

# Organisational Structure and Performance of Commercial Banks in Nakuru City County Kenya

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**Abstract:** The purpose of this study was to determine the effect of organisational structure on performance of commercial banks in Nakuru City County Kenya Higgins 8s Framework as presented by Higgins (2005), Resource Based View (RBV) and Institutional Theory, guided this study. This study adopted a descriptive research design. This study constituted a census survey of the 11 banks in Nakuru City County respectively. Branch managers, Credit managers and customer care of the banks will be targeted. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS 26). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was used to determine the statistical relationship between the independent variable and the dependent. Analyzed data was presented in the form of tables. The following conclusions were made from the study findings: organisational structure had a significant influence on performance of commercial banks in Nakuru County Kenya', The management of the commercial banks should come up with an organizational structure that outlines how activities including task allocation, supervision and coordination are directed towards its individual aims.

**Keywords:** organisational structure, commercial banks, Resource Based View (RBV).

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## 1. INTRODUCTION

Globally, the performance of banks worldwide is significantly influenced by their ability to implement well-formulated strategic plans effectively (Zakrzewska et al., 2022). While strategic planning is a common practice in the banking sector, the gap between strategy formulation and execution remains a global challenge (Martin & Zhou, 2021). Many financial institutions struggle with aligning strategic initiatives with operational activities, leading to inefficiencies, declining profitability, and competitive disadvantages. In a rapidly changing global financial environment, banks face increasing pressures from technological advancements, regulatory changes, economic volatility, and shifting consumer expectations (Jerab, D, 2024). Institutions that successfully implement their strategies tend to experience sustained profitability, customer satisfaction, and market expansion, while those that fail to execute their plans effectively often suffer from high operational costs, market share erosion, and reduced financial stability (Sharma & Behl, 2023). Despite the growing recognition of the importance of strategic implementation, research indicates that many banks face significant barriers to execution, including weak leadership commitment, inadequate resource allocation, poor organizational alignment, and resistance to change. The situation is further complicated by the impact of globalization, digital transformation, and emerging financial technologies (FinTech), which require banks to be more agile and adaptable in executing their strategies.

While extensive research has been conducted on strategic implementation in the banking sector, there remains a gap in understanding the global best practices for successful strategy implementation. There is a need to explore how banks in different economic and regulatory environments overcome strategic implementation challenges and the role of leadership, technology, and organizational culture in ensuring successful execution (Jerab, D, 2024). Organizations must implement innovations and improvements that meet the interests of employees involved in the current context, which is marked by global competitiveness and a desire for continuous development (Badakhshan et al., 2020). Several reasons, such as the disparity in development opportunities across the organization's several operational domains, make it challenging to meet these needs and guarantee the growth and development of the structure. (Kafetzopoulos and Gotzamani, 2022; Zakrzewska et al., 2022). In today's business environment, employee performance is key to organizational success (Kafetzopoulos, 2022). A study by Henderson and Liu (2023) investigated employee alignment and its relationship with strategic planning and firm performance in contemporary organizations. Their findings revealed that employee alignment is pivotal in linking strategic planning with improved organizational performance. Vertical communication of a firm's purpose of existence bridges the gap on execution of strategic goals while transparency creates shared understanding of the reasoning behind the decisions made which builds strategic consensus in an organization. Agility enables the senior management in adaptation to the organizational change.

According to Thompson et al. (2022), organizational performance is defined as the degree of attainment of an organization's mission, as assessed through various metrics including work outcomes, intangible assets, customer relations, and service quality. As highlighted by Johnson and Lee (2023), organizational performance reflects an organization's capacity to effectively achieve its goals while efficiently utilizing available human and physical resources. This definition underscores the necessity for organizations to be guided by objective performance criteria when evaluating employee performance, further aiding the assessment of organizational goals and the development of strategic plans for future performance (Smith & Roberts, 2021).

Regionally, strategic implementation plays a very important role in an ever changing conditions. Adeyemi (2022) found that consistent and clear communication of strategies to all employees significantly improved the overall achievement of organizational goals. Similarly, Omondi et al. (2021) explored the effects of communication modes on strategic implementation in water service provision in Kakamega County, Kenya. Their study indicated that different communication modes did not have a significant effect on service provision, leading them to recommend a focus on various aspects of communication in strategy planning rather than implementation. In Kenya, strategic implementation is very crucial (Okwemba & Njuguna, 2021). The performance of banks in Kenya is heavily influenced by their ability to effectively implement strategic plans. While most commercial banks develop well-structured strategies to enhance their competitiveness, financial stability, and operational efficiency, many struggle with execution. Poor strategic implementation has led to inefficiencies, declining profitability, and reduced market share, posing a challenge to the long-term sustainability of banks in the country Omondi et al., 2017).

Kenya's banking sector operates in a highly dynamic environment characterized by technological advancements, increased regulatory scrutiny, economic fluctuations, and evolving customer preferences. The adoption of digital banking, the push for financial inclusion, and the growing presence of FinTech companies have intensified competition, making effective strategy execution critical for survival and growth. Despite these challenges, many banks continue to face leadership weaknesses, resource constraints, resistance to change, and poor monitoring frameworks, which hinder the successful implementation of their strategies. Existing research on the banking sector in Kenya has largely focused on strategy formulation, financial performance, and risk management, with limited emphasis on the role of strategic implementation in driving bank performance (Mailu et al., 2018). There is a need to examine the key factors that influence the successful execution of strategies, including leadership commitment, organizational culture, employee engagement, and technological adoption.

This study sought to address this gap by exploring how strategic implementation practices impact the performance of commercial banks in Kenya. The findings will provide insights into best practices, challenges, and actionable recommendations that can help Kenyan banks enhance their strategy execution and achieve sustainable growth in an increasingly competitive financial landscape.

The performance of commercial banks is highly dependent on the effective implementation of strategic plans. Despite the formulation of well-structured strategies, many banks struggle with execution, leading to inefficiencies, declining

profitability, and competitive disadvantages. Strategic implementation practices involve resource allocation, organisational culture, organisation structure among others, all of which play a crucial role in determining the success of a bank's strategic initiatives. In Kenya, commercial banks operate in a highly dynamic and competitive environment characterized by rapid technological advancements, stringent regulatory requirements, and evolving customer expectations. While many banks develop robust strategic plans, challenges in execution such as inadequate communication, poor alignment of strategy with operations, resistance to change, and weak performance tracking—often hinder the achievement of desired results. As a result, banks experience low returns on investment, operational inefficiencies, and reduced market share, impacting their overall financial performance.

In an increasingly competitive and rapidly changing financial landscape, commercial banks are challenged to implement strategic initiatives that enhance their performance and sustainability. Despite the availability of various strategic management frameworks and practices, many banks continue to face difficulties in translating their strategies into effective performance outcomes. This divergence raises critical questions about the nature of strategic implementation practices employed by commercial banks and their direct impact on organizational performance. As a result, many commercial banks experience varying degrees of performance levels, which can include profitability, customer satisfaction, market share, and overall operational efficiency. These inconsistencies not only threaten the viability of the banks themselves but also compromise customer trust and the financial stability of the broader economic system. The problem revolves around the strategic implementation and performance of commercial banks in Kenya. Despite formulating strategic plans, commercial banks often struggle to translate these plans into successful actions that drive performance improvement. Commercial banks in Kenya may face challenges in aligning their strategic plans with the execution of key initiatives. There might be a disconnect between the formulated strategies and the actual implementation, leading to a lack of consistency and coherence in actions taken. This misalignment can hinder the bank's ability to achieve its strategic objectives and deliver optimal performance. Successful strategic implementation requires adequate allocation and utilization of resources, including financial, human, and technological resources. However, commercial banks in Kenya face limitations in effectively allocating resources to support the execution of strategic initiatives. This can result in suboptimal performance and hinder the bank's ability to compete in a dynamic market.

For instance, asset quality in the banking sector deteriorated in 2020 due to the poor performance of different sectors caused by the COVID-19 Pandemic. Moreover, total banking sector profits dropped by 26.2 per cent compared to a similar period in 2019. Similarly, in 2020, income from fees and commissions and interest on placements contracted by 7.8 percent and 10.5 percent, respectively. A few studies, for example, by Olali (2006); Kimani (2012); Nzonge (2011); Nabwire (2014); and Kimeu & Maina (2018), have been carried out on the banking industry, though these studies' sampling frames did not focus on top managers and middle-level managers, who are key strategy formulators and implementers. Therefore the study sought to determine the effect of organisational structure on performance of commercial banks in Nakuru City County Kenya.

## 2. ORGANISATIONAL STRUCTURE

Organizational structure holds an important role on the performance of an organization (Eze et al., 2022). Organizational structure refers to the way in which an organization is organized or arranged, and it defines the hierarchy, roles, responsibilities, and relationships within the organization. The structure provides a framework for how different activities and tasks are coordinated and managed to achieve the organization's goals (Suhair A. Hamed (2024).

Organizational structure refers to the formal arrangement of roles, responsibilities, authority, and communication within an organization, which determines how tasks are coordinated and controlled. Recent studies emphasize that organizational structure is a critical determinant of organizational performance because it influences decision-making speed, efficiency, and adaptability. According to Acharya (2023), a well-defined structure enhances coordination, clarifies responsibilities, and improves operational efficiency, which ultimately leads to improved performance outcomes. Empirical evidence shows that different structural dimensions such as centralization, formalization, and specialization significantly influence performance. Centralization determines the degree to which decision-making authority is concentrated, while formalization refers to the extent of rules and procedures guiding operations. Specialization, on the other hand, enhances efficiency by allowing employees to focus on specific tasks. A study conducted in Nairobi County found that appropriate organizational structures improve decision-making, coordination, and overall firm competitiveness. Recent literature also highlights that the effectiveness of organizational structure depends on its alignment with organizational strategy and environment.

Eriksson and Ortega (2024) found that firms with flexible and network-based structures tend to adopt high-performance work practices more effectively than those with rigid functional structures, leading to better performance outcomes. This suggests that modern organizations benefit more from adaptable and less hierarchical structures that promote innovation and employee engagement.

In the public and service sectors, organizational structure has also been linked to innovation and service performance. Research in the UAE public sector indicates that organizational structure influences agility and innovation performance, which are key drivers of public value creation. Similarly, studies in Nigeria show that elements such as chain of command, span of control, and decentralization significantly affect employee performance and organizational effectiveness. However, literature also points out that rigid organizational structures can negatively affect performance by limiting flexibility and responsiveness. Highly centralized and formalized structures may slow decision-making and hinder innovation, especially in dynamic environments. Scholars therefore argue for a balance between structure and flexibility to enhance both efficiency and adaptability. Furthermore, recent performance literature suggests that organizational structure should be integrated with broader performance frameworks that include financial, operational, and social dimensions. Modern approaches such as the balanced scorecard emphasize that performance is multidimensional and influenced by internal organizational design.

Organizational structure is the formal system of task and reporting relationships that determines how employees use resources to achieve organizational goals (Eze et al., 2022). Organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met. When a work group is very small, and face-to-face communication is frequent, formal structure may be unnecessary, but in a larger organization decisions have to be made about the delegation of various tasks. Thus, procedures are established that assign responsibilities for various functions. It is these decisions that determine the organizational structure (Lewis, D. 2013). The organizational structure of, for example, a company is a system used to define its hierarchy. Each employee's position is identified, including their function and who they report to within the firm. It is the way in which a company or organization is organized, including the types of relationships that exist between the directors, managers and employees. The organizational structure, which may refer to the hierarchy of not just a business, but also any entity such as a charity, government department, agency or education establishment, is developed to establish how an entity operates and helps the organization in achieving its goals and objectives. The organizational structure outlines how activities including task allocation, supervision and coordination are directed towards its individual aims. It is also a 'viewing glass' or perspective through which employees may see their organization and its environment.

The organizational structure typically consists of various business units formed around functions (e.g., research and development, manufacturing, sales and marketing, finance, human resources, etc.), products, markets or customers that are arranged in a hierarchical fashion (Alan S. G. 2023). The organizational structure determines how power, authority and accountability are formally distributed throughout the organization and obviously has a strong influence on how members (that is, executives, managers and employees) and different business units interact with one another and the degree to which they will share information and collaborate to achieve the overall goals and objectives of the organization. Organizational structure includes several important components including roles, relationships, responsibilities and scope of authority, and communications/reporting channels (Alan S. G. 2023).

In an effort to run more efficiently, some businesses implement organizational structures in their workplace. Depending on the size of the company and the way it operates, some structures might be more beneficial than others. Knowing how your company operates will help you perform in line with what's expected of you and help you become a better employee overall. An organizational structure details how certain activities are delegated toward achieving an organization's goal. It outlines an employee's role and various responsibilities within a company. The more authority employees have, the higher up they'll be on the organizational structure. In addition, the more organized a structure is, the more efficiently a company operates.

Ongore (2011) carried out an empirical analysis on the relationship between organizational structure and firm performance. Forty-two (out of fifty four) listed companies were studied using both primary and secondary data. Reliability of data was tested using Cronbach's Alpha, while tolerance and variance-inflation factor were used to test multicollinearity. Using Pearson's product moment correlation and logistic regression, the study found that ownership concentration and government ownership have significant negative relationships with firm performance. On the other hand, foreign ownership, diffuse ownership, corporation ownership, and manager ownership were found to have significant positive relationships with firm performance.

Typically, an organisation sets goals and adopts an appropriate strategy to attain those goals. The organisational structure, in turn, should support strategy implementation. An effective strategy implementation is one which fits the envisaged organisational structure. A strategy-structure fit has implications for strategy implementation and subsequent organisational performance (Child, 2015; Donaldson, 2012; Zakrzewska-Bielawska 2016). Strategy determines the range of resources and levels of geographical diversity and therefore the structure required (Donaldson, 2012). For instance, if a multinational organisation wishes to penetrate its target market with high-quality standardised products with little localisation, a higher level of centralised coordination would suit such strategy (Child, 2015). On the contrary, a decentralised organisational structure is more suitable for the innovation centred exploration stage (Zakrzewska-Bielawska 2016) and start-up phase (Child, 2015), allowing a greater level of creativity and interdependence between different functional departments. Unlike centralised decision-making, where decisions are made at the top-level and passed down to lower levels, decision-making is decentralised in a flat organisational structure. In this way, regional units would be in a better position to react quickly to emerging operational issues.

Although strategies are often formulated in isolation from the factual structure, organisations would benefit from cohesive modelling, where strategies at every level of the organisation are supported by the relevant structural elements (Li & Guo, 2021). Multinational corporations often adopt a combination of centralised operations with a varying degree of localisation, depending on organisational goals (Donaldson, 2012). For instance, Japanese corporations like Sony and Toyota, according to Child (2015), can gain competitive advantage by producing high-quality standardised products in low-cost locations, which are then marketed globally at highly competitive prices. To achieve such position a high-level of centralised coordination with limited local customisation is required. By contrast, numerous dispersed, specialised, and decentralised regional units combined with centrally coordinated worldwide operations would allow for product differentiation resulting in competitive advantage for multinational corporations; such a transnational strategy would require a relatively flat, global matrix structure (Lee et al., 2022).

Organizational structure is considered the management framework adopted to oversee the various activities of institutions project or other activities of an organization. A suitable organizational structure assists the management team to achieve high performance in the organization. Institutions require efficient and effective organizational structure in order to successfully accomplish its goals and objectives (Anwar & Abdullah, 2021). Organizational structure helps in development of capacity to implement strategies (Kachru, 2005). Structural components are an important means to the facilitation of smooth translation of organizational strategy and policies to actions that lead to motivation and hence an appropriate organizational structure is crucial for successful strategy implementation in any institution (Kachru et al, 2005). It is crucial to determine in the strategic implementation process the extent in which organizational structure design can change for the different strategic plans. Organizational structure should not only accommodate the intended strategy but also the emergent strategies. Organizations should be able to incorporate new strategies and operations (Sudarshan, 2010). Shifting emphasis towards innovation, proactiveness and risk taking is necessary in responding to the innovation challenges and speed requirements of strategic change initiatives. Organizational structure can therefore be referred as a framework within which strategy implementation should take place in order to achieve organizational objectives (Harsh, 2012).

Organization structure influences strategy implementation because it facilitates communication and information flow; controls allocation of the resources; assigns duties and responsibilities; serves to define jobs and work groups such as project teams, departments, quality circles and influence technology and culture adopted by the organization (Veasey, 2001). Organizational structure is created through the process of organization architecture and organization design. Organization architecture is a wider concept of organization design that incorporates the social and physical components of the organization in addition to the structure (Veasey, 2001) Organization design on the other hand focuses on formulation of structure component of the organization. Organization structure designed is a function of environment, strategy and performance which are dynamic (Daft, 2010). Organization design is a continuous managerial process that seeks to develop a fit between the dynamic changes of environment, strategy or performance and the organization structure. Das et al, 2000 are of the view that a structural fit once designed reduces organizations turbulence, increases stability and legitimacy of structures leading to successful strategy implementation.

Njiru (2014) looked at the effect of organizational structure on financial performance of commercial state corporations in Kenya. A survey research design was used and the study targeted all the 34 purely commercial state corporations in Kenya. Questionnaires were used to collect primary data. Inferential statistics were used to analyse data. The study concludes that organization structure affected the financial performance of commercial state corporations and recommended that organizational size, structure formalization, structure complexity and structure centralization should be considered to be

very important when corporation's management is developing their organizational structure that will achieve their strategic objectives. Shabbir (2015) did a study that examined the influence of organizational structure and employee's performance in brewing firms in Nigeria. The population of the study is 6468 being the total staff strength of the five brewing firms in Nigeria Stock Exchange. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms.

Al Aina & Atan, (2020) focused on how organizational structure influences the performance in Dutch small firms. The study was based on the stratified sample of 1411 Dutch small firms. The study further investigated the relevance of the empirical taxonomy by looking at the relationship with firm performance in terms of sales performance, profitability and innovativeness. The study concluded that organizational structure indeed matters and that it deserves to be taken into account in models and future analysis of small firm performance. Muturi (2015) looked at the effects of organizational structure and internal processes of Large Manufacturing Firms in Kenya. The study was a cross sectional survey targeting 102 large manufacturing firms and the response rate was from 94 firms. Null hypothesis was tested and results indicated that organizational structure had influence on internal processes. The study recommended that the management of large manufacturing firms in Kenya should ensure they align the organizational structure so as to enhance and increase efficiency of the firms' internal processes.

Suhair A. Hamed (2024), pointed out their dimensions for organizational structure as complexity, formality and concentration. Rajaeepour et al, (2012) gave their dimension to be classified as mechanical structure and organic structure; and that for the mechanical structure it is classified as; complexity, high formality, centralization, programmed behaviour, and regulation and that organic structure is concerned with decentralization and flexible structure. Teixeira et al, (2012) saw dimension of organization as centralization, flatness of organization, specialization and horizontal integration. Csazar et al, (2012) rounded it to be centralization and decentralization. Naveed (2010), was of the view that dimension are classified as; specialization, formalization, centralization, hierarchy, breadth of the span of control, length and width of the hierarchy which they and contextual as size, technology and environment.

According to the work of Shafae et al, (2012) Centralization refers to degree that decision making is concentrated at one unit point in organization. Power density at a point implies on concentration and lack of density or low density is a sign of decentralization. Concentration is the issue of distribution rate in powers decision making no geographical separation of organization. Concentration is the emphasis with formal organizational structure no with the informal organization and only used formal authority, focus look at decision-makers votes and comments. Organization will facilitate achieving the goals through group efforts coordination. Decision making and information processing are the key elements of coordination. Due to employee participation in decision-making process, decentralization in decision making is caused motivation (Abbas & Kumari, 2021). Centralization this considers where the position or point of decision-making lies. In some organizations, decision making is highly centralized. In other cases, decision making is decentralized. An organization is not either centralized or decentralized. These represent two extremes on a continuum. Organization tends to be centralized or decentralized. The placement of the organization on this continuum is one major factor in determining what type of structure exists (Sharma & Behl, 2023).

Organizational performance is a comprehensive concept that involves various factors and is of great importance to both practitioners and researchers (Lengingiro, et al. 2024). Gadd, Holmes, and Shearer (2021) define organizational performance as the effective management of an organisation, to yield maximum value for stakeholders. Organizational performance is attained when an organization efficiently and effectively achieves its objectives, surpassing its competitors in the process (Kaidesoja, 2022). Over the years four decades, there has been a variation in measurement perspectives from purely financial metrics to more comprehensive indicators that capture skills and competencies. There is no universally appropriate performance measure, and multiple measures must be used to assess organizational performance (Burmam et al., 2021).

The success of any organisation is measured by its ability to achieve set goals and objectives (Chikazhe et al., 2023). Gaura et al. (2021) defined organisational performance as the comparison of achieved goals and objectives and the set goals and objectives. Gumbo (2019) viewed organisational performance as not only concerned with the satisfaction of primary stakeholders through profitability but, also with other stakeholders that included, customers, suppliers, government, the environment, and the society in general. The organisational performance measurement is thus, classified into financial and

non-financial indicators and these indicators analyse the extent to which the set organisational goals and objectives are met within a given period which can either be short term or long term (Yehualaa, 2023). These financial indicators include cash flow position, return on investment (ROI) shareholder value, and stock turnover (Kaondera et al., 2023). While non-financial indicators include, customer satisfaction, product quality, corporate social responsibility (CSR), market share, and employee satisfaction (Rucha & Abdallah, 2017). Suppliers are critical stakeholders whose performance has a direct effect on organisational performance (Wairu & Gitonga, 2018). The contribution of suppliers to organisational performance has both financial and non-financial implications.

Based on the literature reviewed, several key themes emerge regarding the impact of various capabilities on the performance of commercial banks: Models are the theoretical systematic grouping of associated ideas and rules that give a system to, or integrate, a huge subject matter as dissipated information is not data except if eyewitness knows about the hypothesis that will clarify connections (Olum, 2004). Subsequently, theories and hypothetical models give measures to what is applicable, they empower us to convey productively and they challenge us to continue finding out about our reality or the field we work in as nature is ever evolving (Chiuri, 2015). There are some generally used models and frameworks available for researchers and managers in the areas of strategy analysis and formulation in strategic management such as SWOT analysis, Porter's generic strategies, portfolio models (Okumus, 2003, Wheelen and Hunger, 2012). By contrast, there is no agreed-upon, generally accepted and dominant framework in "strategy implementation" (Siddique and Shadbolt, 2016). Kurt Verweire (2014) thinks about that as some administration creators consider methodology to be as an exhibition estimation and the executives work out, where methodologies are converted into key Performance Indicators (KPI) that you course further down the association. Others consider the procedure to be as making an authoritative culture that engages individuals to act in accordance with the methodology. Still others consider execution to be a key undertaking portfolio the board. Methodology usage is the entirety of that, and considerably more, system execution is a wide space that contacts a wide range of the board zones, from heading and objective setting to HR, activities culture and the nature of initiative group that is in control. So, administrators should give noteworthy consideration to building up a connecting with hierarchical atmosphere and community oriented structure and culture. Reviewing strategy implementation literature shows that most strategies about procedure usage might be decided in two gatherings; the primary considered the term of strategy implementation as a total of elements that exchanges, connects, and coordinates inside strategy implementation. This second gathering of approaches considered the term technique usage as "process", accordingly this gathering might be called as "process-oriented" approaches (Amjad, 2013).

Strategies are successfully implemented by aligning the strategy planned and executed, aiming together at achieving the organizational vision. The components of the implementation of policy - communication, interpretation, adoption, and action - are not necessarily successive and cannot be distinguished. (Čater & Pučko, 2010) Note that although the strategic execution cycle is significant, there has been much more work on the design of strategies than on strategy executions. At the same time, Alexander argues that the focus on the long-term preparation and approach is on substance rather than the actual implementation of strategies, about which "nothing is reported." The explanations for this apparent lack of study include that the area of strategy execution is regarded as less glamorous as a field and that researchers sometimes underestimate the complexities involved in researching the subject – particularly when the conceptual models are thought to be fundamentally inadequate (Samuel and Idunnu, 2007).

Wolf and Floyd, (2013) has suggested that companies differ in structure, and that theory should move away from the "one best way" to an emergency approach, as this structure should reflect the company's situation and strategies. The structure of the company influences the flow of information and its context and nature. The structure also provides a means of collaboration and communication, coordination, and power and responsibility allocation (Čater & Pučko, 2010).

Traditionally, this core need for coordination and cooperation has been tackled through hierarchical configurations, centralized decisionmaking, rigorous adherence to formally defined rules and procedures, and carefully constructed roles and relations. Others started moving towards de-layering hierarchies because of bureaucratic unpopularity in large companies (Thorpe & Morgan, 2007). Downsizing has dramatically altered employee roles as the structure is being re-engineered. Collective decision-making limited executive teams and reliance on horizontal communication rather than vertical communication distinguish such organizations. The type of plan execution varies for organizations that change in terms of layout according to the enterprise and management style of the business. Strategic typologies are becoming increasingly popular in research strategy (Fuertes, et al., 2020) M. Taxonomy, description of the phenomenon, and clarification of the specification promote the growth of our consciousness.

Taxonomic methods have become standard practice in marketing philosophy, and especially in the analysis of strategy (Nutt, 1999). Observed that styles of leadership would play a key role in addressing transition obstacles and that Moorman and Miner (1998) suggested an improvisational method for achieving structural reform. Those researches, however, focused exclusively on the level of the corporate or functional unit to the detriment of a more micromanager orientation. Original work intends to address this topic by introducing a taxonomy of execution types and concentrating on the role of the managers in the mid-level managers in big business. According to (Schmidt & Brauer, 2008), action analysis will be more appropriate to determine how successful the board members perform the position in strategic execution. However, one big obstacle for scholars in corporate governance is that there is an exception for participatory studies rather than a law (Cetinkaya, Niavand and Rashid, 2019). The reasons for these difficulties lie in the privacy of strategic issues, and in the fact that today's board members increased legal accountability makes them even less inclined to allow researchers to comply. Alternative approaches for observational analysis are required under the assumption that only a few researchers can examine encounters between board members and between board members and executives that may show their success in guiding the policy execution.

### 3. METHOD

This study adopted a descriptive research design. The target population was 11 banks in Nakuru City County respectively comprising of branch managers, credit managers and customer care of the banks. Data collection instrument was questionnaire and other information relevant to the study. A structured questionnaire was administered to the respondents. The Primary data collection instruments was mainly be research questionnaires. The questionnaires were structured questions. The Secondary data collection instruments was bank journals, newsletters. The researcher collected a letter from the department of Business Administration in the School of Business of Jomo Kenyatta University of Agriculture. Piloting was done to test the validity and reliability of the data collection instrument. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was used to determine the statistical relationship between the independent variable and the dependent.

### 4. DISCUSSIONS

The study's first objective is to determine the effect of organizational structure on performance of commercial banks in Nakuru City County Kenya. The composite means of 3.22 indicates that the respondents were neutral on the effect of organizational structure on performance of commercial banks in Nakuru City County Kenya. The standard deviation of 1.00 further indicates that the responses did not vary much from their averages. Table 4.3 below shows how the various statements measuring the effect of organizational structure on performance of commercial banks in Nakuru City County Kenya.

**Table 4.1: Effect of Organizational Structure on Performance of Commercial Banks**

Organizational structure	Mean	Stdv
The organizational structure outlines how activities including task allocation, supervision and coordination are directed towards its individual aims	2.98	1.286
In an effort to run more efficiently, some businesses implement organizational structures in their workplace.	3.25	1.332
the more organized a structure is, the more efficiently a company operates.	3.25	1.318
An effective strategy implementation is one which fits the envisaged organizational structure and also strategy-structure fit has implications for strategy implementation and subsequent organizational performance.	3.29	1.324
An organizational structure details how certain activities are delegated toward achieving an organization's goal.	3.46	1.345
Organisational structure enhances banks performance.	3.11	1.456
<b>Average organizational structure</b>	<b>3.22</b>	<b>1.00</b>

The findings revealed that the organizational structure outlines how activities including task allocation, supervision and coordination are directed towards its individual aims. This was supported by the mean of 2.98 and standard deviation of 1.286. The study also didn't clearly indicate whether though, in an effort to run more efficiently, some businesses implement organizational structures in their workplace. This was represented by a mean of 3.25 and a standard deviation of 1.332, and also a mean of 3.25 and a standard deviation of 1.318 respectively. It was also not clear whether an effective strategy implementation is one which fits the envisaged organizational structure and also strategy-structure fit has implications for strategy implementation and subsequent organizational performance as indicated by the mean of 3.29 and standard deviation of 1.324. However, respondents slightly agreed that an organizational structure details how certain activities are delegated toward achieving an organization's goal. This was evident from the mean of 3.46 and standard deviation of 1.345. Lastly, it wasn't clear whether Organisational structure enhances banks performance. This was supported by the mean of 3.11 and standard deviation of 1.456.

From the findings, it was evident that organizational structure has an effect on performance of commercial banks in Nakuru City County Kenya. Most of the statements didn't positively influence the variable organisational structure since they were below the composite mean of 3.22 and a standard deviation of 1.00.

#### 4.2. Performance of Commercial Banks in Nakuru County Kenya

The main objective of the study was to 'examine the influence of performance of commercial banks in Nakuru County Kenya'. The composite mean of 3.36 indicates that the respondents were neutral on performance of commercial banks in Nakuru County Kenya. The standard deviation of .604 further indicates that the responses did not vary much from their averages. Table 4.2 below shows how the various statements measure the performance of commercial banks in Nakuru County Kenya.

**Table 4.2: Performance of Commercial Banks in Nakuru County Kenya**

<b>Performance of Commercial Banks in Nakuru County Kenya</b>	<b>Mean</b>	<b>Stdv</b>
Organizational performance is attained when an organization efficiently and effectively achieves its objectives, surpassing its competitors in the process.	3.41	1.362
The success of any organisation is measured by its ability to achieve set goals and objectives.	3.46	1.310
Customer satisfaction, product quality, corporate social responsibility (CSR), market share, and employee satisfaction.	3.36	1.327
For a firm to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization.	3.18	1.293
Several key themes emerge regarding the impact of various capabilities on the performance of commercial banks	3.34	1.294
With performance in Banks, there is a presence of growth.	3.08	1.284
<b>Average Performance of Commercial Banks</b>	<b>3.36</b>	<b>.604</b>

The respondents slightly agreed that organizational performance is attained when an organization efficiently and effectively achieves its objectives, surpassing its competitors in the process. This was indicated by the mean of 3.41 and standard deviation of 1.362. The success of any organisation is measured by its ability to achieve set goals and objectives. This was evident from the mean of 3.46 and standard deviation of 1.310. Customer satisfaction, product quality, corporate social responsibility (CSR), market share, and employee satisfaction as shown by the mean of 3.36 and standard deviation of 1.327. Further, it wasn't clear whether for a firm to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. This was evident from the mean of 3.18 and standard deviation of 1.293. It was also not clear whether several key themes emerge regarding the impact of various capabilities on the performance of commercial banks as shown by the mean of 3.34 and standard deviation of 1.294. With performance in Banks, there is a presence of growth, the mean of 3.08 indicated that respondents were not sure about that. Most of the statements negatively influenced the Organizational performance since their means were below the average mean of 3.36.

### 4.3. Correlation Analysis

To determine the existence of relationships between the predictor variables and the dependent variable, the Pearson correlation coefficient (r) was employed to determine the relationship, direction, and magnitude, as described by Yount (2006). The correlation's direction specifies whether it's inverse (-) or direct (+). The correlation can be weak, somewhat high, or none at all. The correlation can either be explained as significant or inconsequential. For this investigation, the correlation coefficients are reported in Table 4.3

**Table 4.3: Correlation Matrix**

	Performance Of Commercial Banks	Organisational structure
Pearson Correlation (r)	1	.644**
Sig. (2-tailed)		.000
N	160	160

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Based on the findings shown in Table 4.3 there is a significant positive correlation between organisational structure and performance of commercial banks in Nakuru County Kenya as depicted by a correlation value ( $r = .644$ ,  $\text{Sig} = .000$ ). The association is strong since  $r = .644 < 1$ . This implies that a unit change in organisational structure may lead to an increase in the performance of commercial banks in Nakuru County Kenya by .644 units. The findings are supported by the study by Andinda and Dushimimana (2023) who found a strong correlation ( $r = .669$ ) between organisational structure and performance of commercial banks in Nakuru County Kenya. The findings concurred with Andinda and Dushimimana (2023) found a strong positive correlation ( $r = .592$ ,  $\text{sig} = .000$ ) between strategic resource allocation and banks performance.

### 4.4 Regression Analysis

The study variables were regressed to reveal the link between the independent and dependent variables. The study evaluated the analysis of variance, model summary, and model fitting.

#### 4.4.1 Model Summary

The coefficient of determination ( $r$ ) was used to assess the relationship between the dependent variable (performance of commercial banks in Nakuru County Kenya) and the independent variables (organisational structure). In this study, the coefficient of determination ( $r$ ) was 0.730, indicating a strong relationship between the independent factors (organisational structure) and the dependent variable (performance of commercial banks). The R squared was 0.507, indicating that independent factors (organisational structure,) could account for 50.7% of the dependent variable (performance of commercial banks in Nakuru County Kenya). Thus, strategic implementation practices can only account for 50.7% of the performance of commercial banks in Nakuru County Kenya.

**Table 4.4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 <sup>a</sup>	.507	.495	.42962

a. Predictors: (Constant), organisational structure

The study found organisational structure, organisational culture, strategic communication, strategic resource allocation to have significant correlation with performance of commercial banks in Nakuru County Kenya.

#### 4.4.2 Analysis of Variance

ANOVA was used to determine if the model was a good fit for the data. As depicted in Table 4.5 below, the F calculated (4, 155) was 37.902 which is higher than the F critical value 2.43. The sig value was 0.000 which is less than the significant level of 0.05. This implies that the model was a good fit for the data and hence can be used to show the influence of the independent variables (organisational structure) on the dependent variable (performance of commercial banks in Nakuru County Kenya).

**Table 4.5: Analysis of Variance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	29.460	1	7.115	37.902	.000 <sup>b</sup>
1 Residual	24.609	59	.185		
Total	53.069	60			

a. Dependent Variable: performance of commercial banks in Nakuru County Kenya  
b. Predictors: (Constant), organisational structure

#### 4.4.3 Regression Coefficients

Regression analysis helps understand how a typical value of a dependent variable or criterion variable changes when any one of the independent variables is varied, while the other independent variables are held constant. Table 4.6 below shows the values for the coefficients. The regression results show that the constant for the study model the constant for the model was 1.271 and also significant (Sig = .000 < 0.05) as supported by t-calculated (6.318) which was found to be greater than the t-critical ( $\pm 1.955$ ).

**Table 4.6: Regression Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.271	.201		6.318	.000
Organisational structure	.144	.060	.239	2.395	.018

a. Dependent Variable: performance of commercial banks in Nakuru County Kenya

For the first objective of the study which was to ‘establish the influence of organisational structure on performance of commercial banks in Nakuru County Kenya’ the variable organisational structure ( $\beta = .144$ , Sig = .018) shows a significantly strong positive significant relationship with performance of commercial banks in Nakuru County Kenya’. This indicates that organisational structure has a direct relationship with the performance of commercial banks in Nakuru County Kenya since ( $\beta = .144$ ) is positive implying that an increase in performance of commercial banks by a unit needs a .144 of organisational structure. In addition, organisational structure influences the performance of commercial banks by .239 or 23.9%. The significance is also supported by the t-calculated (2.395) > than the t-critical ( $\pm 1.655$ ). Thus, organisational structure positively and significantly influences the performance of commercial banks in Nakuru County Kenya. The findings are supported by Umukumburwa (2024), Andinda and Dushimimana (2023), and Sebasore and Dushimimana (2022) who found a significant positive influence between organisational structure and performance of commercial banks.

#### 4.4.4 Model Fitting

Multiple regression was carried out to determine the relationship of the study model by predicting the Dependent variable in terms of the independent variables. The following multiple regression model was used to come up with the results.

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

Where, Y= performance of commercial banks in Nakuru County Kenya.

$\beta_0$  = Constant (Coefficient of intercept)

$X_1$  = organisational structure

$B_{1-4}$  = regression coefficient.

$e_0$  = Error term

$$Y = 1.271 + .144X_1$$

## 5. CONCLUSION AND RECOMMENDATIONS

The study's objective is to determine the effect of organizational structure on performance of commercial banks in Nakuru City County Kenya. The findings revealed that the organizational structure outlines how activities including task allocation, supervision and coordination are directed towards its individual aims and that in an effort to run more efficiently, some businesses implement organizational structures in their workplace. The findings also revealed that an effective strategy implementation is one which fits the envisaged organizational structure and also strategy-structure fit has implications for strategy implementation and subsequent organizational performance and that an organizational structure details how certain activities are delegated toward achieving an organization's goal. The findings also showed that organisational structure enhances banks performance.

The study concluded that organisational structure ( $\beta = .144$ , Sig = .018) shows a significantly strong positive significant relationship with performance of commercial banks in Nakuru County Kenya'. This indicates that organisational structure has a direct relationship with the performance of commercial banks in Nakuru County Kenya since ( $\beta = .144$ ) is positive implying that an increase in performance of commercial banks by a unit needs a .144 of organisational structure. In addition, organisational structure influences the performance of commercial banks by .239 or 23.9%. The significance is also supported by the t-calculated (2.395) > than the t-critical ( $\pm 1.655$ ). Thus, organisational structure positively and significantly influences the performance of commercial banks in Nakuru County Kenya. The findings are supported by Umukumburwa (2024), Andinda and Dushimimana (2023), and Sebasore and Dushimimana (2022) who found a significant positive influence between organisational structure and performance of commercial banks. The study recommended that the management of the commercial banks should come up with an organizational structure that outlines how activities including task allocation, supervision and coordination are directed towards its individual aims.

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