

## Managerial Ties and Performance of County Assemblies in Kenya

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### Abstract

A constitution of a country is a supreme law that governs the affairs the nation states all over the world. The **Constitution of Kenya 2020 is the implementation of a system of devolved Government** in which Articles 174 and 175 envisions the power of self-governance by the people and their enhanced participation in decision-making. Hence, County Assemblies discharge important mandates within the county governments' set-up comprising legislation, representation and oversight. However, there is scarce literature on the relationship between managerial ties and performance of legislative organisations such as Kenya's County assemblies as constitutionally specified in their mandates. We assessed the relationship between managerial ties (institutional, political and social ties) and performance (legislation, oversight and representation) of county assemblies in Kenya using a descriptive structured questionnaire census survey of 98 respondents from the 46 County assemblies in Kenya comprising the County Assemblies Speakers, Clerks and Deputy Clerks. Data was analysed to generate both descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS version 22) software. Correlation analysis was used to assess the strength and direction of the relationship between managerial ties and performance and the *t*-test was used to test the significance of individual correlation coefficients. The findings were that the performance of the county assemblies was moderate while managerial ties were weak. Further, there was a negative significant relationship between institutional ties and performance ( $r = -0.409, <0.001$ ) while a positive significant relationship existed between social ties and performance ( $r = 0.205, p < 0.05$ ). Political ties had no significant relationship with performance of county assemblies ( $r = 0.127, p = 0.211 > 0.05$ ). However, political ties were positively and significantly related with oversight by county assemblies ( $r = .276, p < 0.01$ ). These findings are important to the county assemblies and other stakeholders in making informed decisions on the role of managerial ties on the effective performance of County Governments in Kenya and other organisations in general.

**Key words:** Managerial ties, performance, County assemblies, Kenya

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### I. Introduction

Organisations of all types have an imperative to deliver on the purpose for which they were established. This delivery is essentially satisfactory performance results from the perspective of the stakeholders that these organisations serve. Policies, laws, or regulations assign specific mandates to organisations. In the context of nation states, a constitution specifies the mandate that organisations envisaged by these constitutions are supposed to execute. Further, from strategic management point of view, essence of any strategy is to enable an organisation performs satisfactorily in an environment which places demands on it. These demands can include discerning customers who expect quality services and low price, regulators who expect compliance with, say, environmental laws, communities that expect employment and fair pay, among other demands.

Armstrong (2010) found that new organizations need to leverage their learning capability to improve effectiveness of social capital embodied in managerial ties which helps new organizations improve performance. Gay (2013) posit that performance is practiced in a world faced with unpredictable dynamic environment brought about by changing technological advancement, social alterations, economic influences and political pressure. Performance concept commenced in 1960 and since that time several countries in the world have adopted it in customized forms (Morning, 2008). In order to improve performance of the public service,

performance contracts have remained in use in Africa's enterprises such as Kenya, Benin, Burundi, Cameroon, Cape Verde, Congo, Cote d'Ivoire, Gabon, the Gambia, Ghana, Guinea, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo, Tunisia and Zaire. In Latin America, they have been used at different times in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela.

A constitution of a country is a supreme law that governs the affairs of an organisation not least the nation states all over the world. It is supreme in the sense that any legislation or law that is inconsistent with its provisions becomes null and void. In this regard, all laws that are made by the legislative arms of states, republics or kingdoms should be consistent with the constitution. This fact explains why constitutions create institutions with specific mandates necessary for the proper and orderly functioning of a state. In devolved or federal systems of government, there are two or in some case more than two levels of government each with specific mandates.

The promulgation of Kenya's constitution on 27<sup>th</sup> August 2010 in Kenya ushered a new era by introducing two-tier system of administration, namely the National government and the County government leading to decentralization of power and functions (Constitution of Kenya, 2010). This constitution created one national government and 47 county governments. Each county government has an executive headed by an elected governor and a legislature, the county assembly, comprising elected members of the county assembly (MCAs) and a speaker elected from among the MCAs. The post-independent Kenya was characterized by strong centralized political and economic power with uneven and largely unfair resource distribution; and social inequalities (Anwar, 2017). According to Wagana; (2017) organizational theorists argue that managerial actions in county government or any other level of government are largely embedded in networking relationships. These relationships create social capital which is a valuable resource for leveraging or exploiting other resources thus enhancing firm performance (Levy, 2010). Managerial ties in county government is one of the areas that is requiring managers' attention worldwide and especially in emerging economies and political dispensations.

Performance of county assemblies can be discerned from three perspectives: legislation, oversight and representation as required by the constitution. While legislation is about making of laws at county level, oversight is concerned with ensuring that the county executive which is under the governor is prudent in the management of resources, particularly financial, human, physical and other natural resources. Managerial ties play a pivotal social capital role in helping organizations access scarce resources and manage environmental uncertainties and improve organizational performance (Li & Zhou, 2010). There are two types of managerial ties horizontal managerial ties, which mainly focuses on relations with other managers in related firms and vertical managerial ties which involve relations with government officials and further which involves interaction with superiors and sub-ordinates.

The Kenyan constitution promulgated in the year 2010 provided for the devolved system of government whereby the 47 County Governments were established under one national government. The two levels of governments are required by law and more particularly the Constitution of Kenya (CoK) to involve the citizens in making key decisions which affect them. Several studies have been conducted in the organizations on the managerial ties vis-a-vis organizational performance. The county assemblies are regional legislative, oversight and representative entities which perform crucial roles in the governance and service delivery to the citizens living within these devolved systems of government. The county assemblies conduct their business mainly through Speakers, Clerks and Deputy Clerks who are the liaison officers and managers of the county assemblies and who further act as the "bridges" between the county assemblies and the external entities which include the national government, other county governments, private entities, and the general public.

In this study the focus is was on political, social and institutional ties. Armstrong (2010) opines that organizational learning is key for new organizations to improve resource efficiency and achievement of desired outcomes. In some of the developing countries like China, environmental uncertainties have been found to be relatively stronger and new organizations often lack resources and social capital to support their growth

### **Managerial Ties**

Laughlin (2010) defines managerial ties as executives' interpersonal contacts with external entities. Ties are vital in helping organizations acquire necessary external resources and information which enable them to be continually innovative, exploitative, and explorative and produce new products and services in order to achieve superior performance. Managerial ties are especially prevalent in emerging economies, since the 'institutional voids' force managers to rely on personal relationships as a substitute for formal institutional support (Gay 2013). Many years back ties were deeply ingrained with institutions in many countries thus it is not surprising that managerial ties, namely, top managers' boundary-spanning and interpersonal connections, provide a pervasive means to conduct businesses in many countries like china (Batjargal& Liu, 2004).

For both domestic and foreign firms that seek to prosper in this huge market, cultivating ties with business leaders and government officials is critical because ``who you know often is more important than what you know`` (Tsang, 2018). These connections help companies gain necessary resources, foster firm growth and achieve superior performance.

### **Public Sector performance**

According to Hope (2012) public sector performance around the world has been experiencing a call for improvement due to the fact that the sector employs a large number of people and also because the sector receives significant amount of funding from the government as well as the public. Creswell, (2003) highlighted that the overall result to public workers has not only been having stress but also lower quality service being delivered to citizens. According to the Kenya Institute of Public Policy and Research and Analysis (KIPPRA), the Kenyan public sector has been experiencing a declining performance since independence and this has been attributed majorly to poor management, corruption and also poor wages to a great extent. Further, redundancies are a major cause of low performance in the sector as well as incompetent and under qualified work force (Creswell, 2003).

Since devolution is a key pillar of the constitution of Kenya by seeking to bring governance closer to the people, with County governments being the center of dispersing political power and economic resources to Kenyans at the grass roots. However, fundamental challenges have continued to dog the Counties including but not limited to weak and uncoordinated planning and execution, misallocation of the available financial resources, inadequate capacity at the county level to effectively and efficiently perform the devolved functions. However, the performance of county assemblies has received unfavorable rating with regard to representation, oversight and legislation. For instance, on the representative mandate of the County assemblies, both the print and electronic media are awash with complaints from the electorates to the effect that they have not seen or met with majority of the MCAs in their respective wards for purposes of consulting on matters affecting the citizens and which matters need to be taken up by the MCAs and presented to the County assemblies for appropriate redress.

However, there is scarce empirical literature on managerial ties and performance in general and in a legislative organisation such as the county assembly in Kenya. Specifically, the intensity of managerial ties that the actors have and how these ties relate with the performance of the Assembly is hardly documented in existing literature. Further, the performance of the Assemblies across the three dimensions of performance needed empirical clarity. It is imperative to assess the effect of the managerial ties on the performance of the legislative institutions such as the county assemblies in Kenya. The purpose of this study was to determine the relationship between the managerial ties and performance county assemblies in Kenya.

Consequently, performance of counties measured across three areas stipulated in the constitution of Kenya 2010 which are oversight of the executive, representation of citizens and legislation by members of the county assembly (MCA) requires empirical investigation. Specifically, it was not clear what ties existed among legislative assemblies and their external environment (national government, other county assemblies, and the public) and how these ties relate with performance of county assemblies in Kenya. Thus, the aim of the study was to determine the relationship between managerial ties and performance of county assemblies in Kenya. This study attempted to answer two questions: First, *what is the intensity of managerial ties in county assemblies in Kenya?* Secondly, *what is the relationship between managerial ties and performance of County assemblies in Kenya?*

## **II. Theory And Hypothesis**

This study was underpinned by the institutional theory (Peng 2003) and social learning theory (Wang, 2008).

### **Institutional Theory**

Institutional Theory refers to "policy-making that emphasizes the formal and legal dimensions of governance structures. "Institutional theory" is widely accepted theoretical proposition that emphasizes rationale and legitimacy"(Scott 2011).The theory focuses on the subterranean and more vigorous aspects of social structures. It puts into consideration the processes by which structures, such as schemes, rules, norms, and routines, become founded as authoritative guidelines for social behavior (Scott, 2011). Scott (2011) contends that institutions are conveyed by various types of carriers, including symbolic systems, relational systems and routines. Institutional theory provides an explanation of how the organizations respond to various institutional pressures in the surroundings (Sakharov, 2015).

Based on this perspective, the institutional theory is applicable in this study because the complements and criticisms on the structure and operations of the county governments and more so the county assemblies will influence the image of the counties. Therefore, the management will act towards satisfying the public by adaption of the structures which allow them to participate in public meetings. This underpins the variable of the managerial ties (political ties, social ties and particularly the institutional ties. The institutional theory explains the relationship that managers of organisations create with their external environment in order to learn (through social interactions) and obtain information resources that are necessary for their effective functioning in the

discharge of their mandates. These learning have a bearing on how the managers (in this study county assembly managers: speakers and clerks) actions which impact the performance on oversight of the executive, legislation and representation of the citizens.

### **Social learning theory**

The Social learning theory (SLT), was promulgated by Albert Bandura in 1963, the social learning theory underscores the indispensability of surveying and modelling people's behaviors, attitudes, and emotional reactions. It is a theory that concentrates on learning by way of observation and modelling. Social learning theory also focuses on environmental and cognitive factors that interact in order to impact human learning and behavior. It opined that individual learn from one another, including such concepts as observational learning, imitation, and modeling (Anwar, 2017). Through sharing and reflecting of experiences, values, ideas and experiences, the electorate are able to solve particular issues such as utilization of public funds and transparency; hence enabling the stakeholders such as county and national government to reach agreement and or make decisions on various issues. The social learning theory is important in this study because it explains the MCAs roles in legislation a key indicator of performance in county assemblies in Kenya.

### **Public sector performance**

Managerial ties play a key role in addressing challenges encountered in the course of the legislative, representative and oversight roles of the county assemblies in Kenya. Libendi (2017) observed that there is a huge capacity gap in knowledge and skills in law making among the MCAs and that many County bills are drafted by the County assembly staff and because MCAs have no capacity to prepare bills. At institutional level it was found County assemblies lack information resource Centre to support knowledge building capacity. This challenge curtails the use of evidence in decision making and bills passed in County Assemblies. The 2010 constitution of Kenya breaks down the aspect of devolution into: Executive arm – which is made up of the County executive committee lead by the Governor which undertakes all the administrative duties; the legislative – which consist of all elected and nominated MCAs and their responsibilities include but not limited to legislation, representation and oversight roles.

Regarding the oversight of the executive arm of the County governments, whereas it is legally provided and appreciated that the first line of oversight of the executive arm of the County Government ought to be done by the County assembly before the matter proceeds to the Senate, the audit reports of 2018/2019 financial year in Kenya shows that colossal amounts of money allocated to the County Executives for recurrent and development expenditure have either been lost and or misused and that the County assemblies have not been able to prevent the loss or misuse of the said funds in the exercise of their oversight mandate (Republic of Kenya, 2019).

In Kenya, loss and misuse of the public funds has led to a number of arrests of County Governors who have been charged with corruption and economic crimes, and abuse of office as reported in Kiambu and Samburu Counties. Recently Nairobi county government had been in the news for all the wrong reasons including infighting among MCAs and irregular awarding of tenders and giving of kicks backs to the governor by companies awarded tenders, city hall has also failed to meet its own-source revenue targets since the advent of devolution in 2013 (Omulo,2019, November 18 Daily Nation p.3). This poor performance has been blamed on the delay in enactment of finance bill. All these challenges point to the poor management of devolved governments in Kenya.

Though some studies on the relationship between managerial ties and performance of firms and organizations have been conducted (e.g., Gay, 2013; Chepngeno, 2015), limited studies have been conducted to determine the relationship between the managerial ties (social, institutional and political) and performance of government organisations, particularly County assemblies in Kenya. Further, though managerial ties have been shown to positively impact performance in other jurisdictions, their relationship with performance in legislative organizations has received less empirical attention, particularly in Kenya. Since managerial ties have been found to be significant in explaining performance of organizations, their influence in government organizations has received little empirical investigation and needed empirical investigation.

### **Hypothesis**

Consistent with the reviewed literature, we hypothesized that,

*H<sub>0</sub>: Managerial ties have no statistically significant relationship with performance of the County assemblies in Kenya*

Specifically, we tested the following three sub-hypotheses

$H_{0a}$ : Institutional ties have no statistically significant relationship with performance of the County assemblies in Kenya

$H_{0b}$ : Social ties have no statistically significant relationship with performance of the County assemblies in Kenya

$H_{0c}$ : Political ties have no statistically significant relationship with performance of the County assemblies in Kenya

### Conceptual Framework

Consistent with the hypothesis, conceptual framework (Figure 1), shows that managerial ties (social, institutional, and political ties) predict performance of county assemblies.



Figure 1. Conceptual framework

As shown in Figure 1, performance of the county assemblies was assessed using three sub-constructs: oversight, representation and legislation. Further, three managerial ties comprised these sub-constructs, namely social, institutional and political ties.

## III. Methodology

### Design

Research philosophy represents the researcher's guiding assumptions about the nature of the world (Easterby-Smith et al., 2002; Creswell et al., 2003; Saunders et al., 2008). The positivist research paradigm was used in this study because it was carried out on observable social entities which were 46 County assemblies in Kenya, where objective data was collected from the respondents by use of questionnaires based on the reality and quantifiable observation. Descriptive research design was used because the purpose of the study was to describe the existing situation regarding managerial ties, and performance of county assemblies; and to examine the relationship between the study variables. The positivist paradigm was appropriate because the aim was to describe the phenomena as they existed without manipulation of the variables.

### Population and Sample

The target population comprised all speakers, clerks and deputy clerks from all counties except one county which was used to pretest the data collection instruments. A sample, being a subset of the population (Trigueros, 2018), was all the 138 respondents who were drawn from the 46 County assemblies' comprising speakers (46) clerks (46) and deputy clerks (46).

### Measures of variables

**Dependent variable:** The dependent variable was performance of county assemblies which comprised legislation, oversight and representation. The item measures of each of these variables were anchored on a Likert five point scale.

**Independent variables:** The independent variables were the three types of managerial ties; these were: political ties, social ties and institutional ties. These variables were measured using multiple items which were also anchored on a five-point Likert scale. Each item elicited a response on the extent of agreement with a statement that was presented to the respondent: the response was either strongly disagree (1), disagree (2), somewhat agree (3), agree (4) and strongly agree (5).

### Data collection instruments

Structured questionnaires were used to collect primary data from the respondents. The questionnaires were pretested for validity and reliability. To address any insufficiencies that arose before the actual analysis of the overall findings. Pre-testing was done comprehensively in order to enhance instrument reliability. The item

measures of variables were anchored on a five-point Likert scale with 1 = strongly disagree, 2= disagree, 3= somewhat agree, 4 = agree and 5 = strongly agree. 14 respondents were drawn from the County Assembly of Meru which is located about 110 miles (180 km) northeast of Nairobi in the Eastern Highlands at an elevation of about 5,300 feet (1,600 metres), it lies midway between Mount Kenya to the west and Meru National Park to the east and also connected by road to Embu. Meru county assembly was considered for pretesting as it was convenient for the study and the researcher.

**Data collection**

In view of the Corona virus disease (COVID 19) data was collected using an online questionnaire which was created using google forms. The respondents were first called to inform them about the study and to explain its purpose and request for their participation before the questionnaire was sent. An introductory letter was included in the online form together with the NACOSTI permit for the study. Follow up calls were made to ensure that that online questionnaire had been received by the respondents and to kindly remind them to complete the questionnaire.

**Data analysis**

Data collected was analyzed using descriptive statistics to generate frequencies, means and standard deviations; and correlation analysis which yielded correlations coefficients with the use of SPSS version 22. The significance of the correlation coefficients was tested at the 5% level of significance, that is at  $p = .05$ , and conclusions made whether on whether there existed a relationship between managerial ties and performance of county assemblies in Kenya.

**IV. Results And Discussion**

**Reliability of data collection instrument**

A questionnaire pretest sample of 14 respondents was used for purpose of pre-testing the questionnaire prior to its use for data collection. According to Mugenda and Mugenda (2013), a sample size comprising 10% of the population is acceptable for pretesting the questionnaire. The 14 respondents were drawn from the County Assembly of Meru. Cronbach alpha statistic was used to assess the reliability of the data collection instrument which were the questionnaires. The instrument was “purified” by deleting the items that were making the scales less reliable. The distribution of the reliable items ( $n = 71$ ), associated reliability measures and the items that were deleted are presented in Table 1

**Table 1: Reliability Statistics**

	Cronbach's Alpha	N of items	No of items deleted
Institutional ties	0.704	7	1,7,9
Political ties	0.750	4	1,5,7,8
Social ties	0.805	10	
Legislation	0.725	14	7
Oversight	0.902	10	
Representation	0.775	11	
Performance	0.756	15	

The results in Table 1 imply that upon adjustments in item measures where it was found necessary, for example Institutional ties, Political ties and Legislation, the scale for each variable was as shown by a Cronbach alpha value of at least 0.7 as recommended by most scholars. The final item measures for the constructs in the study were managerial ties (Institutional ties:  $n = 7$ , Political ties:  $n = 4$ , Social ties:  $n = 10$ ) and qualitative performance (legislation:  $n = 14$ , oversight:  $n = 10$ , representation:  $n = 11$ ) and quantitative performance ( $n = 15$ ). The reliability test results implied that the instrument was suitable for use in data collection based on the Cronbach alpha reliability statistic of at 0.7 for all the variable scales.

**Characteristics of respondents**

The frequencies of the responses by Gender, Age bracket and highest level of academic qualification were generated and the results are presented in Table 2.

**Table 2 Distribution of respondents by Gender, Age and Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>	Female	15	15.3	15.3
				16.3

	Male	82	83.7	83.7	100
	Total	98	100	100	
<b>Age bracket</b>	26 – 35	16	16.3	16.3	16.3
	36 – 45	38	38.8	38.8	55.1
	46 – 55	33	33.7	33.7	88.8
	above 55	11	11.2	11.2	100
	Total	98	100	100	
<b>Highest academic qualification attained</b>	Bachelor’s degree	24	24.5	24.5	25.5
	Doctorate degree	2	2	2	27.6
	Master’s degree	71	72.4	72.4	100
	Total	98	100	100	

**Summary description of managerial ties, citizen participation and performance**

The composites means and strategy deviations of managerial ties (institutional, political and social ties), citizen participation, and performance (legislation, oversight and representation) are presented in Table 3.

**Table 3 Summary description of managerial ties and performance**

Descriptive Statistics									
	N	Min	Max	Mean	SD	Skewness		Kurtosis	
				Statistic	Statistic	Statistic	SE	Statistic	SE
Institutional ties	98	1	4.00	2.39	0.65	0.267	0.244	-0.154	0.483
Political ties	98	2	4.00	3.01	0.79	-0.018	0.244	-1.403	0.483
Social ties	98	1	4.30	2.81	0.71	-0.308	0.244	-0.457	0.483
Legislation	98	1.50	4.93	3.57	0.70	-0.665	0.244	0.306	0.483
Oversight	98	2.39	4.80	3.67	0.57	-0.188	0.244	-0.568	0.483
Representation	98	1	5.00	3.69	0.76	-0.865	0.244	1.333	0.483
Performance	98	1.73	4.83	3.36	0.66	-0.218	0.244	-0.006	0.483
Valid N (listwise)	98								

The results in Table 3 imply that the least developed managerial ties were the *institutional ties* (M = 2.39, SD = 0.65), while the most prevalent are the political ties (M = 3.01, SD = 3.01, SD = 0.79). Since the composite score of the managerial ties is below 3 (M = 3.00), this it is concluded that the county assemblies have not developed sufficient ties and this may explain their performance which was also found to be just moderate (M = 3.36, SD = 0.66). The most effectively performed mandate is *representation* (M = 3.69, SD = 0.76) though it was still below 4 on a scale of 1 to 5 where 4 = agree. This result on performance implies that the respondents moderately agreed that the county assemblies were performing satisfactorily.

**Relationship between Managerial Ties and Performance**

The strength and direction of the relationship between managerial ties and performance were assessed using person product moment correlation of summated scores of all the variables and the results clearly indicated that there was no significant linear relationship between managerial ties and the overall performance of county assemblies in Kenya. The strength and direction of the relationship between managerial ties (institutional, political and social ties), and performance (oversight, legislation and representation) were assessed using person product moment correlation of summated scores of all the variables. The results are presented in Table 4.

**Table 4. Relationship Managerial Ties and Performance**

	1	2	3	4	5	6	7
1. Institutional Ties (INT)	1						
2. Political ties (POT)	-.214*	1					
	0.034						
3. Social ties (SOT)	-.308**	.370**	1				
	0.002	<0.001					

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4. Legislation	-.346** <0.001	0.119 0.242	.282** 0.005	1			
5. Oversight	-.357** <0.001	.276** 0.006	.341** 0.001	.559** <0.001	1		
6. Representation	-0.198 0.051	0.163 0.109	.200* 0.048	.418** <0.001	.527** <0.001	1	
7. Performance of County assemblies	<b>-.409**</b> <b>&lt;0.001</b>	<b>0.127</b> <b>0.211</b>	<b>.205*</b> <b>0.043</b>	.470** <0.001	.489** <0.001	.667** <0.001	1
	98	98	98	98	98	98	98

\* Correlation is significant at the 0.05 level (2-tailed).

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

As shown in Table 5, there was significant ( $p < 0.05$ ) linear relationship between institutional ties (INT) and overall performance ( $r = -0.409$ ,  $p < 0.001$ ); and between institutional ties (INT) and both Legislation and Oversight. Further all managerial ties variables (INT, POT, and SOT) had a significant relation with oversight ( $p < 0.05$  for all correlation coefficients, INT:  $r = -.357$ ; POT:  $r = .276$ ; SOT:  $r = .341$ ), the composite score of performance of counties was also linearly and significantly related with all managerial ties variables ( $p < .05$ ) except with political ties, POT ( $r = 0.127$ ,  $p > 0.05$ ). This result suggests that there was liner relationship between managerial ties and performance of county assemblies It was also found that institutional ties had a negative relationship with all the performance dimensions (Legislation:  $r = -.346$ ,  $p < .05$ ; Oversight:  $r = -.357$ ,  $p < .05$ ; Representation:  $r = -.198$ ,  $p = .05$ ) and thus linear regression model was suitable for assessing the relationship between managerial ties and performance. Extant empirical literature (e.g., China) suggests that countries which have the respect for the ties are among the largest in the world as they share many characteristics with other emerging economies, such as a rapid pace of economic development and policies that favor the adoption of a free-market system leading to better performance. Further, anecdotal evidence suggests that managerial ties have play a major role in the growth of the Kenyan companies as they have gained the necessary resources, which have boosted firm's growth and achievement of superior performance. However, this current study suggests that the managerial ties are not strong or are not well developed in the County assemblies.

### V. Conclusion

Managerial ties are not sufficiently developed at the County assemblies in Kenya ( $2 < M < 3$ ) because the responses were ranging between disagreeing and somewhat agreeing with statements regarding the effectiveness of managerial ties. Further, there was a significant linear relationship between managerial ties and the performance particularly; the strongest correlation is between managerial ties and oversight followed by managerial ties and legislation. The weakest relationship was between managerial ties and representation.

Based on the findings of this study the hypotheses were tested and the following conclusions made:

The hypothesis  $H_0$ : *Managerial ties have no statistically significant relationship with performance of the County assemblies in Kenya* was partially accepted because two of the managerial ties types had a significant relationship with performance of county assemblies.

Specifically, we tested the following three sub-hypotheses using the t-test on the correlation coefficients.

$H_{0a}$ : *Institutional ties have no statistically significant relationship with performance of the County assemblies in Kenya*, was **rejected** and the conclusion made that institutional ties had a significant relationship with performance of county assemblies in Kenya

$H_{0b}$ : *Social ties have no statistically significant relationship with performance of the County assemblies in Kenya* was rejected and the conclusion is that social ties had a significant relationship with performance of county assemblies in Kenya

$H_{0c}$ : *Political ties have no statistically significant relationship with performance of the County assemblies in Kenya* was accepted

### Applied implications

Managerial ties are not sufficiently developed in the county assemblies and need to be further developed. County assemblies should review their institutional ties with a view to reducing some of the current ties and embracing more progressive ones because the existing ones negatively affected their performance. Social ties should be strengthened in order to improve representation function of the county assemblies. In particular, the county assemblies should improve on the areas that had unsatisfactory performance and managerial ties such as was the case for legislation ( $M = 3.57$ ) and social ties ( $M = 2.39$ ).

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