

INFLUENCE OF ORGANIZATIONAL STRUCTURE ON PERFORMANCE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION IN KENYA

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Abstract: Despite the advantages of well-designed strategic plans, the IEBC still encounters challenges in achieving its organizational goals. These challenges include a lack of citizen participation, fairness, and credibility. Additionally, electronic voter verification and tallying technologies present different security challenges compared to manual verification systems. Carrying out elections within some regions in the country is also a challenge due to impassable roads and insecurity. Therefore, for the achievement of elections that is free, fair and transparent within the limits of 2010 constitution, it is crucial to identify self-ruled governance, institutions and guidelines. Therefore, this study investigated the influence of organizational structure on performance of independent electoral and boundaries commission in Kenya. The study was guided by contingency theory. The study applied descriptive research design. The population consisted of Independent Electoral and Boundaries Commission headquarters within Nairobi City County, Kenya with a total of 70 respondents and a census was used. The instrument used for collecting data was semi-structured questionnaire. Piloting test was done at Mombasa County's offices of the organization with 7 respondents for assessments of validity and reliability. The tests involved in validity were face, criterion and content validity tests. A Cronbach's alpha test was applied for reliability testing which considered a value of 0.7 or higher as indicative of reliable instrument. The process of analyzing qualitative data was based content analysis technique presenting finding in narrative form as per every variable. Descriptive statistics, such as means and standard deviations, were utilized to analyze the quantitative data gathered from the surveys. Additionally, multiple regression analysis was conducted to explore the relationship between independent and dependent variables. A table and a figure were employed to illustrate the findings. The study established that the organizational structure ($\beta=0.0411$, $t= 3.294$, $p < 0.05$) of IEBC had improved significantly its performance. The study concludes that the IEBC had a proper structure that had facilitates clear definition of roles and responsibilities making the electoral process transparent and efficient. The study recommends that the IEBC should streamline its processes by reviewing and refining the existing process to avoid redundancy and enhance workflow through adoption of lean management principles.

Keywords: Strategy Implementation, Organizational Structure, Performance.

1. INTRODUCTION

The achievement of organizations is meaningfully impacted by the execution of intended strategies since when firm strategies are successfully performed, these firms can assess their performance founded on numerous standards, comprising market scope, customer retaining, profit maximization, product innovation, client loyalty, and engaged staff (Deusen, Williamson & Babson, 2020). As noted by Neilson, Martin, and Powers (2023), organizations need to regulate their environments through a prudently created strategic plan to realize their goals and objectives. Therefore, the implementation of strategies is a vital element in satisfying an organization's aims and purposes.

The business operative environment displays a noteworthy level of vitality, subjective by the increasing effects of globalization and progressions in information and communication technology, amongst other features. For organizations to excellently harmonize their procedures with this lively setting, it is indispensable that they unceasingly formulate and implement strategies (Genc, 2021). According to Andrews, Boyne, Law, and Walker (2023), the effective implementation of strategies by an organization is dependent upon its active assessment of both macro and micro-environmental aspects. Therefore, businesses need have the capacity to familiarize rapidly and efficiently to developing situations to prosper in a globalized and vibrant background.

Al-Ghamdi (2020), indicate that the efficiency of carrying out strategies centers on whether an organization encounters its important intentions and attains the best level of both financial and non-financial performance. In defining the method to strategy implementation, it is decisive for managers to identify the interior circumstances that are crucial for the positive accomplishment of strategic plan. According to Hong, Kwon, and Jungbae (2021), implementing a strategy needs making a healthy arrangement between internal management practices and the essential circumstances for actual strategy execution. This comprises features such as corporate structure, internal policies and measures, supportive systems, expertise and proficiencies, budget distribution, reward schemes, and structure. The probability of accomplishing the anticipated performance is improved over this orientation. Thus, the actual implementation of comprehensive strategies is precarious for realizing the envisioned results.

The Election Commission of Pakistan (ECP) has reliably tried to uphold equality by struggling to conduct elections that see the ambitions and prospects of citizens throughout the country. In 2010, the ECP became one of the rare public sector organizations in Pakistan to design a strategic plan (Mirbahar, 2019). According to Hamida, Bashir, and Khan (2022), the prime drive of this creativity was to meet the inadequacies and trials recognized within electoral process all through the General Elections (GE)-2008 Post-Election Review (PER). The Election Commission of Pakistan (ECP) has reliably attempted to uphold fairness by endeavoring to carry out elections that achieve the ambitions and anticipations of citizens within the country.

Nwagboso (2020), indicate that the Independent National Electoral Commission (INEC) recognized a logical and steady methodology to election preparation in Nigeria in 2012. Subsequently, the Commission has officiated the Election Project Plan (EPP) to control the implementation of both extensive and off-cycle administration elections. Ejalonibu (2022) highlights that the accomplishment of the 2019 EPP met numerous difficulties, such as postponements, the failure to pass proposed alterations to the electoral legal outline, pre-election proceedings, logistical difficulties, infrastructural limitations, and safety fears.

The implementation of a strategy involves altering the broad goals and objectives of a company's planned goals hooked on precise projects and events that can be supported out by employees at each level of the organization (Kettunen, 2018). Lederer and Sethi (2020) declare that an organizational strategy cannot flourish except it is performed properly and comprises describing the important course and purposes of the organization. Therefore, strategy need be interlaced into all aspect of an organization's processes, as commissioning a strategy can develop the competence and value of teams in accomplishing their goals.

Child (2022) witnesses that the firm's organizational structure promises that it has the approach, capitals, and outline mandatory to create plan enactment easier. Moreover, the organization's arrangement need be perfect and line up with the tasks and responsibility apparent in the organization's intentions. Joseph, Klingebiel, and Wilson (2023) indicate that each individual within an organization need be cognizant of their tasks and embrace themselves answerable for them. Likewise, administration ought to create strong outlines of communication during the course of the organization. Thus, workers in all dedicated capacities need interconnect successfully with other divisions and administrators in order to reach the business's goals as a solid team.

Bases on Article 88 of the Kenyan Constitution of 2010, the Interim Independent Boundaries Review Committee (IIBRC) and the Interim Independent Electoral Commission (IIEC) were dissolved, and the Independent Electoral and Boundary Commission (IEBC) took their place. In order to create the IIEC, the Kenyan Parliament modified Section 41 of the Constitution in 2008. Any referendum and election for any elective body or office established by an Act of Parliament or the Constitution must be coordinated and overseen by the IEBC.

There is a chairperson and eight members of the commission. Through their established Committees, the Commissioners oversee and set policy. The Secretariat, under the leadership of the Commission Secretary who also acts as the Chief

Executive Officer, assumes an essential part in the working of the association. Supporting the Commission Secretary are two Deputy Commission Secretaries, each overseeing different aspects of operations. The Secretariat comprises eight directorates. The 47 County Election Managers oversee field offices for the Independent Election Counties Commission (IEBC), which is a decentralized organization. In addition, the Commission has well-known offices in every of the 290 constituencies, which are supervised by a constituency election coordinator.

Since 1963, Kenya has held elections on a regular basis. Nonetheless, the nation regularly held multiparty periodic presidential and legislative elections from 1992 to 2013. The nation carried out two constitutional ballots for the period of that time highlighting Kenya's growth toward combining its self-ruled advantages. In the 2010 Constitution, the Commission acquired on the hard obligation of doing elections for six locations in March 2013. Mutuva (2021) noted that the elections enabled the nation's move to a entrusted structure of power, notwithstanding the lawful, organizational, and party-political hitches carried on by the difficulty resultant from the amplified number of voting points. Improved delivery of service delivery and superior citizen contribution in the countless supremacy procedures that influence them are the aims of devolution. Devolution has comprehensive special effects in various zones, together with how the Commission arranges and delivers election services to the community.

STATEMENT OF THE PROBLEM

In Kenya, state corporations play a significant part in warranting that the government realizes its responsibility to its populations, as delegated by the State Corporations Act of 2016. Still, the IEBC meets challenges in achieving its organizational goals, notwithstanding the benefits of well-made strategic plans. These challenges comprise absence of voter trust, insufficient funding, deficient civic training, and distinctive security matters related with electronic voter verification and tallying technologies. Moreover, carrying out elections in particular sections of the country poses complications due to bad infrastructural roads and insecurity. Additionally, in 2022, the IEBC recorded a total of 22,120,458 voters through 27,397 registering centers, but the voter attendance was only 64.77%, matched with 78% in the 2017 general election. Consequently, realizing free, fair, and transparent elections as planned in the 2010 constitution might be unachievable without the existence of self-governing governance, institutes, and measures.

2. LITERATURE REVIEW

Theoretical Literature Review

Contingency Theory

Burns and Stulker (1961) presented Contingency theory, which highlights the analysis of the influence of actions or situations on an organization's conduct. According to the theory, businesses have a duty to strive for full integration and differentiation, reliant on the level of improbability in the atmosphere. Contingency theory is originated on the belief that the most operative practices are dependent on the precise situations of a state, supporting in the examination of conditions and the identification of issues that impact strategic selections. As per contingency theory, an organization's ability to familiarize to unexpected events defines its performance.

According to Ongeti (2014), Contingency theory proposes that different answers are probable to be most operative under dissimilar conditions. This conclusion is vital as it challenges the view of entire rules for organizational administration, as an alternative declaring that varying settings require different organizational structures and methods. Consequently, Morton and Hu (2015) have emphasized that a business strategy's achievement is primarily reliant on how sound the organizational structure and the strategy bring into line. The theory highlights the significance of strategic orientation, which improves an organization's performance by reinforcing the union between its strategic precedence and its exterior setting.

The theory embraces prominence in the study as it prepares managers with a extensive collection of selections to address matters and awards them noteworthy pleasure in decision-making. When the condition demands it, administrative leaders would have the capability to compliantly adjust or even diverge from recognized standards by accepting the suitable structure that furnishes to the existing requirements of the business.

Empirical Literature Review

Wangui, Muhoho, and Kahuthia (2021) assessed the structure of County governments within the Central Region of Kenya and its effect on performance. A total of 252 participants, all residents of the five central counties in Kenya, contributed to the investigation by completing a structured electronic survey. The outcomes of point to that, assuming all other variables

stayed constant, a one-unit rise in organizational structure led to enhanced County performance, underlining the substantial positive impact of the structures adopted by these Counties on performance. However, the study exclusively concentrated on the county governments' performance in Kenya.

Onono (2018) analysed how the structure adopted by General Electric Africa had influenced its performance. A structured questionnaire, comprising a series of predetermined questions, was designed and administered to gather quantitative data from the participants. Once the data collection phase was finalized, the collected information underwent analysis through descriptive statistics. The research applied Pearson correlation, revealing a significant and positive association. Moreover, the speed and accuracy of decision-making were affected by the organizational structure.

Organizational Structure and Performance: An Empirical Study in SMEs in Sri Lanka by Udayanga (2020). An organized questionnaire was utilized to gather information from a sample of 383 owners of SME businesses. The structural equation modeling (SEM) was applied for examination of relationships linking the two primary constructs within small and medium scale industry in Sri Lanka. Once the data was collected, it was analyzed using SEM techniques. According to the study, business performance was positively correlated with the aspects of the their structure.

Korir and Kyule (2020) researched how structure in governance was related to the performance of county governments in Kenya. The analysis of data required the utilization of both descriptive and inferential statistical methods so as to acquire a comprehensive awareness of the dataset and draw meaningful conclusions. According to the study, the relationship governance structure affected the County's performance and made it easier to approve potential suppliers based on their ability to complete the tasks that were allocated to them.

3. RESEARCH METHODOLOGY

The study applied descriptive research design. The population consisted of Independent Electoral and Boundaries Commission headquarters within Nairobi City County, Kenya with a total of 70 respondents and a census was used. The instrument used for collecting data was semi-structured questionnaire. Piloting test was done at Mombasa County's offices of the organization with 7 respondents for assessments of validity and reliability. The tests involved in validity were face, criterion and content validity tests. A Cronbach's alpha test was applied for reliability testing which considered a value of 0.7 or higher as indicative of reliable instrument. The process of analyzing qualitative data was based content analysis technique presenting finding in narrative form as per every variable. Descriptive statistics, such as means and standard deviations, were utilized to analyze the quantitative data gathered from the surveys. Additionally, multiple regression analysis was conducted to explore the relationship between independent and dependent variables. Tables were employed to illustrate the findings.

4. FINDINGS

The descriptive statistics results regarding organizational structure are presented in Table 1.

Figure 1: Organizational Structure

Figure 1 presents results on respondents' view regarding the extent to which structure of IEBC had influenced its performance.

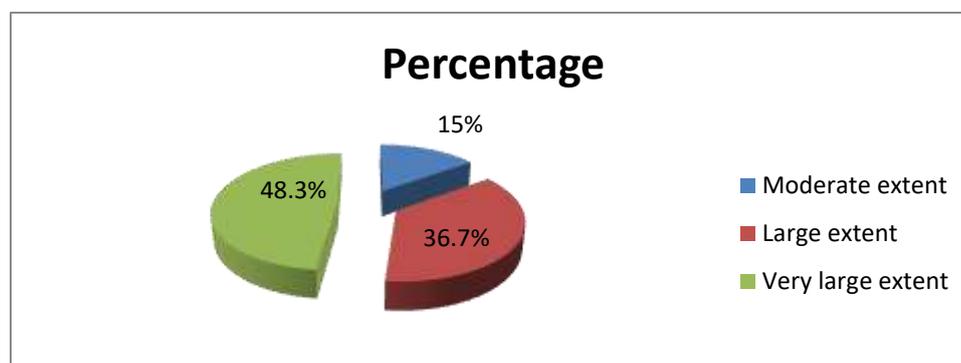


Figure 1: Organizational Structure

Source: Research Data (2025)

The results reflect that (48.3%) of the respondents that the IEBC's structure had to a very large extent influenced its performance, 36.7% indicating large extent and 15.0% had a view that it led to moderate extent. This result corroborates with Child (2022) who observed that the structure of the firm ensures it possesses the mindset, resources, and framework necessary to facilitate the application of plans.

Table 1 reflects results on the level of agreement measured regarding the influence of IEBC structure on its performance of each of the following statements.

Table 1: Organizational Structure

Statements	Mean (M)	Standard Deviation (SD)
Proper definition of responsibilities has improved employee experience and supported the efficiency of the organization	4.26	0.74
Defining roles and responsibilities has boosted transparency	3.68	1.32
Centralized structure has led to having a clear chain of command because everyone within the company knows to who they are accountable	4.56	0.44
Decentralization has promoted a spirit of group cohesiveness and spirit	4.11	0.89
Proper coordination has ensured smooth function of the organization	3.51	1.49
The group has been able to quickly accomplish its goals thanks to effective coordination.	4.35	0.65
Overall score	4.08	0.92

Source: Research Data (2025)

The results indicate strong agreement from the respondents on the statement that centralized structure has led to having a clear chain of command because everyone within the company knows to who they are accountable (M=4.56; SD=0.44). The respondents agreed that; the group has been able to quickly accomplish its goals thanks to effective coordination (M = 4.35; SD = 0.65), proper definition of responsibilities has improved employee experience and supported the efficiency of the organization (M=4.26; SD=0.74), decentralization has promoted a spirit of group cohesiveness and spirit (M=4.11; SD=0.89), Defining roles and responsibilities has boosted transparency (M=3.68; SD=1.32) and proper coordination has ensured smooth function of the organization (M=3.51; SD=1.47). Moreover, it can be observed that there was a general agreement on these statements as given by overall mean (4.08) and standard deviation (0.92).

The finding indicates that the organizational structure adopted by the IEBC Kenya had played significant role in enhancing its performance. The high mean score shows that proper definition of responsibilities by IEBC Kenya reduces confusion and overlapping of duties making every employee understand his or her own job tasks and proper coordination improves IEBC performance by making employees work towards the same direction and unite internal and external parties together. However, the lowest mean and higher standard deviation score indicates that there were variations in how various respondents perceived implementation of structure on transparency.

The study sought to establish other effects that organizational structure had contributed towards the IEBC performance. The responses obtained were;

'The IEBC had a structure that facilitated coordination amongst its employees and all its functional units. The organizational structure had streamlined the electoral process and ensured that various elements like voter registration and distribution of ballots were managed efficiently. Roles and responsibilities are clearly defined which has promoted accountability and team collaboration during electoral processes.'

Regression Analysis Results

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.866	0.749	0.702	0.003

Source: Research Data (2025)

The finding indicate that the adjusted R-squared value is 0.702 (70.2%), which shows how much the organizational structure influenced the performance of IEBC. Therefore, the remaining 29.8% accounts for other implementation strategies adopted by IEBC not studied

Table 3: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.694	0.118		5.881	0.003
	Organizational structure	0.705	0.214	0.0411	3.294	0.004

Source: Research Data (2025)

The results reveal the value at which the dependent variable (performance) varies while the independent factor (organizational structure) remains constant is 0.694. The established regression equation can be written as;

$$\text{Performance} = 0.694 + 0.0411(\text{organizational structure}).$$

The study established that the structure of IEBC had improved considerably its performance ($\beta=0.0411$, $p < 0.05$). This means that improvement on organizational would directly improve the performance of IEBC.

5. CONCLUSIONS

The conclusion was that the IEBC had a proper structure that had facilitates clear definition of roles and responsibilities making the electoral process transparent and efficient. A well-organized structure enables IEBC to simplify its processes leading to improved communication processes and coordination of its functional units hence managing the electoral process effectively. A strong structure of IEBC enables it to achieve effectively its resource allocation which ensures that all the projects are sufficiently supported leading to successful electoral process.

6. RECOMMENDATIONS

The study recommends that the structure of the IEBC desires to be a balance of clear responsibilities, an effective equilibrium of centralization and decentralization, together with vigorous coordination mechanisms to accomplish its mandate. IEBC should rationalize its processes by appraising and filtering the prevailing process to avoid redundancy and enhance workflow over adoption of lean management principles. The IEBC should develop its capacity building programs for its staff in getting crucial proficiency that could permit them to effectively acquaint to new challenges. The IEBC should create perfect performance measures for effective dimensions of its departments so as to classify areas that necessitate further enhancement.

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