International Journal of Multidisciplinary Research and Growth Evaluation.

Analysis of organization structure as an implementation strategy of performance of national social security fund, Kenya

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Article Info

ISSN (online): 2582-7138
Volume: 05
Issue: 03
May-June 2024
Received: 18-03-2024
Accepted: 22-04-2024
Page No: 139-147

Abstract
The study purpose was to analyze organization structure on performance of National Social Security Fund, Kenya. The research was guided by the Systems Theory, adopting interpretivism philosophy, explanatory and descriptive research design with a target population of 365, employees of the National Social Security Fund at headquarters. The population was stratified according to their cadres, then purposive sampling was used on the predetermined senior management cadre while simple random sampling techniques was used on the middle management and non-management staff who had equal chances of being selected for analysis with a sample size of 186 respondents. Questionnaires were administered to be completed for primary data, while document analysis was used to secure secondary data. The data was analyzed using inferential and descriptive statistics. The study demonstrated a strong positive correlation (R = 0.793) between the independent variable and performance, with approximately 62.9% of the variability in performance explained by the model (R Square = 0.629). Based on these results, recommendations were made to enhance organizational effectiveness. Development of appropriate structural design that easy decision making and eliminate delay in service delivery within NSSF was recommended. Further studies should compare strategy implementation processes and performance outcomes with those in other sectors.

Keywords: Managers, Vietnamese companies, integration context

1. Introduction

One of the most important factors that determine the success of business endeavors is the organizational structure at play. It helps in the process of making decisions, contributes to the effective management and coordination of operations, and has the potential to eliminate delays in the delivery of services.

The size of an organization and the activities it performs are often the factors that define its structure. In order to promote clear communication channels, clarify duties, and build a foundation for operational efficiency, effective organizational structures are necessary.

Scalability and flexibility are both made possible by a framework that has been thoughtfully developed to accommodate the ever-evolving requirements of a developing firm. In addition to ensuring that resources are used efficiently, it also guarantees that all aspects of the organization are working together in harmony to achieve the same objectives. One of the most important factors in successfully managing market problems and making the most of opportunities is having the appropriate organizational structure. This is especially true in entrepreneurial settings, where agility and the ability to make decisions quickly are important.

2.1 The Theoretical Review

Mugenda (2003) [13] defines a theory as a system that explains a phenomenon by identifying constructs and the laws that interrelate these constructs with one another. Theories help us to come up with an adequate explanation of what is known in the

field. This research identified the Systems Theory that assisted the reader to appreciate the rationale behind this study. Systems theory, as described views organizations as complex systems, essential for comprehending the interrelations and interdependencies within an organization in strategic management.

2.2 The Systems Theory

The National Social Security Fund (NSSF) in Kenya is integral to the nation's socio-economic fabric, providing critical social security services to its members. The effectiveness of NSSF's strategy implementation is crucial to its ability to meet its objectives and serve its stakeholders efficiently. Systems Theory, with its emphasis on the interconnectedness of all parts of an organization, provides a valuable lens through which to examine and improve NSSF's strategic processes. This essay will delve into the application of Systems Theory to the strategy implementation at NSSF, highlighting its potential to enhance organizational performance.

It is generally agreed that Ludwig Von Bertalanffy was the one who initiated the development of systems theory in Germany in the year 1930. This concept evolved around the same time as Alfred North Whitehead's related theory of organism, which was also conceived at the same time both of these ideas were in the process of being developed. This was a considerable departure from the viewpoints that had been held in the past about knowledge and comprehension, which were reminiscent of the notions that were proposed by the Greek philosopher Aristotle. The acquisition of true knowledge, in Aristotle's view, is accomplished by having a comprehension of the whole, as opposed to only having a grasp of the components that make up the whole claims that this holistic approach is increasingly being acknowledged as an essential component in the efficient execution of strategy in a variety of sectors, including business and organizational management. He says this recognition is particularly prevalent in the United States.

The multidisciplinary approach that systems theory takes to understanding systems in the natural world, in society, and in the scientific world is the foundation upon which our knowledge of systems is built. The cornerstone of our understanding of systems is included inside this strategy. Consequently, it offers a framework for seeing phenomena from a holistic viewpoint, which acknowledges the connectivity and interaction of components that are present inside a system. This is accomplished by providing a framework. This viewpoint is exposed to examination in works such as investigation of systemic interactions. It is difficult to exaggerate the relevance of this perspective when it comes to comprehending complex systems, and it is investigated in these works.

The transition from concentrating on individual components to focusing on the whole, which is often referred to as systems thinking, has resulted in a change in our understanding of the interrelationships that exist within systems. This change took place as a consequence of the evolution of systems thinking. The modification of our knowledge of the interrelationships that exist throughout systems has been brought about by this change. This approach has gained a lot of traction and is gaining more and more popularity in the business sector, where it is especially useful for generating a concept of how the many divisions of a company might be connected in order to achieve the same organizational objectives of the company. In accordance with, it has been shown that systems thinking is more efficient than conventional models of organizational management, which are composed of a number of distinct components. When it comes to the administration of organizations, the discipline of systems thinking encourages an approach that is more consistent and comprehensive.

By applying systems theory to the context of organizational performance, it becomes much easier to appreciate the ways in which the numerous study variables are related to one another. Systems theory takes into account the interrelationships that exist between the variables, which is why this is the case. For instance, the capacity to conduct leadership is definitely essential for any organization; but, it must be supported by structures that are well-designed and that enable good communication and decision-making. This is just one example. If a firm want to carry out its plans in an appropriate manner, it is of the utmost importance that this integration take place. It is extremely necessary for the success of the implementation. Regarding the significance of understanding organizations as cohesive systems, Senge places a large amount of emphasis in his work that was published in the year 1990. It is necessary for the many components of such a system, including the culture, the structure, and the resources, to be aligned in order to bring about the achievement of strategic objectives.

Within the context of the value chain of strategy execution, it is of the utmost importance to possess an organizational culture that is not only welcoming but also adaptable. It is possible to establish a connection between culture and the method in which employees within a company interact with one another, the manner in which decisions are taken, and the manner in which plans are carried out. For the purpose of ensuring that the strategies are not only put into effect but also maintained over time, it is of the utmost importance that the culture of the organization be linked with the strategic aims. This is carried out with the intention of ensuring that the plans are, in fact, put into action. Schein (2010) asserts that a significant amount of research has been conducted on the subject of the influence that organizational culture has on the efficiency with which strategy is implemented.

In addition, systems theory encompasses the distribution of resources that are accessible to users, which is still another essential component. It is of the utmost importance to possess sufficient resources, whether they be financial, human, or technical, in order to provide assistance for the many aspects of the process of putting the plan into effect. The provision of this help is impossible in the absence of enough finances. The efficient distribution of these resources ensures that every single component of the organization has access to the resources that it requires in order to make a contribution to the overall plan. This is accomplished by ensuring that the aforementioned resources are effectively allocated. A presentation is given that includes a discussion on the function that resource allocation plays in the management of strategic organizations. In the context of the accomplishment of strategic goals, he makes the observation that the efficient distribution of resources is one of the most essential variables that must be considered.

The process of applying Systems Theory to the implementation of the National Science Foundation's strategy begins with the adoption of a holistic approach to strategy design. This is the first step of the process. It is vital to take into consideration the internal dynamics of the fund, which

include its culture, capacities, and structure, in addition to the external factors, which include changes in legislation, trends in the market, and socio-economic conditions. This is required in order to accomplish this goal. If the National Science Foundation (NSSF) recognizes these components as components of an interconnected system, it will be able to identify strategies that are more resilient, adaptable, and in accordance with its overall aim. This will allow the NSSF to design strategies that are more in keeping with its overall objective.

The discipline of systems theory places a strong emphasis on the role of feedback loops in the process of maintaining the flexibility and stability of complex systems. When it comes to the National Science Foundation (NSSF), the construction of effective feedback mechanisms may offer the organization with the opportunity to analyze its performance, gather insights from both internal and external settings, and adapt its strategy accordingly. In order to ensure that strategy activities continue to be relevant and effective in spite of the fact that conditions are constantly changing, it may be necessary to undertake periodic stakeholder surveys, execute performance analytics, and carry out environmental scanning.

It is clear that there is a need for improved cooperation across the several departments that comprise the National Science Foundation (NSSF), as the interconnected structure of systems brings this reality into focus. It is possible that operating in silos may lead to inefficiencies as well as opportunities that are not taken advantage of. By fostering an environment that encourages communication and collaboration, the National Science Foundation (NSSF) is able to ensure that the strategy is carried out in a consistent manner and that departments collaborate with one another in order to achieve the objectives of the fund. In order to develop a unified approach to the execution of the strategy, this may include the establishment of cross-functional teams, the deployment of integrated planning methods, and the sharing of performance indicators. All of these things are done in order to achieve the desired consequence.

The theory of systems also suggests that there need to be a balance between the two activities of exploitation and exploration, which are the maintenance of effective operations and the discovery of new possibilities. When it comes to the National Science Foundation (NSSF), this includes the creation of strategies that not only maximize the procedures and resources that are already in place, but also invest in the opportunities for innovation and growth that are available. This dual focus may be of assistance to the National Science Foundation in ensuring that it is functioning at an extraordinary level while also ensuring that it is continuously upgrading the services and offerings that it continues to provide.

In conclusion, systems theory provides a complete framework that may be used for the purpose of comprehending and enhancing institutional performance. Systems theory assists in the formulation of more effective strategies and the successful execution of those strategies by concentrating on the linkages that exist between the many components of an organization, such as leadership, culture, structure, and resources. This all-encompassing strategy is very necessary for firms that are striving to accomplish their goals in a world that is becoming more complicated and interconnected.

3.0 Research Methodology

In this part, the researcher delved into the comprehensive aspects of the research process. This includes an exploration of the research philosophy, which outlines the underlying beliefs and assumptions guiding the investigation, and the research design, detailing the methodology and techniques.

The study area, specifying the geographical or subject-based focus, was defined, followed by an identification of the target population and the accessible population, a subset available for study. The chapter also addressed the sample size and sampling instruments, along with an assessment of their reliability and validity. Furthermore, the techniques utilized for data analysis and the manner in which the results were presented were discussed. Lastly, the chapter evaluated the ethical considerations associated with the research, ensuring adherence to principles that guarantee integrity and respect for participants.

3.1 Interpretivism Research Philosophy

The chosen philosophical framework for this study was interpretivism, which serves as a comprehensive approach within the realm of qualitative research. Embedded within the broader discipline of epistemology, interpretivism holds the fundamental premise that researchers are integral participants in the research process. Rooted in subjectivity, this philosophical perspective is significantly influenced by social phenomena, emphasizing a focus on situational details and the subjective meanings they hold.

Gray (2014) [10], underscores the significance of epistemology as a philosophy concerned with the origins of knowledge, stemming both from the external world and the minds of individuals. The notion that knowledge derived from the external world is inherently complex and not always as it appears underscores the idea that true reality is not immediately discernible. This suggests that a mere visual perspective is insufficient to fully comprehend the essence of things; a deeper understanding requires thorough investigation.

Understanding the thoughts of others is equally intricate. As Martinich (2023) [11], observes, comprehending the inner workings of another person's mind remains an elusive endeavor. While scientific inquiry can provide insights into the human mind, individuals often resist external probing. This underscores the ethical importance of obtaining informed consent from respondents during the data collection process. Meem (2020) [12], elaborates on the objectives of interpretivism, highlighting its role in illuminating the fundamental components of knowledge and the ways in which knowledge is acquired through distinct avenues. Scientific inquiry facilitates the acquisition of intuitive knowledge, authoritarian knowledge is garnered through meticulous literature reviews, logical knowledge is derived from reasoned argumentation as commonly seen in the study's significance section, and empirical knowledge is demonstrated through established research facts in the study's summary and conclusion.

The interpretivism philosophy is pivotal in delving into the various forms of knowledge, understanding how they manifest during the research process, and identifying their manifestation within the study's final report. This philosophical stance offers a nuanced lens through which researchers can explore and uncover the intricacies of

different knowledge types, thereby enriching the research endeavor and contributing to a more comprehensive understanding of the subject matter.

3.2 Research Design

A research design is the plan and structure of an investigation involving what the researcher did in terms of data collection. In this study, the researcher adopted a hybrid research design where both quantitative and qualitative research designs were employed in a process referred to by Creswell (2014) [5], as triangulation which means seeking convergence across qualitative and quantitative methods of research designs. Similarly, Denzin (2020) [7], confirms that triangulation help researchers to use the two research designs to complement each other and come up with the best findings of the study.

The use of structured questionnaires skewed the study towards quantitative research design. While descriptive aspect of data analysis, provided a bias of the study towards qualitative research design. In light of the aforementioned context, the researcher employed a hybrid research design. The hybrid approach enables the formulation of research protocols by incorporating multiple perspectives sequentially, thereby accommodating diverse ways of interpreting a given situation. This methodology facilitates the comprehensive exploration of the subject matter by capturing a range of viewpoints and enabling triangulation (Alsarraf, Ebrahim & Almutairi, 2022) [2].

3.3 Target Population

According to Saunders and Lewis (2012) [17], the target population refers to the specific group of individuals or instances to which a researcher aims to generalize the findings of a study. This population is distinguished by certain characteristics that set it apart from others. Often, it is impractical to study the entire target population due to various constraints. Therefore, researchers identify and define a subset of this population that is experimentally accessible. This subset is sometimes referred to as a survey population or sample frame, a concept described by Aaker *et al*. (2015) [1]. By focusing on this accessible population, researchers can make inferences about the broader target population, provided the subset is representative. For the purposes of this study, a total population comprised of all employee of National Social Security Fund in Kenya. According to HR (2020), all employees of National Social Security Fund are 1260. Out of these, 365 employees work at the headquarters, Nairobi. Target population therefore was the 365 employees at the headquarters where unit of enquiry or sample size was drawn from for the purpose of this study.

Table 1: Target Population and sample size.

Category	Number Sample	Percentage
Managing trustee	1 1	0.27
Managers	11 6	3.01
Supervisors	10 5	2.74
Benefit officers	80 41	21.92
Clerks	203 103	55.62
Support staff	60 30	16.44
Total	365 186	100

***Source*:** NSSF. HR (2023)

3.4 Sampling Procedure and Sample size

Sampling is the process of selecting a number of individuals, also known as unit of analysis for a study in such a way that the individuals selected represent the large group, or sample frame from which they were selected. The individuals selected is what is known as sample size while the larger group from which the sample size is drawn is known as the target population.

The method used to get a sample from a population is what is known as sampling technique (Mugenda, 2003) [13]. Sampling allows researchers to explore groups of people, organizations and events that simply could not be accessed in totality. The study adopted a stratified, simple random, and purposive sampling technique. The technique is random in the sense that the selection of sample is random and each element of population has equal chances of being selected for inclusion in the sample. Purposive sampling is a predetermined choice of unit of analysis while stratified sampling is the grouping of samples from which respondents were drawn.

According to Aaker *et. al.* (2015) [1], a sample size can be determined by using a statistical technique or through some adhoc method. Adhoc methods constitute; first, the rules of thumb where the sample should be large enough to be divided into groups of about one hundred each. Secondly, budget constraints where data collection and analysis require huge amount of money, the sample size should be restricted to reasonably accommodate the budget. Finally, Comparable studies approach which uses similar studies and uses their sample sizes as a guide.

According to O'Leavy (2014) [22], there are no strict rules governing sample size, as it hinges on various factors. For qualitative research, data analysis approaches are not contingent on a large sample size. Similarly, Smith (2014) [18] asserts that determining the most suitable sample size involves a cost-benefit evaluation. In alignment with this notion, the sample size for this study was primarily guided by Smith's (2014) [18], approach—a cost-benefit analysis technique employing a Morgan table.

Consequently, the sample consisted of 186 units of analysis drawn from a sample frame of 365 workers at the National Social Security Fund's head office. This accounts for 51% of the accessible population and 14.7% of the total population.

3.5 Construction of Research Instruments

Pelto and Pelto's (2017) [16] scholarly observation underscores the nuanced complexity inherent in crafting research methodologies, emphasizing the non-existence of one-size-fits-all sample instruments. This principle, foundational to multi-instrument research tools, posits the field worker as the primary research apparatus, with various investigative methods serving as complementary techniques. This approach necessitates a dynamic and adaptable research design, where the selection and utilization of diverse methodologies are tailored to the specific requirements and contexts of the study at hand.

Further delineates the dichotomy between primary and secondary data collection, noting the subject-specific nature of primary data gathering in contrast to the universal applicability of secondary data across all domains of social science. This distinction highlights the pivotal role of secondary data as an indispensable element in the construction of a robust research framework, providing a critical contextual backdrop against which new findings can be evaluated.

In the context of the referenced study, the adoption of structured questionnaires as a sampling tool exemplifies a meticulous approach to ensuring construct validity. The

division of the questionnaire into distinct sections facilitates a comprehensive assessment of the respondent's personal background and insights pertaining to the variable under investigation. Such a stratified design not only enhances the clarity and focus of the questionnaire but also supports a systematic exploration of the research questions.

The preliminary testing of the questionnaire through a pilot study served as a critical step in validating its effectiveness. This phase allowed researchers to gauge the respondents' comprehension of the questionnaire's content and their ability to accurately respond, thereby ensuring the reliability and relevance of the data collected. This iterative process of testing and refinement is essential in establishing the validity and reliability of the research instrument.

Documentary analysis, as employed in the study, represented another pivotal tool in the researcher's arsenal, enabling the assimilation of both primary and secondary data. This methodological approach facilitated a holistic understanding of the research topic, allowing for the integration of empirical data with existing literature and theoretical frameworks. The dual focus on primary and secondary sources through documentary analysis underscored the study's commitment to a comprehensive and nuanced examination of the subject matter.

3.6 Piloting, validity and reliability of sample instruments

In the methodological framework of the study conducted at the National Social Security Fund, Kisii Branch, the researcher implemented a sophisticated approach to evaluate the reliability of the sample instruments through the use of pilot testing. This involved the application of both the test-retest and split-half methods, each serving a distinct purpose in the assessment of the instruments' consistency and reliability over time and across different subsets of the sample population.

It is necessary for the instruments used to gather data to provide the kind of information that can adequately respond to the questions posed by the researcher. While recent research by Muthoni *et al.* (2021) [14] highlights the significance of improving reliability and validity in research, it also underscores the importance of ensuring that the acquired data aligns with the study objective. In order to correctly measure the idea in issue, a suitable instrument is required.

The validity of the questionnaire was determined by ensuring that it adhered to the features of self-evident measures. Validity of face and content refers to the amount to which the instruments measure what they are intended to measure. These measurements demonstrate the extent to which the instruments measure them. The content validity assesses whether a test is representative of all aspects of the construct. To produce valid results, the content of a test, survey or measurement method must cover all relevant parts of the subject it aims to measure. If some aspects are excluded from measurement, the validity will be threatened and the research is likely to suffer from omitted variable bias. The content validity of the sample instruments was therefore ascertained by consulting research supervisors. An opinion of accomplished researchers was also sought.

In line with recent scholarship (Gakuru *et al.*, 2021) [9], reliability refers to the extent to which a research instrument yields consistent results upon repeated testing. If a tool is able to accurately quantify a variable and provide results that are similar over a period of time, then it may be considered trustworthy. When we talk about the reliability of research instruments, we are referring to their internal reliability. Reliability is the capacity of research tools to provide results that are comparable every time and under settings that are similar.

The test-retest method is a classical approach to reliability testing, predicated on the principle of temporal stability. This method entails administering the same instrument to the same group of subjects on two separate occasions, with a predetermined interval between the two administrations. The essence of this approach lies in its ability to measure the consistency of responses over time, thus providing an empirical basis for evaluating the reliability of the instrument. The assumption underlying the test-retest method is that the construct being measured remains stable across the testing period, and any significant variation in responses is attributed to the instrument's inconsistency.

Conversely, the split-half method offers an alternative measure of reliability, focusing on the internal consistency of the instrument within a single testing session. This method involves dividing the subjects into two groups and administering the instrument to each group independently. The core of the split-half method lies in comparing the scores obtained from the two groups. The rationale is that if the instrument is reliable, both halves of the split sample should yield similar results, indicative of the instrument's internal consistency. This method effectively circumvents the temporal dimension addressed by the test-retest method, offering a complementary perspective on reliability.

To further solidify the reliability assessment, the researcher employed Cronbach's alpha, a statistical measure used to evaluate the internal consistency of a set of items or scale. Cronbach's alpha provides a quantitative measure of the degree to which related items in a test measure the same underlying construct. The acceptance benchmark set by the researcher, a Cronbach's alpha value of 0.7 or 70% and above was an acceptable threshold. This criterion reflects a commitment to ensuring that the instrument achieves a standard of consistency deemed sufficient for the purposes of the study.

3.7 Diagnostic Tests

To address various forms of bias that might affect research outcome accuracy and validity, the study used diagnostic tests to ensure that there is no violation of assumptions before inferential statistics analysis:

Tests for normality were employed to investigate the distribution of the scores associated with the dependent variable. This involves utilizing statistical methods to evaluate whether the distribution of these scores aligns with the normal distribution, which is often assumed in many statistical analyses.

Normal distribution was tested using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. If the data is found to follow a normal distribution, it lends credibility to employing parametric statistical methods. Otherwise, non-parametric methods might be more suitable. Ensuring that the dependent variable is normally distributed is a critical step in validating the assumptions of many statistical models and in obtaining reliable and valid results.

Heteroscedastcity test was used to evaluate the regression model's ability to accurately predict the dependent variable

relationship with the study under investigation. The consistency of this relationship across the entire range of the dependent variable was ascertained using a specific test.

Heteroscedasticity, or the unequal dispersion of the residuals, is a concern in regression analysis that this test aims to address. It can influence the efficiency of the regression estimates and lead to incorrect inferences. The test included a visual examination of the squared residuals, providing insights into any patterns that may signal issues with homoscedasticity.

A scatter plot was used to visualize the relationship between the standardized predicted dependent variable and the standardized residuals, as suggested by Daryanto (2020) [6]. A random pattern in this plot indicates that the variance of the residuals is constant across levels of the explanatory variables, supporting the assumption of homoscedasticity. If this assumption is met, it enhances the reliability of the regression model and adds to the robustness of the conclusions drawn from the analysis.

Autocorrelation testing measured regression correlation analysis which assumes that autocorrelation which, when violated the model would be deemed unreliable and therefore unacceptable in estimating the population parameters. Durbin-Watsons (DW) Statistics was used to test autocorrelation based on OLS residual.

Lastly Multicollinearity and Singular test was used. Multicollinearity is a situation in which two or more independent variables in a regression model are highly correlated, meaning that one variable can be linearly predicted from the others. This condition can cause difficulties in estimating model parameters and lead to unreliable results. A specific case of multicollinearity, referred to as singularity, occurs when an independent variable is a precise linear combination of other independent variables in the model. To assess the presence of multicollinearity among independent variables, researchers often utilize Tolerance and the Variance Inflation Factor (VIF). Tolerance, calculated as $1-R^2$ for each independent variable, indicates the proportion of variance in the variable that is not explained by other independent variables. A Tolerance value below 0.10 suggests that multicollinearity might be an issue.

The Variance Inflation Factor, the reciprocal of the Tolerance value, quantifies how the variance of an estimated regression coefficient increases when predictors are correlated. A VIF value greater than 10 is typically considered indicative of multicollinearity, pointing to a potential problem in the model that may require addressing through the removal or combination of variables. These techniques help in creating a more reliable and interpretable regression model and guide the researcher in avoiding the pitfalls associated with multicollinearity.

3.8 Data collection and analysis

The researcher sought authority in writing from the NSSF management to be allowed to conduct an enquiry at the NSSF headquarters with a commitment that the purpose of the study was for the partial requirement of the award of PhD Degree of Mount Kenya University. Ethical certificate was obtained from Mount Kenya University and finally a permit from NACOSTI to allow the researcher conduct a study was obtained. Once allowed, the researcher visited the premises and administered the questionnaires using a simple random sampling to identify respondents. Purposive sampling method was used to collect data from senior management staff. The respondents were given one day to complete the questionnaire before they were collected. Secondary information was obtained by documentary analysis before the analysis process began.

O Leary (2014) [22], has identified several software programs that researchers may choose from: Statistical Program for Social Science (SPSS), Minitab and excel. He nevertheless suggests SPSS for its user-friendly interface compared to other statistical software packages. Recent research underscores the complexity of raw data collected from research activities, emphasizing their lack of immediate interpretability.

The data must undergo a process of cleansing, coding, and keying into a computational system for analysis. It is through the outcomes of this analytical process that researchers can discern meaningful insights from their studies. To achieve that, the data was subjected to normality testing using Shapiro-Wilk tests. Shapiro-Wilk testing was preferred to Kolmogorov testing because it is highly recommended to test normality of low number sample size not exceeding 2000 units. It is also relevant for descriptive statistics data. It helps to determine whether sample data was drawn from a normally distributed population. The research design adopted by the study was hybrid with a bias towards qualitative side, this means that qualitative analysis method prominently featured during data analysis.

In this case the researcher was interested in analyzing information in a systematic way in order to come to some useful conclusions and recommendations Qualitative analysis aspect attempted to summarize the data using both inferential and descriptive statistics descriptive statistics used the standard statistical tools like measure of central tendency, dispersion and skew ness or symmetric to show the behavior of data on the graph, while the inferential statistic use hypothesis testing, confidence interval and regression analysis to analyze data. The regression model is as presented below and it shows the relationship between organization performance as dependent variable and structure as independent variable that guided the study in terms of specific objective.

$$Y = \alpha + \beta_1 X_1 + e$$

Y = NSSF performance.
α = Constant.
β_1 = Regression coefficients.
X_1 = Organization structure.
e = Error term.

Analyzed data was then presented inform of percentages, using frequency distribution tables, bar charts, graphs and pie charts. Stanton (2015) [19], contends that the aforementioned data presentation methods serve the purpose of capturing the reader's attention, efficiently conveying a substantial amount of information, and facilitating the perception of data relationships, trends, and tendencies.

4.0 Research findings and discussions

4.1 Descriptive Statistics

Descriptive statistics were employed to summarize and analyze the responses related to structure. Descriptive statistics provide a comprehensive overview of the central tendency and variability of responses. The mean and standard

deviation were the key metrics that were calculated and analyzed. These statistics may help researchers and stakeholders understand the overall sentiment and consensus among respondents regarding structure within the National Social Security Fund, Kenya. For each statement, the descriptive statistics offer insights into the average level of agreement, the dispersion of opinions, and the presence of any significant trends or patterns

The study aimed to measure the perceptions of respondents regarding various statements related to organizational structure. Participants were asked to indicate the extent to which they agree or disagree with these statements.

Table 2: Statements on Organization Structure

	N	Min	Max	Mean	Std. Dev
Our organization has clearly defined roles	152	1.00	5.00	4.13	.95
Decision making takes a long time	152	1.00	5.00	3.70	.98
Our organization has defined authority and autonomy	152	1.00	5.00	3.83	.86
Our organization allow departments to plan & execute their plans	152	2.00	5.00	3.80	.77
In our organization HOD comprise diversity to achieve organization objective	152	1.00	5.00	3.62	.92
In our organization HOD have limited powers to plan and execute their activities.	152	2.00	5.00	3.33	.74
Valid N (listwise)	152				

The organization having clearly defined roles is strongly agreed upon by participants, as indicated by a mean of 4.13. The standard deviation of 0.95 shows some variation in opinions, but overall, the view is consistent. There is a general agreement that the organization has defined authority and autonomy, with a mean of 3.83. The standard deviation of 0.86 points to a moderate level of diversity in responses.

Allowing departments to plan and execute their plans is agreed upon by participants, as reflected by a mean of 3.80. The relatively low standard deviation of 0.77 suggests more uniform agreement among respondents. Decision-making taking a long time is generally agreed upon, indicated by a mean of 3.70. However, the standard deviation of 0.98, close to 1, reveals a notable range of opinions on this aspect.

There was agreement, albeit closer to neutral, that Heads of Departments (HOD) comprise diversity to achieve the organization's objectives, with a mean of 3.62. The standard deviation of 0.92 suggests moderate diversity in viewpoints. The statement regarding the limited powers of HODs to plan and execute their activities receives a mean of 3.33, indicating a neutral stance. The standard deviation of 0.74 shows that this view is relatively consistent among participants, with less variation.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.615	0.557		4.694	0.000
	Structure	0.109	0.049	0.082	2.225	0.034
a. Dependent Variable: performance						

4.6.1 Correlation Analysis

The correlation table shows the Pearson correlation coefficients between structure as related to performance in the dataset of 152 observations.

Table 4: Correlation Analysis

		Performance	Leadership	Structure	Culture	Communication	Resources	Technology
Performance	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	152						

Structure	Pearson Correlation	.492	.554**	1
	Sig. (2-tailed)	.002	.302	
	N	152	152	152

Regression analysis between organization structure and performance of national social security Fund, Kenya

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492[a]	.242	.222	.46119
a. Predictors: (Constant), structure				

The correlation coefficient (R) of 0.492 indicates a moderate positive relationship between organizational structure and performance. This suggests that variations in organizational structure are associated with changes in performance within the NSSF. The coefficient of determination (R^2) of 0.242 signifies that approximately 24.2% of the variance in performance can be explained by variations in organizational structure. After adjusting for the number of predictors in the model, the Adjusted R Square remains substantial at 22.2%.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.8310	1	1.831	12.986	.002[b]
	Residual	21.150	150	.241		
	Total	22.981	151			
a. Dependent Variable: performance						
b. Predictors: (Constant), structure						

The ANOVA shows that the regression model is statistically significant, with a small p-value of 0.002. This indicates that the relationship between organizational structure and performance is unlikely to be due to random chance. Furthermore, the F-value of 12.986 suggests that the regression model explains a significant amount of variance in performance.

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.212	.262		16.070	.000
	structure	.379	.069	.392	5.4933	.002
a. Dependent Variable: performance						

In the Coefficients table, the intercept value of 4.212 represents the estimated performance score when organizational structure is at zero. The coefficient for organizational structure, 0.379, suggests that for every one-unit increase in organizational structure, performance is expected to increase by 0.379 units. With a low p-value of 0.002, the coefficient for organizational structure is statistically significant, underscoring the importance of organizational structure in predicting performance outcomes within the NSSF of Kenya

4.3 Influence of Organization Structure on Performance of National Social Security Fund, Kenya

The study's identification of the strong consensus among participants on clearly defined roles (mean: 4.13) resonates with Aaker's (2015) [1] emphasis on the importance of organizational structures in achieving coordination. Capon's (2015) categorization of organizational structures into seven generic types, including simple structure, functional structure, divisional structure, and others, provides a theoretical framework that aligns with the study's exploration of participants' perceptions. The study reveals a general agreement on allowing departments autonomy in planning and execution (mean: 3.80), reflecting decentralized aspects that are often associated with structures like the divisional, matrix, and network structures.

The conclusion of the research that decision-making takes a lengthy time is generally agreed upon (mean: 3.70), which is connected to Capon's observation that decentralized structures enable real-time problem-solving, which in turn improves service quality and customer satisfaction. According to Surridge and Gillespie (2014) [20], the necessity of aligning organizational structure with the size of the company, its operational environment, and the preferences of owners and managers resonates with the study's emphasis on considering numerous structural aspects. This emphasizes the importance of aligning organizational structure with the organization's working environment.

The findings of the study, which identified organizational structure as a strong predictor of performance, are a reflection of the thesis that Dubrin (2017) [8] makes, which states that structures have an effect on the behavior of their organizations. The quantitative analysis of the study showed that there was a 10.9% change in performance associated with a one-unit change in organizational structure. This finding is in line with Dubrin's emphasis on the influence that structures have on outcomes.

The historical perspective provided by Brook (2018) on the development of large corporations, influenced by concepts originating from slavery, adds depth to the understanding of organizational structure. It contextualizes the study's exploration of how historical management theorists like Taylor, Fayol, Weber, Mayo, and others have shaped contemporary organizational structures. The study's findings, therefore, contribute to the ongoing dialogue on the evolution of organizational structures and their implications for performance.

5. Summary, Conclusions and Recommendations

This chapter summarizes the key findings of the study, draws conclusions from the analysis, and provides recommendations for future research and practice. The study examined the influence of organization structure on performance of National Social Security Fund, Kenya.

5.1 Influence of organization structure on performance of national social security Fund, Kenya

The study on the influence of organizational structure on the performance of the National Social Security Fund (NSSF) in Kenya revealed significant insights into the perceptions of participants regarding key aspects of the organization's structure. Specifically, the study established that participants strongly agree on the presence of clearly defined roles within the organization, reflecting a shared understanding of responsibilities. Additionally, the study found a general agreement among participants that the organization has defined authority and autonomy. Participants widely accepted the practice of allowing departments to plan and execute their plans, demonstrating a more uniform agreement.

Moreover, the study brought to light that decision-making processes taking a considerable amount of time was generally agreed upon. The study found that Heads of Departments (HOD) comprise diversity for achieving organizational objectives. Importantly, the study revealed a neutral stance among participants regarding the limited powers of HODs to plan and execute their activities, with a relatively consistent view across responses.

In addition to these nuanced findings, the regression analysis provided a quantitative understanding of the relationship between organizational structure and performance. The study established that a one-unit change in organization structure was associated with a substantial 10.9% change in the performance of the National Social Security Fund. The statistical significance (p-value = 0.034) further confirmed the rejection of the null hypothesis (Ho2), emphasizing the noteworthy influence of organizational structure on the overall performance of the NSSF in Kenya.

5.2 Summary of the findings

The findings underscored a strong consensus on the existence of clearly defined roles and the practice of allowing departments autonomy in planning and execution. While there was a general agreement on defined authority within the organization, varying opinions emerged concerning decision-making timelines and the diversity of Heads of Departments. Importantly, the study quantitatively established that organizational structure significantly influences the performance of the NSSF. These findings contribute actionable insights for organizational leaders and policymakers to enhance and optimize the structural design of the NSSF for improved performance outcomes.

5.3 Conclusion

NSSF should implement measures to streamline and expedite decision-making processes within the organization. This may involve clarifying decision-making responsibilities, establishing clear protocols, and leveraging technology to facilitate efficient communication.

The organization should consider initiatives to enhance diversity in leadership roles, ensuring a mix of skills, experiences, and perspectives. This can contribute to more comprehensive and innovative decision-making. It should also explore opportunities to empower Heads of Departments by providing them with the necessary resources, authority, and autonomy to effectively lead and contribute to the achievement of organizational goals

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