.	4.853	0.563
Our company is aggressive and intensely competitive.	4.841	0.610
Aggregate value for innovativeness	**4.847**	**0.588**
Overall Scores for Entrepreneurial Orientation	**4.860**	**0.586**

Source: *Research data (2022)*

The entrepreneurial orientation variable mean score was 4.860, with a standard deviation of 0.586, according to the research findings in Table 5. The study's average score on the five-point Likert scale is close to 5. This implies that respondents strongly agree that state corporations in the energy sector utilize entrepreneurial orientation to influence organization performance. Furthermore, the results revealed that the risk-taking characteristic is widely used in the energy sector, as evidenced by an average score of 4.899 and. A moderate variation with a standard deviation of 0.566 revealed that respondents were generally in agreement on risk-taking adoption. The proactiveness trait was found to have a substantial impact on entrepreneurial orientation as depicted by a mean score of 4.860 and a standard deviation of 0.587. Government agencies in the energy industry support competitive aggressiveness in their organizations as evidenced by an average score of 4.833 and a standard deviation of 0.602. The results also pointed out that with a standard deviation of 0.588 and an average score of 4.847 for innovativeness the respondents thought innovativeness and creativity were intertwined as the primary factors driving entrepreneurial orientation in Kenyan parastatals in the energy sector. The aggregate mean score of entrepreneurial orientation of 4.860 and an aggregate standard deviation of 0.586 depict that the respondents strongly agreed that organizations in the energy sector employ entrepreneurial orientation in influencing organization performance.

6.3.1. Organization Performance

Organization performance was adopted as the dependent variable. The overall results expected by organizations in the energy sector are good organization performance. Organization Performance was operationalized by new processes, product improvement, budget absorption, and stakeholder satisfaction in government entities in the energy sector in Kenya. Table 6 summarizes the average and standard deviation of the metrics of organizational performance in the energy sector.

Table6. *Descriptive Statistics for overall Performance of the Organization*

	Mean	**Std. Dev**

New Processes		
Compliance in usage of new processes	4.873	0.599
Frequency of usage of new process	4.857	0.589
Satisfaction with achievement of outcomes as a result of usage of new process	4.833	0.604
Effectiveness of new process	4.853	0.563
Aggregate value for new processes	**4.854**	**0.589**
Product Improvement		
Improved Product capability	4.833	0.631
Improved Product utilization	4.813	0.437
Customer retention rate as a result of Product improvement	4.869	0.523
Improved Product defect rate	4.884	0.516
Aggregate value for product improvement	**4.850**	**0.527**
Budget Absorption		
Satisfaction with budget formulation	4.924	0.533
Satisfaction with budget implementation	4.908	0.628
Satisfaction with budget execution	4.908	0.656
Level of budget utilization	4.904	0.639
Aggregate value for budget absorption	**4.911**	**0.614**
Stakeholder Satisfaction		
Stakeholder communication effectiveness	4.928	0.459
Stakeholder relational benefits	4.940	0.495
Stakeholder empowerment	4.928	0.392
Stakeholder rights protection	4.936	0.373
Aggregate value for stakeholder satisfaction	**4.933**	**0.430**
Overall Scores for Organization Performance	**4.887**	**0.540**

Source: *Research Data (2022)*

According to the research findings in Table 6, the organization's performance has an overall average score of 4.887 and a deviation of 0.540, indicating that respondents strongly agreed that organization performance is an important factor in the success of state firms in Kenya's energy sector. The data also revealed that respondents' perceptions of the performance of their institutions varied very little, as seen by a deviation of 0.540. According to the findings, stakeholder satisfaction had the highest overall average score of 4.933 and the lowest deviation of 0. 430.This result indicates that respondents strongly agreed and typically had the same opinions, as evidenced by the low standard deviation of 0.430 for stakeholder satisfaction as a crucial aspect of organization performance of government entities in the energy sector. Budget Absorption findings came in second place, with an average score of 4.911 and a deviation from the mean of 0.614, respectively. This suggests that respondents firmly believed that budget absorption is a critical part of government organizations' success in the energy sector. Further examination found that the new procedures had an aggregate average score of 4.854 and a deviation from the mean of 0.589, indicating that respondents firmly believed that the new procedures were an important contributor to an organization's effectiveness and success.

The aggregate value mean scores for the study's findings for product improvement were 4.850, suggesting that the majority of respondents strongly agreed that product improvement was substantially valued among government entities in the energy sector. The low deviation from the mean of 0.527 suggests that respondents saw product improvement at their institutions as an important factor to the overall success of energy corporations. Finally, the overall result for the study was rounded to 5, with a mean score of 4.887 and a deviation from the mean of 0.540 reflecting an average response on a scale consisting of five Likert points. The outcome of the research findings reveals that new processes, product improvement, and budget absorption and stakeholder satisfaction are key drivers of organization Kenyan state corporations' performance in the energy industry. An organization's prospective success is heavily reliant on its performance, which pertains to its capacity to effectively implement strategies to achieve organizational goals. Improving organizational performance is regarded as a fundamental prerequisite for corporate strategic management, and as a result, businesses devote the majority of their efforts to this goal (Obeidat et al 2013).

6.4. Linear Regression

Simple linear regression analysis was performed where organization performance was regressed on entrepreneurial orientation. The resulting statistical output is shown in Table 7.

Table7. *Model Summary*

Model	R	R square	Adjusted R Square	Standard error of estimate
1	0.713[a]	0.509	0.503	0.390

Predictors: (Constant), Entrepreneurial Orientation

Source: *Survey Data (2022)*

Table 7 demonstrates that entrepreneurial orientation accounted for approximately 50.3 percent of changes in state corporations in Kenya's energy sector, illustrating model fit and how the model equation matches the data. Furthermore, the correlation coefficient (R) is 0.713, showing that the entrepreneurial orientation and organizational performance have a high positive link. The remaining 49.7% of organization performance is explained by variables other than those in the model.

Table8. *ANOVA[a] for Entrepreneurial Orientation and Organization Performance*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.845	3	12.948	85.208	0.000b
	Residual	37.534	247	0.152		
	Total	76.379	250			

a. Dependent Variable: Organization Performance; b. Predictors: (constant) Entrepreneurial Orientation

Source: *Survey Data (2022)*

Table 8 show the analysis of variance for entrepreneurial orientation and organization performance which indicate a p-value 0.000< 0.05 demonstrating that the regression relationship was significant in predicting how entrepreneurial orientation affects organization performance in the energy sector in Kenya. The F (1, 247) = 85.208 is more than the F critical value, indicating that the model was significant and acceptable for predicting organization performance.

Table9. *Table of Regression Coefficients[a]*

	Unstandardized coefficients		Standardized coefficients		
Model	B	Standard error	Beta	t	Sig.
(Constant)	1.178	0.350		3.366	0.001
Entrepreneurial orientation	0.877	0.059	0.761	14.864	0.000

a. Dependent Variable: Organization Performance

Source: *Survey Data (2022)*

From the regression Table 9 the regression model is summarized below:

Organization Performance = 1.178+0.877Entreprenuerial Orientation

Table 9 shows that if entrepreneurial orientation was held constant organization performance in the energy sector in Kenya would be 1.178. The findings also reveal that, if all other variables remain constant, increasing market orientation by a unit value leads to a 0.174 rise in organization performance. In addition, an increase in entrepreneurial orientation corresponds to a 0.877 rise in organization performance. Summarized statistics in Table 9 shows unstandardized beta coefficient for entrepreneurial orientation is 0.877 with a significance probability-value of 0.001

The objective of the study was to determine the effects of entrepreneurial orientation on the organizational performance of State Corporations in Kenya's energy industry. Entrepreneurial orientation has no substantial effect on organizational performance of state businesses in Kenya's energy sector, according to the matching hypothesis Table 9 shows that entrepreneurial orientation had a coefficient of =0.877, with a probability value of 0.000. Because the probability value was less than 0.05, the null hypothesis was rejected. This meant that entrepreneurial orientation had a favorable and considerable effect on performance of state enterprises in Kenya's energy sector.

According to Zehir Can and Karaboga (2015), the key proposition of entrepreneurial orientation is that organizations that think and act with an entrepreneurial mindset are better placed to reinvent and cope with the dynamic nature of the external environment. What this implies is that they are better placed to respond to both internal and external environment changes. These organizations commit

adequate resources to achieve their intention of increasing shareholder value. The findings of this study support this definition of entrepreneurial orientation. Organizations, according to Kraus and Hughes (2012), must have a strategic commitment to particular, observable behaviors such as innovation, proactiveness, and risk taking, as well as top management's strong support for those initiatives. The descriptive statistics for the independent variable of entrepreneurial inclination showed an aggregate mean score of 4.860. This was further subdivided into attributes: risk taking had an average score of 4.899, proactiveness had an average score of 4.861, innovativeness had an average score of 4.846, and competitive aggressiveness had an average score of 4.833. These findings point out a great effect of entrepreneurial orientation on organization performance of state corporations in the energy sector.

This study concurs with that by Hove, Farrington, and Sharp (2015) who studied the relationship between small firm's performance and entrepreneurial-oriented tactics applied by small firms in the Eastern Cape, South Africa. To assess the data gathered from 317 businesses, this study used product momentum correlation as well as SEM. To assess them, an entrepreneurial-oriented strategy paradigm was applied. According to the study's findings, small enterprises use proactive, imaginative, competitive, aggressive, and autonomous approaches. Furthermore, the findings revealed that less risky business practices lead to success.

7. Conclusion

The study assessed the effect of entrepreneurial orientation on organization performance of State Corporation in the energy sector in Kenya. The researcher hypothesized that entrepreneurial orientation has no significant effect on organization performance of state corporations in the energy sector in Kenya. The results of the study show that entrepreneurial orientation had a significant effect on organization performance of state corporations in the energy sector in Kenya. The key proposition of entrepreneurial orientation is that organizations that think and act with an entrepreneurial mindset are better placed to reinvent and cope with the dynamic nature of the external environment. What this implies is that they are better placed to respond to both internal and external environment changes. These organizations commit adequate resources to achieve their intention of increasing shareholder value. These findings point out a great effect of entrepreneurial orientation on organization performance of state corporations in the energy sector. This study finding provides a case for supporting generalization of the positive effect of entrepreneurial orientation on organization performance be it in public, private or state corporations. The study concluded that entrepreneurial orientation had a significant effect on organizational performance of state corporations in the energy sector in Kenya.

8. Recommendations of the Study

The findings of the study contribute to the body of knowledge thereby enriching the formulation of policies and best practices in entrepreneurial orientation. Management of energy state corporations should entrench activities and practices the foster entrepreneurial orientation so as to optimize organizational outcomes. Future researchers should focus on other sectors such as health, education, agriculture, water, and the private sectors considering the use of both financial and non- financial attributes of organization performance. Further empirical attention should be given to ascertaining other factors that are responsible for variation in organization performance.

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Citation: *Eunice M'mboga et al. "Entrepreneurial Orientation as a Predictor of Organization Performance: A Perspective of State Corporations in the Energy Sector in Kenya " International Journal of Managerial Studies and Research (IJMSR), vol 11, no. 9, 2023, pp. 23-45. DOI: https://doi.org/10.20431/2349-0349.1109003.*