

CORPORATE RESTRUCTURING AND ORGANIZATION PERFORMANCE OF NATIONAL POLICE SERVICE IN KENYA

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ABSTRACT

The objective behind this study was to find out effect of corporate restructuring on organization performance of National Police Service in Kenya with specific objectives being to determine the extent to which portfolio restructuring affects the performance of the National Police Service in Kenya; to evaluate the effect of financial restructuring on the performance of the National Police Service in Kenya; to establish the effect of organizational restructuring on the performance of National Police Service in Kenya and to assess the effect of operational restructuring on the performance of the National Police Service in Kenya. Literature was reviewed based on the variables' empirical and related theories and are summarized diagrammatically using a conceptual framework. The study applied descriptive research design that revealed the understanding of the study variables while multiple regression analysis was done in order to find out the relationship between restructuring and performance of the National Police Service in Kenya (dependent variable). Relationships. The target populations composed of 296 officers in NPS headquarter in Nairobi. stratified method of sampling was employed in constituting the sample of 60 respondents.

INTRODUCTION

Nowadays, most organization operates in unpredictable environment which affects their performance due to rapid change in technology. To achieve effective performance, most organization employ various strategies to ensure they outdo their market competitor by being the most influential and effective. One of such strategy that most organizations adopt is corporate restructuring strategy to achieve their goals and cope with changing environment (Anderson, 2010). The notion of corporate restructuring is to facilitate the continuation of the functioning of

The method was used since it enabled inclusion of all divisions in the sample. Questionnaires were major data collection instrument. They were self-administered and were first be pilot tested for validity and reliability. Statistical Package for Social Sciences (SPSS) Version 20 was used for data analysis and generation of tables, figures and relationships. The study revealed that the effect of portfolio restructuring on performance of National Police Service is that it encourages cooperation among different units to ensure it delivers to the expectations of the citizens. NPS is better organized and focused on its core business with a revised strategic and financial plan. Organizational restructuring has simplified the manner in which various duties are undertaken at NPS in such a way that there is no duplication and complexity of duties. The study recommended that NPS should ensure that they utilize organizational restructuring in an effort to motivate their employees. NPS should also restructure the way in which the police force work in Kenya and instill strict discipline upon their officers by ensuring good organizational governance so that the overall image of the NPS doesn't continue being jeopardized.

Key Words: *corporate restructuring; organization performance; national police service*

an organization. This may result to attainment of the core competence of the continuous acquisition of other firms that are being restructured in order to maintain particular firm assets while not investing in others. Restructuring refers to the alteration of the structure of an organization's business and financial structure. Organizations that have undergone restructuring in an effective manner will be theoretically more efficient organized and focused in the achievement of a strategic financial plan (Lebans & Euske, 2012).

The process of restructuring a firm depends on various elements such as the company's position in terms of its competitiveness, the survival of a company within a particular economic climate and the self-confidence of the organization in heading towards a particular direction (Koplan, Steven & Morgan, 2011). Strategies of corporate restructuring involve 4 approaches; financial, portfolio, the operational and organizational restructuring. Portfolio restructuring is the changing and manipulation of a portfolio by auctioning the assets that are not needed and replacing them with the assets that are critical for organization performance. Financial restructuring is a process aimed towards the prevention of a company's liquidation (Lal, Pitt & Beloucif, 2013). Organizational restructuring ranges from the variations in human resource institutional policies (Bowman & Singh, 2013). Organizational restructuring requires that the human resource policies used in the organizations be reviewed as dictated by the changes in the environment in which the organization is operating in or based on the situations of the firm. Operational restructuring happens when there exist major changes in the surrounding business which may be in the form of technology and innovations in products, changes in laws related to taxes, deregulations, laws and foreign competition.

The aim behind corporate restructuring may be single or multiple, with the key aim of corporate restructuring being its contribution towards success of the organization (Hulbert & James, 2010). A corporate restructuring firm that is seen to be doing well will not identify issues where there is loss of funds, but other solutions can be provided in order for a company to find ways to institute the handling of such issues. They will also assist a company to undergo the process of restructuring through the development of forecasts that will ensure that the company is able to secure the funds necessary to make such changes. Corporate restructuring can assist in the restoration, preservation and enhancement of the value of the organization.

Most non-profit organizations, such as public institutions, see their performance in terms of how well they are able to handle the specifications as stipulated in their mission or goal statements. Lusthaus, Anderson and Murphy (1995) pointed out that specific forces have an effect on the levels of performance such as the ability of an organization and the forces in the surrounding and the internal drivers of the organization. According to Lusthaus, Anderson and Murphy (1995), concepts that have been used in the determination of organizational performance are efficiency and effectiveness. Of late, there have been various variables that have been used to define organizational performance. These concepts include innovation, morale, adaptability, change orientation and turnover.

National Police Service

The recent restructuring of Kenya Police Service to National Police Service, were informed by a result of the police negligence during the 2007 and 2008 post-election violence. After many years is for the purpose of reformation of the police force through the investments on several initiatives. The National Task Force on Police Reforms was formed in 2009 by the state in order to initiate reforms on the police. The consultations that were conducted led to the production of more than 200 endorsements with the inclusion of proposals that aim at restructuring the police force in order to form new institutions responsible for making policies on the police. In the year 2011, the state published a 3year reform police programme for the purposes of transforming the police service into a trusted and effective agency for security in Kenya. Key changes were witnessed in the promulgation of the 2010 constitution in terms of the command and structure of the police. This bill was then instituted in order to facilitate the implementation of the constitution.

Based on a report by the NPS (2017) on crime, there was an indication that an estimated total of 77,992 crimes were reported in 2017 in comparison to 76,986 reported in 2016. This implied that the number of cases increased by an overall 3 percent. The rise in reported cases is accredited to an increased tendency to steal which is 12 percent of the cases, theft of stocks (11 percent), offences against individuals (1 percent), theft by servant (8 percent), economic crimes (5 percent), vehicle theft (4 percent), offences caused by police (51 percent), homicide (1 percent) and robbery (1 percent) increase. Nevertheless, a reduction in the category of crimes that were listed such as the offence against morality (12 percent), abuse of dangerous drugs (10 percent), other penal case offenses (4 percent), traffic offences (50 percent) and corruption comprising 18 percent of the cases. The cause may be attributed to the electioneering period in 2017.

STATEMENT OF THE PROBLEM

The responsibility of National Police Service is to provide security to the citizens of Kenya from disobedience and attack of set laws and regulations. Nevertheless, the study that was carried out by Transparency International Kenya (2016) showed that 54 percent of Kenyans were of the perception that sufficient security was not being provided by the institution as indicated in the constitution, 26 percent felt that moderate security was being maintained and the remainder 20 percent felt that the services of the police were sufficient and that the country was secure. KHRC (2017) confirmed that the performance of the police was not good. Also, 53 percent of the citizens expressed dissatisfaction in the manner in which cases were handled. The outcomes are in conformation of the Ipsos Synovate (2016) survey in which 58 percent of the crimes reported to police in the year 2015-2016 were not properly addressed. In spite of the constitutional structure proposed by the Kenyan constitution, the state is still garnering for more changes to the National Police Service so that the administration police can be converted into regular police. The study therefore intends to investigate whether these changes in the structure will lead to a rise in performance in the sector and whether there is a need for the change.

GENERAL OBJECTIVE

The general objective of this study was to investigate the effect of corporate restructuring on organization performance of National Police Service in Kenya. Specifically, the study sought:

SPECIFIC OBJECTIVES

1. To determine the extent to which portfolio restructuring affects the performance of the National Police Service in Kenya.
2. To evaluate the effect of financial restructuring on the performance of the National Police Service in Kenya.
3. To establish the effect of organizational restructuring on the performance of National Police Service in Kenya.
4. To assess the effect of operational restructuring on the performance of the National Police Service in Kenya.

THEORETICAL LITERATURE REVIEW

Resource-Based View Theory

The resource-based view theory argues that firms possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive advantage. That advantage can be sustained over longer time periods to the extent that the firm is able to protect against resource imitation, transfer, or substitution (Barney, 2010). Resource Based view by Barney (2010) contend that above normal returns accrue due to valuable, rare, non-imitable immobile and non-substitutable resources. It views firm as a unique bundle of resources that is all assets and capabilities, organizational process, firm attributes, information, knowledge controlled by a firm that enable the firm to conceive and implement strategies that improves its efficiency and effectiveness, hence outperform the competitors in the industry (Barney,2010).

Foos and Knudsen (2007) asserts that resource-based view (RBV) tends to focus on resource and capabilities that are long lived & difficulty to imitate. Superior performance therefore was based on developing a competitively distinct set of resources and deploying them in a well-conceived strategy. According to Foos and Knudsen (2007), RBV It builds on the two approaches to strategy by combining internal and external perspective of a firm and no two companies are alike because no two companies have had the same set of experience, acquired the same assets and skills, or built the same organizational cultures, further these assets and capabilities determine how efficiently and effectively a company performs its functional activities. The theory assumes that firms within an industry may be heterogeneous with respect to the strategic resources they control and the resources may not be perfectly mobile across firms and thus heterogeneity can be long lasting. Firms in different industries as well as within one industry differ in resource supply and in order to achieve sustainable competitive advantage should exploit those differences.

Competitive advantage can be sustainable if those resources are valuable, rare, imperfectly imitable and not substitutable (Barney, 2010).

This theory is applicable in this study since according to the theory restructuring organizational resources like employees, firm capabilities, knowledge assets etc. meet organizational goals and objectives. In portfolio restructuring, to affect performance management, a company can restructure its enterprise to increase its focus by disposing a unit that is cognizant with the core business so as to increase the level of capital and do away with the ineffective operation through the action of a division.

Financial Intermediation Theory

This theory was advocated by Merton (1995), it seeks to explain that within the institutions, there exists information asymmetries that are dependent in nature and very costly in terms of the transaction costs. This theory contends that in order for an organization to experience an improvement in terms of the financial performance, there is need for an improvement in the company's activities in terms of its processes, institutional innovation and capacity building along with the production of new products and services that lead to a rise in the overall share in the market through the creation of a larger pool of customers. This facilitates the aspect of financial inclusion.

Financial intermediaries cost advantages include; risk aversion assist in ensuring risk are minimized totally and that the chance of them to occur are minimal, reconciling conflicting preferences of lenders and borrowers, intermediaries concentrate on the demands of the lenders and borrowers and are able to enhance, using financial intermediaries reduces the costs of lending and borrowing (economies of scale).

Financial intermediation theory is applicable in this study for it states that for an organization to experience improved financial statement there should be improvement of company's activities in terms of its processes, institutional innovation and capacity building along with the production of new products and services that lead to a rise in the overall share in the market through the creation of a larger pool of customers. The theory helps in explaining how improved companies' activities can affect performance of an organization.

Strategy-Structure Contingency Theory

The theory of agency states that the management and ownership separation in corporation is pareto optimal, despite the conflict of interest potential, if the mechanism of corporate governance safeguards shareholders adequately. The authors states that the activity of organization re-organization happened in 1980s as a response to mistakes that occurred during 1960 to 1970 as a way to ensure control measures are taken.

The model comprises of a manager, financial market and a firm that is about to be constructed. The model manager has private information on the restructuring success effort likelihood, and managers may recognize the expenditure restructuring provision in discretionary reporting. The

managers decide whether to report a provision or not, thus recognizing that the restructuring impact have no compensation.

EMPIRICAL REVIEW

Portfolio mainly adds great variations that include a myriad of assets that are in the firm's ownership or the operating lines of a firm which includes the asset sales, spin offs, liquidation and divestitures (Maria, Angel & Javier, 2015). The management of a company may tend to restructure its enterprise so as to increase its focus through disposing a unit that is cognizant with the core business so as to increase the level of capital and do away with the ineffective operation through the action of a division (Wu & Delios, 2010).

In order to facilitate financial restructuring, there needs to be great variations in terms of the structure of capital of an organization, leveraged buyouts, recapitalizations and equity and debt swaps (Cascio, 2012). Financial structure is defined as the distribution of corporate flow cash-funds or credit and the strategic and contractual choice rules that govern the flow and which are used to dictate the value added and its allocation among diverse corporate constituencies (Bowman & Singh, 2013).

Organizational restructuring also involves variations that are significant in the structure of an organization which may also involve the creation of new divisional boundaries, reduction of hierarchy levels and the spread of control, reducing diversification of a product, re-examining the compensation, leveling the processes, and reforming of governance while reducing employment (Davis, Eisenhardt & Bingham, 2009). The findings of Bowman and Singh (2013) stated that the sacking of workers in an organization is another form of organizational change which may negatively affect the level of performance. Reducing announcements that are associated with organizational restructuring are likely to have a positive effect, though it may have an insignificant effect on performance. The changing environment in which organizations function is said to vary and therefore should always be aware of new ways of structuring and financing an enterprise.

Operational restructuring has been an instrument that assists firms that are failing to improve from bad situations such as the economic recession. Nevertheless, the risk associated with restructuring is deemed to lead to future prospects of restructuring which reduces the workforce and leads to the reduction in the size of large-scale assets (Cascio, 2002). Moreover, organizations that have high debt levels are unable to reduce the costs through the reduction of its core competences. Turnarounds that also include the incorporation of restructuring are able to reduce costs and maximize revenues, increase in productivity and it also assists in the maintenance of customers (Appelbaum, Lavigne-Schmidt, Peytchev & Shapiro, 2010). Turnarounds do not deal with operational issues that lead to failure. In the past, there were companies that were successful and that were able to set and achieve their financial targets without having to pay sufficient attention on the improvement of procedures, infrastructure and policies.

RESEARCH METHODOLOGY

The study adopted a descriptive research design in order to study the research problem. The main benefit of using a descriptive research design is because it has the ability to give information that has been extracted from a large sample of people. The use of this study design mainly focused on acquiring the qualitative and quantitative data from targeted respondents. The target population in the study involved the National Police Service in Nairobi while the 296 officers were the main units of analysis who work at the national police service in Nairobi. The following departments were assessed, the administration, finance, the operation and the planning department. The members of staff were responsible for handling strategic issues in police unit. The study used a stratified method of sampling in generating a sample size of 60 officers from a population of 296 officers. This study employed 20% of the total population to get a sample size of 60 respondents. Mugenda and Mugenda (2003) indicate that for descriptive studies 10%-40% of the population that can be accessed is representative.

Primary data was used in this study. Collection of data involved the use of questionnaires. Both open and closed ended questions were used in the questionnaires. Franker (2006) stated that a questionnaire is very important in the collection of objective data as the respondents may not be manipulated in any manner by the investigator. The instrument was also utilized to answer the research goals by sub-dividing them in two segments. The first segment enquired on the general information of the respondents while the other segment addressed the four specific goals.

A pilot test involving 10 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questions to the respondents. This will ensure the reliability of data collection instruments used. A letter of introduction and a consent form was attached to the questionnaires explaining the purpose of the study. The questionnaires were administered to the respondents. It is aimed at improving the quality and efficiency of the research process. At the same time, it was to reveal deficiencies in the design of the used. The study used both face and content validity to ascertain the validity of the questionnaires. Content validity draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Gillham (2008) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills.

The data was analyzed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spreadsheets. The data was presented using tables, charts and graphs. Data was analyzed using both qualitative and quantitative methods. Data was first coded and organized into concepts from which generalization was made of entire population. Data will then be tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages will then be calculated and interpretation made. Tables and figures were used to analyze the quantitative data which was then presented in continuous prose form. Additionally, the investigator carried out a multiple

regression analysis in order to establish the degree of the relationship between the dependent and independent variables. The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where: Y is the dependent variable (Organization performance); β_0 is the regression coefficient/constant/Y-intercept; β_1 , β_2 , β_3 and β_4 are the slopes of the regression equation; X_1 is the portfolio restructuring; X_2 is the financial restructuring; X_3 is the organizational restructuring; X_4 is the operational restructuring.

RESEARCH FINDINGS

The researcher targeted 60 officers working at the National Police Service in Nairobi. The questionnaires were sent to 60 officers working at the NPS out of which 51 fully completed questionnaires were received back making a response rate of 85%. According to Mugenda and Mugenda (2003) for generalization purpose a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of at least 70% is excellent.

Portfolio Restructuring on Performance of National Police Service

The researcher requested respondents to indicate the extent to which they agreed that portfolio restructuring affect performance of National Police Services. Respondents to a very large extent agreed that portfolio restructuring affect performance of National Police Services by encouraging cooperation among different units to ensure it delivers to the expectations of the citizens as indicated by the mean score of 3.941. Additionally, respondents to a very large extent agreed that NPS has adopted diversification strategy such as coming up with different units within the police to gain confidence among the citizens and also that it has ensured resources are distributed to the lowest level of ranking in the police units with aim of securing the country as indicated by the mean scores of 3.725 and 3.615 respectively. On the other hand, respondents to a large extent agreed that the aim of the portfolio restructuring at NPS was to ensure that responsibilities are shared among different units in the police service and that they are undertaken in response to changes in product-market uncertainty has implications for financial performance as depicted by the mean scores of 3.549 and 3.308 respectively. The study established with a mean score of 3.941 that respondents to a very large extent agreed that it encourages cooperation among different units to ensure it delivers to the expectations of the citizens.

The study established that respondents strongly agreed that that portfolio restructuring influence organization performance as shown by aggregate mean of 3.6276. This is supported by respondents indicating that NPS has adopted diversification strategy such as coming up with different units within the police to gain confidence among the citizens. This concurs with Robin, Bruce, and Lamont (2013) who did a study on the restructuring of a portfolio through initial diversification and the reactions of the investor and established that the performance of the reactions in the market is categorized into two forms of business portfolio restructuring which are repositioning and refocusing. The findings showed that there is a positive significant effect of initial diversification posture on the restructuring of a firm's decisions. In addition, the study

established with a mean score of 3.615 that respondents agreed to a very large extent that portfolio restructuring has ensured resources at NPS are distributed to the lowest level of ranking in the police units with an aim of securing the country.

Financial Restructuring on Performance of National Police Service

Respondents were requested by the researcher to indicate the level of agreement that financial restructuring affects the performance of National Police Service. Respondents to a very large extent agreed that through financial restructuring, NPS has better organized and focused on its core business with a revised strategic and financial plan as shown by the mean score of 3.431. Additionally, respondents to a very large extent agreed that through financial restructuring, the NPS operation cost has been minimized as indicated by the mean score of 3.353. More so, respondents to a large extent agreed that NPS has managed to utilize consultancy cost effectively by ensuring that only critical consultancy is sourced as depicted by the mean score of 3.157. Further, respondents to a moderate extent agreed that through financial restructuring, NPS is able to reduce staff training cost drastically and has also managed to utilize consultancy cost effectively through ensuring only critical consultancy is sourced as shown by the mean scores of 3.059 and 3.039 respectively.

The study established with an aggregate mean of 3.2078 respondents to a very large extent felt that financial restructuring influence organization performance. NPS is better organized and focused on its core business with a revised strategic and financial plan. Through financial restructuring, the NPS operation costs have been minimized. This study results agrees with Cascio, (2012) who asserts that in order to facilitate financial restructuring, there needs to be great variations in terms of the structure of capital of an organization, leveraged buyouts, recapitalizations and equity and debt swaps.

Organizational Restructuring on Performance of National Police Service

Respondents were requested by the researcher to indicate their level of agreement that organizational restructuring affects the performance of National Police Service. Respondents to a very large extent agreed that organizational restructuring has allowed duties at NPS to be simplified in a way that there is no duplication and complexity of duties as shown by the mean score of 3.667. Also, respondents to a large extent agreed that NPS restructuring has flattened the hierarchic levels in the forces and enabled processes streamlining and also that NPS conducted restructuring to instill discipline upon the officers by ensuring good governance in the force as depicted by the mean scores of 3.588 and 3.569 respectively. Furthermore, respondents to a large extent agreed that NPS restructuring such as revising compensation had a positive impact on staff performance as shown by the mean score of 3.420. Lastly, respondents to a moderate extent agreed that organizational restructuring at NPS has been able to install high level of confidence to the general public as depicted by the mean score of 3.392.

The study established that organization restricting influence performance of NPS as shown by aggregate mean of 3.527. Organizational restructuring has allowed duties at NPS to be simplified

in a way that there is no duplication and complexity of duties. In addition, the study found out with a mean score of 3.588 that respondents to a large extent agreed that NPS restructuring has flattened the hierarchic levels in the forces and enabled processes streamlining. This study result disagrees with Monnery (2013) who is of the argument that the creation of values demands that managers have efficient knowledge on their target which implies the measurement of the value that has been created. Managers therefore need to be equipped with the understanding on how to attain their objectives and what the specific factors that lead to value creation are.

Operational Restructuring on Performance of National Police Service

Respondents were requested by the researcher to indicate their level of agreement that operational restructuring affects the performance of National Police Service. Respondents to a very large extent agreed that operational restructuring within the NPS is based on the service orientation where the changes are streamlined to the police objectives as shown by the mean score of 3.627. Also, respondents to a very large extent agreed that through operational restructuring at NPS staffs are encouraged to be creative and innovative as shown by the mean score of 3.608. More so, respondents to a large extent agreed that through operational restructuring at NPS staff gains morale to work since their responsibility is clearly stipulated thus effective performance of the police service as whole and also that operational restructuring adopted in the NPS is more adaptable to the services bestowed to the police service as depicted by the mean scores of 3.529 and 3.412 respectively. Further, respondents to a moderate extent agreed that operational restructuring at NPS has led to low staff turnover being reported since majority of the staff feel comfortable at work.

The study established that operational restructuring influence organization performance as shown by aggregate mean of 3.44. Operational restructuring within the NPS is based on the service orientation where the changes are streamlined to the police objectives. In addition, the study established with a mean score of 3.608 that respondents to a very large extent agreed that through operational restructuring at NPS staffs are encouraged to be creative and innovative. This concurs with Appelbaum, Lavigne-Schmidt, Peytchev and Shapiro (2010) who argue that turnarounds that also include the incorporation of restructuring are able to reduce costs and maximize revenues, increase in productivity and it also assists in the maintenance of customers. Further, the study established with a mean score of 3.529 that respondents to a large extent agreed that through operational restructuring at NPS staff gain morale to work since their responsibility is clearly stipulated thus effective performance of the police service as a whole.

Organizational Restructuring on Performance of National Police Service

The respondents were requested to indicate the extent to which they agreed that organizational restructuring impact performance of National Police Service. Respondents to a very large extent agreed that corporate restructuring brings the relevant knowledge of the organization and its environment that is needed to make informed decisions about NPS operating mode as shown by the mean score of 3.863. Respondent to a large extent agreed that corporate restructuring is key in driving long-term operation effectiveness in NPS, and also that top down communication in

the national police service has greatly improved the NPS operations efficiency as depicted by the mean scores of 3.647 and 3.608 respectively. More so, respondents to a large extent agreed that organization corporate restructuring has affected effectiveness and efficiency in their operations as shown by the mean scores of 3.588 and 3.569 respectively. Lastly, respondents agreed to a moderate extent that organization corporate restructuring has affected relevance skills that are required in their service delivery to the public as shown by the mean score of 3.314.

On the effect of organizational restructuring on the performance of National Police Service, the study established to a very large extent there is strong impact of organization restricting on organization performance as indicated by aggregate mean of 4.3178. Corporate restructuring brings the relevant knowledge of the organization and its environment that is needed to make informed decisions about NPS operating mode. More so, the study established with a mean score of 3.647 that respondents to a large extent agreed that corporate restructuring is key in driving long-term operation effectiveness in NPS.

INFERENCE STATISTICS

Correlation Analysis

Table 1 shows the correlation (strength) between the study variables and their findings. The researcher used the Karl Pearson’s coefficient of correlation (r).

Table 1: Correlation Analysis

		Organization performance	Portfolio restructuring	Financial restructuring	Organizational restructuring	Operational restructuring
Organization performance	Pearson Correlation Sig. (2-tailed)	1				
Portfolio restructuring	Pearson Correlation Sig. (2-tailed)	.523	1			
Financial restructuring	Pearson Correlation Sig. (2-tailed)	.6140	.3421	1		
Organizational restructuring	Pearson Correlation Sig. (2-tailed)	.7460	.1240	.0621	1	
Operational restructuring	Pearson Correlation Sig. (2-tailed)	.5210	.3420	.1110	.1660	1
		.0172	.0031	1.000	.0031	

From the findings, it was clear that there was a positive correlation between organization performance and portfolio restructuring as shown by a correlation figure of 0.523, it was also clear that there was a positive correlation between organization performance and financial restructuring with a correlation figure of 0.614, there was also a positive correlation between

organization performance and organizational restructuring with a correlation value of 0.746 and a positive correlation between organization performance and operational restructuring with a correlation value of 0.521. This shows that there was a positive correlation between organization performance and portfolio restructuring, financial restructuring, organizational restructuring and operational restructuring.

Model Summary

Model Summary explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (organization performance) that is explained by all the four independent variables (portfolio restructuring, financial restructuring, organizational restructuring and operational restructuring).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.913	0.834	0.751	0.4538

The four independent variables that were studied, explain only 75.1% on organization performance as represented by the adjusted R². This therefore means that other factors not studied in this research contribute 16.6% of organization performance. Therefore, further research should be conducted to investigate the other factors (16.6%) that affect organization performance.

Multiple Regression

Multiple regression analysis was conducted as to determine the relationship between organization performance and the four variables. As per the SPSS generated Table 4.19, the equation: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ becomes:

$$Y = 1.308 + 0.558X_1 + 0.785X_2 + 0.620X_3 + 0.731X_4$$

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.308	1.342		1.623	.0357
Portfolio restructuring	0.558	0.310	0.172	4.342	.0276
Financial restructuring	0.731	0.156	0.210	3.532	.0285
Organizational restructuring	0.785	0.322	0.067	3.542	.0202
Operational restructuring	0.620	0.245	0.148	3.458	.0249

The regression equation above has established that taking all factors into account (portfolio restructuring, financial restructuring, organizational restructuring and operational restructuring) constant at zero, organization performance will be 1.308. The findings presented also shows that

taking all other independent variables at zero, a unit increase in portfolio restructuring will lead to 0.558 improvement in organization performance; a unit increase in financial restructuring will lead to 0.731 improvement in organization performance; a unit increase organizational restructuring will lead to 0.785 improvement in organization performance and a unit increase in operational restructuring will lead to 0.620 improvement in organization performance. This infers that organizational restructuring contribute most to organization performance followed by financial restructuring then operational restructuring while portfolio restructuring contributed little to organization performance.

CONCLUSION

Based on the findings, the study concludes that the effect of portfolio restructuring on performance of National Police Service is that it encourages significant cooperation between various units of NPS, hence, allowing it to deliver its services as per the expectations of the Kenyan citizens. On the second objective, the study concluded that the effect of financial restructuring on the performance of National Police Service is that it allows NPS to be well organized and more focused on its core mandate using revised strategic and financial plans, thus, allowing NPS to even minimize its overall operation costs. On the third objective, the study concluded that the effect of organizational restructuring on the performance of National Police Service is that it has simplified the manner in which various duties are undertaken at NPS in such a way that there is no duplication and complexity of duties.

On the fourth objective, the study concluded that effect of operational restructuring on the performance of National Police Service is that NPS is based on the service orientation where the changes are streamlined to the police objectives. On the dependent variable, the study concluded the impact of organizational restructuring on the performance of National Police Service is that it allows NPS to acquire more relevant knowledge allowing it to execute its duties more effectively.

RECOMMENDATIONS

The study recommends that NPS should ensure that they utilize organizational restructuring in an effort to motivate their employees. Based on this, NPS should make sure that they offer proper counseling to affected members of the NPS across the country and also be fair, transparent and honest in their restructuring process especially when officers are being assigned to their duties post. Since organizational restructuring is aimed at increasing efficiency and effectiveness of duty performance, the study recommends that NPS should restructure the way in which the police force work in Kenya and instill strict discipline upon their officers by ensuring good organizational governance so that the overall image of the NPS doesn't continue being jeopardized. The study recommends that NPS should be very careful when choosing the kind of organizational restructuring to employ by establishing suitable policies that governs and are specific to the manner in which police forces work in order to achieve maximum positive results.

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