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Designing Organization Structure for Effective Service Delivery in Public Ecosystems in Kenya

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Abstract:

The public organizations do receive complaint reports from customers which causes disruption of service deliveries affecting economic growth and social life of citizens. The purpose of the study is to determine how designing organization structures supports implementation of strategies, adopted technology and the service delivery in the security and safety industry. The low level of service delivery is not expected from an organization with many layers of structures, departments with division of functions. The study used quantitative approach of descriptive, explanatory method and structural equation modeling to analyze the data. A questionnaire tool was used to collect the data through drop and pick approach. A sample size of 452 respondents was selected through stratified random sampling from the target population. The results are that overlapping, ambiguities, non-sharing of organization chart affects service delivery in organizations. The researchers and practioners will learn that additional layering of structures and positions which are not linked to the core set of values of the business and organization strategy, should be down scoped because they end up creating 'parked leaders' with no clear work autonomy thus disrupting the service delivery in an organization.

There is no need to appoint officers to positions which were not created through job analysis. Such placements cause disharmony within employee working relationships. The executive should provide smart transitional leadership framework from the old to the new structures to reduce resistance, slowing down of service delivery and strategic implementation in the public organizations. The study was limited to public sector on designing organization structure.

Keywords: Organization structure, designing, service delivery, placement, responsibilities and strategy implementation

1. Introduction

Organizations are institutions created from Acts of Parliament, Constitution or company law with a view of bringing people to work together to achieve shared strategic organizational goals. Organization therefore is a structural framework defining the roles and responsibilities required to be performed in various functions. The main purpose of an organization is to determine what tasks to be done, who is to do them, whom to be reported to and where decisions are being made within the structure. Structuring involves the clustering of similar jobs, establishing the reporting and working relationships, coordination of different units and allocation of organizational resources for successful strategy implementation. According to Hodge, Anthony & Gales (2013) organization is defined as a constituency of people with divided labour pursuing shared organization goals.

The process of setting up the organization is referred to as organization design. The design involves determination of departments, their size, policies, procedures, rules and decision-making mechanism within an organization. It shows how much tasks to be differentiated, levels of authority, chain of command, and the span of control in an organization. During the design process the organization may select to undergo delayering process. The design to be adopted is guided by the strategy formulated, the selected technology and the industry environment it operates. Well-designed organizations increase efficiency, decides which functions will be outsourced and the ones to perform, how much authority to delegate to juniors and induce public and private collaboration to promote service delivery. Further, it prepares the organization for future challenges and the ability to recover from any unforeseen eventualities. It assists in providing solutions on time through decision making and retention of good and talented employees in an organization.

The principle underlining the creation of organizations is that group of people with diversified knowledge, competences, capabilities, talents complement each other in their roles and responsibilities and execute their tasks successfully through working together to accomplish a common goal (Hodge, Anthony & Gales, 2013).

1.1. National Police Service Institution

The National Police Service (NPS) was created for the purpose of providing security to business community during the stage of her birth life cycle. Later on, it created and modified various departments to address the organization needs it faced at different stages of her life cycle. The structures supported reactive approach of policing with moderate success. When crime mutated into economic crimes, terrorism, the NPS adopted proactive approach of policing based on collection of intelligence and evidence. The organization adopted technology of detecting and analyzing evidence using forensic science as a measure of resolving the current crimes in the security and safety environment. Other support departments were created to meet the unique needs of customers and operations.

The NPS is a law enforcement institution established by the Constitution of Kenya (COK, 2010) which is headed by Inspector General of police, deputized by two senior officers commanding the Administration Police Service and Kenya Police Service with the Director of Criminal Investigation Department, assisted by directors and commanders at different levels of NPS. The police commanders' role is to implement crime prevention strategies, allocate resources as per the needs of the policing area of command. The hierarchical architecture adopted by many policing organizations, practice close supervision of employees, low work autonomy and discretionary in terms of accountability (Romzek, 1998; 2000). The authors have studied on the design and its effect towards service delivery in Kenya.

2. Literature Review

2.1. Theoretical Background

Organization theory explains how different components of organization need to be interrelated for strategic goals to be achieved in an organization. Organization design is a process of implementing and modifying organization structures, systems and procedures to enhance effectiveness and functionality of an organization. A good design is the one created after listening to the consumers' needs and developing a service which understand and speaks to the hearts and minds of the internal and external customers. The organization structure is a framework showing the design, reporting lines within an organization, the relationship of jobs across the organization for effective and efficient coordination of an organization (Minterzberg, 1992; Rezaian, 2005 and Kinicki & Williams, 2013).

Organization structures shapes how service is delivered in an organization and increases efficiency (Walton, 1986; Clemmer, 2003; Tran & Tian, 2013; Ogbo, Nkwankwenu, Orga, & Igwe, 2015). Organizations with many structures creates bureaucratic baffles which leads to reduction of accountability, adaptability and efficiency of an organization (Light, 1997; Osborne & Plastrik, 1997). Well-designed organizations have guidelines on how to implement strategic goals, execute operations, resolve complex issues the organization faces at different environment (Thompson, Peteraf, Gamble & Strickland, 2010). Drafting policies and standard procedures (SOP) helps the organization to be consistent at points of service delivery. People in the organization need to be placed at strategic positions according to one's competency (Ricciucci & Thompson, 2003). The designers should avoid ineffective organization structures with wide span of control, having many management layers, poor services caused by misplacement of employees, holding many meetings, spending too much time on solving and settling departmental conflicts, having many unimplemented strategies and losing trust as a service provider to competitors in the same industry (David, 2011). At times of uncertainties, it assists the employees to recover from disruptions demonstrating organizational resilience based on a strong work culture and network (Kocak & Puranam, 2018).

Researchers and practitioners have developed a number of structural models in which various organizations can adapt. The authors considered the Churchill and Lewis model (1983) which has six dimensions namely size of the organization, diversity, management style, structure, systems, strategic goals and her commitments which are considered in modifying an organization. The Bolman and Deal model features structural, human resource, political and symbolic dimensions. The structural aspect is on setting measurable goals, agreeing on metrics, deadlines, and creating systems and procedures (Ahmady, Mehrpour & Nikooravesh, 2016; Srivastava et al, 2017). The Churchill and Lewis model embraces structures and strategic goals dimensions while Bolman and Deal model captured coordination and alignment of strategic goals which are relevant to this study.

2.1.1. Principles of Organization Structuring

The principles of organization structure are division of labour, departmentalization, chain of command, centralization, decentralization and the span of control which are clearly defined to avoid dysfunctional caused by duplicity of duties (Robbins & Coutler, 2014). The building blocks for organization structure are formalization, centralization and hierarchy. The formalization is characterized by codified rules, regulations and procedures and systems. The specialization structure is characterized by deploying employees in accordance to their specialty; however, its nature of repetitiveness of the job, reduces peoples job satisfaction. The centralization structure makes decision making slow and become the preserve of the top management in an organization. It helps in allocation of resources and widening the span of control of the CEO of the organization. Decentralized structures make decision making process faster while making mobilization of resources a challenging process and tend to create inconsistent in operations. In the functional type of structure, employees are placed into distinct functions of the organization and resources are allocated considering the function which adds most value to the core business of the organization.

The hierarchical structure develops the reporting and commanding relationship in an organization. The different layers of authority show the span of strategic and financial controls and at times may slow the decision making and coordination process. Many layers in an organization may cause for competing of resources instead of complementing each other (Hunter, Bentzen & Taug, 2020). Empirical evidence indicate that smart organization should have clear

described structures and job descriptions tailored to the norms of the community they are serving (OCSE, 2010). Therefore, the researchers adopted a nine item operationalization for the construct of organization structure that included; sharing of organization chart, structure supporting strategy implementation, organization structure supporting service delivery, clearly defined working relationship, responsibilities well defined to reduce ambiguity and overlapping of duties, placement of people at right places in the organization, and helping the NPS to coordinate strategy implementation. These constructs are relevant to be studied to establish how the organization structure affect the level of service delivery in the NPS.

2.2. Service Delivery

SERVQUAL model is used in this study to assess service delivery in the context of safety and security dimension within NPS. The assessment will identify the service quality gap. The key concept in service industry is whether an organization has service strategy aligned to her vision and mission to guide her deliverables. The service strategy needs to identify the target customers and their needs in terms of policing. The NPS mandate is to provide stable environment to actualise the Vision 2030, Sustainable Development Agenda and the 'big four' agenda (Fitzsimmons & Fitzsimmons, 2014). To enable NPS make informed decisions, reliable and valid data has to be collected in real time. The employees along with other customers deserve respect in their roles and in generating ideas for the growth of the organization. The quality of services delivered to customers depends with the competences of the people in the industry. At the end, it is the customer who determines the value and quality of the service offered after the interactions with the police officers.

Organization declares their promises through service charter. The NPS service charter enabled the authors to construct and operationalize the service delivery variable of the study. Service delivery was considered in the study due to the expected impact of restructuring that are aimed at enhancing quality of services to the public that can be judged and explained in the dimension of 'Servqual' model proposed by Parasuraman, Zeithamal and Berry (1988). In this study, the authors considered the five dimensions of service delivery of reliability, responsiveness, assurance, tangibles and empathy. The reliability dimension is perceived as the ability to perform the promised services accurately and dependably. The responsiveness is the willingness to help customers and provide prompt services while assurance is demonstrated when the employees are seen to be courteous and knowledgeable when delivering services. The empathy is conceptualized as caring and providing personalized attention to the customers while tangible dimension is the appearance of physical facilities of an organization. The construct of service delivery was operationalized with thirteen items; customers being happy with service, trust between public and police, customers feeling very safe to interact with staff, being very efficient in service delivery, being reliable organization, displaying excellent knowledge when responding to customer needs, providing personalized attention to customers, demonstrating interest in heart while serving customers, providing prompt service to customers and being very sincere when handling customers problems.

2.3. Restructuring of NPS

The restructuring of NPS was triggered by the constitutional changes of creating one command of NPS and formulating proactive strategies of community and intelligence policing. Consequently, NPS was restructured in the year 2018 reducing from 16 to 13 layers. The NPS has developed crime prevention strategies, police reform strategy, human resource strategy and adopted appropriate technology with a view of improving safety and security services in Kenya. Despite the NPS having developed reform strategies, increased budgetary allocation and public-police ratio to 1:400 (UN Standard) crime rate still rises (Sector Plan report 2013-2017, EACC Annual report 2015-2016). The Independent Policing Oversight Authority (IPOA, 2017) report affirmed the existence of systematic and structural issues affecting the NPS. Organizations not implementing strategies need to make correctional actions otherwise it will be futile to be planning for strategies which remain on paper.

The NPS is structured into departments and sections to handle the various issues and challenges affecting safety and security including peace keeping duties prescribed by the United Nation or Africa Union. New trends of crime including terrorism, cybercrimes, money laundering, electronic election interference and misuse of unmanned aerial vehicles (drones) in commission of crimes have been on increase nationally and globally. The study will establish if boundaries of responsibilities and tasks are clearly defined causing no overlapping of duties and are supportive towards service delivery strategies in the NPS.

The policing scholars have devoted limited empirical studies on organization designs. Due to lack of research rigor on organization structure, the authors have researched on restructuring of NPS and how it can provide solutions and improve service delivery. The Kenyans economic growth was 5.3% during the period of study against the focused target of 10.0% which might have been lowered due to lack of security among other factors. The Ransley (2009) report advised the services to avoid supremacy turf wars over safety and security matters. In view of identified conceptual, theoretical and empirical gaps the authors considered investigating the effect of the various dimensions of organization structures on these service deliveries in the NPS.

2.4. Current Research

In order to understand the levels of service delivery in policing, the organization structure has been conceptualized in NPS as sharing of organization chart, supporting strategy implementation and service delivery, having clear defined roles, responsibilities, placement and coordination within the NPS. Therefore, the purpose of the study is to investigate whether the roles and responsibilities have been clearly defined and they support strategy implementation in the organization.

2.5. Statement of the Problem

The NPS organization was designed with structures composed of different departments, units and functions at different levels of her command structure yet overlapping of duties, turf wars between departments', ambiguities in roles and responsibilities and placement of officers, unethical behaviours and complaints from the customers have been on the increase. The service quality has been unsatisfactory during the period of the study. The study investigates whether the organization structures support the service delivery strategies and initiatives in the national police service in Kenya.

2.6. Conceptual Framework

Based on the review of literature, the conceptual framework in figure 1 shows how the variables relate.

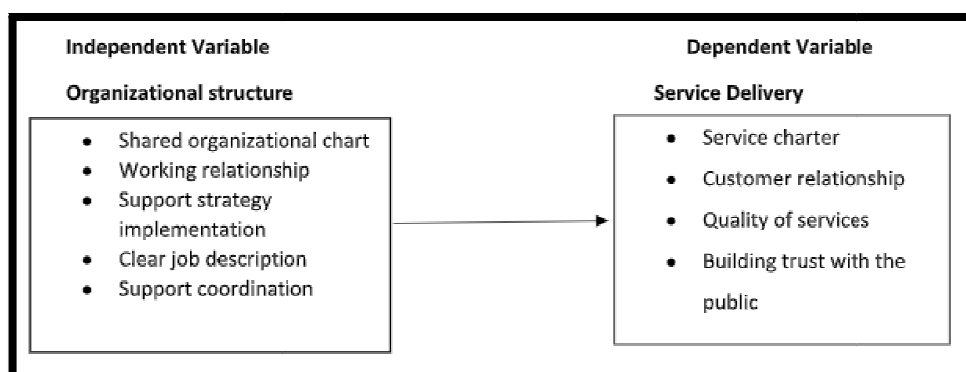


Figure 1: Conceptual Framework Showing the Constructs

2.7. Research Questions

The study therefore had the following research questions:

- What is the significance of organization structure in NPS organization?
- What is the significance of Service delivery in NPS organization?
- How significant has organization structure contributed to NPS organization to become efficient as a service provider of safety and security in Kenya?

In attempt to answer the research questions, the authors developed the research design to observe the level of organization structure and service delivery in the NPS.

3. Methodology

3.1. Research Design and Methods

The study was done in the NPS in Kenya targeting officers placed in the strategic positions. The study used descriptive and explanatory research design. The research design was carried at a fixed time where the data collection was done using quantitative approach. The research data required was on the two-key construction, namely organization structure and service delivery. Each was operationalized using indicators drawn from the extant literature so as to ensure content, construct and sampling validity. The research instrument was administered through drop and pick method. Each regional commander was briefed on the nature of the research and instrument used structure was measured using 9 components that were drawn from the integrated set of hierarchical and functional structures while service delivery was measured using 13 indicators drawn from both the model by Parasuraman et al (1988) and service charter. The research instrument was a five-point Likert scale that required respondents to indicate the extent of practise as well as achievement for organizational structure. Follow ups were done through telephone calls and post mails between the researchers and respondents. The field work was done between May 2020 and June 2020. A total of 472 questionnaires were distributed and 445 received back showing a response rate of 94.3%. The distributions of the actual responses are summarised in figures as per the categories of respondents and their biographic characteristics.

The target population of this study was 858 officers comprising of four respondents at Inspector General, Deputy Inspector General and Director of Criminal investigation offices. Others were 15 regional commanders and directors at headquarters, 42 county commanders, 169 sub-county commanders and 222 ward commanders. The sample size of 278 cases is good and acceptable (Cattell, 1978, Comrey & Lee, 1992). Each variable had more than five items (Gorsuch, 1983; Cattell, 1978 & Nunnally, 1978). A total of 452 officers were selected occupying diverse levels of command structure so as to study the nature of the organization structure across the levels of command as well as the level of service delivery. The appropriate sample size of 452 was determined using the Slovin's formula (Ryan, 2013).

3.2. Sample Size

$$\text{Sample size, } n = \left[\frac{N}{1 + N \cdot e^2} \right]$$

Equation 1

Where N=Total population size, e = margin of error and n = sample size.

The Slovin's formula was used to each subgroup which ended up with 858 respondents and a sample size of 452 respondents from all the stratified groups.

The distribution of the respondents to the different levels was done using disproportionate stratified sampling method to ensure representativeness of the various levels since the number of staff were not uniform across the different ranks of the command structure.

Strategic Positions in NPS	Total Number in Population Strata	0.05 Level (Sample Size)
IG, 2-DIGS, DCI	4	4
Regional Commanders, Directors	16	15
County Commanders	47	42
Sub-County Commanders	292	169
Ward Commanders	499	222
Total	858	452

Table 1: Sample Size Determinations
Source: Authors, 2020

4. Results

4.1. Data Analysis

The research data was summarized using frequencies and percentages to capture the biographic characteristics of the respondents while descriptive statistics of the mean and standard deviation were used to summarize the characteristics of the variables so as to answer the objectives 1 and 2. Structural Equation Method (SEM) was used to answer objective 3 by extracting relevant set of factors through factor analysis based on factor loadings. The extracted factors were then used to determine the reliability of the components of the retained models for both the independent dependent variables. The SEM Model allowed for performance of several diagnostic tests to ensure that basic assumptions underlying the relevance of the data and the model used were not violated. The summary of the reliability and diagnostics tests are presented in Table 2.

Demographic Characteristics	Categories	Frequency	Percentage
Gender	Males	370	83.3%
	Females	74	16.7%
	Total	444	100
Age	Under 20 years	2	0.4
	21-30yrs	18	4.0
	31-40 yrs.	114	25.7
	41-50 yrs.	110	24.7
	51 yrs. and above	200	45.2
	Total	444	100
Designated Positions	Regional police commander/director (AIG)	12	2.7
	County police commander (CP)	37	8.3
	Sub county commander (SSP/SP/ASP)	172	38.7
	Ward commander (CI/IP)	223	50.3
	Total	444	100
Highest Level of Education	Postgraduate	87	19.6
	Undergraduate	125	28.2
	Diploma	60	13.5
	Certificate	172	38.7
	Total	444	100
Length of Service	Below 10 yrs.	21	4.6
	10-15 yrs.	71	15.9
	16-20 yrs.	54	12.2
	20 yrs. and above	298	67.3
	Total	444	100
Years Served in the Current Rank	Below 1 yr.	69	15.5
	2-3 yrs.	166	37.5
	4-5 yrs.	104	23.4
	5 yrs. and above	105	23.6
	Total	444	100

Table 2: Respondent's Characteristics
Source: Authors, 2020

The NPS has hierarchical structure of command with fewer officers at the top and the majority at the point of service delivery as ward commanders occupying 50%, sub-county commanders 38.9 % , county commanders 8.4 % and at the top occupying 2.7%.The ratio of male to female is 83% to 17 % with males dominating strategic positions in the NPS .As regard to the level of education ,38.4% are certificate holders while 61.6% are diploma holders and graduates .With such level of education , they are expected to have the ability to comprehend issues and deliver services at their areas of command. The age of the people occupying strategic positions is that 45.2 % are above the age of 51 years which implied majority have gained experience and climbed in the police career systematically.

The Kaiser Meyer-Olkin (KMO) measure of sampling adequacy cut-off is 0.60 while Barlett's test of sphericity (Barlett's, 1954) is 0.000 to be significant for factor analysis. The Kaiser Meyer-Olkin measure of sampling adequacy for organization structure was 0.898.The service delivery variable had a KMO value of 0.951.Both tests passed the threshold value indicating that the data may be useful in the study as indicated in the Table 3 and the items could proceed for factor analysis.

Variable	KMO	Bartlett's Sig.	N	Approx. Chi-square	Df	Cronbach's alpha	Tolerance			VIF
Organization Structure (OS)	0.898	0.000	9	1605.372	36	0.911	Min. 0.193	Max. 0.469	Min. 2.132	Max. 5.172
Service delivery	0.951	0.000	13	2998.316	78	0.953	Min. 0.167	Max. 0.288	Min. 3.476	Max. 6.000
Total Variance Explained of Organization Structure to Service delivery										
Component	Initial Eigenvalues			Rotation sums of Squared Loadings						
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %				
OS Theme 1	5.375	59.725	59.725	3.747	41.633	41.633				
OS Theme 2	1.051	11.683	71.408	2.680	29.775	71.408				
SDV Theme 1	8.37	64.427	64.427	8.375	46.668	46.668				
SDV Theme 2	1.065	8.193	72.620	1.065	25.952	72.620				

Table 3: Variable Characteristics & Factor Analysis

Source: Authors, 2020

The cut-off value for tolerance is not less than 0.01 while for Variance Inflation Factor is not more than the value of 10(Pallant,2005).The tolerance values for items of organization structure passed the cut-off(Min.= 0.193,Max.= 0.469) while for the service delivery tolerance values passed the test (Min.= 0.167,Max.= 0.288) .The organization structure had variance inflation factor score of minimum 2.132 and maximum 5.172, while service delivery had a score of minimum 3.476 and maximum of 6.000, all were *within the acceptable range of values*.

The scale used was rated from 1-5 where 1 is poorly defined, 2- fairly defined, 3-satisfactory defined, 4- highly satisfactory defined and 5 -outstanding. Thus, in view of the mean scores reported the level of design of organization structure in the NPS as rated at 3.65, which is clearly defined. Given the low score of the standard deviation, it can be deduced that there is a general consensus on the level of defining roles in the NPS organization structures.

Statement	Mean	Std. Dev.	Observation level of design	Order
Sharing organization chart	3.96	1.107	Clearly defined	2
Organization structure supports strategy implementation	3.66	0.986	Clearly defined	5
Organization structure supports successful service delivery	3.84	1.023	Clearly defined	3
The lay out of the structure clearly defines the working relationship	3.84	0.977	Clearly defined	3
Responsibilities of employees are well defined in the organization structure	4.01	0.985	Clearly defined	1
Well defined responsibilities reduce ambiguity	3.65	1.053	Clearly defined	6
Well defined responsibilities reduce overlapping of duties	3.50	1.120	Satisfactory	8
Organization structure supports placement of people at the right places	2.86	1.159	Satisfactory	9
Hierarchy levels in the organization structure helps in coordination of strategy implementation	3.51	1.103	Clearly defined	7
Average score	3.65	1.057	Clearly defined	

Table 4: Research findings extent of design of Organization Structure

Source: Authors, 2020

The results in table 4 suggests that the statement that the responsibilities of employees are well defined in the NPS organization structure had the highest mean (Mean=4.01, SD=0.985) and the statement that NPS organization structure supports placement of people at right places in the organization had the lowest mean (Mean=2.86 =1.159). Other statements were;), the NPS has shared its organization chart across all departments and units (Mean=, 3.96, SD= 1.107), the lay out of the NPS organization structure supports successful service delivery (Mean=,3.84,SD=1.023) which tied with the statement that the lay out of the NPS organization structure clearly defined the working relationship within organization (Mean=3.84., SD=0.977).The NPS structure supports strategy implementation in the organization(Mean=3.66,SD=0.986),the well-defined responsibilities reduces ambiguity (Mean=,3.65,SD= 1.053).The hierarchy levels in the organization structure helps in coordination of strategic implementation (Mean=3.51,SD=1.103),the well-defined responsibilities of reduces overlapping of duties in the NPS (Mean=3.50,SD=1.120).

4.2. Findings on Research Question 1

The research question sought to establish the extent of the design of organization structure in the NPS. The data obtained through a 5-point Likert scale was analyzed and the mean score for each statement in the instrument was computed and interpreted in comparison with the said Likert scale. An overall aggregate mean and standard deviation, and the level of design for each construct is indicated in the relevant columns for the entire construct as shown in table 4.

4.3. Findings on Research Question Two

The objective sought to establish the extent of the practice of service delivery in the NPS. The service delivery in the NPS reforms in Kenya is perceived by the customers when they interact with police officers on how they respond and handle complaints reported to them. This determines what amounts to customer satisfaction and the quality of the service delivered as perceived and assessed by the customer when investigating their reports. The researcher wanted to establish the significance of service delivery in the NPS during the restructuring period. The findings of the level of service delivery are presented in table 5.

Dimension	Statement	Mean	Std. dev.	Level of Service Delivery
Reliability	Follows service charter	3.66	1.087	Very satisfactory
	Staff sincere when handling customers problems	3.24	0.993	Satisfactory
	Has proven being very efficient in-service delivery	3.22	0.972	Satisfactory
	NPS has become a more reliable public institution	3.321	1.029	Satisfactory
	Aggregate score	3.36	1.020	Satisfactory
Responsiveness	Timelines followed as spelt out in service charter	3.31	0.972	Satisfactory
	Gives prompt services to customers	3.30	0.974	Satisfactory
	Aggregate score	3.31	0.973	Satisfactory
Assurance	Customers feel very safe to interact with NPS staff	2.99	0.988	Satisfactory
	Staff displays excellent knowledge when responding to customer problem	3.29	0.914	Satisfactory
	More trust between public and the NPS	2.91	0.987	Satisfactory
	Aggregate score	3.06	0.963	Satisfactory

Dimension	Statement	Mean	Std. dev.	Level of Service Delivery
Empathy	Staff gives personalised attention	3.34	2.126	Satisfactory
	Staff has customers at heart while serving them	3.34	0.987	Satisfactory
	Aggregate score	3.34	1.56	Satisfactory
Services	Customers are very happy with NPS service	2.98	0.978	Satisfactory
	Customers are satisfied with our police work	3.31	0.988	Satisfactory
	Aggregate score	3.15	0.983	Satisfactory

Table 5: Level of Service Delivery in NPS

Source: Author, 2020

The scale used was rated from 1-5 where 1 is poor, 2- fair, 3-satisfactory 4- very satisfactory and 5 –outstanding with the level of service delivery indicated in the column 4 of the table5. The mean scores reported the extent of practice of service delivery in the NPS as rated at 3.32 which is satisfactory during the NPS reform period. The results in table 5 suggests that the statement that the NPS follows the service charter had the highest mean (Mean=3.66, SD=1.087), and the statement that there is more trust between public and the NPS had the lowest mean level of satisfaction (Mean=2.91, SD=0.987). Other statements were; employees at NPS give customers personalized attention (Mean=3.34, SD=2.126), NPS has customers interest at heart while serving them (Mean=3.34, SD=0.987).

NPS has become a more reliable public institution (Mean=3.32,SD=1.029),NPS feel generally that customers are satisfied with police work (Mean=3.31,SD=0.988) and NPS staff followed timelines spelt out in the service charter (Mean=3.31,SD=0.972).NPS staff gives prompt services to customers (Mean=3.30,SD=0.974),NPS staff displays excellent knowledge when responding to customer problem (Mean=3.29,SD=0.914),NPS has been very sincere when handling customers problems (Mean=3.24 SD=0.993).NPS has proven to be very efficient in service delivery (Mean=3.22 SD=0.972), customers feel very safe to interact with NPS staff (Mean=2.99,SD=0.988) and customers are very happy with NPS service (Mean=2.98,SD=0.978) .

4.4. Findings on Research Question Three

The objective is to establish whether the design of organization structure contributes to NPS organization to become efficient as a service provider of safety and security in Kenya? To answer this objective, the study carried a number of operations to transform the data through application of the Structural Equation Modeling (SEM) model; the SEM model requires one to perform several procedures as;

4.4.1. Step 1- Outliers

This step involves screening and removing multivariate outliers from the original data through examining the Mahalanobis distances. 175 outliers were removed out of 453 cases and 278 cases remained which was reasonable and within the acceptable range for a researcher to generalize the findings (Comrey& Lee, 1992). The rule of the thumb is the larger the sample size is, the smaller is the standard error.

4.4.2. Step 2-Factorability Assessment

The factorability assessment involves Kaiser –Meyer –Olkin (KMO) measure of sampling adequacy with a threshold of 0.6 as acceptable value for factor analysis (Kaiser 1974; Tabachnick& Fidell,1990). Bartlett's test of sphericity assesses the factorability and cut-off p value is 0.000 which is significant and fit for factor analysis. The KMO measure was 0.898 for organization structure and 0.951 for service delivery where both variables exceeded the recommended ratio. Bartlett's test of sphericity was 0.000 for both organization structure and service delivery variables as indicated in Table 2. The data passed the tests and proceeded to the next step of factor analysis of multicollinearity tests.

4.4.3. Step 3-Multicollinearity Tests

This step determines whether the items are correlated or not. The threshold values for tolerance are greater than 0.1(T>0.1) where else for Variance Inflation Factor is less than 10(VIF<10). The organization structure items had variance inflation factor ranging from 2.132 to 5.172 and tolerance values ranging in between 0.193 to 0.469 as shown in Table 2. The service delivery had variance inflation factor ranging in between 3.476 and 6.000 and the tolerance values ranging in between 0.167 and 0.288. The results indicated that the variables were not correlated and non- redundant.

4.4.4. Step 4-Factor Extraction

The factor extraction is carried out using principal component analysis (PCA). The step determines the smallest number of factors that could best represent the set variable. The threshold is that an item with a factor loading of or less than 0.5 to be omitted from further factor analysis. Items with Eigen value of 1.00 and above is passed for factor analysis and subjected to rotation method of Varimax with Kaiser Normalization. The organization structure values ranged in between 0.627 and 0.783 with Eigen values of 5.375 and 1.051. Service delivery had factor values ranging in between 0.655 to 0.824 with Eigen values of 8.376 and 1.065 respectively as indicated in Table 6. The items met the cut-off values. The items proceeded for the Varimax factor analysis.

4.4.5. Step 5 Factor Rotations

The factor rotation is done with the help of Varimax method. This stage identifies the smallest set of factors that represent set of the underlying factors among the related variables whose pattern of loadings are easier and clear to

interpret. The rule of thumb is loadings closer to 1.0 strongly influences the variable and factor loading closer to 0.0 implies that it is weak influencing the variable.

The Organization structure retained her nine items but under two themes of job description and working relationship. The first theme of job description had five items. The statement of the responsibilities of employees are well defined reducing overlapping of duties in the NPS organization structure had the highest factor loading of 0.863 with the statement of hierarchy levels in the organization structure helps NPS employees in coordination of strategy implementation had the lowest factor loading under this theme with a loading of 0.714. Other statements include the responsibilities of employees are well defined reducing ambiguity in the NPS organization structure (factor loading=0.808), the NPS organization structure supports placement of people at the right places in the organization (factor loading=0.782) and the responsibilities of employees are well defined in the NPS organization structure (factor loading=0.740) as indicated in Table 6.

The second theme of working relationship had four items. The statement of NPS has shared its organization chart across all departments and units had the highest factor loading of 0.859 with statement of layout of the NPS organization structure clearly defines the working relationship within the organization with factor loading 0.659. Other statement; NPS structure supports strategy implementation in the organization (factor loading=0.776) and the layout of the NPS organization structure supports successful service delivery (factor loading=0.676). Factors which fall under the same column, they form themes which in statistics are referred to as components.

Variable	Component				Variable	Component				Eigen value		Theme
	(Themes)					(Themes)						
	1		2			1		2		OS	3.747 & 2.680	2
Organization structure	Min	Max	Min	Max	Service delivery	Min	Max	Min	Max	SDV	6.067& 3.374	2
	0.714	0.863	0.659	0.859		0.642	0.861	0.838	0.893			

Table 6: Varimax Kaiser Normalization

Source: Authors, 2020

Where OS =organization structure

SDV= Service delivery

Min=minimum

Max= maximum

The results suggested that there is no significant multi-collinearity. Cronbach's Alpha (Cronbach's, 1951) value for the organization structure and service delivery were 0.911 and 0.953 respectively which indicated that they possessed adequate degree of reliability in measuring the intended constructs (Sekaran & Bougie, 2013). The normality tests were carried out and 175 outliers were removed after the data was subjected to Mahalanobis distances remaining with 278 cases which fell under the acceptable range (Cattell, 1978; Comrey & Lee, 1992). The organization structure after being subjected into Principal Component Analysis it emerged with two themes of job description and working relationship. The organization structure had the Eigen values of 5.375 and 1.051 and cumulative variance of 71.408 % (Hair, et al, 2010). The service delivery had the Eigen values of 8.37 and 1.07 for the two themes and cumulative variance of 72.620 %. Both values for the two variables fell within acceptable range as indicated in Table 2.

4.5. Model Fit Statistics

The organization structures and service delivery variables were subjected to Normed Fit Index (NFI), Reliability Fit Index (RFI), the Tucker-Lewis Fit Index (TLI) Comparative Fit Index (CFI) were a score close to 1 indicates a very good fit and vice versa (Byrne, 2010; Hu & Bentler, 1995, and Bentler & Bonnet, 1980). The Root Mean Square Error measure of about 0.08 or less is an indicator that the model is fit (MacCallum, et al, 1996)

The results indicate that organization structure NFI 0.833, RFI 0.722, TLI N/A CFI 0.842 and RMSE N/A all the values were within the acceptable bracket. The service delivery had the following scores, NFI 0.885, RFI 0.839, IFI 0.900 and CFI 0.900. All the values were within the fit bracket. The parametric values for organization structure items had parametric values ranging 0.863 to 0.659, with significant p values of 0.000. Equally, the service delivery variable had parametric values ranging 0.861 and 0.640 with significant p values. Overall, the structural model shown in figure 1 and the model statistics are within the acceptable fit of goodness.

5. Discussion

The organization structure items raised two themes namely the job description and work relationship after the being subjected to factor rotation. The service delivery raised two themes, customer satisfaction and quality of services. In the discussion each theme will be focused separately to establish her contribution towards a specific theme.

5.1. Contribution of Job Description towards Customer Satisfaction

The job description had five items which makes significance prominence towards the business of service delivery. The well-defined responsibilities of an employee have the highest influence towards the service delivery. The lack of

overlapping of duties means that the roles have been clearly defined and employees are motivated to provide the prompt service delivery and deliver services efficiently. However, it is the role of strategic leaders to make every employee understands their role. With well-defined structure, ambiguities will be reduced significantly leading to prompt services. The leaders need to make it known who is responsible for doing what in the department as well in the organization. There will be no two centers of command as who to act on such report because the work has been well divided and assigned appropriately. The aspect of defined responsibilities implies that each employee is held accountable to his actions. This makes the work of appraising an employee much easier and recognizing one's work. The organization structure when well-designed it will declare the different positions available within the organization stating the requirements required to match a particular job and seek for suitable person to fill the vacancies. Other components of the job description as a whole will influence officers in their line of duty to display excellent knowledge during service delivery and help in rebuilding the trust with the customers. An organization which has a well-developed job description will indicate what each employee needs to do, assign sufficient duties keeping employee engaged, motivated and productive and issue of overstaffing or overlapping of duties will not exist.

5.2. Contribution of Job Description towards Quality of Services

The job description will help each employee to follow the service charter and their timelines as codified in the handbook. The job description should indicate the job title, work to be done, what standard to be achieved and when to be done, with clear demarcation of each work. It should be made clear by the leaders how the job interface with other jobs within the department, sections and the whole organization. Thus, with such understanding there will be no turf wars nor culture of status differentials between various departments since they appreciate sequential and reciprocal interdependence within the organization. The job description needs to be developed in accordance to the current and futuristic needs, skills and knowledge if the organization.

5.3. Contributions of Work Relationship towards Customer Satisfaction

The organization structure clusters similar jobs together in terms of functionality and creating a mutual understanding what each department does in lieu of meeting the organization goals. The clear lay out of the organization structure enables the NPS to provide prompt services, give hearty services to customers, provide satisfactory police work resulting the organization to becoming a reliable institution. The organization chart displays the different levels within an organization and the functions within department. It briefly shows the positions of all employees at a glance, the reporting and command structure of the organization. Working under the same department improves performances since there will be a shared common understanding of the tasks and an opportunity to share their expertise improving the service delivery in the organization. On the event the organization faces unexpected risks or service failures, the people with their strong culture, knowledge, skills and network have the ability to recover and demonstrate resilience as an organization. Such modified structures will follow the strategies (Chandler, 1962). This makes the employees remain focused on the organization mission and deliverables irrespective of the department one is deployed in the organization.

5.4. Contribution of Work Relationship towards Quality of Services

The sound working relationship enables the organization to follow the values expressed in the service charter with their timelines. The leaders will allocate resources to departments linking them to the core business and encourage them to do what they do best. The key issue is reminding all employees at all times, that the organization is in the business of providing quality safety and security services to customers. When people are well treated and their welfare issues addressed, they will be experiencing less stress and have a better work-life balance.

This will make them better, more productive and remain loyal, commitment and even after exit continue talking of the good things of the institution as true ambassadors of the organization. Open policy and listening to employees make a valuable indirect contribution towards quality of services. The employees will be able to translate their services into human actions which brings job satisfaction to both employer and employees. All employees should be able to define the NPS, a customer and what are their needs, when are the services supposed to be delivered irrespective of one's faith, gender, or social status in all parts of the country.

5.5. Conclusion and Direction for Future Research

This research identified nine critical organization structure characteristics: it reduces overlapping of duties, reduces ambiguities, helps in placement of employees at right positions, it defines the responsibilities of all employees, the organization chart indicates the various positions their reporting relationships, it supports strategy implementation, and service delivery, and improves working relationship within an organization. This implies that organizations should not create or add layers which were not within the chart unless the firm has reviewed the job description and the organization chart based on the current strategy, technology under use or safety and security environment. Such creation of structures propels overlapping and ambiguities in an organization and leads to misuse of scarce organization resources. The job description and working relationship components of service delivery influences customer satisfaction and quality of services in an organization.

5.6. Structural Model between Organizational Structure and Service Delivery

The figure 2 shows the grand effects of organizational structure towards the service delivery. The Beta value of 0.43 implies that a unit increase of organizational structure has 0.43 positive effect influences on service delivery. This indicates that a well-designed organizational structure has significant influence over service delivery in public ecosystems

and it should be structured in alignment with the organization strategy, adopted technology in the existing service industry environment.

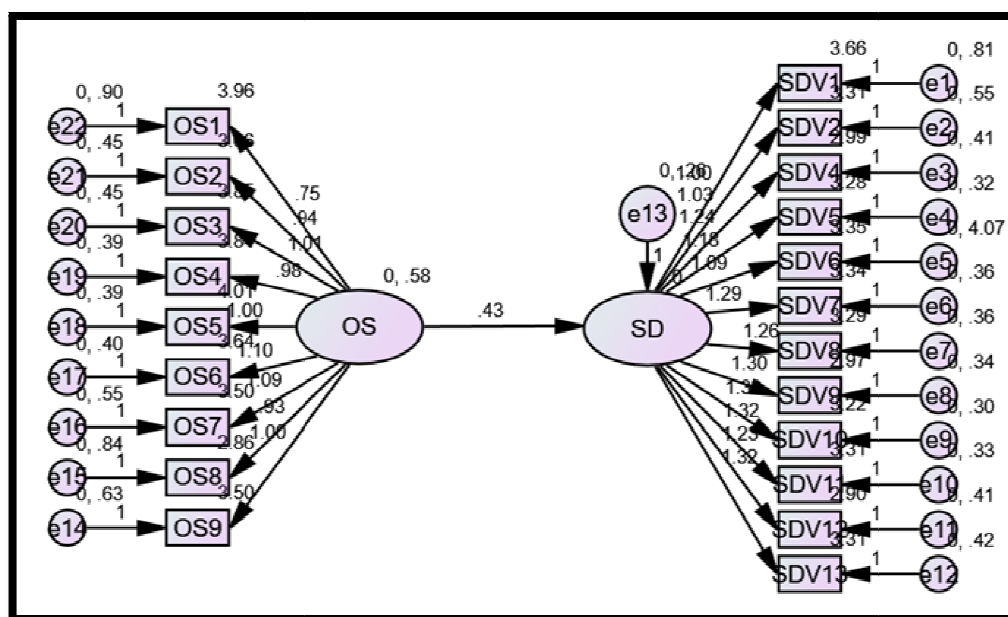


Figure 2: Structural Model Organization Structure Influence towards Service Delivery
Source: Authors, 2020

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