

## Organizational Structure and Performance of Vocational Training Centres in Bungoma County, Kenya

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### Abstract

Organizational structure is the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization. Organizations exist to achieve goals. The objective of the study was to examine the effect of organizational structure on performance of vocational training centers. The study was guided by the Theory of Institutional theory. Descriptive research design was adopted. The target population included Managers, Deputy Managers and Instructors of the 36 Public Vocational Training Colleges in Bungoma County, totaling to 189. A sample of 57 respondents were selected. Primary data was collected through semi-structured questionnaires through drop and pick method. Thematic content analysis on interview data was undertaken. Content validity was evaluated through the opinion of scholars and experts in strategy implementation as well as through a pilot test which was carried out in 10 % of the sample to check the reliability of the research instruments. Reliability of the questionnaire was evaluated using the Cronbach alpha test. Descriptive statistics was applied to analyze quantitative data. Inferential statistics in the form of correlation tests and multiple regression analysis were used. Data was presented in the form of frequency distribution tables that facilitated description and explanation of the study findings. From the findings, organizational structure had a significant and moderate strong positive linear correlation with Performance of Vocational Training Centers. The study recommended similar study to be carried out in different counties.

**Keywords:** Organizational Structure, Performance, Vocational Training Centers

### 1.0 Introduction

Organizations exist to achieve goals. These goals are broken down into tasks as the basis for jobs. Jobs are grouped into departments. Departments in organizations may be characterized by marketing, sales, advertising, manufacturing, and so on. Within each department, even more distinctions can be found between the jobs people perform. Departments are linked to form the organizational structure. The organization's structure gives it the form to fulfill its function in the environment (Nelson & Quick, 2011). The term organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Galbraith, 1987; Greenberg, 2011).

For organizations to function, the interaction of the individual members must be structured. Rules of behaviour and expectations of performance are established.

If the organizational defined tasks are to be completed, member activities must be coordinated. Since organizations have varying amounts of uncertainty to deal with, authority that has to make decisions must be established. Communication systems are required to keep members informed. Thus, organizations have structures and processes which are necessary if the organization is to function. The fundamental challenge of organizational structure is to coordinate action from an organization comprising of many different individuals in a bid to achieve organizational success.

The business environment today is so dynamic that the decision to structure and re-structure has become paramount. Stephen and Timothy (2012) posit that structural decisions like the reconfiguration of any organization are arguably the most fundamental ones a leader has to make. This according to them is because organizational structure defines how job tasks are formally divided, grouped, and coordinated. Similarly, Nelson and Quick (2011) posit that the organization's structure gives it the form to fulfill its functions in the environment.

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Historically, organizational structure developed from the ancient times of hunters to industrial structures and today's post-industrial structures as pointed out by Lawrence (1982). Away from history to today's world of business, one reoccurring and widely asked question is; how does the structure of an organization affect its performance? The difficulty in answering this question hinges on the fact that the relationship between organizational structure and performance has received little attention over the past few years, especially in regards to firms with less than 100 employees. The foregoing assertion underscores the position that the structure of an organization affects not only productivity and economic efficiency but also the morale and job satisfaction of the work force (Ezigbo, 2011).

Structure refers to the relations between the components of an organized whole. Thus, structure concept can be used for everything. For example, a building is a structure of the relationship between foundation, skeleton, ceiling and wall. The body of human being is a structure consisting of the relations between bones, organs, blood and tissues (Jo. hatch, 2014). According to Minterzberg (1972): organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals.

It is worth noting that, organization theorists consider mostly two types of structures: Physical and social structures. Physical structure refers to the relations between physical elements of organizations as buildings and geographical places in which the works are done (business). In organization theory, social structure refers to the relations between social elements as people, positions and organizational units as in departments and sectors.

Centralization reflects the extent to which decisions are shared within the organization (Dalton 1990). Formalization represents the degree to which activities and relationships are governed by rules, procedures and contracts while specialization examines the degree to which tasks are divided into unique elements (Hage, 1965).

As from the early 1980s, Technical and Vocational Education and Training (TVET) in Kenya received major attention from the government as a means to addressing the unemployment challenge through skills training. In the recent past with the policy on free primary education, Kenya has witnessed drastic rise in the number of school counts in the country. From 26,206 in 2008 it has increased to 26,667 primary schools. Apart from that, 70% of the public primary schools completion rate increased from 60% to more than 70% in 2008 in the budget of 2010 to 2011. (Economic survey 2018), students who complete primary level and are not able to join secondary school end up in vocational centres.

Since the promulgation of the new Kenyan Constitution 2010, TVET including VTCs Training was decentralized and some TVET training functions devolved

to the counties. The national government remained with running this TVET training Institutions; Technical Universities, National Polytechnics, Technical Institutes and Institutes of Technology all under the Directorate of TVET in the Ministry of Education under state department of Vocational and Technical Training. The counties were charged with managing Vocational Training Centres (VTCs) or Village polytechnics and home craft centres as indicated in Schedule 4 of the constitution of Kenya. Counties are charged with running VTCs these includes hiring of trainers, provision of physical infrastructure like classrooms, offices, workshops and equipment.

Vocational training centres are places or institutes where skills are imparted into learners VTCs have for long suffered with systematic neglect and inadequate funding, and a closer look at these institutions betrays a big gap in training and skills acquisition. All these institutions are all required to be accredited by the TVET Authority (TVETA) an Authority established by the TVET Act of 2013 which has the core mandate of accrediting all TVET institutions and trainers. The implementation of the Big Four Agenda has potentially increased demand for technical skills. There is increased appreciation worldwide of the importance of skills, knowledge and innovation as drivers of social and economic development. The VTC agenda then becomes top in Kenya, which aspires to become a middle income economy by the year 2030. Despite all the attention coupled with an increase in funding, the vocational training centres are still not performing to the expected standards, one is tempted to ask if there is an with the structural factors.

Various studies have been carried out on organizational structure and organizational performance by many scholars; however, few have been conducted on the effects of structure on performance of Vocational training centers in Bungoma County.

This paper therefore examined the effects of structure and performance while placing particular emphasis on decentralization, task routine and span of control, chain of command and communication as they influence organizational performance.

### 1.1. Statement of the Research Problem

In recent years, the business organizations in an attempt to adopt the best type of structure with the aim of attaining maximum performance have faced a lot of problems. Managers who set out to design an organization structure face difficult-decisions. They must choose between a myriad of alternative frameworks of jobs and departments. Opinions still largely differ as to the most appropriate organizational structure that would enhance organizational performance. The issue of organizational structure has attracted the attention of managers and scholars in organizational behavior and has equally elicited wide research, discussions, arguments and findings. Organizations have goals and objectives to achieve and this is only realizable within an existing

framework of the organizational structure, hence the need for more accepted empirical evidence on the effect of organizational structure on organizational performance in the vocational training centres in Bungoma county-Kenya.

Vocational training training centres play a key role in the economic development of a country. It is thus envisaged that their performance will enable Kenya to achieve the vision 2030, the sustainable goals and even the big four agenda. At the same time, vocational training centres also compete with each other; this therefore calls for them to design the most appropriate organizational structure that would bring about the best organizational performance. This study therefore seeks to examine the effect of organizational structure on the performance of Vocational training centres in Bungoma county-Kenya.

**1.2. Objectives of the study**

The objective of this study was to examine the effect of organizational structure on organizational performance in vocational training centers in Bungoma county-Kenya. .

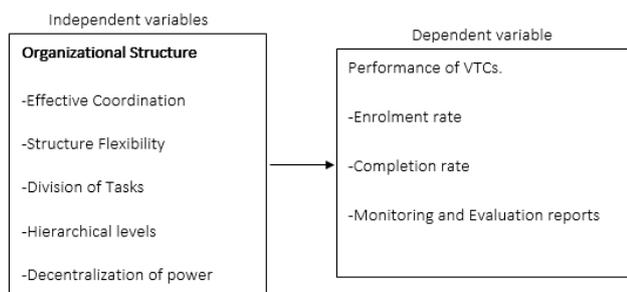
**1.3. Research Hypotheses**

In addressing the objective of the study, the following null hypotheses was tested:

H<sub>01</sub>: Organizational structure has no significant effect on performance of vocational training centers in Bungoma County, Kenya.

**1.4. Conceptual Framework**

The conceptual framework of this study was based on one independent variable and one dependent variable as represented diagrammatically in Figure 1.1. Organizational performance in VTCs was conceptualized as being dependent on organizational structure.



**Figure 1.1 Conceptual Framework.**  
 Researcher’s own Self Conceptualization, (2019).

**2.0 Literature Review**

**2.1 Theoretical review**

This section discussed the theoretical literature behind organizational structure and organizational performance.

**2.1.1 The contingency theory**

This work adopts contingent theory. According to contingent theorists, organisational structure is mainly dependent on the internal and external environment that arises in the organization. This theory began with the work of Burns and Stalker (1961) cited in Achcaoucaou, Bernardo and Castan (2009) who argued that the appropriateness of an organizational structure depends on environmental conditions. Aligned with this, companies which match their internal characteristics to environmental requirements perform better (Lawrence and Lorsh, 1967; Achcaoucaou, Bernardo and Castan, 2009).

**2.2. Empirical Review**

**2.2.1. Organizational Structure**

A whole host of literature in management circles has attempted to define organizational structure and its role in the organization. Daft (1989) is among the scholars who have defined organizational structure. In his definition he concludes that organizational structure is reflected in the organizational chart. The organizational chart is the visible representation for a whole set of underlying activities and processes in an organization. Daft (1989) put forward three key components in the definition of organizational structure. The first being formal reporting relations including the number of levels in the hierarchy and the span of control of managers and supervisors. Secondly the structure identifies the grouping together of individuals into departments and the grouping of departments into total organization. Thirdly, structure includes the design systems to ensure effective communication, coordination and integration of effort across departments.

Fink, Jenks and Willits (1983) hold the same view with Daft (1989) of what structure is. They expand the definition by proposing two fundamental processes, differentiation and integration. Differentiation according to Fink, Jenks and Willits (1983) refer to the process of breaking down the task into sub tasks and integration refers to the process of pulling all the pieces together to accomplish overall goals. Literature on the subject that come before or after Daft (1989) either compliments or expands on Daft's definition of organizational structure thus bringing the definition of structure to concuses. Hage and Aiken (1967) described organizational structure as practices being undertaken in an organization with regard to policies, procedures and rules.

Organizational Structure is difficult to define due to its varying applications by managers and scholars across disciplines. However, a breakdown of the concept based on this context would be of help to us. Thus, a structure in one sense is the arrangement of duties for the work to be done and this is best represented by the organization chart (Jackson and Morgan, 1982; Tran and Tian, 2013).

The structure is also defined as the architecture of business competence, leadership, talent, functional relationships and arrangement (Wolf, 2002; Tran and Tian, 2013). Furthermore, organizational structure can be defined as how job tasks are formally divided, grouped, and coordinated (Sablinski, 2012; Tran and Tian, 2013). Organization structure indicates an enduring configuration of tasks and activities (Skivington and Daft, 1991; Tran and Tian, 2013). In other words, organizational structure is a set of methods through which, the organization is divided into distinct tasks and then create a harmony between different duties (Mintzberg, 1979; Tran and Tian, 2013).

Organisational structure deals with the formal system of task and reporting relationships that control coordinates, and motivates employees so that they cooperate to achieve an organisation's goals (Underdown, 2012; Tran and Tian, 2013). It consists of job positions, their relationships to each other and accountabilities for the process and sub-process deliverables (Andrews, 2012; Tran and Tian, 2013).

A whole host of literature in management circles has attempted to define organisational structure and its role in the organisation. Daft (1989) is among the scholars who have defined organisational structure. In his definition he concludes that organisational structure is reflected in the organisational chart. The organizational chart is the visible representation for a whole set of underlying activities and processes in an organisation. Daft (1989) put forward three key components in the definition of organisational structure. The first being formal reporting relations including the number of levels in the hierarchy and the span of control of managers and supervisors. Secondly the structure identifies the grouping together of individuals into departments and the grouping of departments into totally organisation. Thirdly, structure includes the design systems to ensure effective communication, coordination and integration of effort across departments. Contemporary management scholars have attempted to categorize organizational structural characteristics in terms of their dimensions, that is height and width or vertical and horizontal. The width is referred to as the span of control and the height as chain of command. It is of interest to discuss how the width and height of an organizational structure impacts on organizational performance and how it relates other structural variables.

### 2.2.2. Organizational Performance

Organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance. The concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept (Gavrea, Iliu, Stegerea, 2011).

In more specific terms, organizational performance is the ability of an organization to utilize its resources efficiently and to generate outputs that are consistent with its goals and objectives and relevant for its clients and stakeholders (Ezigbo, 2011).

### 2.2.3 Organizational structure and organizational performance

Organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization,

(Greenberg, 2011). The structure of any organization has a role to play with regards to strategy execution. According to Drazin and Howard (2009), a proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies. The foundation of any organization is principally the structure on which it is built and which is likewise in charge of the way it performs. Structure does not only mean the physical design but rather the way an association works in accomplishing its objectives. Defining the most efficient structure for an organization can be very difficult because the process is constrained by variables that include size, technology, external environment and strategies employed.

Tran and Tian (2013), did a study on organizational structure influencing factors and impact on a firm, the findings revealed that; group of individuals together form the basis of any organization with the motivation of achieving goals that one individual cannot achieve alone. In order to achieve these goals, organizations form relations among different organizational parts. These relations form the basis of what can be described as organizational structure. A well-designed structure promotes success. Businesses require structure to grow and be profitable. Designing an organizational structure helps top management identify talent that

Managers should combine elements of both task routine and variety in organizing employees for carrying out tasks in order to reap the advantages of both systems of task assignment needs to be added to the company. If organizational structure does not fit the company's goals and objectives, it can hinder cooperation; therefore, the completion of tasks will result in slower cycle times and inefficient use of resources. However, this study was in the service industry, the current study was carried out in VTCs.

Nwomu, Agbaeze, Kalu and Ozioma, (2017) did a study on the effect of organizational structure on performance of selected Manufacturing Companies in Enugu State Nigeria and found out that, there is a positive relationship between structure and organizational effectiveness, the study concluded that, organizational structure in manufacturing companies affect organizational performance except in growth objective. By implication, manufacturing firms should be keen and

cautious while developing their structures as any wrong step made will adversely affect performance and hence may deter them from achieving their set objectives. The study recommended that, manufacturing organizations take steps to make sure that, the organizational structure is well done as it is a critical element in organizational performance. And that non performing firm should redesign their structure for maximum performance.

Ntandoyenkosi Sibindi (2014) conducted a study on relationship between organizational structure and performance: a case of the national railways of Zimbabwe and found out that there is no statistically significant relationship between organization structure and performance in commercial banks in Kenya concluded that The research concludes that the key variables of the bureaucratic system which are centralization, formalization and specialization define the scope and limits of behaviour within an organization and affects performance Other structural variables which were not considered in this study might affect performance and further studies which are longitudinal in nature might bring out a relationship between structure and performance.

Managers should combine efforts of both task routine and variety in organizing employees for carrying out tasks in order to reap the advantages of both systems of task assignment. employees should be empowered to be more innovative in carrying out tasks. Whether routine or not. Manages and business owners should ensure that span of control is kept at a level that can be effectively handled by the individual manager, that is the ability of the manager should be properly considered.

Onono (2018), did a study on the impact of organizational structure on performance at General electric Africa and found out that, leaders who recognize this need for a shared vision succeed in establishing and encouraging a shared identity by creating clear goals for all the members of their organization. The study recommended that a further study be done to establish how the various dimensions of organizational structure affect one another in a matrix organization. The study was carried out in General electric, the current one in VTCs.

Njiru, (2014), did a study on the effect of organizational structure on financial performance of Commercial State Corporations in Kenya, the study found out that, organizational size and structure formalization affected the financial performance in the commercial state corporations to a great extent. The study concluded that, that organization structure affected the financial performance of commercial state corporations. The study recommended that the organization size, structure formulation, structure complexity, and structure centralization should be seriously considered when corporation’s management is developing their organizational structure that will achieve their strategic objectives since it has effect on financial performance of the corporations of the corporations. Board members,

their size and composition should also be considered as they are actively involved in shaping commercial strategic directions.

**3.0. Research Methodology**

**3.1 Research Design**

A descriptive survey design was used since it enabled the researcher

**3.2 Target and sample size of the study**

The study focused on the nine sub counties in Bungoma County, namely; Webuye West, Webuye East, Kimilili, Tongaren, Kanduyi, Bumula, Kabuchai, Sirisia, and Mt. Elgon. The population of interest for this study consisted of employees (managers, assistant mangers and instructors) of the 36 Public Vocational training centres in Bungoma County.

**Table 3.1** Sample Size

No.		Target Population	Sample population	Percentage
1	VTC Principal managers	36	11	19
2	VTC Deputy managers	36	11	19
3	VTC Instructors	117	35	62
4	Total	189	57	100

Source: (Researcher, 2019)

**3.3 Data Collection Procedure**

The researcher collected both primary and secondary data. Primary data was collected from the target population in the study area. Secondary data was collected from the existing information in books, magazines and other materials

**3.4 Pilot Study**

*3.4.1 Validity*

This study performed content and construct validity tests. Content validity measures the extent to which the instrument adequately covers the investigative questions in the study. Content validity was tested by a panel of lecturers form MMUST.

*3.4.2 Reliability of the Instruments*

Cronbach’s alpha (1951) reliability coefficient was used to measure the internal consistency or average correlation of items in a survey instrument to gauge its reliability because it is the most common measure of internal consistency when one has multiple Likert questions in a questionnaire that form a scale and wishes to determine if the scale is reliable.

### 3.5 Data Analysis and Presentation

The data that was collected through questionnaires edited to get the relevant data from the study. Data was presented in the form of frequency distribution tables, graphs and pie charts that facilitate description and explanation of the study findings.

### 4.0. Data Analysis and Presentation of Findings

### 4.1. Organizational structure and Organizational Performance of Vocational Training Centers

The general objective was to determine the influence of structure on organizational performance of Vocational Training Centers. The statements were anchored on a five point Likert-type scale. Respondents were required to state their level of agreement with seven statements, where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree. The results for factor analysis and descriptive statistics are as shown in Table 4.5.

**Table 4. 1** The Influence of organizational Structure on organizational performance

Description	SD	D	U	A	SA	Total
In my VTC, there is an organo-gram that clearly outlines duties of employees.	4.7% (2)	21.9% (11)	28.1% (14)	25.0% (13)	20.3% (10)	100.0% (50)
In my VTC there is a smooth communication flow between top management and employees and amongst the employees themselves.	0.0% (0)	0.0% (0)	4.7% (2)	39.1% (20)	56.3% (28)	100.0% (50)
In my VTC, there is a way tasks and responsibilities are arranged and assigned to meet the VTC objectives.	0.0% (0)	0.0% (0)	1.6% (1)	26.6% (13)	71.9% (36)	100.0% (50)
In my VTC there is a clear chain of command which outlines how reports are shared.	0.0% (0)	0.0% (0)	0.0% (0)	23.4% (12)	76.6% (38)	100.0% (50)
In my VTC, the current status of the VTC structure (organogram) enhances organizational flexibility critical to strategy implementation.	0.0% (0)	0.0% (0)	0.0% (0)	54.8% (27)	45.2% (23)	100.0% (50)

Source: Survey data, 2020

Respondents were asked to state their observation on whether there is an organo-gram that clearly outlines duties of employees in their VTC. As tabulated in 4.5, the respondents observed as follows: 4.7% (2) strongly disagreed, 21.9% (11) disagreed, 28.1% (14) were undecided, 25.0% (13) agreed and 20.3% (10) strongly agreed. Therefore, majority 45.3% (23) of the respondents generally agreed that in their VTC, there is an organogram that clearly outlines duties of employees. However, 26.6% (13) generally disagreed.

The study also sought to investigate whether in their VTC there is a smooth communication flow between top management and employees and amongst the employees themselves. It was realized, as seen in table 4.5, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 4.7% (2) were undecided, 39.1% (20) agreed and 56.3% (28) strongly agreed. As indicated by the high percentage 95.4% (48), majority of respondents agreed that in their VTC there is a smooth communication flow between top management and employees and amongst the employees themselves.

The third item under this theme was to establish whether in their VTC, there is a way tasks and responsibilities are arranged and assigned to meet the VTC objectives. It was established, as seen in table 4.5, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (1) were undecided, 26.6% (13) agreed and 71.9% (36) strongly agreed. As indicated by the high percentage 98.5% (49), majority of respondents agreed that in their VTC, there was a way tasks and responsibilities were arranged and assigned to meet the VTC objectives.

The fourth item under this theme was to establish whether the in their VTC there is a clear chain of command which outlines how reports are shared. It was found that, as seen in table 4.6, 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 23.4% (12) agreed and 76.6% (38) strongly agreed. Generally, it was evident that 100.0% (50) of respondents agreed that in their VTC there was a clear chain of command which outlines how reports were shared.

The study sought to establish whether in their VTC, the current status of the VTC structure (organogram) enhances organizational flexibility critical to strategy implementation. As illustrated in table 4.5, the employees' responses were as follows: 0.0 (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 54.8% (27) agreed and 45.2% (23) strongly agreed. Therefore, all respondents 100% (50) generally agreed that in their VTC, the current status of the VTC structure (organogram) enhanced organizational flexibility critical to strategy implementation.

Findings from interviews revealed that some VTC had developed strategic plans that they were currently implementing.

One of the respondents stated:

“We have developed a strategic plan though involving from all stakeholders and we currently are implementing its second year. Operations for us are smooth, processes and procedures are defined and work is well aligned (Interview, 2019)”. This fact is confirmed by previous

studies by Bridges (2017) who asserts that structures and systems create order and efficiency at work. The success or failure of any organization depends on amount of people efforts in the organization and especially organizational structure in order to achieve aims of firm that is possible by efficient use of hardware and software resources. In this regard ability of the management to motivate and create the desire to work hard on employees has a major role, so management structure of organization is mentioned as a vital link between management and staff. According to Abass, Munga and Were (2017), organizational structure influences implementation of the strategic plan. Organizational structure affects implementation of the strategic plan. Organizations are set of people who have gathered for the realization of a goal. In order to gain the goals people should be organized in the best possible structure. The statements also affirm the findings of Onono (2018) who did a study on the impact of organizational structure on performance at General electric Africa and concluded

that, leaders who recognize the need for clarity in the shared vision succeed in establishing and encouraging a shared identity by creating clear goals for all the members of the organization. The findings of this study were also in agreement with the conclusion by Tran.and Tian (2013) who asserted that a well-designed structure promotes success.

4.3.2. Organizational Performance of Vocational Training Centers

This section looked at the dependent variable of the study which is organizational performance of Vocational Training Centers. The statements were anchored on a five point Likert-type scale. Respondents were required to state their level of agreement with seven statements, where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree. The results for descriptive statistics are as shown in Table 4.6.

Table 4. 2 Respondents’ Scores on organizational performance

SN.	Description	SD	D	U	A	SA	Total
1.	In my VTC performance is rated based on the development and service delivery to the public? (Enrolment, students graduating etc.)	0.0% (0)	1.6% (1)	0.0% (0)	18.8% (9)	79.7% (40)	100.0% (50)
2.	In my VTC, performance depends on the success of strategy implementation and meeting the set organizational objectives	0.0% (0)	0.0% (0)	0.0% (0)	15.6% (8)	84.4% (42)	100.0% (50)
3.	In my VTC performance has improved due to strategy implementation	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (6)	87.5% (44)	100.0% (50)
4.	In my VTC, Financial resource availability influences strategy implementation	0.0% (0)	1.6% (1)	0.0% (0)	12.5% (6)	85.9% (43)	100.0% (50)
5.	In my VTC, the organization structure has influenced strategy implementation.	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (11)	77.8% (39)	100.0% (50)
6	In my VTC, Organizational culture influence strategy implementation	0.0% (0)	1.6% (1)	0.0% (0)	18.8% (9)	79.7% (40)	100.0% (50)
7	In my VTC, there is a relationship between strategy implementation and the VTC performance.	0.0% (0)	0.0% (0)	0.0% (0)	15.6% (8)	84.4% (42)	100.0% (50)

Source: Survey data, 2020

The study sought to investigate whether the in their VTC performance was rated based on the development and service delivery to the public (Enrolment, students graduating etc.). It was realized that 0.0% (0) strongly disagreed, 1.6% (1) disagreed, 0.0% (0) were undecided, 18.8% (9) agreed and 79.7% (40) strongly agreed. A higher percentage of 98.5% (49), shows that the in their VTC performance was rated based on the development and service delivery to the public (Enrolment, students graduating etc.). However, 1.6% (1) disagreed.

The second item under this theme was in their VTC, performance depended on the success of strategy implementation and meeting the set organizational objectives. It was established that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 15.6% (8) agreed and 84.4% (42) strongly agreed. As indicated all, 100.0% (50), of respondents agreed that in their VTC, performance depended on the success of

strategy implementation and meeting the set organizational objectives.

The third item under this theme was to establish whether in their VTC performance had improved due to strategy implementation. It was found that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) was undecided, 12.5% (6) agreed and 87.5% (44) strongly agreed. Generally, it was evident that 100.0% (50) in their VTC performance had improved due to strategy implementation.

The study sought to establish whether in their VTC, Financial resource availability influenced strategy implementation. The responses were as follows: 0.0 (0) strongly disagreed, 1.6% (1) disagreed, 0.0% (0) were undecided, 12.5% (6) agreed and 85.9% (43) strongly agreed. Therefore, a majority of respondents 98.4% (49) generally agreed that in their VTC, Financial resource availability influenced strategy implementation

In establishing whether in their VTC, the organization structure had influenced strategy implementation, 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 22.2% (11) agreed and 77.8% (39) strongly agreed. This finding indicated that all respondents agreed, as seen from the high percentage 100.0% (50), that their VTC, the organization structure had influenced strategy implementation.

In establishing whether in their VTC, Organizational culture influenced strategy implementation, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 20.3% (10) agreed and 79.7% (40) strongly agreed. This finding indicated that all respondents agreed, as seen from the high percentage 100.0% (50) that in their VTC, Organizational culture influenced strategy implementation.

The interviewees' revealed that the sampled Vocational Training Centers had not implemented much strategic practices and that strategic gap was hindering effective service delivery. In their own words, the respondents outlined the following: "I always conduct market survey to ascertain the market rates on interest rates borrow. Interest rates will determine the level of burden on your loan (Interview, 2019)".

These findings are supported by works of Asif and Searcy (2014) who asserts that measures of performance play a dual role in educational environments like VTCs. Firstly, they are used to assess whether the initiatives implemented meet the desired indicators or outcomes. Secondly, they are used to examine processes and foster an environment of continuous improvement. Since VTCs are public institution with a policy mandate, their results would be measured by outcomes such as student enrolment, student retention and students registering for exams compared against targets. According to Moronge (2014) in a study on the role of planning practices on performance of Public Institutions in Kenya, environmental scanning, stakeholder involment, resource allocation and communication contribute to organizational performance. Muchira (2013) asserts that, strategy implementation influences organization performance.

**4.4 Inferential Analysis, Findings and Discussions**

This section presents inferential analyses, findings and discussions. Testing of the hypotheses was also dealt with.

*4.4.1 Organizational structure and Performance of Vocational Training Centers*

**Table 4.3** Regression Results of organizational structure and organizational performance of Vocational Training Centers

Model Summary <sup>c</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change statistics				
					R Square change	F change	df1	Sig. F change	
1	0.510 <sup>a</sup>	0.260	0.258	0.76894	0.260	118.737	1	0.000	

a. Predictors: (Constant), Organizational structure  
c. Dependent Variable: Performance of Vocational Training Centers

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.206	1	70.206	118.737	0.000 <sup>b</sup>
	Residual	199.850	57	0.591		
	Total	270.056	56			

a. Dependent Variable: Performance of Vocational Training Centres  
b. Predictors: (Constant), Organizational structure

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	S.E.	Beta			Zero order	Partial	Part
1	(Constant)	1.914	0.167		11.445	0.000			
	Organizational structure	0.541	0.050	0.510	10.89	0.000	0.510	0.510	0.510

Dependent Variable: Performance of Vocational Training Centers  
Predictors: (Constant), Organizational structure  
Source: Survey data , 2020

From Table 4.7 shows that the means of Organizational structure and Performance of Vocational Training Centers were regressed. The purpose of this analysis was to find the causal relationship between Organizational structure and Performance of Vocational Training Centers. This aided in testing the first hypothesis of the study that

posits, H<sub>0</sub>1: Organizational structure has no significant effect on Performance of Vocational Training Centers. This was tested using significance of R square and Regression coefficient at 95.0% confidence level. There is evidence that the relationship between Organizational structure and Performance of Vocational

Training Centers which was linear; the correlation coefficient (R) of 0.510 indicates moderately strong positive linear relationship. This implied that Organizational structure has a significant and moderate strong relationship with the Performance of Vocational Training Centers. The coefficient of determination, R-square of 0.260 implied that 26.0% of the variance in Performance of Vocational Training Centers is explained by Organizational structure. The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting the effect of Organizational structure on Performance of Vocational Training Centers.

The unstandardized regression coefficient (B) value of Organizational structure was 0.541, correlation coefficient ( $\beta$ ) of 0.510 and with a t-test of 10.89 and significance level of  $p = 0.000$ , which further confirmed existence of a significant and moderate strong positive linear correlation between Organizational structure and Performance of Vocational Training Centers. At 5% level of significance and 95% level of confidence, Organizational structure is significant in predicating the degree of Performance of Vocational Training Centers. The regression equation to estimate the relationship between Organizational structure and Performance of Vocational Training Centers is stated as:

$$\text{Performance of Vocational Training Centers} = 1.914 + 0.541 \text{ Organizational structure} + e$$

An F-significance value of  $p = 0.000$  indicated that there was a probability of 0.00% from the regression model to accept the null hypothesis. The first research hypothesis posited  $H_01$ : Organizational structure has no significant effect on Performance of Vocational Training Centers. Thus, the model was significant and therefore the null hypothesis was rejected on the ground that Organizational structure had a significant and moderate strong positive linear correlation with Performance of Vocational Training Centers.

## 5.0. Summary of Findings, Conclusion and Recommendations

### 5.1. Organizational structure and Organizational Performance of Vocational Training Centers

The study objective was to determine the influence of structure on organizational performance of Vocational Training Centers. Respondents were asked to state their observation on whether there was an organogram that clearly outlined duties of employees in their VTC. Majority 45.3% (23) of the respondents generally agreed that in their VTC, there was an organogram that clearly outlined duties of employees. However, 26.6% (13) generally disagreed.

The study also sought to investigate whether in their VTC there was smooth communication flow between top management and employees and amongst the employees

themselves. It was realized as indicated by the high percentage 95.4% (48) that majority of respondents agreed that in their VTC there was a smooth communication flow between top management and employees and amongst the employees themselves.

The third item under this theme was to establish whether in their VTC, there was a way tasks and responsibilities were arranged and assigned to meet the VTC objectives. It was established as indicated by the high percentage 98.5% (49), majority of respondents agreed that in their VTC, there was a way tasks and responsibilities are arranged and assigned to meet the VTC objectives. The fourth item under this theme was to establish whether the in their VTC there was a clear chain of command which outlines how reports are shared. It was found that that 100.0% (50) of respondents agreed that in their VTC there was a clear chain of command which outlined how reports were shared.

The study sought to establish whether in their VTC, the current status of the VTC structure (organogram) enhanced organizational flexibility critical to strategy implementation. All respondents 100% (50) generally agreed that in their VTC, the current status of the VTC structure (organogram) enhanced organizational flexibility critical to strategy implementation. Findings from interviews revealed that some VTC had developed strategic plans that they were currently implementing.

## 5.2. Conclusions of the Study

### 5.2.1. Organizational structure and Performance of Vocational Training Centres

The means of Organizational structure and Performance of Vocational Training Centres were regressed. The purpose of this analysis was to find the causal relationship between Organizational structure and Performance of Vocational Training Centers. This aided in testing the first hypothesis of the study that posits,  $H_01$ : Organizational structure has no significant effect on Performance of Vocational Training Centers. This was tested using significance of R square and Regression coefficient at 95.0% confidence level. There is evidence that the relationship between Organizational structure and Performance of Vocational Training Centers which was linear; the correlation coefficient (R) of 0.510 indicates moderately strong positive linear relationship. This implied that Organizational structure has a significant and moderate strong relationship with the Performance of Vocational Training Centers. The coefficient of determination, R-square of 0.260 implied that 26.0% of the variance in Performance of Vocational Training Centers is explained by Organizational structure. The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting the effect of Organizational structure on Performance of Vocational Training Centers.

The unstandardized regression coefficient (B) value of Organizational structure was 0.541, correlation coefficient ( $\beta$ ) of 0.510 and with a t-test of 10.89 and significance level of  $p = 0.000$ , which further confirmed existence of a significant and moderate strong positive linear correlation between Organizational structure and Performance of Vocational Training Centers. At 5% level of significance and 95% level of confidence, Organizational structure is significant in predicating the degree of Performance of Vocational Training Centers. The regression equation to estimate the relationship between Organizational structure and Performance of Vocational Training Centers is stated as:

$$\text{Performance of Vocational Training Centers} = 1.914 + 0.541 \text{ Organizational structure} + e$$

An F-significance value of  $p = 0.000$  indicated that there was a probability of 0.00% from the regression model to accept the null hypothesis. The research hypothesis posited  $H_01$ : Organizational structure has no significant effect on Performance of Vocational Training Centers. Thus, the model was significant and therefore the null hypothesis was rejected on the ground that Organizational structure had a significant and moderate strong positive linear correlation with Performance of Vocational Training Centers.

### 5.3. Recommendations for further Research

This study provided insights into structure and its effects on performance of VTCs in Bungoma County Kenya, and the researcher suggests several areas that require further research. Descriptive research was employed in this study, with a sample size of 57 respondents. The researcher recommends that a study be done using a different research design with a bigger sample size so that the results can be generalized. For this study, the sample size was drawn from VTCs operating in one geographic region, that is, Bungoma County. The researcher recommends that a study be done by expanding the scope to other counties. The current study was limited to four organizational factors of structure, and that these study variables were taken to have linear relationship and therefore there was no moderating or intervening variable. The researcher recommends a study to be done by introduction of a moderating or intervening variable for instance, location of the VTC, legal environment aspect or technology to assess if there is any significant difference in the effect of those structural factors to on organizational performance. The researcher also recommends a study to be done after reviewing of the conceptual framework of this study. So that studies can be done on the different aspects of structure, culture, resources and leadership to establish the specific aspect of the variables that significantly affect organizational performance of VTCs.

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