

Original Research Article

Assessment of the effect of re-organization strategy on performance of department of immigration and citizen services in Kenya.

ABSTRACT

The purpose of this study was to assess the relationship between reorganization strategies and the performance of department of immigration and citizen services in Kenya. The study was anchored under Contingency Theory of Structural Adaptation to Regain Fit Theory, it adopted an exploration configuration approach targeting a population of 124 representatives of the Department of Immigration and Citizen Services. The specialist utilized a straightforward separated arbitrary examining technique to choose a sample size of 74 respondents. Polls were utilized which had open finished and shut finished inquiries to gather information which were then investigated utilizing descriptive analysis, correlation and regression model to establish the relationship between the variables. **The study established a positive correlation between the reorganization strategies and organizational performance ($\rho = 0.638$, p -value=0.000) at 0.01 level of significance, the study further revealed a statistically significant strong positive linear relationship between Reorganization strategies and organizational Performance ($\beta = 0.687$, P - value = 0.000).**

Keywords; reorganization, reorganization strategy, performance, & Contingency Theory

Background of the Study

The main role of management in strategic is to cope with ever changing world. To implements these strategies, it usually takes a progression of activities geared towards putting a chose procedure at work by arranging how the picked system can be put in place and manage the variations required. Some of these strategies though credible,

have neglected to see the light of the day because of poor execution (Berdahl *et al*, 2011).

The researcher recommended the use of reorganization and alignment strategy as the prime catalyst for a fruitful reorganization process. At the point when declining enterprises execute reorganization methodologies (income-producing and cost decrease procedures) their exhibition when estimated utilizing the equalization scorecard estimation instrument which estimates money related viewpoint, consumer loyalty, inner business procedures and development and learning points of view, will improve decidedly. The cost decrease procedures greatly affect the presentation of open enterprises in Kenya contrasted with income creating systems.

When the study is finished, a long-haul key arrangement and rebuilding plan are made. When affirmed, reorganization experts start to execute the arrangement, ceaselessly looking into its encouraging and cause changes to the arrangement as expected to guarantee the organization comes back to dissolvability. Framework utilization is a system that joins the distinctive organization practices that are essential to put method moving, foundation crucial controls that screen progress, and ultimately achieve various leveled goals (Collard *et al*, 2011). It is seen generally as an inside managerial movement.

Immigration services in Kenya are offered by the Department of Immigration Services. Under the current Kenya Government structure, it falls under the Office of the President, Interior. It has six departments namely: Civil Registration Services, National Registration Bureau, Immigration Services and Border Control, Integrated Population Registration Services and Refugee Affairs Secretariat. They offers services that include issuance of travel documents, entry permits and passes to non-citizens, registration of persons, regulation of entry and exit of persons across the Kenyan borders, services to

Kenya Missions abroad, management of the integrated population registration system (IPRS) as well as performing other services that have a socio economic implication to the development of the country and national security interests.

Statement of the Problem

Regardless of the key milestones at the Ministry of Immigration and Registration of Persons, there are still many challenges in terms of the reorganization where terrorism, now being a reality, that is globally pervasive, has made Kenya susceptible. Secondly, in this era of globalization and regional trading blocs where movement of persons/labor between countries and regions is heightened, the ministry has to consider policies and strategies that optimize Kenya's utilization of its nationals as well as specialized skills from other parts of the world.

This study assessed re-organization strategy on performance of the state department of immigration services in Kenya. Despite this, other challenges include human trafficking, terrorism, and document fraud have influenced recent immigration policy in Kenya.

Despite various efforts done by the government to enhance performance on the department, there exist huge gap in performance. Some of this includes delays in issuance of Kenya passports to citizens within a reasonable period of time amongst other travel documents. Others include how to manage huge flow of people moving across borders due to various regional integrations like East Africa community. This coupled with dangers of other terrorist organization like Al Shabaab terror group threatening attacks, makes the functioning of the department critical.

Purpose of the Study

The reason for this study was to find out the effect of re-organization strategy on performance of department of immigration and citizen services in Kenya.

Significance of the Study

The study tried to recognize weaknesses, loopholes and challenges facing the state department of immigration and citizen services. The findings of this study may benefit various stakeholders including other Government Ministries like the Tourism Ministry, Ministry of Trade and Commerce which will be able to market Kenya as a safe destination for tourism and investment. Others that would also benefit include the Department of Civil Registration and Registration of Persons. The study recommendations provide solutions that may fast track the attainment of the Departments strategic plan and by extension Kenya Vision 2030.

Scope of the Study

This was to scrutinize the effect of re-organization strategy on performance in Kenya particular focus on the state department of immigration and citizen services. The study was done in Nairobi which hosts the headquarters of the department targeting various employees. The data collection process was done within a duration of one month.

Contingency Theory of Structural Adaptation to Regain Fit Theory

This hypothesis battles that functionalist speculations and quantitative techniques can clarify central change. This is exemplified by a diachronic study concerning system and design. Affiliations change beginning with one fit then onto the following after some time. A relationship in fit appreciates better, which produces overflow resources and prompts improvement, for instance, improvement in size, geographic expansion, progression or upgrade. This forms the level of the potential components, for instance, size, provoking a crackpot with the current construction. The renegade cuts down execution, over the long haul provoking a show crisis and adaptable helper changing it to a fit (Donaldson et al, 2006).

One of the basic adjustments in recovering a fitting hypothesis assumes a few fundamental works in auxiliary possibility hypothesis, for example, on divisionalisation changes in light of changing methodologies from unthinking into natural arrangements in light of innovative in market dynamics. Accordingly, basic possibility hypothesis custom has constantly contained thoughts regarding elements. This is plainly exhibited by methods for an assessment of the connection between technique and structure (Lalard *et al*, 2011) which additionally structure the fundamental factors in the study. This hypothesis begins from the possible hypothesis which gave the system to the study of an authoritative plan by expressing that the best hierarchical basic structure fits the association's possibilities. This hypothesis is relevant to all associations experiencing the reorganization procedure since all need a fit environment (Granlund, *et al*, 2008).

The hypothesis will therefore help in understanding what the departments of immigration and citizen services have accomplished in view of greater challenge of its underperformance gap.

Reorganization Strategy and Performance

Good natural components may affect authoritative recuperation emphatically. Changes in arranging frameworks, decentralizing, human asset arranging, and authoritative culture are a portion of the sub-systems of redesign. Furthermore, a few large scale monetary ecological pivots additionally add to a reorganization. Bibeault (2012) recommended systems should be chosen with due thought for the particular emergency circumstance, scant assets, pressure of time, among applicable dynamics like explanations behind variation, the methods of custom exercises, and the expense of the shift. Rebuilding system is depicted by Berdahl, (2011) as a commercial procedure whereby corporations gain organizations being affected by issues, twist those organizations about and afterward trade them at a benefit. Revamping, then again,

manages every one individuals issues in the business. It involves rebuilding, restaffing, reskilling, and reorganization authority renewal to yield improved administration, the executives, hierarchical design, authoritative arrangement, and culture.

The firm may similarly return to practices for which it was eminent beforehand (Collard, 2011). Identified, it may be indispensable for the association to endeavor an update, reconstructing and change its dynamics even more enough using middle explanation, including safeguard, offload, or finish of assignments, things, or properties that don't fit with this explanation (Pretorius, 2009). The preservation can moreover aid to let loose inadequate advancing, financial and operational resources for re-investing in the picked focus works out, including proper procurements where express further limit is required (Harman, 2008). To develop the meaning of an accentuation on the middle, a couple of assessments unequivocally alert that after a framework with "no unmistakable traits, hence qualifying as a piecemeal technique" is likely not going to provoke productive recovery (Hanks, 2009).

Conceptual Framework

This is a theoretical system, an intelligent device with a couple of assortments and settings. It makes hypothetical capabilities and form contemplations. Strong hypothetical backgrounds discover rather veritable and do this in an easy way to remember and harness.

Independent Variables

Dependent Variable

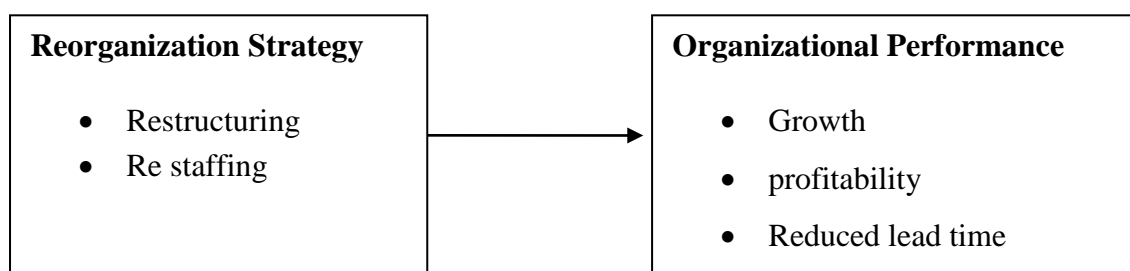


Figure 1 Conceptual Framework.

Source: researcher, 2021

METHODOLOGY

Research Design

An unmistakable exploration configuration approach was utilized in the study. This is a strategy utilized for get-together information through the estimation of some thing or through requesting from different records (Solne, et al, 2010). Here, the arrangement is applied to secure data in relation to the existing status of the marvels to depict what consequent factors or conditions have on factors. In an unquestionable assessment, the issue is coordinated and without a doubt known. The exploration included plan of goals, planned techniques for information assortment, preparing, and breaking down of information.

Target Population

As per Kothari (2012), the objective populace is a comprehensive game plan of the study of all people from a certified or theoretical course of action of people, procedures, or disapproves of to which an expert desires to summarize the outcome. The present circumstance target people was 124 employees of the Department of Immigration and Citizen Services in Kenya which involved the top, center, and Support levels of the executives.

Sample Design and Procedure

A defined irregular testing configuration was utilized in the study. Characterized self-assertive testing is a system for examining that incorporates the division of a general population into more unobtrusive social affairs known as layers Cooper *et al* (2008), This technique was fitting since it had the option to address the general populace as well as the vital subgroups of the populace, this strategy was additionally be the best since it limits predispositions. The overall strategy for taking a delineated example was

to define the populace, characterizing various separate parts utilizing test size, and afterward the scientist was to consolidate the outcomes to get the necessary delineated examples. The example was then drawn from every layer shaped which respondents were chosen. The analyst in this way at that point took a sample size of 74 representing 60% of the target population.

Table 1 Sample Size

Categories	Target Population	Sample Size	%Distribution
Strategic Managers	11	7	10
Tactical Managers	48	29	39
Operational Managers	65	38	51
Total	124	74	100

Source: Researcher, (2021)

Data Collection Instruments

Information assortment permits the researcher to gather data that they need about the study objects

Questionnaires

The researcher utilized a survey as the fundamental information gathering instrument. The determination of this apparatus was guided by the idea of information that the specialist intends to gather, the time accessible, and the destinations of the study. This comprised of both organized and unstructured inquiries to try not to be excessively unbending and to evaluate the information, particularly where organized things were utilized. This strategy assisted the specialist with gathering solid data.

Face to Face Interview

In this study, the analyst utilized individual meeting as one of the techniques for gathering information. During the gatherings, information was traversed demand and

recorded. Coordinated gatherings were performed by using study structures, however open gathering notes were taken while visiting with the respondents. The notes were in this way coordinated (unraveled) for extra study. Open-completed gatherings were unraveled and separated during the gathering.

A correlation analysis was conducted to establish the relationship between the independent and dependent variables, SPSS was used for this purpose.

The regression model for this study takes the form:

$$Y = \beta_0 + \beta_1 X_1 + + e$$

Where:

Y = Dependent variable (Organizational performance).

β_0 = Constant or intercept which is the value of dependent variable when all the independent variables are zero.

β_1 = Regression coefficient for independent variable.

X_1 = Re-organization Strategies

ε = Stochastic or disturbance term or error term

FINDINGS

Response Rate

The response rate can be define as the ratio of successfully filled questionnaire and returned to that of the sampled population expressed as a percentage. Out of 74 questionnaires distributed 58 were returned indicating 78% of the total population, while 16 were not returned which represent 22%. As cited by Creswell, *et al* (2007) observed that a 50% response rate is adequate, 60% is good, while 70% rated very good. This suggests that the reaction rate in this study was satisfactory for additional study which was credited to the viable information assortment techniques utilized by the researcher.

Re-Organization Strategy

Table 2 responses on Reorganization

Does the reorganization strategy affect performance of department of immigration and citizen services in kenya		Frequency	Valid Percent
Valid	yes	36	62.1
	No	22	37.9
Total		58	100.0

Source: researcher, (2021)

Changes in authoritative arranging frameworks, decentralization, redeployment and hierarchical culture are subsets of redesign technique and can affect association recuperation decidedly. The proposed rearrangement systems that must be chosen with due thought for the particular emergency circumstance, rare assets, and other significant factors, for example, explanations behind the change, the methods for routine exercises and the expense of the change. Respondents indicated that cost affects the Re-organization strategy on performance of department of immigration and citizen services in Kenya while 37.9% indicated that re organization does not affect performance of department of immigration and citizen services in Kenya. It implied reorganization strategy affect performance of department of immigration and citizen services in Kenya

Descriptive of Re-organization Strategy on Organizational Performance

The question that helped in gathering information on the reorganization strategy towards performance of the department of immigration and citizen services in Kenya is the respondents ability to respond via ticking on a scale of 1-5 where 1=Strongly Disagree, 2=Disagree,3= Neutral 4=Agree and 5= Strongly agree. It helped understand their arguments on whether re-organization strategy affects performance of department of immigration and citizen services in Kenya. The output of the objectives is as below.

Table 3: Re-organization Strategy on Organizational Performance

Opinion statements	N	Mean	Std. Deviation
The organization has modified and redesigned the existing structures	58	3.60	1.451
The organization has adopted a lean and efficient structure	58	3.23	1.028
The organization has aligned performance incentives to the new structure	58	3.28	1.472
organizational performance success is a result of the re-staffing exercise done by the organization	58	3.86	1.444
The organization has a competent human resource committed to her vision	58	4.40	1.154
Valid N (listwise)	58		

Source: Researcher (2021)

The reorganization procedure manages every one of the individuals' issues in the business. It involves rebuilding, redeploying and reorganization initiative renewal to yield improved administration, authoritative arrangement, and culture (Creswell, J.W, 2013). A firm is in a circumstance depicted by a passing money related downturn, by then scaling back the number of activities it is related with could be all that is required for it to bear the conditions. The organization has modified and redesigned the existing structures. As per the table above majority of the respondents concurred that the firm has modified and redesigned their existing structures with a mean 3.60. The

organization has adopted a lean and efficient structure with a mean of 3.23 and a SD of 1.028. The organization has aligned performance incentives to the new structure scored a mean of 3.28 indicating that the respondents were neutral on this element of reorganization as reorganization strategy. The findings indicated that organizational performance success was as a result of the re-staffing exercise done by the institution with a mean of 3.86: The results suggests that for effective reorganization there should be adequate re-staffing in the organization. The organization has a competent human resource committed to her vision as per the findings from the table above with a mean of 3.40. From the results above generally showed that the organizations had not really done their best in meeting the indicators of reorganization strategy. Noted also was the neutral answer on whether the reorganization success was a result of the various reorganization indicators. It implied that reorganization success may be a function of so many other variables other than reorganization strategy. The study results were in agreement with the works of Creswell, J.W (2013) who concluded that reorganization success was a function of a combination of variety of reorganization strategies and not just one strategy.

Correlation matrix for reorganization strategies and organizational performance:

Table 4 below shows that there was a significant moderately positive correlation between the reorganization strategies and organizational performance ($\rho = 0.638$, $p\text{-value}=0.000$) at 0.01 level of significance, this was well within the threshold $p\text{-value}$ of 0.01. This meant that reorganization strategies directly affected the organizational performance of department of immigration and citizen services in Kenya.

Table 4: Correlation matrix for Reorganization strategies

Correlations	Organizational performance	Reorganization
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Organizational performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	167	
Reorganization	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.000	
	N	167	167

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2021)

Regression results for Reorganization on Organizational Performance:

The aggregate mean scores of reorganizational strategies (independent variable) were regressed on the aggregate mean scores of organizational Performance (dependent variable) and the research findings were outlined in Table 5 below.

There is no statistically significant relationship between the Reorganization Strategies and Organizational Performance of department of immigration and citizen services in Kenya.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.478	.216		2.212	.028
	Reorganization	.687	.065	.638	10.644	.000

a. Dependent Variable: Organizational performance

Table 5: Regression Coefficients of the Reorganization strategies

The individual regression results in Table 5 reveal statistically significant strong positive linear relationship between Reorganization strategies and organizational Performance ($\beta = 0.687$, P- value = 0.000). The results show that reorganization

strategies contributes significantly to the model since the p-value for the constant and gradient is less than 0.05. The fitted equation is $Y = 0.478 + 0.687X_1$.

Hence, It can be concluded that there is statistically significant relationship between reorganization strategies and Organizational Performance of department of immigration and citizen services in Kenya.

Summary of Findings

This objective sought to determine the relationship between re-organization strategy and the performance of state owned sugar companies in Kenya .The descriptive statistical methods were then used to arrive at the results where the respondents were generally neutral on the strategy as being the key driver to performance. Notable, was that the organizations had embraced a competent human resource committed to their respective visions and modified and redesigned their existing structures as reorganization strategies key on improving their performance. Findings indicated that there was a significant relationship between the reorganization strategy and the performance of department of immigration and citizen services in Kenya. Analysis conducted found out that there was a significant moderate positive linear relationship between reorganization strategy and performance

Conclusions

The factor analysis conducted the variables were critical factor which formed the basis of analysis; the reorganization strategy. This was also subjected with the other variables under study to both standard and stepwise multiple regression and the results showed that it greatly influenced the performance of department of immigration and citizen services in Kenya

Recommendations

The results of the analysis extended the frontiers of knowledge by generating valuable insights for both the managerial action and academic purposes. Therefore, the results of this study were of interest to managers of most of the state owned

Companies/organization that have at some point gone through or are going through the reorganization process. The key implication of the study was the identification of the key reorganization strategy indicators which the study has gone a long way in determining them and further establishing their effect on organizational performance. The study showed the effects of the variable on the performance level which is of immense help to managers when making a decision on which reorganization strategies to adopt.

The study is further recommended to the various scholars and academicians as it has made an important contribution to the scholarly world and in the general advancement of academic knowledge on reorganization strategies especially in the state owned organizations which mostly experience the decline in performance and end up closing doors. In addition, the results of this study have been particularly important in addressing the earlier identified knowledge gaps and therefore contributing to the frontiers of knowledge. The study has not only advanced an elaborate conceptual framework of the relationship between reorganization and organizational performance but has also empirically tested it.

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