

**EFFECTS OF ORGANIZATIONAL STRUCTURE ON EMPLOYEE
PERFORMANCE IN THE KENYAN COUNTY GOVERNMENTS: A CASE
STUDY OF NAROK COUNTY GOVERNMENT**

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DECLARATION

I affirm that the work displayed here is my own and has not been submitted before for credit toward a degree or certificate at this or any other educational institution.

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Approval by supervisor

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DEDICATION

This study is dedicated to my wonderful family, who have been a constant source of emotional and spiritual support during my studies.

ACKNOWLEDGEMENT

God, the Most High, deserves praise for keeping me safe. In addition, I'd like to thank Dr. Naikuni and Mr. Jackson Kulet, my supervisors, for all of the helpful advice and direction they gave me while I conducted my research.

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ABSTRACT

The phrase "organizational structure" describes the methodical division of a company's many divisions and activities. It discusses how businesses set up their management structures and how workers are expected to fulfill the many requirements put on them. Local studies on the relationship between organizational structure and productivity have produced a range of results. Therefore, further study is required in these areas to fill up the gaps. In the Narok County Government, the study's stated objectives were to "examine the effect of organizational structure complexity on employee productivity; establish the effect of characteristics of the organization general framework; and determine the effect of organizational structural centralization." The foundation of this study was the Theory of Fairness and the Goal Theory. For this examination, a descriptive research methodology was used. The poll included all 5,345 members of the Narok County Government staff. From the whole population, 372 people were chosen at random and interviewed. Primary data were gathered using questionnaires, while secondary data came from existing organizational records. The County Executives, senior officials, and board members are all county residents. A pilot study was conducted to make sure the instrument's validity and reliability. The data were examined using descriptive and inferential statistics. The data were processed and analyzed using SPSS Version 26.0, and descriptive analysis was performed to compute the means, frequencies, and percentages as well as linear regression to establish the relationship between the two sets of variables (structural complexity, structural formalization, structural centralization and employee performance). The results showed that respondents mostly agreed on all issues. This shows that the structural complexity of the Narok county government's organizational structure is insufficient. Regression and correlation analysis support the conclusions even more. Structure centralization and employee performance ($r = .585^{**}$, $p = .000$), structural complexity and employee performance ($r = .232^{**}$, $p = .000$), and structure formalization ($r = .236^{**}$, $p = .000$) all showed statistically significant associations. As a result, since the estimated F values were higher than the critical F values, all three of the null hypotheses ($F(0.05, 1,268) = 15.784$, $F(0.05, 1,268) = 3.873$, and $F(0.05, 1,268) = 15.181$) were rejected. It has been shown that elements including the complexity, formalization, and centralization of the county government's institutions all have an impact on employee performance. The combined effect of the three factors on county government worker productivity is statistically significant ($R = 0.604$, R square of 0.365 , $F = 50.874$, $p = 0.0001$). We infer that organizational structure and productivity are statistically significantly related. On the other hand, structural centralization has a bigger effect on productivity. The study advises organizations to better understand and modify their organizational structure in order to motivate employees to put forth effort and enhance their performance.

LIST OF ABBREVIATION

HR	Human resource
HRM	Human Resource Management
MBO	Management-by-Objective
NACOSTI	National Commission of Science, Technology and Innovation
ROA	Returns on Assets
ROS	Returns on Sales
SPSS	Statistical Package for Social Sciences
UK-	United Kingdom
VCI	Validity Coefficient Index

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to Robbins and Coulter (2007), organizational structure is "the formal arrangement of jobs and activities within an organization; it represents the distribution of authority and responsibility and the method in which personnel inside organizations follow laws and regulations" (Nahm et al., 2003).

Nelson and Quick (2011) assert that an organization's structure affects both how it looks to external stakeholders and how successfully it accomplishes its duties. Despite acknowledging their views on the irreplaceability of structural decisions and the ongoing debate on the interactions between strategy, structure, and performance, one can somewhat concur with Joris, Brand, Marco, and Zoetermeer's (2002) contention that the results of the organizational design process are an undeniably significant determinant of the performance of firms.

Ledbetter (2003) investigated how the Texas Grand Prairie Fire Department's organizational design affected its effectiveness. The relationship between organizational structure and effectiveness in terms of the environment, technology, size, strategy, goals, culture, and philosophy has been shown. Hao et al. (2007) looked at the effects of various organizational structure types on performance using data from Austria and China.

According to Herath's study on management control, organizational structure complexity improves task coordination and lowers inefficient resource usage. The study found that employees who have access to the tools they need at work to thrive are more productive and satisfied. In today's fiercely competitive economic climate,

organizations that have a flatter organizational structure and more employees reporting to a single manager perform better, according to study on management effectiveness (Senior & Swailes, 2010).

The performance of small and medium-sized firms and the level of formalization were shown to be positively correlated by Tanja et al. (2012), however Input, throughput, and output activities are the three main flows of activities in a business organization. According to Wuchakwa's (2013) study, these three flows are impacted by the extent of formalization existent or adopted in state-owned firms in Nigeria.

Any industry's employees would gain from working for a business that promotes these ideals. They think they're making the most contribution to the success of the organization in this division. They long for the opportunity to impress the superiors by successfully accomplishing a difficult task utilizing their creativity. The success of a firm has been shown to be strongly correlated with employee trust and appreciation for their job in all of the studies reviewed here. The success of an organization and the satisfaction of its members over time depend on the ability of its personnel to develop and sustain trust with one another (Srivastava, 2013).

Since workers only report to one manager, many organizations nevertheless follow "traditional" hierarchical structures, which might be detrimental to productivity and information flow. As a result, a "silo attitude" could also emerge. Under the traditional "one person, one boss" organizational structure, information is hoarded and cross-divisional cooperation is hindered (Dancer & Raine, 2010). The inherent problems with the traditional hierarchical structure become more obvious as organizations become more specialized and dependent on people with certain skill sets. To maximize their

sophisticated nature, many organizations nowadays use increasingly complex organizational structures.

People are better able to use one another as resources and cooperate to enhance the organization when they feel comfortable discussing their opinions and feelings with their colleagues. When people don't trust others around them, they are less inclined to cooperate and share their ideas (Jordan, 1999). People like to work in environments where they are respected as unique people and where they have a chance to influence the organization's goal.

1.2 Statement of the problem

The phrase "organization structure" refers to the hierarchical framework that organizes tasks, interdepartmental connections, and authority levels to allow cooperation, delegation, and open lines of communication (Uadiale, 2010). The organizational structure of a firm is the framework that establishes and maintains its internal hierarchy. It specifies who reports to whom and what each job does. This framework is intended to outline how a company operates and to assist in achieving the goals that will allow it to grow in the future. Some local studies have identified a favorable relationship between organizational structure and performance, while others have found no such relationship using performance indicators such as firm size, return on assets, and return on equity. According to Ngetich (2005), a poorly formed organization performs worse than one with a more streamlined structure. Waiyaki (2006), Ndeto (2007), and Chacha (2005), on the other hand, discovered that a bigger corporation had a better return on assets (ROA) and return on capital employed (ROCE). Few studies have been conducted since county governments' inception to investigate the relationship between organizational structure and company performance. Despite repeated changes in Narok county administration's political alignments, there have been few studies analyzing the

relationship between organizational structure and employee performance. The steady expansion of corporate size indicates an area suitable for investigation. Determine how the organization's productivity has been influenced by expansion. This study sought to bridge a knowledge gap by investigating the relationship between Narok County Government's organizational structure and staff productivity.

1.3 Objectives of the study

To what extent does Narok county government's organizational structure influence the productivity of its employees was the primary focus of this research.

1.3.1 Specific objectives

The study formulated the following specific objectives;

- i) To examine the effect of organizational structural complexity on employee performance in Narok County Government
- ii) To determine the effect of organizational structural centralization on employee performance in Narok County Government
- iii) To establish the effect of organizational structural formalization on employee performance in Narok County Government

1.4 Research Hypotheses

The following hypothesis were formulated to guide the study

H0₁:There is no significant relationship between organizational structural complexity and employee performance in Narok County Government

H0₂:There is no significant relationship between organizational structural centralization and employee performance in Narok County Government

H0₃:There is no significant relationship between organizational structural formalization and employee performance in Narok County Government

1.5 Significance of the study

The research will be useful to the Narok County Government since it will show how essential it is to use and improve an efficient organizational structure to boost the performance of individual workers. The study's results will shed light on the relationship between county government's organizational structure and employee performance, making it applicable to other county governments. The results of this research will add to what is already known about the relationship between organizational design and productivity. Several theoretical, academic, policy-making, and governmental developments in the field of organizational structure and employee performance are anticipated as a result of this research. This study's results could help scholars better grasp the interplay between organizational design and employee output, which in turn affects company output. This analysis of county governments drew attention to the prevalent organizational structures in use and their efficacy in raising the bar for county government efficiency.

1.6 Scope of the study

Researchers from Narok County's administrative entities collected data between January 2021 and November 2021. The impacts of organizational structure on productivity in Kenya's county administrations were studied. Employees from the county's administration, finance, education, health and sanitation, agriculture, transportation and public works, cooperatives, natural resources, information and communication technology, livestock, and fisheries departments all responded. The descriptive research method was employed in this study. The study focused on the links between three independent variables and organizational performance: structure complexity, structure centralization, and structure formalization. A representative sample of the target demographic was issued standardized questionnaires, generating measurable data.

1.6 Operational definition of terms

An employee -A person working for another party by some kind of agreement, either written or oral, to do so, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed (Nnonu, 2017),

Organizational structure - An organizational structure involves the three components of structural complexity, structural centralization and formalization that relates to one another in defining task allocation, reporting relationship and formal coordination mechanism in an organization (Amunga, 2016).

Structural formalization – How much organizational behavior is governed by established policies and procedures (Nahm, 2013). This involves the innovativeness, commitment and motivation of an employee.

Structural centralization-according to Hatch (2012), this refers to where decision-making authority in the organization lies. The chain of communication, costs of operation have impact in this organ. The control and the implementation of activities are also indicators in this organ.

Structural complexity- is the degree to which an organization has established (Agbim, 2013). Coordination and adaptation are some key elements. Resource management, size of the structure and the skills required are other indicators in this structure.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The purpose of this chapter is to provide a theoretical and conceptual foundation for the investigation by reflecting on the relevant prior literature.

2.1.1 Organizational Structure

Every management plan must integrate the concept of organizational structure since both employees and managers have a part in creating and putting ideas into practice (Agbim, 2013). Nadler (2011) gave a thorough examination of organizational structure and all of its components, outlining how these components are connected to one another and how they affect one another. He made it clear that an organization's organizational structure affects who reports to whom and how duties are assigned. This point of view contends that an organization's structure's complexity, formalization, and centralization serve as its distinguishing traits.

The degree of specialization or division of an organization's activities is inversely correlated with the complexity of the organization's internal structure. A complicated organizational structure increases the need for horizontal or vertical communication across multiple levels or several divisions. The need for effective channels of communication, coordination, and control is said to increase in direct proportion to an organization's complexity (Herath's, 2017) thesis. However, in highly centralized businesses where only the top executives have the authority to make decisions, the organizational structure of the business is vital in establishing who has the last word. In a decentralized organization, persons lower on the chain of command are given the authority to make choices. Contrarily, less centralized organizations are those that are more complicated in nature. In less specialized organizations, power must be

concentrated in the hands of one person or group. In decentralized companies, communication and employee involvement must improve. (Nahm, 2013)

The level of structural formalization determines how much organizational behavior is guided by policies and procedures. High complexity has been found to typically set the tone for poor formalization thanks to the competence of specialists in such organizations, which has led to the establishment of the link between complexity and formalization (Nahm, 2013). In an organized framework, there are set standards and procedures for doing business. Since formalization inhibits original issue solution, it often leads to less internal communication. (Hatch, 2012).

2.2.2 Employee Performance

Every management plan must include organizational structure since both employees and supervisors participate in the ideation and execution phases (Agbim, 2013). The actions they do while on the job and the results they generate are used to assess an employee's performance. The show is authenticated by the performer's actions. When someone invests the time and effort to finish a task, there will be repercussions, and those repercussions may be assessed (Brumbranch, 2013).

With the exception of behavioral and personality qualities, organizations may utilize formal and informal tactics to affect or manage all factors affecting individual and unit performance (Khan, 2015). To ensure that things like achieving the organization's goals and objectives are done as they should be, organizational structures are employed as a kind of control. This is done in the form of an acronym to indicate that performance is the sum of many elements (Theodosiou, 2014).

Employees who believe their careers have peaked tend to be less loyal to their present employers (Amunga, 2016).

According to Ongori and Agolla (2015), one of the key reasons why employees are less committed to sticking with their present employers is the absence of prospects for professional progression. Many people are locked in low-level jobs with little opportunities for growth due to a lack of education or training. When employees feel valued and valued, they are more willing to go above and above for the business. This suggests a link between a company's success and how well it can motivate its employees (Muhammad, 2011). Given the above, it is imperative that companies create and put into place policies and processes that promote employee pride and autonomy.

Productivity of employees and organizational structure 2.2.3

A mechanistic organization is extraordinarily complex, codified, and centralized; in such a setting, tasks are highly specialized, individuals have little discretion to make decisions that deviate from accepted standards, and management makes all of the crucial decisions (Murphy, 2013). According to Daft and Willmott (2015), high management is always responsible in every given firm. Data must pass through many management tiers in order to reach its destination, which is why we refer to a "vertical" structure (Tolbert & Hall, 2012).

According to Souitaris and Zerbinati (2016), the work is divided into a number of categories, demonstrating a high level of skill. The tone of internal corporate communication, however, becomes more authoritative. They see the well-established and well-documented business procedures, which point to a high level of formalization and homogeneity. According to the authors, high centralization happens when power to make decisions is concentrated within a limited group of people or departments (Rober & Olive, 2013). Consequently, it is the employee's duty to follow business

policy. This is carried out without requesting or expecting any particular consideration or input into the current situation.

Organic structures are the polar opposite of mechanistic ones. This structure uses job-level generalization and is not too complicated. In informal, decentralized organizations, employees are given greater autonomy and decision-making power. The organic organizing structure exhibits a broad range of characteristics. Lunenburg (2012) identifies the characteristics of organic or professional organizations as high complexity, low centralization, low formalization, low stratification, great adaptability, low productivity, poor efficiency, and high job satisfaction.

Employee engagement is quite high in businesses with an organic structure and a centralized decision-making mechanism (Dubinsky, 2013). Because staff members now have the power to make decisions, top management is no longer solely responsible for finding solutions to organizational problems. This structure lacks the strict hierarchies seen in more conventional models due to the decentralized nature of the departments' various degrees of influence (Jones, 2013). Employees are more likely to be driven to perform well in their positions and are more likely to stay with the firm despite facing challenges in an organically formed organization because they have more ownership over their work and are more likely to have their ideas acknowledged.

In a bureaucratic organization, employees at various levels are granted discretionary ability to make decisions within set boundaries. The bureaucratic organizational structure has a variety of characteristics. According to Lunenburg (2012), these characteristics include: Low complexity, high centralization, formalization, and stratification, weak adaptability, high output and efficiency, and low job satisfaction. Even if an employee has a legitimate opinion, it ultimately depends on their supervisor's

approval since centralization, the bureaucratic structure of businesses, restricts decision-making to a limited number of people or departments inside the organization (Liu, 2012). The finding that the bureaucratic organization component involves high levels of complexity and formalization while maintaining decentralization is compatible with the moderate levels of employee motivation and production.

A poorly structured organization limits the professional development, personal satisfaction, and mental well-being of its employees, which in turn causes setbacks, dissatisfaction, and conflict, according to Namisi's (2012) research on the effect of organizational structure on performance in the Kenyan health sector. Obuocha (2016) also discovered that the ideal level of employee happiness in the Migori County Government was strongly correlated with how well the organization was set up to support this pleasure. Conclusion: The structure of the company affects production, which in turn affects how happy employees are at work.

It is clear from the analysis above how much an organizational structure helps employees and defines issues like what they are expected to accomplish, how they are expected to do it, who they report to, and who they should meet with in the case of difficulties. All of this has an impact on how employees feel about their work and either motivates them to put in more effort or demotivates them. An organization's overall structure has an impact on its efficacy and production. Any manager may be effective, but a badly organized business will always provide inferior outcomes. The goal of this study was to determine if the structure of the Narok county administration contributed to its current underperformance.

2.3 Theoretical Framework

Principles from both motivation theory and legitimacy theory served as the basis for the research.

2.3.1 Goal theory

Performance management relies heavily on goal theory, which developed from the now-defunct management-by-objective (MBO) method. Locke and Latham (1979) proposed the idea that goal setting, acceptance of a challenge, and performance feedback all contribute to increased motivation and output. The theory's central tenet is that individuals' intended outcomes significantly influence their actual ones. People's reactions and actions are directed by goals, which in turn shape people's work habits and the results they achieve. Locke said that goals are more of a motivating tool than a philosophy of what drives people. The importance of accepting and committing to a goal was emphasized (Erez & Zidon, 1984). This stress was founded on research showing that people are more productive when working toward difficult rather than simple objectives, provided they are all on the same page. Robertson et al. (1992) cited Erez(1977), who similarly emphasized the importance of feedback: "Goals inform individuals to achieve particular standard of achievement, in order for them both to direct but rather evaluate about there actions; while performance appraisal allows the person to track how well an individual has been doing in accordance with the purpose, so that, if nessecary, adaptation in effort, orientation, or presumably task strategies could be made" (Armstrong, 2006). Focused efforts are more likely to succeed when objectives are both clear and challenging. This proves the validity of Gratton's (2000) theory that "stretch goals" are lofty, well-defined targets for significant performance gains. According to Hannagan, "at present goal-setting is one of the most prominent ideas of work motivation relevant to all cultures" (Mullins, 2005)

This theory is relevant to the research at hand because it highlights the need of goal setting to ensure that workers are aware of and able to meet their specific performance objectives. The theory also stresses the need of creating attainable but demanding performance objectives in order to guide behavior and keep employees motivated. Providing workers with thorough, accurate, and timely feedback and understanding of outcomes is crucial if a business hopes to boost motivation and, in turn, productivity. In a nutshell, they are only possible with a well defined and efficient leadership context, which will dictate job specialization, the hierarchy of the organization's leadership, and the strictness of the laws and regulations that govern the business.

2.3.2 Equity theory

Adams (1963) considered this hypothesis based on seemingly fair rewards, which in Porter and Lawler's (1968) expectation model translate to differences in happiness. This idea looked at how individuals perceive the treatment they get from others. Concerned with fairness in relation to others, equity calls for empathy, perceptiveness, and a comparative approach. According to the notion, individuals are more likely to be motivated when treated fairly and less likely to be motivated when treated unfairly (Armstrong, 2006). An equitable distribution occurs when each person's total outputs are proportional to their assumed total inputs. As the uncomfortable tension associated with a sense of inequality grows, so does the want to eliminate or at least mitigate it. The theory's relevance to this inquiry stems from its ability to inform managers about the links between positive and negative employee and organization interactions and subsequent productivity on the work. According to equity theory, supervisors should take into account employees' opinions on what constitutes fair treatment. Managers gain legitimacy in the eyes of their staff when they give them a voice in determining the course of action to be taken regarding significant work outcomes, which in turn boosts

productivity since staff members like being seen as an integral part of the organization's success.

2.3 Empirical Literature Review

Although there is a lack of consistent data on the effects of devolution, a research conducted in India's federal state found that decentralization improved government responsiveness in service delivery, particularly in areas where the media was very active (Murphy, 2013). Another Italian research finds that decentralization might make existing national trading gaps worse (Calamai, 2009). Local officials' ability to affect service delivery is constrained, according to research by Azfar (2011), while citizens' ability to affect change at the grassroots level is restricted by a lack of resources.

Locally, Obuocha (2016) believes that poorly conceived and managed devolved systems lead to the replication of national government bureaucracy, ineffective usage of resources, and a lack of responsibility by staff in county administrations. The increase in ethnic, religious, and cultural variety as well as more marginalized predicted by Kimenyi (2012) might have a negative effect on organizational culture, he believes.

2.3.1 Structural Complexity and Employee performance

Senior and Swailes (2010) contend that more workers may be managed successfully by a single supervisor if their responsibilities are more evenly dispersed throughout a single organizational level. Additionally, less stress for management equals more time to concentrate on other facets of the company. The effects of changing the structure in either the vertical or horizontal plane on production varies. Henricks (2015) cautions that a lack of specialization may be harmful to a business since it raises the possibility that decisions will be made by employees without the required knowledge. Additionally, Lunenburg (2012) supports the idea that a lack of hierarchical levels may

result in a loss of control, which may have a detrimental effect on an organization's performance as well as perhaps spark a staff uprising owing to a lack of well defined rules and procedures. However, Walton (2014) concludes that centralized organizational structures are outmoded, slow, and stiff for the demands of the present, which is seen in the subpar performance of their workforce.

According to Oden's (2009) study on the effects of organizational structural differentiation on Angolan manufacturers, the main advantage of differentiation is the improved capacity for responsibility transfer between departments, a phenomenon that is only made possible by having positions with ambiguous job descriptions. According to Walton's (2014) study on the influence of specialization on organization performance in the service industry, job specialization reduces cycle time via efficient coordination and cross-functional activity. Savings are another benefit of job specialization inside the organization. These deductions imply that the worker will be able to get instructions and start working promptly, lowering the possibility of miscommunications with higher management.

According to Herath (2017), who also studied managerial control, organizational structure complexity aids in task coordination and lowers inefficient resource use. The study found that employees who have access to the tools they need at work to thrive are more productive and satisfied. In addition, Liu (2012) discovered that a company's workers may suffer if job specialization activities are not carried out properly. Enhancing internal integration and worker-activity coordination are a few of these responsibilities.

Job specialization enhances supply chain efficiency by minimizing or eliminating non-value-added activities, such as checking input just once for different functions,

according to a local research on dairy firms (Kigather, 2016). This increases employee productivity and saves the organization money. The performance of the organization as a whole is enhanced because workers are more strongly motivated, molded, and directed to meet the department's particular objectives, these studies suggest. People are also better equipped to adapt to change and the demands of their professions.

2.3.2 Structural Centralization and Employee performance

The degree to which an organization should centralize or decentralize its decision-making power is a key dilemma confronting many modern organizations (Zheng & Yang, 2010). According to McLean (2010), centralization is the process through which authority and decision-making are concentrated at the top of an organization. Decentralization, on the other hand, may be outlined as the dispersion of autonomous units that make choices independently of a centralized authority. Theodosiou (2014) asserts that centralization's effectiveness in managing significant and complicated tasks will ensure its continued usage. In large organizations with highly specialized staff, Leavitt's (2015) research shows that less centralization results in better employee performance, whereas more centralized organizations have lower productivity because employees perceive decisions as being handed down from on high, making them feel uninvolved and unimportant.

A tall organizational structure is defined by a small number of people managed by a single supervisor and a long chain of command, both of which are detrimental to employee performance because messages must be relayed through numerous middlemen before reaching their intended recipients (Katsikea, Theodosiou, Perdikis, & Kehagias, 2011) ; Al-Qatawneh, 2014). In contrast, a flatter organizational structure includes more workers reporting to the same manager and fewer levels of management. Managers in flatter companies are expected to take on greater responsibility than their

counterparts in more hierarchical environments due to the limited resources at their disposal and the increased frequency with which they must contact with employees. These findings emphasize the value of management autonomy and decision-making under flatter organizational structures, where managers have more one-on-one interaction with their staff and therefore a higher effect on their performance.

In a similar vein, Senior and Swailes (2010) showed that flat organizations, where a larger number of employees report to a single manager, outperformed their more hierarchical counterparts in the administration of highly competitive enterprises. In this structure, there are fewer levels of management, making it simpler for employees to respond quickly to changes in the market. Increasing the breadth of control is one technique to flatten an organization's structure, particularly when the organization is vast. This maintains organizational flexibility without making it too hierarchical, which enhances organizational performance by giving workers a sense of ownership in the company's success. Bloisi et al. (2013) did this study on the telecoms sector in Ghana.

In a local longitudinal study conducted between 2002 and 2011, Barako et al. (2014) examined how organizational hierarchy affected the productivity of agricultural enterprises in Kenya. They conducted study to ascertain how much structural complexity affects an organization's efficiency. The results are suggestive but not conclusive that the hierarchical structure of the organization and the efficiency of information exchange across the supply chain are related. According to one interpretation of the study's results, an agricultural firm's efficiency increases as its level of decentralization increases because such an organization is better able to swiftly and easily adjust to changing market conditions. According to the study, bureaucracy is important since there would be conflicting sources of information absent a defined source, which might hinder performance.

2.3.3 Structural formalization and Employee performance

In contrast to Tanja et al.(2012) .'s finding that less formalization was associated with the performance of small and medium-sized businesses, Onwuchakwa's (2013) research contends that formalization in state-owned firms in Nigeria determines the input, throughput, and output activities of a business, making the performance of an organization dependent on its level of formalization. According to Deniso's (2014) research on the influence of formalization on the performance of South African extractive industries, organizations with a participative workplace culture experience almost double the returns on investment as those that rigorously adhere to the law. The research found that informal organizational traits were highly related to both short- and long-term sustainability.

Yousef (2016) investigated how formalization at work affects employee behavior, job satisfaction, and productivity at international corporations in the Middle East. According to the results, when workers believe their superiors use consultative or participatory leadership styles, such as reduced rigidity in the reporting structure, loyalty, job happiness, and productivity all increase. According to a research conducted in Kenya, organizational norms have a higher influence on employee behavior when people really care about the success of their company (Amunga, 2016; Karani, 2017). According to the study, formalizing the organizational structure can help to create an environment in which employees are motivated to learn and find innovative solutions to problems caused by competition or the appearance of new opportunities, all of which serve to keep employees committed to the company's overall goals and objectives.

2.4 Summary of literature review

Any company's ability to stand out from its competitors is directly tied to the efforts of its employees. It's common to use the umbrella word "performance" to refer to any

measure of success, from efficiency and effectiveness to growth. Previous research on the topic of organizational structure and performance has shown a clear positive correlation between the two. Maintaining a constructive organizational structure, such as through offering effective communication, autonomy, involvement, and mutual trust, results in improved employee performance and satisfaction. Based on a survey of the relevant research (Nadler, 2011; Herath, 2017; Tran & Tian, 2013; Nnonu, 2017; Theodosiou, 2014; Sikavica & Novac, 2009), it is clear that the structure of modern businesses is increasingly crucial to their success. As a consequence of standardization and globalization in the corporate environment, rules and standards guiding performance are now necessary.

Complexity, formalization, and centralization are interrelated aspects of an organization's structure that define roles, lines of authority, and formalized mechanisms for coordinating efforts. Employee satisfaction and other outcomes may be improved by the implementation of an effective organizational structure system that guides and supports workers as they carry out their duties. Innovation rises, customer service improves, and staff turnover drops as a consequence. Given the above, it is clear that using executing structures to organize and carry out projects would improve internal collaboration and eliminate the silos between departments that characterize most decentralized administrations. In addition to reducing disputes and boosting short- and long-term productivity, studies have shown that fostering a culture of collaboration may help businesses save money in the long run.

2.5 Research gap

Author and year	Focus of the study	Findings	Research gaps	Focus of the current study
Henricks (2015)	Dangers of having less specialization in Organization structures	It's possible that Management won't make any decisions, or that staff won't make the right ones because they lack the information they need.	The research relied on data from private companies.	We looked at how county governments provide services in the present research.
Lunenburg (2012)	Effects of hierarchical levels on organization performance listed companies	Sense of powerlessness due to having too few tiers in the organizational hierarchy may have negative effects on productivity.	All of the research was done in Iran, and it focused only on the economy's financial health.	This research was carried out in Kenya, with the
Herath (2017)	Management control in organization in Angola Republic	Complexity in an organization's structure helps employees better coordinate their efforts and make the most of their available resources.	Only workers from one division were included in the analysis.	The whole county government participated in this survey.
Theodosiou (2014)	Centralization in Decision making in China	Because of its superior capacity to handle massive and intricate tasks, centralization will continue to be the defining characteristic of bureaucratic organizations.	Only qualitative information was used in the analysis.	This research combined quantitative and qualitative approaches.
Magee (2015)	Organization formalization and organization practices.	One cannot separate formalizing an organization from its associated behaviors.	The focus of this research was on organisational members rather than results.	This present research covered organisational culture and performances of County governments
Tanja et al (2012)	The effect of formalization and business performance of small and medium enterprises In Nigeria	There was a return on the investment that was approximately double what it was in companies without general framework.	This research focused on medium-sized businesses in Nigeria.	This research was conducted in Kenya and relies on data from the county level of government.

2.6 Conceptual Framework

The conceptualization of the components of organizational structure as independent factors that affect favourably or adversely on organizational effectiveness serves as an illustrative example of the interaction between research variables. Linked in Figure 2.1 are the study's independent variables.

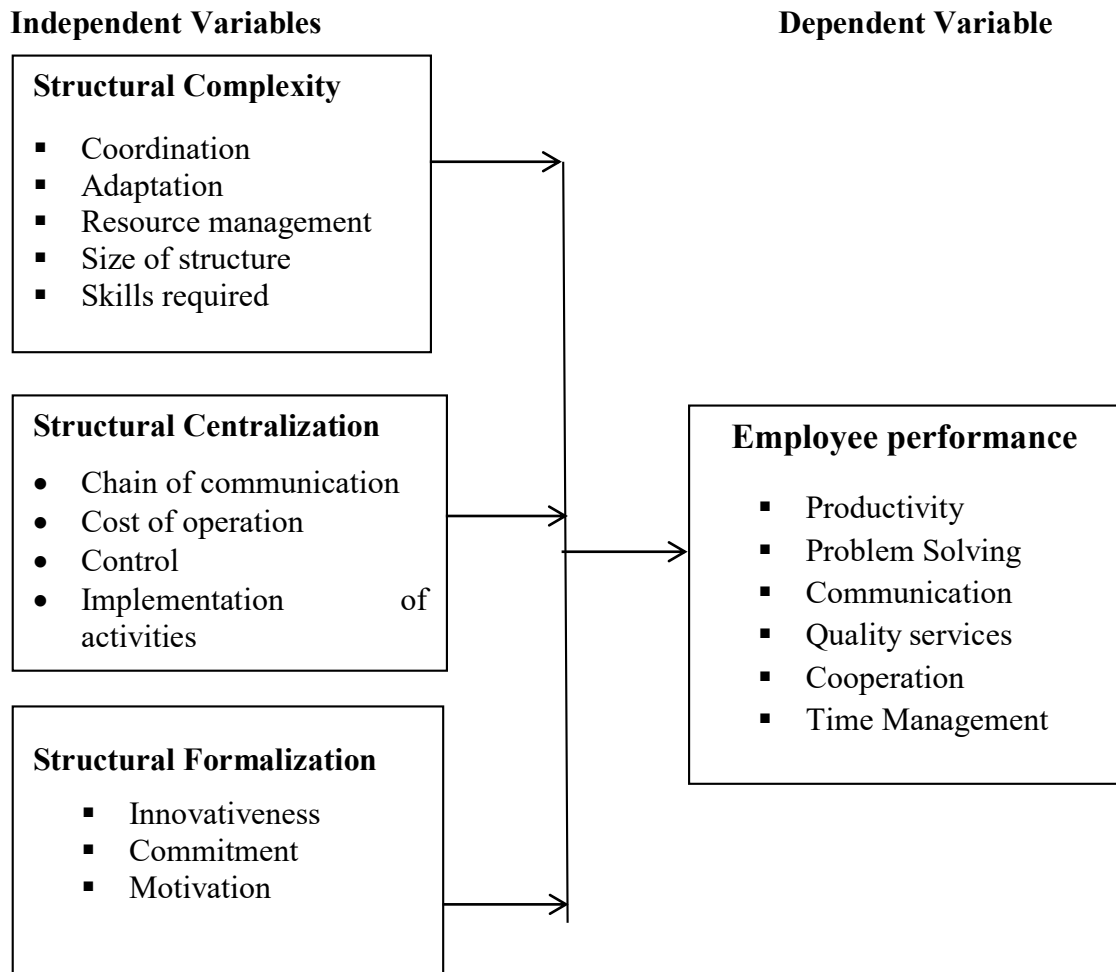


Figure2.1 Conceptual framework

Source: Author (2019)

The relationship between the relevant variables is shown in this graph. It is shown that the independent variables of structural complexity, structural centralization, and structural formalization all have a direct impact on county government efficiency.

The factors employed to measure structural complexity—coordination, flexibility, resource management, size of the structure, and worker skill requirements—were all shown to have a direct bearing on employee performance. According to Walton (2014), when a company's organizational structure seems complex, employees find it challenging to effectively manage problems, communicate with one another, and operate as a team, all of which result in a decline in productivity. According to studies cited by Lunenburg (2012), simple organizational structures encourage better cooperation, problem solving, and communication, all of which increase productivity. This shows that the structural complexity of the county administration may have an impact on how well it performs.

The graph shows the relationship between worker production and structural centralization indexes. In this case, communication, operational cost, control, and operational execution were used to assess the advantages and disadvantages of centralization. According to study by Theodosiou (2014), centralized organizational structures reduce productivity by delaying the adoption of important policy changes. Employee productivity in the tall and wide-based structures he analyzed varied greatly. According to Katsikea et al. (2011) and Al-Qatawneh (2014), organizational efficiency is adversely correlated with the degree of decision-making power decentralization. They discovered that businesses with few management layers had the lowest productivity and employee interaction levels, both of which slowed down the pace at which decisions could be made and implemented.

Last but not least, the graph illustrates a causal relationship between the formalization of an organization and the creativity, commitment, and drive of its employees. The illustration illustrates how organizational formalization encourages employees to accept responsibility for their job, which in turn develops an innovative culture that eventually increases production. According to Tanja et al., the degree of formalization of an organization's structure is related to its success (2012). The same results were observed by Deniso (2014) and Amunga (2016), who discovered that greater degrees of formalization in an organization's structure were related to higher levels of worker productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter delves into the specifics of doing research, including the study's layout, demographic, sampling method, data collecting tool, protocol, data analysis and presentation, instrument validity, and ethical considerations.

3.2 Research design

The research design is the blueprint for doing the study, connecting the dots in between research topic and the actual study itself. It's the blueprint for how you'll solve research issues (Orodho, 2003). A descriptive survey method was used for this investigation. One-time data, as opposed to data gathered continuously, is taken into account in this layout. Given that information was gathered from only one source—the authorities of Narok County—this design was chosen. The design was also favored because it uses logical reasoning and a number of different quantitative analytic approaches, such as outlining the factors at play and determining their statistical correlations (Mugenda & Mugenda, 2012). The design will be used to determine how the article's variables are connected.

3.3 Target population

Regional executives, officers of the company, directors, and managers and workers from each ministry in Narok County Government made up the study's workforce. A total of 5,345 participants from across all divisions were included in the analysis. Table 3.1 displays the demographic breakdown of the study's intended sample.

Table 3.1 Target population

Section	Executives	Chief Officers	Directors	Managers/PS B Members	Staff	Total
County service board	-	-	-	7	9	16
Education	1	1	0	0	1234	1236
Transport and public works	1	2	1	2	57	63
Health	1	2	1	0	1543	1547
Agriculture	1	1	1	0	546	549
Natural Resource and Forestry	1	2	1	0	502	506
Public Administration/Service	1	2	0	6	324	333
Treasury and economics	1	1	1	2	760	765
Cooperatives	1	1	1	1	45	49
Livestock and fisheries	1	1	1	1	160	164
ICT	1	1	1	1	34	38
County assembly	0	1	0	0	78	79
Total	10	15	8	20	5292	5345

Source: Narok County Government Human Resource Department (2019)

3.4 Sample size and Sampling Techniques

The methodology for picking the sample of participants and the size of the sample are discussed in this section.

3.4.1 Sample size Determination

A sample is a subset of the whole population that can be easily accessed (Mugenda & Mugenda, 2003). The research employed basic random stratified sampling procedures to obtain a sample that was statistically representative of the population of interest. Solvin's (Tejada, 2012) formula was used to determine the sample size for the investigation.

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

Where:

n = Sample size

N = the population of size/ target (5345)

e = margins error (0.05)

$$N = \frac{5345}{1 + 5345 (0.05)^2} = \frac{5345}{14.36} = 372 \text{ Samples}$$

Hence the total sample size of the study was 372 respondents

3.4.2 Sampling Techniques

The researchers used stratified sampling to acquire information from various county government workers due to the varied features of the study's target group. Participants were chosen at random from the several departments that contributed to the study. Since the research needed information from a select group of managers, purposive sampling was favored for this group. By definition, random sampling provides the highest level of confidence that findings acquired from a sample will be comparable to those obtained from measuring the full population (Shadish et al., 2008).

We assumed that a sample selected at random would accurately reflect the whole population. There was an investigation of whether or not the chosen sample accurately reflected the target demographic (Mugenda & Mugenda, 2012; Kothari, 2004). On the basis of budget, the generally accepted degree of confidence, and the size of the population, a sample of 372 workers was selected that met the requirements of competence, representativeness, reliability, and validity (Mugenda & Mugenda, 2012). To facilitate the researcher's ability to collect data about the sample population. The County Executive, other top officials, and board members were all hand-picked to represent the local community. Stratified random sampling was used to select additional staff members because it aids researchers in achieving the expected representation from

the various subgroups in the population and provides confidence that if a different sample of the same size is selected, the results from the two samples were similar to a high extent. Figure 3.2 shows the sample size.

Table 3.2: Sample selection from the strata

Section	Executives		Chief Officers		Directors		Managers/P SB Members		Staff		Total	
	N	n	N	n	N	n	N	n	N	n	N	n
County service board	0		0	0	0	0	13	7	107	8	120	15
Education	1	1	1	1	0	0	0	0	182	68	184	70
Transport and public works	1	1	2	2	1	1	2	1	244	15	250	20
Health	1	1	2	2	1	1	0	0	879	116	885	120
Agriculture	1	1	2	1	2	1	0	0	516	47	521	50
Natural Resource and Forestry	1	1	2	2	1	1	0	0	802	50	806	54
Public Administration/Service	1	1	2	2	2	1	6	3	798	24	809	31
Treasury and economics	1	1	2	2	2	2	2	2	926	41	933	48
Cooperatives	3	2	3	2	3	2	3	2	183	21	195	29
Livestock and fisheries	2	1	2	1	2	1	2	1	201	18	209	22
ICT	1	1	1	1	1	1	1	1	172	13	176	17
County assembly	0	0	1	1	0	0	0	0	256	25	257	26
Total	13		20		15		29		5268		5345	372

Five-two people who create and supervise HR Strategies' implementation were purposefully sampled from the Executive, Director, manager, and Public Service board levels for this research. Researchers also used the stratum sampling approach, as indicated in table 3.2, to choose 10% of personnel from each department.

3.5 Data collection instruments.

The primary method that was used to get information from the participants was a questionnaire. In order to collect data from a wide population quickly and cheaply, questionnaires are often used. Having such a powerful tool at our disposal was essential given the size of our sample. The surveys included both closed- and open-ended questions to maximize data gathering. With closed-ended inquiries, only answers that fall into certain, predetermined categories are accepted, creating a uniform framework for answering the question. This was a cost-effective method for decreasing redundant answers. Qualitative information was added to the research thanks to the open-ended questions. Respondents might provide more detailed explanations if they wished. Researchers can quickly and accurately gather data from a large sample of respondents using questionnaires, which also saves them time in data processing (Kasomo, 2007).

Section A of the questionnaire consisted of closed-ended questions about demographics and other background information, while Section B was made up of structured statements with five-point Likert scale questions that required respondents to indicate their level of agreement with the statements by selecting the appropriate number of stars. In this research, the demographic variables played a crucial role in evaluating the correlations between respondent characteristics and social context. It also helps in reducing the possibility of prejudice by including the perspectives of all workers regardless of their position or gender. It's worth noting that persons of various socioeconomic backgrounds have varying reactions to the same settings. The researcher needed to evaluate the social demographic aspects since the study was analyzing elements that impact workers and determining how they react to comparable environments.

3.6 Pilot Study

Pilot testing of the research instruments were done by the researchers before the actual study was carried out. Before conducting the main research, a pilot study is carried out on a smaller scale to see whether the instruments will be reliable and valid, and thus able to offer the data needed for the analysis (Kothari, 2004). According to Orodho (2008), pilot testing reveals unclear questions and flaws in the survey's validity, which is the extent to which empirical measures of the notion accurately evaluate the concept. 38 questionnaires were included in the pilot research. The selection of the 38 participants utilized in this study was informed by the knowledge that the appropriate sample size for the pilot should range between 1% and 10%, depending on the size of the sample. This process was beneficial since it ensured that the problems the instruments raised were consistent with the objectives of the study. All 38 participants in this study were employed at the Ololulunga state offices in Narok County.

3.7 Reliability and Validity of Research Instruments

3.7.1 Validity of the instruments

The extent to which the phenomena being studied is reflected in the data analysis findings is what Orodho and Kombo (2002) call "validity." By including only objective questions into the survey instrument, we were able to ensure its validity. Study validity was established by assessment and consultation with a research specialist about the data collecting instruments employed. Experts in the area were asked to review the questionnaire and make any required changes to the statements in order to ensure its validity, as recommended by Mugenda and Mugenda (2008). Experts from the county's Human Resources division were consulted for their input on the survey's design. The organization and sequence of the questions also contribute to the test's perceived validity. Considering that determining content validity required the input of

professionals or subject-matter experts, researchers used the Amin (2005) validity coefficient formula, which included dividing the number of yes responses by the total number of questions on the survey. In order to calculate the validity coefficient index (VCI) according to Amin's definition, we polled the two experts for their input (2005).

$$\text{VCI} = \frac{\text{Average of number of common responses from the two experts}}{\text{Total number of question items on the questionnaire}}$$

When the quotient (validity index) was more than 0.6, it indicated that the instrument was reliable. The two experts who reviewed our validity test results provided the following commentary on our research. With an average score of 23, the validity coefficient was calculated as $\text{VCI} = 15 / 20 = 0.75$

Since the VCI was greater than 0.6, it was determined that the instrument was reliable. This corroborated the claim made by Amin (2005), that any instrument with a VCI of 0.6 or above may be regarded reliable.

3.7.2 Reliability of the Instruments

Nachmias & Nachmias define measurement error as "the extent to which a measuring instrument includes errors that appear irregularly from measurement to evaluation throughout any single measure operation or that vary each time a specific unit is assessed using the same instrument" (2000). To ensure the validity of the questionnaires and enhance their readability, there was a pilot test with a small representative sample. The level of reliability was assessed using the Cronbach alpha coefficient. The Statistical Package for the Social Sciences (SPSS 21) was used to determine dependability. According to Orodho (2008), this method to dependability doesn't experience the tiredness and practice issues that other dependability approaches have.

A reliable research instrument, according to Kothari (2004), is one with a reliability coefficient of 0.7 or above. The Cronbach Alpha formula was used to determine the dependability in this study, and the resultant value of 0.872 showed that the instruments could be trusted.

3.8 Data Collection Procedure

In order to apply for a research permission from the National Commission of Science, Technology, and Innovation, the researcher first needed to get an introduction letter from the directorate of postgraduate Maasai Mara University (NACOSTI). After gaining approval from the appropriate authorities at the Narok county administration, the researcher personally distributed the questionnaires to the respondents. Respondents were given a questionnaire to fill out, and after they were done, the questionnaires were collected. In addition, the researcher guaranteed the respondents' anonymity. At the time when questionnaires were being returned for examination, observation plans were created. The time required to gather all of the necessary data was around four weeks.

3.9 Data Analysis and Presentation

The purpose of data analysis is to provide insight into acquired data (Mugenda and Mugenda, 2003). After amassing the data, it was double checked for precision and comprehensiveness. Completed surveys were numbered, and the responses were assigned codes in ascending order. Due to the heterogeneity of the replies and the impossibility of tabulating them, qualitative data was evaluated thematically in accordance with the aims of the research. The investigation looked at every single response to every single question from every single responder. The information gathered from the study was described using descriptive statistics. The data was presented in the form of frequency tables, percentages, the mean, and the standard deviation in order to facilitate the interpretation of descriptive statistics (Cooper

&Emory) (2008). For clarity, the numerical information was tabulated and shown using charts and graphs. Pearson's correlation analysis was used to ascertain the strength of association between the study's independent variables; regression and ANOVA were used to assess the relevance of that association in evaluating the study's null hypothesis. The correlation between structural characteristics (level of complexity, degree of centralization, and level of formalization) and productivity was determined using linear regression analysis. The data was processed and analyzed in SPSS 20.0.

In order to determine which factors have an effect on the research question at hand, regressive analysis is a tried and true approach. The version of the regression equation employed as a theoretical framework for the research was;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots\dots\dots$$

Y = Performance (employee performance)

α = Constant term

X_1 = Structural complexity

X_2 = Structural centralization

X_3 = Structural formalization

β_1 = Coefficient of complexity

β_2 = Coefficient of centralization

β_3 = Coefficient of formalization

ϵ = Error term

3.10 Ethical Considerations

The researcher followed research ethics by informing participants that their participation was voluntary and that their participation would be kept in strict confidence. The researcher also follows a protocol to assure the validity of study by obtaining approval from the School of Business and Economics. All survey takers gave their informed verbal agreement for inclusion in the study, and the data were not accessible by anyone other than the investigator.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

The results of the research are given here once they have been deduced from the data. This chapter also includes the response rate so that readers may judge if the data collected is enough for their needs. Using SPSS version 26, the study's results were condensed into tables and figures that showed means, frequencies, and percentages. Descriptive statistics were used to examine sample demographic and feature summaries. Inferential statistics were utilized to examine the relationship between the independent and dependent variables using Pearson's correlation and multiple regressions.

4.2 Findings of the Study

Results from the research are published here once the data has been analysed so that suitable conclusions and suggestions may be drawn.

4.2.1 Response Rate

Even though 372 questionnaires were sent out by the researcher, only 299 were really filled out and returned. Results are shown in Table.

Table 4.1: Response Rate

Response	Distributed	Returned	Non response
Number of questionnaires	372	270	102
Percentage %	100	73	19.6

Source : Researcher 2022

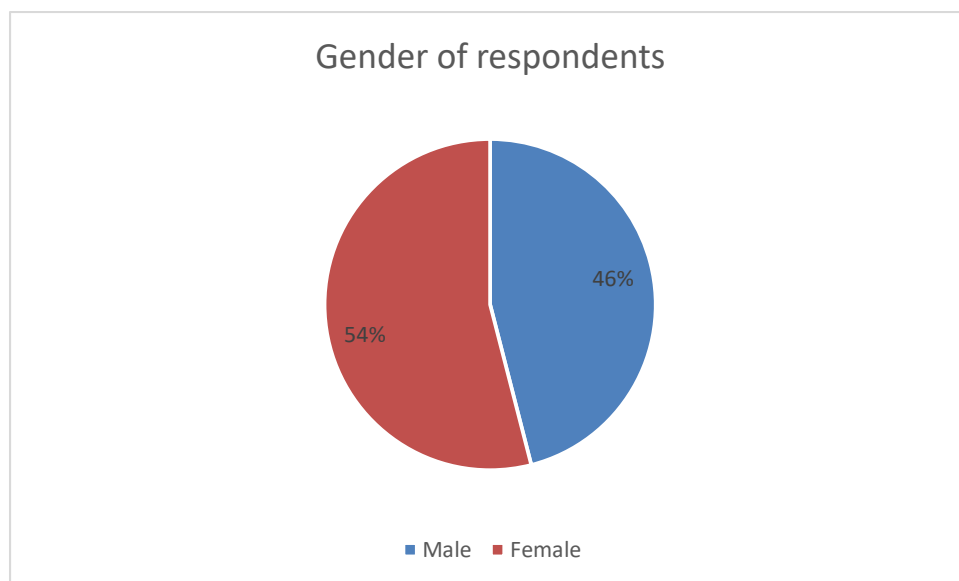
Table 4.1 reveals an adequate 80.4% response rate. A response rate of 70% or above is deemed adequate for a descriptive research, as stated by Marton (2006). As a result, the present response rate was regarded satisfactory for our purposes in this investigation.

4.2.2 Demographic Data

The responsiveness and overall findings of any descriptive survey are heavily influenced by demographic characteristics. Gender, age, and education were taken into account as demographic factors for this investigation.

It was hoped that by doing this research, we might learn what percentage of our respondents were male and what percentage were female. Since men and women approach the world in fundamentally different ways, gender is a determinant in determining how productive each gender is. Figure 4.1 shows the result.

Figure 4.1: Gender of the Respondents



Source: Researcher 2022

Female respondents made up 54% of the total, while male respondents made up 46%, as indicated in Figure 4.1. This indicates that the sample size was probably not large enough to have a significant impact on the results of the study.

The age distribution of the respondents was another objective of the study. Since it is hypothesized that as people become older, they gain wisdom and experience that aids them in making sound decisions, this factor was crucial to the success of the study.

Figure 4.2 illustrates the acquired data.

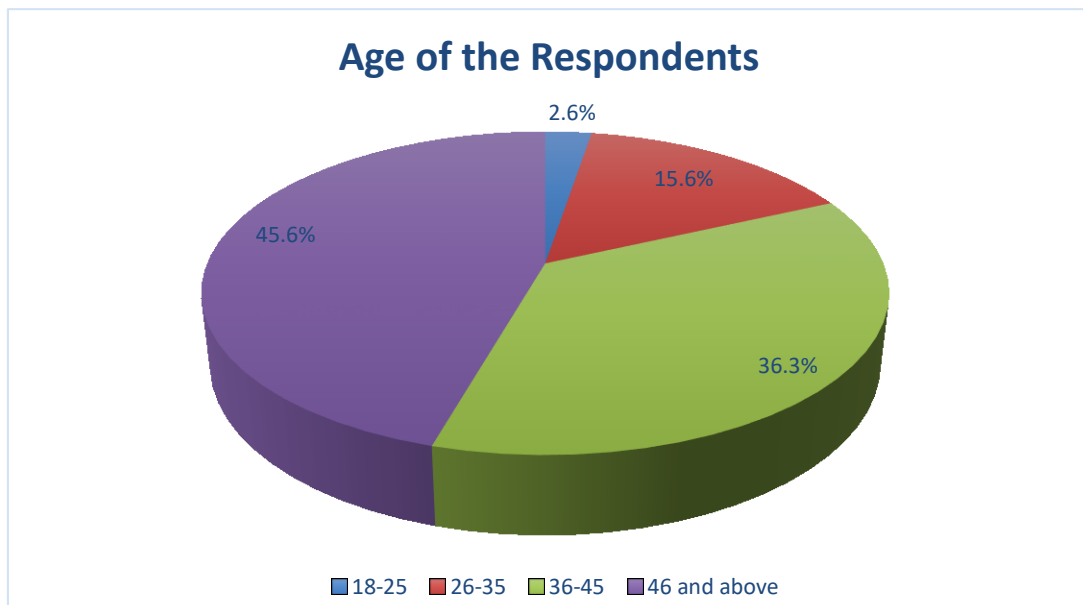


Figure 4.2: Age of the Respondents

Source : Researcher 2022

As can be seen in Figure 4.2, the majority of respondents (45.6%) were aged 26 and over, while another 36.3% were aged 36–45, 15.6% were aged 26–35, and the remaining 2.6% were aged 18–26. The vast majority of county government workers were of legal working age, indicating that they had presumably been with the county for long enough to have gained an appreciation for how the agency's structure impacts productivity.

4.2.3 Level of Education

The respondents' educational backgrounds were also evaluated in this study. In this study, education level was significant because it was hypothesized that a more educated person would have a clearer grasp of the circumstances and be better equipped to make sound choices about how to proceed. Figure 4.3 displays the study's findings.

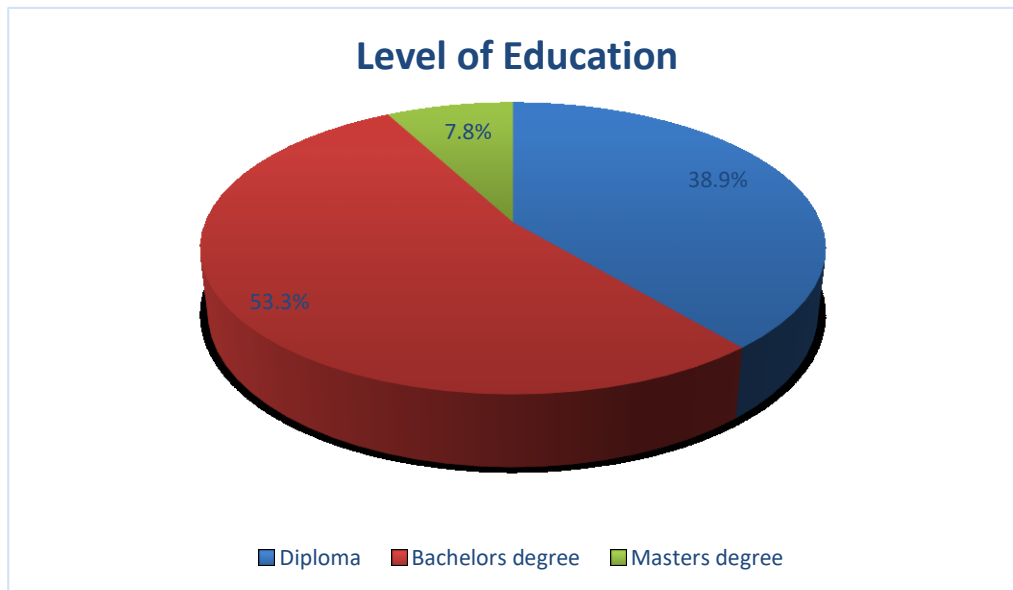


Figure 4.3: Level of education

Source: Researcher 2022

Figure 4.3 displays the distribution of respondents' educational attainment; 53.3% had a bachelor's degree, 38.9% a diploma, and 7.8% a master's degree. This demonstrates that most respondents held at least a bachelor's degree, putting them in a strong position to comprehend the company's structure and how it impacts employees' productivity.

4.3 Findings of the study based on the objectives

The purpose-driven descriptive research design of the study's findings is presented here. On a five-point Likert scale, respondents were asked to rate how much they agreed with each statement that outlined the aims of the study; **1- Strongly Disagree; 2 -Disagree, 3- Not Sure;4 -Agree; 5- Strongly Agree.** The results are presented as follows.

4.3.1 The effect of organizational structural complexity on employee performance

That the very first goal of the research was to analyse the impact of characteristics of the organization ambiguity on employees' performance. The participants polled were compelled to voice their comment by expressing the degree to which they concurred or disapproved with the public pronouncements. The conclusions of the investigation have also been evaluated and interpreted utilizing ratios, mean and standard deviation. The results have all been provided in Table 4.2 as shown below.

Table 4.2: Effect of organizational Structural complexity on employee performance

S/N	Statement	1	2	3	4	5
1	The organizational structure used in the institution is easy to understand	39.6%	31.9%	13.0%	13.0%	2.6%
2	The structure is very simple to understand the tasks and follow	15.9%	42.2%	31.5%	7.8%	2.6%
3	The organization structure is very clear on who reports to who and how the authority is distributed	23.7%	50.0%	18.1%	5.6%	2.6%
4	Department/divisional structure are very precise but they need personnel with high skills	18.9%	34.4%	23.3%	20.7%	2.6%

Source : Researcher 2022

When asked whether there is excellent coordination within their organization, most respondents (39.6%) reacted negatively, while just 31.9% agreed. Just 13.0% of participants were unsure, and the same number again agreed with the assertion. While just 2.6% were in absolute agreement. This reveals a serious lack of cooperation among the group. Good organizational coordination was shown to have an influence on decision making, which in turn had an effect on employee performance (Tran and Tian, 2013).

Fifteen percent of respondents strongly disagreed, while 42 percent disagreed, that it is easier to adjust if you are already employed by the organization. One-third of those questioned (31.5%) didn't have a strong opinion either way. 7.8% of respondents were in agreement, including 2.6% who were highly so. That implies it's not simple to adjust if you're currently worked there. Similarly, Nnonu (2017) and Theodosiou (2014) discovered that when organizational structures are complicated, individuals struggle to comprehend their duties and the organization's goals, diminishing their productivity. In a study, 50.0% of respondents indicated they didn't agree with the assertion that the corporation had room for everyone in the organization, while 23.7% strongly disagreed with it. Only 18.1% of individuals had an opinion either way. Only 2.6% of individuals replied "strongly agree," while 5.6% of people overall agreed. This means there is not enough place for everyone in the existing organizational structure.

Some 18.9% of respondents strongly disagreed, while 34.4% disagreed, with the assertion that a department/divisional organization required individuals with excellent abilities. One-quarter (23.3%) of people who participated in the poll were agnostic. In contrast, 20.7% of respondents gave their agreement, with 2.6% providing their strong agreement. This shows that the departmental/divisional organization does not demand highly qualified individuals (Dubinsky, 2013).

4.3.2 The effect of organizational structural centralization on employee performance

The second purpose of the study tried to investigate the impact of organizational centralization on employee's performance in county government. The respondents were asked to express their perspective on the several statements that stated the goals of the study. The findings of the inquiry were examined descriptively using percentages, mean and standard deviation. The findings were reported in table 4.3.

Table 4.3: Response on the effect of Structural centralization on employee performance

S/N	Statement	1	2	3	4	5
1	Subordinate staffs participate in decision making on matters relating to day to day operations of the organization	24.1%	34.4%	31.1%	10.4%	0.0%
2	All decisions are made and approved by various heads of department in the county	7.8%	53.3%	25.9%	13.0%	0.0%
3	All operation activities to be undertaken by the organization are approved by among others the heads of departments or sections	10.7%	49.6%	31.9%	5.2%	2.6%
4	Staffs are asked to give their input on the adoption of new policies and procedures	13.0%	42.2%	31.9%	10.4%	2.6%
5	No or little action can be taken by a staff on any matter without supervisor	18.1%	28.9%	32.2%	13.0%	7.8%

Source : Researcher 2022

The respondents were questioned about whether lower-level employees make decisions pertaining to day-to-day business operations of the organization. While the majority, 34.4% of the respondents, disagreed with the statement, 24.1% of them strongly disagreed. Neutral responders made up 31.1% of the total. On the other hand, the allegation was supported by 10.4% of the respondents. This demonstrates that lower-

level employees are not involved in making decisions about issues that affect the company's ongoing operations. Herath's (2017) findings also showed that lower cadre employees were only little involved in the organization's daily operations.

7.8% of respondents strongly disagreed with the assertion that all investment decisions must be approved by department heads before being made by the corporation, while the majority, or 53.3%, disagreed. While neutral respondents made up 25.9% of the sample. 13.0% of those surveyed, however, agreed with the claim. This shows that the board of directors does not need to approve every investment decision before it is implemented by the company. The research of Rober and Olive (2013) supported these conclusions by showing that, in the majority of public organizations, department heads approve the majority of organizational investment decisions.

10.7% of respondents strongly disagreed with the assertion that all operating operations to be carried out by the firm are approved by the heads of departments or sections, while the majority, or 49.6%, disagreed.

While neutral responses made up 31.9% of the respondents. As opposed to this, 2.6% of respondents (or 5.2%) strongly agreed with the statement. This implies that department heads do not approve of all operational activities to be taken by the company. This is consistent with Theodosiou's (2014) findings, which showed that top and middle management typically make decisions that are then carried out by lower-level staff.

According to the results, 13.0% of respondents strongly disagreed with the claim that staff members are asked for their opinions on the adoption of new policies and

procedures. While 31.9% of respondents were neutral, the majority of respondents (42.2%) agreed with the statement. On the other hand, 10.4% and 2.6% of respondents strongly agreed with the statement. This indicates that employees are not asked for their opinions about the implementation of new rules and procedures. Herath's (2017) results support the current study's conclusions that there is little employee involvement in corporate decision-making. Most of the less qualified employees only execute institutions that they approve.

18.1% of the respondents strongly disagreed with the statement that no or little action may be taken by a staff on any issue without supervision, while 28.9% disagreed. The neutral response rate was 32.2%. 7.8% of respondents, or 13.0%, said they strongly agreed with the statement. This illustrates that a staff member cannot take any action at all, or very little activity, without supervision. The results are in line with the findings of Souitaris and Zerbinati (2016), who claimed that centralised decision making is essential to improving organizational performance. (Rober & Olive, 2013) and Lunenburg (2012) have expressed the view that centralization has an impact on employee performance in governmental organizations.

4.3.3 The effect of organizational structural formalization on employee performance

The formalization of organizational structures was the focus of the third part of the research. In order to express their opinion, respondents were asked to indicate how much they agreed or disagreed with each statement. Descriptive statistics like percentages, mean, and standard deviation were also used to examine the study's findings. The findings are shown in Table 4.4.

Table 4.4: Effect of Structural Formalization on employee performance

S/N	Statement	1	2	3	4	5
1	Sections/ departments formal meetings/briefings are conducted on a regular basis	24.1%	52.6%	13.0%	10.4%	0.0%
2	There are formal guidelines on how to deal with every operational activity/situation and the guidelines are available to staff	10.4%	47.4%	34.4%	7.8%	0.0%
3	Written formal communication through established channels must be used on every engagement to be undertaken by the organization	10.4%	50.4%	34.1%	2.6%	2.6%
4	The employees are motivated regularly in the organization	23.7%	34.1%	26.3%	15.9%	0.0%
5	There is formal sessions that are held regularly to showcase new innovations to the organization	21.1%	31.5%	29.3%	15.6%	2.6%

Source : Researcher 2022

The majority (52.6% of respondents) disagreed with the claim that formal meetings/briefings are conducted on a regular basis inside sections/departments, while 24.1% of respondents severely disagreed with it. Only 10.4% of the respondents strongly agreed with the statement, while 13.0% agreed. This shows that formal meetings and briefings are not frequently held by departments and sections.

When asked if there were written policies and procedures defining how to manage any and all operational operations and crises, respondents said that they did. Results showed that 10.4% of respondents strongly disagreed with the statement, while 47.4% did not. A third (34.4%) of the population was undecided. However, just 7.8% of those surveyed

agreed with the statement. This implies that staff members lack access to official guidance outlining how to handle various operational tasks and circumstances. This was in line with research from Lunenburg (2012) and Robert and Olive (2013), both of which discovered a detrimental impact on worker productivity from formalizing organizational structures.

The argument that "written official communication through established channels must be employed on every engagement to be done by the organization" was strongly disagreed with by 50.4% of those surveyed, while it was agreed with by 10.4%. 34.1% of respondents did not have an opinion. 2.6% of those surveyed said they were neither strongly in agreement with the statement nor agreed at all. This shows that the company is not always have to rely on formal textual communication through pre-established channels. There are similarities between the findings and Theodosiou's work (2014). According to the research, formalized communication was ineffective because of the gaps that result, which made it possible for rumours to propagate.

The majority of respondents (34.1%) and a sizeable minority (23.7%) disagreed when asked whether employees are consistently motivated at the company. In a poll, 26.3% of respondents said they were undecided. 16.1% of respondents, however, disagreed with the claim. This shows that the organization does not consistently motivate its personnel (Nnonu, 2017).

The majority of respondents (31.5%) and 21.1% strongly disagreed with the claim that formal sessions are frequently arranged to showcase new developments to the company. In the study, 29.3% of respondents said that they were undecided on the matter. However, 15.6% of respondents stated they agreed with the statement, with 2.6% strongly agreeing. This indicates that there are no planned meetings where new

suggestions can be made to the business. The results support those of Obuocha (2016), who discovered a strong and positive relationship between a well-functioning organizational structure and high levels of worker satisfaction.

An organization's overall structure has an impact on its efficacy and production. A badly designed company will always provide inferior outcomes, regardless of how brilliant the management.

4.3.4 Performance of Employees at the County Government

This metric was used as the study's dependent variable to characterize the county's success. Subjects were asked to rate their level of agreement or disagreement with each statement. Descriptive statistics, such as percentages, means, and standard deviations, were used to examine the study's findings. Table 4.5 displays the findings.

Table 4.5: Performance of employees

S/N	Statement	1	2	3	4	5
1	The County productivity level has increased due to a well defined structure	39.3%	23.7%	24.1%	5.2%	7.8%
2	Problem solving in our county government is of higher level	13.0%	42.2%	39.6%	5.2%	0.0%
3	The level of communication in the county is commendable	13.3%	54.8%	29.3%	2.6%	0.0%
4	The services in the organization are of high quality	15.6%	37.4%	36.7%	10.4%	0.0%
5	There is good time management in the county	18.5%	55.2%	15.9%	5.2%	5.2%

Source : Researcher 2022

The majority of respondents—39.3%—strongly disagreed with the claim that the county's productivity level has grown, while 23.7% agreed. Neutral responders made up 24.1% of the total. On the other hand, 7.8% of respondents strongly agreed with the statement, while 5.2% agreed with it. This demonstrates that the county's overall production has not increased.

When asked if our county government solved problems at a higher level, the respondents were split 42.2% to 42.2%, with 13.0% strongly disagreeing with the assertion. 39.6% were unaligned. 5.2% of the respondents, however, agreed with the assertion. This suggests that our county government's approach to problem solving isn't more advanced.

13.3% of the respondents strongly disagreed with the statement that the county's level of communication was respectable, while the majority, 54.8%, also disagreed. Neutral

responders made up 29.3% of the total. 2.6% of the respondents, however, agreed with the assertion. This suggests that the county's level of communication is not admirable.

15.6% of respondents who were questioned if the organization's services are of excellent quality strongly disagreed with the claim, while the majority of respondents, 37.4%, also disagreed. The neutral response rate was 36.7%. On the other hand, the statement was supported by 10.4% of the respondents. This demonstrates the low quality of the organization's services.

18.5% of respondents strongly disagreed with the statement that there is good time management in the county, and the majority of respondents, or 55.2%, also disagreed. 15.9% of respondents had no opinion. On the other hand, 5.2% strongly agreed with the statement, and 5.2% agreed with it. This suggests that the county lacks effective time management.

4.4 Inferential statistics

This study set out to answer a number of questions on the relationship between structure and efficiency in the Narok County Government. These included questions about the impact of centralization on efficiency and the effect of formalization on efficiency. According to what was proposed by Cohen, West, and Aiken (2003), we employed correlation coefficients to examine this. Using a correlation analysis, you may examine if your study variables are linear so you may draw more accurate findings. Pearson correlation (r) was performed to evaluate if there was a statistically significant association between the variables at the 95% confidence level in this inquiry. If the p value was less than 0.05, then there was a significant association between the two variables. According to the study, a correlation (r) of less than 0.5 was regarded to be

weak, while a correlation (r) of more than 0.5 was deemed to be significant. The results are shown in Table 4.6.

Table 4.6: Pearson’s Correlations analysis

		Structure formalization	Structure complexity	Structural centralization	Employee performance
Structure formalization	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	270			
Structure complexity	Pearson Correlation	.535**	1		
	Sig. (2-tailed)	.000			
	N	270	270		
Structural centralization	Pearson Correlation	.450**	.599**	1	
	Sig. (2-tailed)	.000	.000		
	N	270	270	270	
Employee performance	Pearson Correlation	.236**	.232**	.585**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	270	270	270	270

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

Source: Researcher 2022

Formalizing organizational structures has been linked to higher worker productivity, according to research ($r = .236^{**}$, $p.000$). This demonstrates that although structure formalization has a sizable impact on employee performance in the researched region, the impact is actually fairly little. This is consistent with the study's findings. This suggests that structural formalization affects how well the county administration's staff performs. Similar findings were made by Tran and Tian (2013) who discovered that formalizing organizational structures affected employees' productivity. Tanja et al.

(2012), who discovered a strong correlation between organizational structure and productivity in publicly traded companies, had similar viewpoints.

Additionally, a marginally positive correlation between structural complexity and employee performance was discovered ($r = .232^{**}$, $p\text{-value} = .000$). Therefore, it seems that structural complexity has little effect on the output of county government employees. This shows that the structural complexity's goal of enhancing employee performance has been unmet for some time.

The statistics also show that there is a somewhat favorable and significant relationship ($r = .585^{**}$ with a $p\text{-value}$ of 0.000) between structural centralization and staff performance. This shows a moderate and significant correlation between the factors, which has an effect on county employee performance. According to research by Robert and Olive (2013) and Lunenburg (2012), there is a positive correlation between organizational structure, performance, and efficiency. According to the data, companies that have adopted effective organizational structures have also profited from higher employee productivity. However, structural centralization must be accepted because it has the most positive link with worker performance.

4.4.3 Simple Linear Regression Analysis

This is how we determine how well one variable predicts the other. The analysis aids in determining the link between two variables (dependent and independent variables) (dependent variable and independent variable). The degree of formalization, complexity, and centralization of structures were the independent factors in this study. Linear regression was thus used to evaluate how each of the independent factors can predict employee performance. The regression model employed in this investigation is summarized in Table 4.7.

Table 4.7: Model Summary

Independent variables	R	R -Square	Adjusted R Square	Std. Error of the Estimate	P-value
Structural formalization	.236 ^a	.056	.052	.598	.000
Structural complexity	.232 ^a	.054	.050	.599	.000
Structural centralization	.585 ^a	.342	.339	.499	.000

Source : Researcher 2022

By looking at the values of the correlation coefficient, R, in the output, you can determine how closely the explanatory and response variables are related. The association between structural formalization and worker performance is demonstrated to be small but positive and very significant (R = 0.236; p-value = 0.000). The relationship between structural complexity and worker performance is also weakly positive and highly significant (R = 0.232; p-value = 0.000). The findings show a highly substantial and favorable relationship between structural centralization and worker performance (R = 0.585; p-value = 0.000). In terms of the impact on worker productivity, it finds centralization as the county government's most effective organizational form.

The percentage of the observed variation in the dependent variable that could be attributable to a change of one unit in the independent variable was then calculated

using the R-squared statistic. The findings show that a unit change in structural centralization can account for a 34.2% change in employee performance while a unit change in structural complexity can only account for a 5.3% difference in employee performance ($R^2 = 0.053$). The R-squared for the entire population is calculated using the modified r-squared to provide a clearer sense of the model's propensity to predict outcomes. This is consistent with the conclusions of Tran and Tian (2013) and Tanja et al. (2012), who similarly found a beneficial relationship between organizational structure indicators and the productivity of county government personnel. When the organizational structure is well-designed, employee productivity rises, which benefits the business as a whole.

Simple linear regression models for the goals were built following a more thorough investigation. The findings were shown in Table 4.8.

Table 4.8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.720	.147		11.736	.000
	Structural formalization	.242	.061	.236	3.973	.000
1	(Constant)	1.883	.109		17.255	.000
	Structural complexity	.176	.045	.232	3.896	.000
1	(Constant)	.960	.116		8.262	.000
	Structural centralization	.542	.046	.585	11.801	.000

Source: Researcher 2022

Using the standardized beta values which have been corrected for any errors in the data, the results reveal that the four independent variables have a link with the dependent variable ergo they may be utilized as good predictors. A positive beta value indicates that the independent variable had a positive and statistically significant effect on the dependent variable, in this case employee performance. Under the assumption that all

other variables remain the same, the table reveals that structure formalization contributes 24.2%, structural complexity contributes 17.6%, and structural centralization contributes 54.2% to employee performance. This suggests that, compared to other considerations, a centralized organizational structure is more effective in boosting employee performance. The study's findings corroborated those of Obuocha (2016), who also found that organizational structure had a significant impact on performance, and that a good percentage of an organization's performance could be enhanced by the efficient adoption of an appropriate structure.

The simple linear regression can be described as follows for each of the variables; $Y = 1.720 + 0.242x_1 + 0.147$ (Simple linear regression model for structural formalization) (Simple linear regression model for structural formalization). The t statistic for this model is greater than +2, and the p-value is less than 0.05, hence the model is statistically significant. It shows that formalization of structures contributes 24.2% to gains in productivity among staff members.

$Y = 1.833 + .176x_2 + 0.109$ (Simple linear regression model for structural complexity) the model is statistically significant given that the t statistic value (3.896) is more than +2 and the p-value > 0.05 . This means that structural complexity contributes 17.6% to employee performance.

$Y = 0.960 + 0.542x + 0.116$ (Simple linear regression model for structural centralization) (Simple linear regression model for structural centralization) the model is statistically significant given that the t statistic (8.262) is more +2 and p value < 0.05 . the results shows that structural centralization contributes 54.2% to employee

performance and consequently it has the largest influence compared to the other organizational designs.

4.4.4 Test of hypothesis

In this study, an analysis of variance test was employed to determine whether or not to reject the null hypothesis. The F-statistic, a measure of the dispersion in mean values of the test variables, is calculated with the use of analysis of variance. In order to determine if the 5% significance level is met, we employ analysis of variance to test the hypothesis. It's also useful for determining if the model fit is good enough to generalize to the whole research population. By comparing the calculated and crucial values of F, the study determined the model's fitness.

The first null hypothesis is that there is no significant relationship between structural formalization and employee performance in County governments . This was tested at a 5% level of significance and the results presented in table 4.9 as shown below.

Table 4.9: Anova on the relationship between structural formalization and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.650	1	5.650	15.784	.000 ^b
1	Residual	95.938	268	.358		
	Total	101.588	269			

a. Dependent Variable: employee performance

b. Predictors: (Constant), structure formalization

Source : Researcher 2022

As can be seen in table 4.9, the F-statistic was statistically significant at the 5% level, suggesting that the model is a good predictor. The comparison between the calculated and crucial values of F provides evidence of this. The data reveal that the F computed,

$F(0.05, 1, 268) = 15.784$, was greater than F-Critical, $F(0.05, 1, 268) = 3.873$. Since the calculated F is larger than the F-critical, the study concludes that the model is accurate. In this case, rejection of the null hypothesis indicates the existence of a statistically significant correlation between organizational formalization and worker productivity in Narok County. The model is a good predictor of the link between the variables, as indicated by the p-value of 0.000, which indicates a very high degree of confidence.

The second null hypothesis is that there is no significant relationship between structural complexity and employee performance in County governments . This was also tested at a 5% level of significance and the results presented in table 4.10 .

Table 4.10: Anova on the relationship between structural complexity and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.446	1	5.446	15.181	.000 ^b
	Residual	96.142	268	.359		
	Total	101.588	269			

a. Dependent Variable: employee performance

b. Predictors: (Constant), structure complexity

Source : Researcher 2022

Once more, the F-statistic was significant at the 5% level, indicating that the model correctly predicted how the variables will interact. When we contrast the computed F-value with the F-critical value, we can observe this. According to the data, the calculated F, $F(0.05, 1, 268) = 15.181$, was higher than the F-Critical, $F(0.05, 1, 268) = 3.873$. The investigation comes to the conclusion that the model fits well in explaining the relationship between the variables because the calculated F-value is greater than the F-critical value. As a result, the null hypothesis is disproved, indicating that structure

complexity and employee performance in Narok County may be statistically related. This is further supported by the fact that the model successfully predicts the relationship between the variables, with a very high level of significance shown by a p-value of 0.000.

The third null hypothesis is that there is no significant relationship between structural centralization and employee performance in County governments . This was also tested at a 5% level of significance and the results presented in table 4.11 .

Table 4.11: Anova on the relationship between structural complexity and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.737	1	34.737	139.254	.000 ^b
	Residual	66.852	268	.249		
	Total	101.588	269			

a. Dependent Variable: employee performance

b. Predictors: (Constant), structural centralization

Source : Researcher 2022

The F-statistic was significant at the 5% level of significance, suggesting from the results in the table that the model is a good predictor of the relationship between the variables. This is demonstrated by comparing the calculated and crucial values of F. According to the data, the calculated F, $F(0.05, 1,268) = 15.181$, was higher than the F-Critical, $F(0.05, 1,268) = 3.873$. It was established that the model fits well in explaining the relationship between the variables because the F-calculated is more than the F-critical. As a result, we reject the null hypothesis, which suggests that in Narok County, there is a statistical relationship between organizational centralization and worker productivity. The p-value of 0.000, which denotes a very high level of

significance, indicating that the model is a good predictor of the relationship between the variables. The findings support those of Herath (2017), Tran and Tian (2013), and Souitaris and Zerbinati (2016), all of whom discovered a strong and positive correlation between organizational structure and performance. County governments should invest more money in its creation since a centralized organizational structure has a higher impact on productivity.

4.5 Multiple Regression Analysis

This research also aimed to measure how each of the four independent variables contributed to the overall impact on the dependent variable. There were four distinct phases of analysis. Research Hypothesis Testing, Model Summary Testing, Analysis of Variance, and Regression Coefficient Presentation.

4.5.1 Model Summary

Computing a multiple regression summary for the full model allowed for the determination of the correlation between the explanatory components and the response. In order to ascertain the relationship between the four organizational process indicators and employees' performance, particularly in the research region, Table 4.12 provided the findings.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 ^a	.365	.357	.493

a. Predictors: (Constant), structure complexity, structural centralization, structure formulation

Source : Researcher 2022

After adjusting for potential data inaccuracies, the standardized beta values reveal that all four independent factors are significantly related to the dependent variable. It's clear that the factors with a positive beta value impacted worker productivity in a good way. Based on the data, it appears that there is a moderately strong relationship between all three variables ($R = 0.604$, $R \text{ square} = 0.365$). This demonstrates that a shift of one unit in all four variables has a combined effect on county government employee performance of 36.5%. This demonstrates that the county government's organizational structure has a major impact on the efficiency and effectiveness of its staff. These findings corroborate those of Obuocha (2016), who looked at the Narok County Government and found a similar, robust relationship between organizational structure and employee performance.

4.5.2 Analysis of variance for multiple regression

The overall hypothesis of the study was to establish whether *there was a significant relationship between organizational structure and employee performance at the county government of Narok.*

This was tested using the analysis of variance where the F statistic was computed as presented in Table 4.13.

Table 4.13: ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	37.037	3	12.346	50.874	.000 ^b
Residual	64.551	266	.243		
Total	101.588	269			

a. Dependent Variable: employee performance

b. Predictors: (Constant), structure complexity, structural centralization, structure formulation,

Source : Researcher 2022

These findings show a statistically significant association between county government organizational structure and worker efficiency and effectiveness. This is seen by the exceptionally large F value of 50.874 and the extremely small p value of 0.000. As a result, the alternative hypothesis, that organizational structure influences employee performance, is validated, while the null hypothesis is rejected. Souitaris and Zerbinati (2016) showed a comparable high and favorable relationship between strategic structure and employee performance, which is supported by the current data.

4.5.3 Regression Coefficients

This section helped to establish the contribution of each select variable on the overall model of the study. The results are presented in table 4.14

Table 4.14: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.991	.137		7.226	.000
1 Structure Formulation	.032	.060	.032	.537	.592
Structure Complexity	.150	.050	.198	3.014	.003
Structural Centralization	.638	.058	.689	11.083	.000

a. Dependent Variable: employee performance

Source : Researcher 2022

The beta values of the standardized coefficients provide an explanation for the significance of each independent variable in predicting the dependent variable. If the effect of each variable is statistically significant, the t-statistic will show it. When controlling for other factors, the results show that structural formalization boosts employee performance by 3.2%. However, the t statistic of 0.537 is more than +2, therefore this contribution is not significant (the p value is also greater than 0.05).

Additionally, when all other variables in the model are held constant, structural complexity contributes just 15% to the shift in employee performance. The t statistic for this contribution is 3.014, and the p-value for statistical significance is 0.003. The research also confirmed that structural centralization is responsible for 63.8% of the variance in productivity among workers. The contribution is statistically significant given that the t statistic of 11.083 is greater than + 2 and the p value if < 0.05.

The study mode therefore can be derived using these values as follows;

$$Y = .991 + 0.032x_1 + 0.15x_2 + 0.638x_3 + 0.137$$

(Multiple linear regression model)

Overall, the findings point to a robust correlation between company structure and productivity. The results are consistent with those of Dubinsky (2013) and Jones (2013), who found a similar strong link between a company's choice of organizational structure and its workers' productivity on the job. The effectiveness of any given organization is influenced by its structure. According to the model, these three structures are crucial for improving county government workers' output. The most significant impact on the model comes from structural centralization, indicating its importance in determining worker output.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a concise overview of the study's most important analytical findings. The goals serve as the organizing principle for this chapter. The study draws valid conclusions and suggests sensible

5.1 Summary of Findings

The results revealed that 54% of the responders were female. Over half (53.3%) of the respondents had at least a bachelor's degree, and the majority (45.6%) were middle-aged or older. This proved that the sample representation was of very good quality.

5.1.1 The effect of organizational structural complexity on employee performance

Secondly, we wanted to see how much of an impact the complexity of an organization's structure had on how well its employees performed. The majority of responders (39.6%) clearly disagreed with the assertion that their organization has strong coordination. Most responders (42.2%) disagreed with the statement that it is simple to adjust once employed by the company. Fifty percent of those polled disagreed with the statement that there was enough room for everyone in the organization's structure. The majority of employees (34.4%) also disagreed with the statement that a department/divisional organization requires highly skilled staff. This suggests that the Narok county administration is lacking in a crucial feature of organizational structure: structural complexity. Correlation and regression analyses further corroborate the

5.1.2 The effect of organizational structural centralization on employee performance

The third goal of the study was to examine how organizational centralization affected county government employees' performance. The findings revealed that the majority of respondents disapproved of the idea of subordinate staff members participating in decisions pertaining to day-to-day business operations. Consequently, a small number of those at the top are truly making decisions. The remainder of the staff follows commands. The majority of respondents (53.3%) disagreed with the notion that the company's board of directors should have the ultimate word in any investment choices that are made. When asked if the CEO authorizes all operational operations before they are put into action, over half of respondents (49.6%) responded "no." This shows that even if the chief executive officer and various boards are in charge of the decision-making process, they are not required to be in control of it.

Additionally, it was found that 42.2% of respondents believed that staff members should be asked for their opinions prior to the adoption of new policies and procedures. The study also revealed that workers were given the freedom to pursue projects on their own without first getting approval from their manager. The outcomes also showed a strong statistical relationship between organizational centralization. This is supported by the results of the regression and correlation analysis. This shows that production is impacted by the concentration of power inside an organization. Authority consolidation affects decision-making and productivity among employees.

5.1.3 The effect of organizational structural formalization on employee performance.

The research's main goal was to examine the performance effects of formalizing organizational structures. The majority (52.6%) of respondents strongly disagreed with the claim that formal meetings/briefings are held on a regular basis within sections/departments. Despite having access to such guidelines, more than half of the workforce disagreed with the claim that formal standards exist for handling all potential operational actions and scenarios, according to the report. Additionally, fifty-five percent of those surveyed disagreed that the business always uses established channels for formal written communication. Another survey asked whether or whether employees are regularly motivated at work, and 33.9% of respondents responded negatively.

The findings also showed that there weren't many formal gatherings held on a regular basis to update the organization on new developments.

Just one-third of the populace agreed with the assertion. This implies that the productivity of the Narok County Government's staff is impacted by the formalization of organizational structures. The correlation and regression analysis also demonstrated the statistically significant relationship between organizational structural formalization and worker performance.

5.2 Conclusion of the study

The study concludes that there is statistical significance between the three indicators of county government's organizational structure and how it influences employee performance. Workers' productivity was also found to be impacted by the study's findings on the impact of organizational complexity. The findings showed that a complicated organizational structure poses serious difficulties for workers. The study also found that centralizing the county government's organizational structure significantly affected employee productivity. Employee productivity in the county government was shown to be affected by the degree of formalization of the organization's structural framework. Employee performance in the county government is significantly influenced by all three elements. However, the data suggests that structural centralization has the greatest impact on county government workers' productivity. This clarifies that when a business adopts a centralized structure in its administration, staff performance is more likely to increase since there will be fewer instances of disagreement in reporting and issuing instructions, leading to better coordination and productivity.

5.3 Recommendations to the Study

The results of these research have provided important insight into how different types of organizational structures affect worker productivity. Therefore, the research suggests;

- i) Businesses must have a firm grasp on, and deliberate formulation of, their organizational structure in order to inspire workers to work hard and do their best.
- ii) The study also suggests that county leaders think about streamlining county administration so that all employees have a voice in policymaking.

- iii) Finally, the report recommends that county government management centralize organizational structures so that employees, as well as other interested parties, can participate in policymaking.

5.4 Recommendation for areas for further study

The use of a single data collection instrument and the study's narrow focus on a single county both provide limitations for extrapolating the study's findings. For this reason, the report suggests doing research across a larger number of counties

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APPENDICES

Appendix I: Cover Letter

**ANGELA LANKAS,
MAASAI MARA UNIVERSITY
NAROK**

Dear Sir/Madam,

RE: DATA COLLECTION

I am a postgraduate student at Maasai Mara University undertaking a Master of Business Administration degree Program. One of my academic outputs before graduating is a research project and for this I have chosen the research topic “Effect of Organization Structure on Employee Performance in the Kenyan County Governments: Case Study of Narok County Government”. You have been selected to form part of the study. This is to kindly request you to assist me collect the data by responding to the questionnaire. The information you provide will be used strictly for academic purposes and will be treated with utmost confidence. A copy of the final report will be available to you upon request. Your assistance will be highly appreciated.

Yours sincerely,

Angela Lankas

Appendix 1: Questionnaire for Respondents

Letter of introduction to the respondent

Dear Respondent.

My name is Angela Lankas Iam a masters student (MBA) at Maasai Mara University in the Department of Business and Economics and currently undertaking a research on effects of organizational Structure on employee performance in the Kenyan County Governments, a case of Narok County Government. As part of the of the requirement of the course, am required to take a research in my area of study and therefore request you to answer the questions honestly to enable the researcher accomplish the objective of the study, information collected will be used for the purposes of this study only and with utmost confidentiality.

Thank you for your time and patience.

SECTION A: GENERAL INFORMATION

Please tick the appropriate Choice.

1. What is your Gender?

male Female

2. What is your Age bracket in Years?

18-25 26-35 36-45 46 and Above

3. Level of Education: Diploma [] Bachelor's Degree [] Master's Degree []
Doctorate []

SECTION B: ORGANIZATION STRUCTURE

1. On a scale of 1 to 5 (Strongly Agree (SA) =5, Agree (A) =4, Neutral (N) =3, Disagree (D) =2, and Strongly Disagree (SD) =1, Please rate the following statements below by placing a check (√) mark in the relevant box below;

SECTION C: STRUCTURAL COMPLEXITY

2. On a scale of 1 to 5 (Strongly Agree (SA) =5, Agree (A) =4, Neutral (N) =3, Disagree (D) =2, and Strongly Disagree (SD) =1, Please rate the following a statements below by placing a check (√) mark in the relevant box below;

STATEMENT	5	4	3	2	1
There is a good coordination in your organization					
It is easy to adapt when you are new in the organization					
The organization structure is big enough for everyone					
Department/divisional structure need personnel with high skills.					

SECTION D: STRUCTURAL CENTRALIZATION

3. On a scale of 1 to 5 (Strongly Agree (SA) =5, Agree (A) =4, Neutral (N) =3, Disagree (D) =2, and Strongly Disagree (SD) =1, Please rate the following a statements below by placing a check (√) mark in the relevant box below;

STATEMENT	5	4	3	2	1
Subordinate staffs participate in decision making on matters relating to day to day operations of the organization					
All investment decisions must be approved by board of directors before are undertaken by the organization					
All operation activities to be undertaken by the organization are approved by Chief Executive officer					
Staffs are asked to give their input on the adoption of new policies and procedures					
No or little action can be taken by a staff on any matter without supervisor permission					

Structure Formalization

STATEMENT	5	4	3	2	1
Sections/departments formal meetings/briefings are conducted on a regular basis.					
There are formal guidelines on how to deal with every operational activity/situation and the guidelines are available to staff.					
Written formal communications through established channels must be used on every engagement to be undertaken by the organization					
The employees are motivated regularly in the organization.					
There is formal sessions that are held regularly to show case new innovations to the organization					

SECTION E: PERFORMANCE

4. On a scale of 1 to 5 (Strongly Agree (SA) =5, Agree (A) =4, Neutral (N) =3, Disagree (D) =2, and Strongly Disagree (SD) =1, Please rate the following statements below by placing a check (√) mark in the relevant box below;

STATEMENT	5	4	3	2	1
The County productivity level has really increased					
Problem Solving in our County government is of higher level					
The level of communications in the county is commendable					
The services in the organization are of high quality					
There is good time management in the county					

THANK YOU