

Influence of Organizational Structure on Performance of Selected Small and Micro Enterprises in Machakos County, Kenya

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Abstract: Small and micro enterprises are considered to be very important in the growth of many countries' economies, especially the developing countries. In Kenya, the small and micro enterprises contribute highly in the growth of the economy through job creation, cherishing innovation and inequality reduction. Despite the various interventions made to grow these enterprises they have continued to perform poorly, struggle to survive and majority of them become bankrupt in their early years. This study sought to determine the influence of organizational structure on performance of selected small and micro enterprises in Machakos County. The study was anchored on resource-based view theory. The study adopted a descriptive research design. A sample size of 95 business owners from the target population of 2113 SMEs in Machakos County was considered. Stratification was used when selecting the respondents for the study. The researcher collected primary data by use of self-administered questionnaire. From the regressed results it was concluded that the relationship between organization structure and performance of small and micro enterprises is negatively insignificant. The study therefore, made recommendation that; for an organization to thrive and enjoy improved performance, it has to formulate very articulate organizational structure which will be in line with the organizational goals and objectives so as to ensure organizational performance.

Keywords: Organizational Structure, organization performance, Resource Based view Theory, Small and Micro Enterprises

1.0 Introduction

Globally, small and micro enterprises play a vital role in the realization of the sustainable development goals such as job creation, cherishing innovation, inequality reduction and enhancement of a sustainable economic growth (OECD, 2021). However, these enterprises do not perform satisfactorily which escalates the possibility of them being insolvent before the third year after formation. This can be attributed to their inability to formulate and implement strategies in the ever-changing environment (Osano, 2019). A universal challenge in the business world is the ability to transform strategic plans into action. Implementation of strategic plans is an element in the strategic process and is considered to be a stage of transforming plans into actions leading to results. These results are measured against the mission, vision and strategic objectives of an organization (Wang & Wang, 2012). Studies show that good plans do not succeed due to lack of proper completion of plans which is why organizations have shifted their focus and concentrated on how to ensure successful strategy implementation (Radomska & Kozyra, 2020). In United States of America it was revealed that in the process of strategic planning, action plan development is more critical in relation to achievement of the set specific goals and objectives of a company (Murray, 2020). Further, an approach for implementation should be put in place to ensure the strategic plan is properly executed. The approach should be able to consider the critical aspects like performance measures, human resources, the financial resources key processes and ensure they are all well aligned to ensure the implementation process is successful (Murray, 2020).

In Africa, the strategy implementation stage is faced with issues like high expectations, misjudging the time period needed to complete the plan, the financial resources and the uncontrollable environmental and external issues (Muthoka et al., 2019). Primarily, an organization should strive to effectively achieve the set organizational goals and enjoy a competitive advantage over their rivals (Kinyoe, 2012). The organization's goals and efforts are realized through strategy implementation which transforms the enterprise and allows for organization's initialization and action (Ahmed & Kising'u, 2019). It is noted that the management process also entails the strategy implementation policy and in its operations the organization should ensure they efficiently implement the set strategic plan to see to the success of an organization (Otley, 2016). Baird and Harrison (2017) opined that organizational structure is crucial ingredient towards achievement of strategy implementation.

Njue and Ongoto (2018) argues that strategy implementation is viewed as a performance task and a management exercise by the management which in turns is translated into key performance indicators (KPI) that are further cascaded down to all levels of the organization. Auka and Langat (2016) states that failure to implement the set strategies reduces the effectiveness of the strategic planning process. Elbanna and Fadol (2016) noted that about 70% of new strategies fail to be implemented in most organizations hence fail to achieve the intended goal. Baroto, et al. (2014) further alluded that about 66% of corporate strategies are never implemented. While some managers would consider strategy formulation a big challenge, its implementation proves to be a bigger challenge and failure to complete the whole process leads to failure of the strategy hence negatively affect the business. Most of the managers have the capability of developing strategies and strategic plans but are unable to implement them (Hrebiniak, 2006). Similarly, most company employees are not aware of the strategy or do not even understand it. The act of making decisions, initiating plans, taking ideas, objectives, policies and other organizational aspects entail the strategy implementation stage (Wheelen & Hunger, 2012).

In Kenya, small and micro enterprises forms 80 percent of the businesses and play a critical role in the growth of the country's economy. They also contribute 18 percent to the income of Kenya and have created job to 74 percent of the Kenyan population (KIPPRA, 2021). Despite the various interventions made to grow these enterprises they have continued to perform poorly, struggle to survive and majority of them become bankrupt in their early years. Kefa 2014 and Muriuki and Maina (2021) noted that majority of small and micro enterprises in Kenya have not adopted the strategic planning and implementation process.

1.1 Statement of the Problem

Small and Micro enterprises are the backbone of growth of economy both globally and locally. Although they play a crucial role in making a significant economic contribution and creating a competitive private sector, it is faced with multiple challenges especially in developing countries like Kenya (Kenya National Bureau of Statistics [KNBS], 2020). These challenges range from accrued debts, stagnation, and in extreme cases closure which are caused by poor strategic planning to poor strategy implementation thus loss of focus. Small and micro enterprises in Kenya are also faced with various demands that are critical and that deter their growth which include inaccessibility of government funding, insufficient skilled and qualified manpower, lack of relevant information regarding the business, legal and regulatory restrictions, poor structures, lack of adequate training and poor capacity in technology (Cherugong, 2015).

A study by Wanjohi and Mugure (2014) on the determinants of growth of SMEs in Kenyan rural areas identified that the strategies adopted by the SMEs were product differentiation, prices wars, customer service and pace of service delivery but did not elaborate on how well they were implemented. Studies have been conducted revolving around the subject of strategy formulation and implementation and also growth of businesses but with different variables like performance but none as concentrated on such in Machakos County. For instance, Gamage, et al. (2020) concludes that in for there to be growth and success, organizations are tasked with the duty of formulating objectives that are optimistic, high and which stimulate growth. The researcher thus, sought after solving the disparity in knowledge by evaluating the organizational structure influence on the performance of the selected small and micro enterprises in Machakos County.

2.0 Literature Review

The resource based view theory was developed by Barney 1991. The Resource- Based theory argues that competitive advantage lies in the resources an organization can access and exploit, not in its ability to manage the environment enterprises (Wirtz & Daiser, 2018). The Resource-Based theory maintains that firms possess a bundle of resources in the form of assets, competencies, processes, skills and knowledge; and it is their value, rarity, difficulty to imitate and substitute that provides the organization with a competitive advantage (Nasution & Rafiki, 2018). These attributes explain organizational differences and performance, since each organization possesses a different bundle of resources from its competitors. Small and Micro-enterprises consider this theory as a framework for identifying and analyzing resources available to a firm. The theory encapsulates resources into property that are tradable and non-specific and knowledge as ways of transforming tangible input resources (Guimarães et al., 2021). The organizational structure is considered to be vital resources for the enterprises that can improve its performance.

Empirical review relating to the variables was carried out. Udayanga (2020) did research on the effect of organizational structure on small and medium enterprises performance in Sri Lanka. The study predictor variables consisted of specialization, departmentalization, and span of management, hierarchy, delegation,

formalization and coordination. The study was based on the Lumpkin and Dess model and the resource-based view model. Gathering of the primary data from a sample population of 383 small and medium enterprise owners was facilitated by utilizing a structured questionnaire. Structural equation modelling was carried out in testing the variables. The results revealed that specialization, departmentalization, span of management, hierarchy and delegation was significant in predicting the SMEs performance while formalization and coordination were insignificant. However, the study did not indicate the research design adopted as well as no conclusion are recommendations were made.

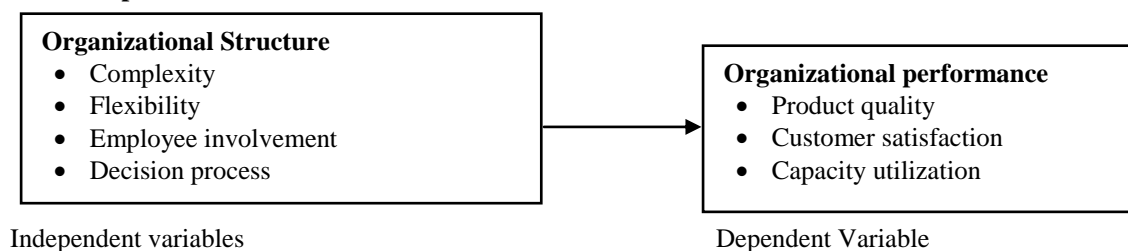
A study on the organizational structure effects on company performance in the manufacturing industry was carried out by Mon (2019). Complexity, formalization, nature of hierarchy and technology were considered as measures of the independent variable. The primary data for the study was collected from the sample size of 190 respondents. The regressed results revealed that formalization and technology portray a significant relationship towards the dependent variable while complexity and nature of hierarchy was insignificant. Nevertheless, the research methodology was not clear on who was targeted in the research as well as the respondents.

Ogbo, et al. (2015) did a study on structure impact on the performance of particular firms in Nigeria in the technical and service sector. Specifically, the study assessed the impact of decentralization, task routine and narrow span on the organization performance. Survey approach was utilized where primary and secondary data was used in collecting data. Out of the 80 questionnaires which were self-administered 97.5 percent were filled successfully and returned. The chi square and correlation analysis results rejected the null hypothesis for all the variables. Consequently, it was concluded that the predictor variable influences the response variable significantly and positively. The researcher recommended that decentralized form of structure should be adopted in firms, the lower-level manager should participate in the decision making and employees should be encouraged and offered more resources for them to be innovative. However, the study did not indicate the theory anchoring the study.

The organizational structure effect on the organizational performance was conducted by Eze, et al. (2017). The predictor variable constructs were centralization and formalization while for the response variable were sales, profit and customer satisfaction. Weber's way of bureaucracy and Taylor's scientific management theories anchored the study. Survey research design was implemented by the researcher where self-administered questionnaire was employed in gathering primary data from the 354 respondents. Yamane formula of 1967 was used in computing for the sample size. Convenience sampling was used in selecting the 51 employees of the Micro finance bank and 303 customers. The correlated results indicated that when organizational structure is not significant on organizational performance when formalization is used as a measure for the predictor variable but significant when centralization is used as the measure. Nevertheless, it was not clear how the researcher selected the customers who were used in the study as respondents.

A study was conducted by King'oo (2017) in Nairobi city county government on quality service delivery and top management support and it was revealed that the structure of the management needs to be clearly described with clear strategies on the responsibilities for each employee. Additionally, it ought to be adjustable to encourage change in case there arises lucrative opportunities. The strategies established are supposed to be associated with the organization structure to allow implementation. On the other hand, communication was identified as a vital component in achieving quality services. It is attainable by use of appropriate channel of communication as stipulated in the strategic plan.

2.1 Conceptual Framework



3.0 Research Methodology

A descriptive research design was used in the study. Stratified sampling and simple random sampling were used in identifying the 95 respondents from a target population of 2113 small and micro enterprises owners from Machakos County. The Yamane formula of 1967 was used to compute the sample size for the study. The primary data was collected by use self-administered questionnaire which had 5 point Likert scale questions. A 92.6 percent response rate was recorded. The computed Cronbach Alpha coefficient was above 0.7 indicating that the questionnaire was reliable. Multiple linear regression was used in testing the relationship between the independent variable and the dependent variable. The adjusted R square tested the strength of the relationship of the variables while the p-values were used in deducing the results.

4.0 Results and Discussion

This section presents the results and discussion of response rate, the descriptive statistics and the hypothesis test.

4.1 Organizational Structure Descriptive Statistics

The study assessed the influence of organizational structure on the organizational performance. The respondents answered the questions raised on organizational structure measures. The respondents were supposed to show their agreement level with the several statements listed on organizational structure as provided in table 4.1. The questions were ranked into 5 points with 5 being the highest and representing strongly agree and 1 being the lowest representing strongly disagree. The parameter which scored highly was on the organizational structure being flexible enough in case of changes with a mean score of 4.27. The organizational structure being not too complex followed with a mean score of 3.90. The organizational structure supports sound decision making process and allowing for employee involvement scored lowly recording a mean score of 3.47 and 3.10 respectively. The results are indicated in table 4.1.

Table 4.1: Organizational Structure Descriptive Statistics Results

Statement	Min.	Max.	Mean	Std. Deviation
The organization structure is not too complex	3	5	3.90	0.788
The organization structure is flexible enough in case of changes	4	5	4.27	0.448
The organization structure allows for employee involvement	2	4	3.10	0.728
The organization structure supports sound decision making process	3	4	3.47	0.502

4.2 Simple Linear Regression Diagnostic Measures

A regression is carried out to assess whether the predictor variables explain the response variable (Zikmund et al., 2013). Simple linear regression was carried out in assessing the relationship between organizational structure and organizational performance. Simple linear regression model makes various assumptions. It requires a linear relationship between the predictor variables and response variable, the residuals need to be normally distributed and there is absence of multicollinearity and autocorrelation. Hence, the study first conducted the diagnostic measures.

First the Durbin-Watson test was conducted to test for the autocorrelation. The Durbin-Watson value was 2.0 which indicated that there is absence of autocorrelation in the sample. The Durbin-Watson statistic values ranges between 0 and 4. A 2.0 value indicates there is absence of autocorrelation in the sample. Values from 0 to less than 2 shows that there is presence of positive autocorrelation and values from 2 to 4 indicates a presence of negative autocorrelation (Wang & Jain, 2003).

Secondly, in testing the normality of the variables, Kolmogorov Smirnov and Shapiro-Wilk test was carried out. The normality hypothesis is usually rejected in the test when the significance level is below or equivalent to 5 percent (Verma & Abdel-Salam, 2019). Results indicated that the residuals were normally distributed with P-values (p-value = 0.075) being greater than 5 percent hence the variables are normally distributed. A variable is not normally distributed if the P-values are less than 5 percent for Kolmogorov-Smirnov and Shapiro-Wilk (Abdel-Salam and Abdel-Salam, 2019).

Thirdly, the study tested for the absence of multicollinearity. Multicollinearity occurs when predictor variables are highly correlated with each other. In case of presence of multicollinearity, the predictor variable is removed. In testing for multicollinearity, the study used tolerance and variance inflation factor (VIF) criterions. The tolerance values were greater than 0.1 and the variance inflation factor values were less than 5. This indicated that the data lacks multicollinearity. According to Ombaka (2014), tolerance and variance inflation factor values for all the variables should be greater than 0.1 and less than 5 respectively. Therefore, the findings indicate lack of multicollinearity.

Lastly, a Breusch-Pagan and Koenker test was carried out to test absence of heteroscedasticity. Heteroscedasticity occurs when the residual variance is not equal over a range of measured values. Since the observed p-value of Breusch-Pagan test is 0.409 and that of Koenker test is 0.413, which is less than 5 percent, hence there is no heteroscedasticity. Therefore, the homoscedasticity assumptions was met.

4.3 Organizational Structure and Performance of SMEs

Simple linear regression was conducted to assess whether organizational structure has an influence on organizational performance of selected small and micro enterprises in Machakos County. The regression model was used in testing the relationship between organizational structure and organizational performance of selected small and micro enterprises in Machakos County.

The test of examining variations in the response variable described by the predictor variables was carried out. The test results indicated that the adjusted R square as being 0.252. Therefore, the adjusted R squared is an indication that the variations in the response variable are described by 25.2 percent of the independent variable. The other variations of 74.8 percent can be explained by other variables which have not been considered in this study. Further, in testing the overall model significance the ANOVA test was conducted. The findings indicated that the significance value is 0.000 that is considered to be below 0.05. This is an indication that the model is statistically significant in forecasting how organizational structure influences the organizational performance. On the other hand, the calculated F was 15.635 while the F critical at a significant level of 5 percent is 2.32. This is an indication that the F computed is greater than the F critical. Therefore, the general model is significant. Additionally, the study variables were examined so as to compute the coefficient of the predictor variables. The results are as indicated in table 4.3.

Table 4.3: Regression Coefficients

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	5.181	0.952	5.440	.000
Organization structure	-0.051	0.066	-0.779	.438

The regression results indicate that organizational structure has a P value of 0.438 and a coefficient (β) of -0.051. This is a sign that an increase in one unit of organizational structure will lead to a decrease in organizational performance by 0.051. Equally, the P-value for the organizational structure was greater than 5 percent, thus, it is insignificant in describing the link between organizational structure and organizational performance. This is in agreement with the study conducted by Eze, et al. (2017) who found no existence of the relationship between organizational structure and organizational performance. However, the results disagree with the study carried out by Ogbo, et al. (2015) who found out that there is a significant relationship between structure and organizational performance.

5.0 Conclusions and Recommendations

The study concluded that the relationship between organization structure and performance of small and micro enterprises is negatively insignificant. The study therefore, made recommendation that; for an organization to thrive and enjoy improved performance, it has to formulate very articulate organizational structure which will be in line with the organizational goals and objectives and at the same time ensure organizational performance. The study recommends that organizations should adopt an organizational structure that is simple and flexible. The study also recommends that when coming up with an organizational structure, it is important to involve the employees as this will make the employees own the structure and also participate fully in its implementation making it easier to implement and run the functions of the organizational structure fully.

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