

# MANAGEMENT STRUCTURE ON THE PERFORMANCE OF KERICHO COUNTY GOVERNMENT, KENYA

Betsy Chebet Kirui<sup>1</sup>, Dr. Charles Y. Tibbs<sup>2</sup>

<sup>1,2</sup>Department of Business Administration, School of Business, Kenyatta University, Kenya

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**Abstract:** The success of any strategy is hinged on its implementation. Though, most Organizations come up with elaborate strategic plans, implementing them may be a challenge. This study aimed at determining the influence of management structure and performance of County government of Kericho. Descriptive survey research design was adopted. The accessible population comprised of 102 employees who were sampled using stratified sampling method to obtain a sample size of 85. Primary data was obtained using questionnaires which was analysed using descriptive analysis and regression analysis. The study established a positive significant effect on management structure and performance. The study concluded that allocation of tasks and resources allocation was highly affected by the structure of the management. The study recommended that structure in terms of human resources and allocation of tasks must be considered because they contribute to the performance of the County and also there is need to evaluate the structure of the management of the County to evade bureaucracy.

**Keywords:** Management Structure, Organizational Performance.

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## 1. INTRODUCTION

Organizational performance is directly connected to its strategy formulation and implementation (Campbell, Datar, Kulp, & Narayanan, 2004). All the companies always strive to position themselves by using the best strategies than their rivals by aiming at making more profits, proper implementation of projects in addition to implementing others performance measures. The way of selecting the appropriate strategy that improves the performance has been termed as strategic alignment (Bett, 2013). In regard to Armstrong (2006) performance management is gauged based on accountability, role assignment, employee character and expertise founded by strategies applied by human resource managers.

Bernd (2017) observe that structural decision such as change the organizational style operation is believed to be the most vital tactics managers can follow. This is because the structure of the organization clearly shows how job roles are assigned and their coordination. Child (2015) show that this structure is meant to bring success on the implementation of the organizations objectives by assigning employees the right tasks with effective allocation of resources and designing responsibilities and leaders to control and coordinate these tasks.

Wang and Wang (2012) observe that the performance of an organization is referred to the capability of an organization in accomplishing task through competent management who are fully committed to the achievement of the organizational objectives. It is further observed that organization by giving services should focus more on reviewing their output against its predicted view point. This enlarged strategy can help in managing conflicts or connecting both improvement of services and enhancing the output service.

## 2. STATEMENT OF THE PROBLEM

The success of any strategy is hinged on its implementation. Though, most Organizations come up with elaborate strategic plans, implementing them may be a challenge. The 2010 constitution of Kenya led to creation of the County governments. The County Government Act 2012 identifies the key strategies that every County must execute. However, Most of the Counties have never had an effective implementation of the strategies and Kericho County is no exception though it has

tried to achieve some while others have been challenging and out of target. Thompson (2016) study examined on the influence of leadership Best Practices on employee performance and established a positive significance relationship. However, the study focus was on phenomenological telecommunications industry study. Sabella, Kashou and Omran (2014) study investigated on how quality management practices affects the performance of an organization and found that these practices had a positive effect the performance of the Hospitals. Therefore, it was necessary to determine how management structure affects the performance of Kericho County Government, Kenya.

### 3. LITERATURE REVIEW

Maduenyi, Oke, Fadeyi and Ajagbe (2015) study focused on how management structure affects the performance of an organization. Using sources of secondary data the study established a significant influence between the structure of the management and the performance of the organization. Estalaki (2017) carried out a study on the extent to which management structure affects the efficiency of the organization and found that management structure had a significant relationship with organizational efficiency. Latifi and Shooshtarian (2014) study focused management structure on the trust and effectiveness of the organization. The study found a organizational structure and trust dimensions were significantly related.

### 4. RESEARCH METHODOLOGY

The study adopted a descriptive research design. The population of the study was 102 comprising of 16 County Executives and 86 Middle level managers. Descriptive survey research design was adopted. The accessible population comprised of 102 employees who were sampled using stratified sampling method to obtain a sample size of 85. Primary data was collected using questionnaires which was analysed using descriptive analysis and regression analysis.

### 5. FINDINGS

Influence of management structure on the performance of the County Government of Kericho. The findings are shown in Table 1.

**Table 1: Management Structure**

Statement	Mean (M)	Standard Deviation (SD)
The total number of completed projects is influences by the structure of Human resource	3.500	0.631
The work done is influenced by the allocation of tasks and task schedule	3.643	0.614
Allocation of resources using the structure has prior influence on tasks executed	3.786	0.561
The development plan are guided by the structure of the management	3.857	0.643
Management structure to a large extent affect on the performance of the County.	4.000	0.659
<b>Aggregate Score</b>	<b>3.757</b>	<b>0.622</b>

Table 1 show that management structure highly influenced that performance of the County government of Kericho a indicated by the aggregate mean score of 3.757 and standard deviation of 0.622. Management structure to a large extent affect on the performance of the County (M=4.00, SD=0.659), this was followed by The development plan are guided by the structure of the management (M=3.857, SD=0.643), Allocation of resources using the structure has prior influence on tasks executed (M=3.786, SD=0.561), The work done is influenced by the allocation of tasks and task schedule (M=3.643, SD=0.614) and The total number of completed projects is influences by the structure of Human resource (M=3.500, SD=0.631).

### 6. CONCLUSIONS AND RECOMMENDATIONS

The study concluded that allocation of tasks and resources allocation was highly affected by the structure of the management. The study recommended that structure in terms of human resources and allocation of tasks must be considered because they contribute to the performance of the County and also there is need to evaluate the structure of the management of the County to evade bureaucracy.

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