



Vol. 7, Iss. 1 (2026), pp 288 – 297, July 14, 2026. www.reviewedjournals.com, ©Reviewed Journals

ORGANIZATIONAL RESTRUCTURING: ISSUES TO RESOLVE FOR SERVICE DELIVERY AT THE RETIREMENT BENEFITS AUTHORITY (RBA) IN KENYA

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Accepted: July 2, 2026

DOI: <https://doi.org/10.61426/business.v7i1.552>

ABSTRACT

Service delivery is a critical indicator of organizational effectiveness in public sector institutions. Although the Retirement Benefits Authority (RBA) has undertaken several strategic change initiatives aimed at enhancing organizational performance, concerns relating to service efficiency, responsiveness, transparency, and the overall quality of service delivery continue to persist. This study paper focuses on influence of organizational restructuring on service delivery. The relationship between the variables was anchored on the contingency theory of organizational design. A descriptive research design was employed in targeting the 311 employees of RBA and 175 were sampled to take the part in this research, of which 156 filled and returned the questionnaire. the conducted analysis revealed that organizational restructuring at ($\beta_1 = 0.397$, $p = 0.000$), having positive and statistically significant effects on service delivery. The findings indicate that effective restructuring of the organization improved operational efficiency, greater responsiveness, enhanced transparency, and better overall organizational performance. Based on these findings, the study concludes that restructuring RBA enhanced its service delivery and thus recommends reinforcing the organizational structures to enhance the quality and effectiveness of service delivery.

Keywords: Organizational restructuring, Structural realignment, Role re-definition, Integrating resources, Service delivery

CITATION: Kipkemboi, M. S., & Kwasira, J. (2026). Organizational restructuring: issues to resolve for service delivery at the retirement benefits authority (RBA) in Kenya. *Reviewed Journal International of Business Management*, 7 (1), 288 – 297.

INTRODUCTION

Public sector reforms aimed at enhancing service delivery have become a central focus of government transformation agendas across the world. Many countries have experimented with strategic change reforms to improve public service outcomes through restructuring, leadership transformation, technology adoption and human resource development (Maolani, 2023). These reforms are largely informed by the principles of New Public Management (NPM), which emphasize efficiency, accountability, decentralization, citizen-centered governance, and performance measurement in public institutions (Pollitt & Bouckaert, 2019). In both developed and developing countries, strategic change initiatives have sought to enhance transparency, responsiveness, and quality of services through institutional restructuring and digital transformation strategies (Aulakh & Kotabe, 2011).

In Europe, public service organizations have restructured and shifted to use of digital systems to enhance access, responsiveness and efficiency in services provided to citizens (Klarić, 2023). Nations such as Estonia and Finland as stated by Balaji (2025), have implemented comprehensive e-government systems, these reforms have reduced administrative delays, minimized bureaucratic bottlenecks, and enhanced transparency and accountability in public institutions. The Canadian case as reported by Roach et al. (2025) is that change management including performance-oriented leadership and citizen engagement are critical for achieving meaningful transformation in public service delivery in advanced economies. In Romania, the reforms implemented within municipal administrations have emphasized interoperability, electronic document management systems, and online service portals as mechanisms for strengthening administrative efficiency and citizen engagement (Burlacu et al., 2025). But, variation in institutional capacity, across municipalities continue to create inconsistencies in service quality and responsiveness, thereby limiting the full realization of quality service delivery (Florea, 2025). Therefore, institutional restructuring, can substantially improve service delivery outcomes in public sector organizations (Di Giulio & Vecchi, 2023).

The African perspective is such that transforming government services as a means of improving effectiveness, accountability and transparency has been hampered by infrastructure deficits, leadership weaknesses and policy misalignment (Shibambu & Ngoepe, 2025). The reforms in South Africa, Nkgapele (2024) have not been fully implemented because of skills shortages, and fragmented management strategies. In Tanzania, the inadequate management structures and limited stakeholder engagement have constrained the institutionalization of reforms, thereby affecting consistency, responsiveness, and overall quality of public service delivery across municipalities (Pasape & Godson, 2022). Uganda's case is such that administrative restructuring mechanisms have improved efficiency, accountability, and citizen access to services (Ayeta et al., 2023). However, Landjohou and Christopher (2026) noted that bureaucratic resistance to change continue to undermine the full realization of reform objectives.

Kenya's public sector has created policies and initiatives for strategic reforms to modernize service delivery and strengthen public sector performance (Mungai & Gathungu, 2017). One strategy is anchored on digitalization of public delivery services through service delivery platforms, such as Huduma Centres and e-Citizen portals. These platforms seek to increase convenience and reduce bureaucratic delays (M'Mugambi et al., 2020). Just like other public service sectors, the Retirement Benefits Authority (RBA) has made reforms to strengthen service delivery. The restructuring of RBA sees to decentralize decision-making, engage stakeholders, automation of systems to improve efficiency, accessibility, and responsiveness in service delivery (Meru & Kinoti, 2022).

Even with these strategic reforms, the RBA still experiences structural and operational weaknesses that impact service delivery outcomes. For instance, the RBA had a total asset under management of ksh.2.23 trillion in 2024, which demands oversight and efficient services. Yet, there are reports of unremitted pension contributions of ksh.66.41 billion in the 2024/25 FY, accounting for 93% backlog and especially from public institutions. The data highlights persistent administrative and compliance challenges caused by procedural

delays, limited accessibility, and communication gaps. Thus, the objective of the reforms to improve efficiency, transparency, and accountability, service delivery, remains unmet in government institutions.

This paper sought to investigate the effect of organizational restructuring on service delivery at the Retirement Benefits Authority in Kenya. The paper was guided by the null hypothesis stated as;

H₀₁: Organizational restructuring has no significant effect on service delivery at the Retirement Benefits Authority in Kenya

LITERATURE REVIEW

Theoretical Review

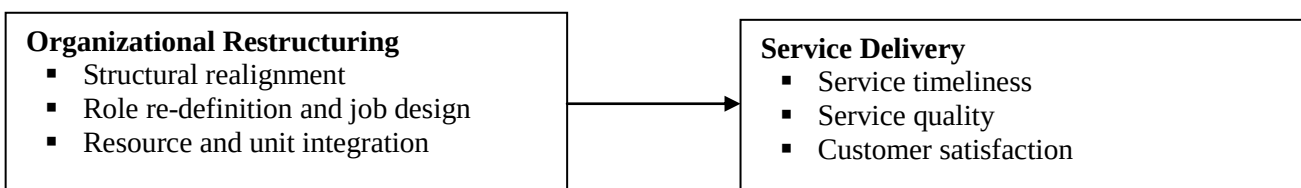
Contingency Theory of Organizational Design

This theory has been linked, to a large extent, to the works of Woodward, Lawrence and Lorsch, and subsequently extensively by Lex Donaldson (Lorsch, 2005). According to the theory, there is no best way of organizing an institution; rather the effectiveness of an organization is based on the fit between the organizational structure and the contextual factors like size, strategy, technology and environment. It focuses on structural consistency, flexibility, and effectiveness in delivering optimal performance results.

The contingency theory is based on the assumption that organizations are dynamic in nature and require constant structural readjustment in order to remain effective (Larney, 2020). It also assumes that organizational structures have to be structured in a manner that resonates with the needs of the environment and internal capabilities. This theory posits that organizations attain greater efficiency, enhanced coordination as well as better service delivery outcomes when there is an appropriate proper fit between the structure and contingency factors (McAdam, Miller & McSorley, 2019).

With reference to this study, the contingency theory supports the aim to investigate the impact of organizational restructuring on service delivery at the Retirement Benefits Authority (RBA) in Kenya. The restructuring of the organization in the form of structural realignment, role re- definition and job design, and resources and unit integration is likely to bring about some coordination, less duplication of roles and better efficiency in services delivery (Jerab & Mabrouk, 2023). According to the theory, the better the structure of RBA is aligned with its operational requirements and regulatory space, the more effective, responsive, and timely the service delivery will be (Mwangi, 2025).

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Organizational restructuring refers to the deliberate realignment of organizational structures, roles and resources to improve efficiency and effectiveness. Its key indicators include structural realignment, role re- definition and job design, and resource and unit integration. Organizational restructuring is expected to improve service delivery by enhancing coordination, clarifying roles and responsibilities, optimizing resource utilization and improving overall organizational efficiency.

Empirical Review

Vilakazi, (2023) conducted a qualitative case study analysis of how organizations restructure and adapt their organizational structures in the public sector in the United Kingdom. The researchers discovered that structural realignment, decentralization of operations and redesigning of job roles highly enhanced coordination, reduced bureaucratic bottlenecks and increased efficiency of the services. The study however also identified that restructuring efforts are usually met with resistance by employees due to fear of job insecurity and role ambiguity. The research further identified the lack of support for the association between restructuring elements such as role re-definition and unit integration and service delivery.

Hagerer, (2019) studied the organizational structure and redesign in German public institutions in an organizational analysis framework. The research discovered that good structural realignment and integration of organizational units improved coordination, reduced duplication of functions and increased efficiency in operations in service delivery. Nevertheless, the study also included the fact that extremely rigid restructuring processes can decrease flexibility and slow the decision-making process in highly bureaucratic structures. There is need to expand focus to cover integration of resources and units for better performance and improved service delivery in public institutions.

Hakmani, (2023) investigating the outcomes of organisational restructuring: a case study of Oman's public sector. Quantitative data that helped the secondary data to show the outcomes of this restructuring. The sample is taken from one of the restructured departments; non-probability sampling is used with the help of the judgmental sampling technique. The research reveals weak Omani media coverage of the plans for the restructuring, the increase in early retirement among The Omani public sector workers, management conflicts inside the merged departments, and the decrease in the number of new employments in the Omani public sector and the remain of the traditional formal management style after the renewal of the government structure. The results indicated that role re-definition and job redesign enhanced employee clarity, accountability and efficiency in their service delivery. The research also established that restructuring processes were better facilitated by capacity building, and effective communication strategies

In South Africa, Boamah-Abu, (2022) explored the “lay of the land”, to describe e-government outcomes evaluation practice in developing countries. Practice theory was adopted to frame e-government evaluation as what people do. A two-phased sequential explanatory mixed methods strategy, supported by post-positivism, was employed. The findings show an inadequate organizational capacity to evaluate e-government outcomes and use the results. Further, the study also pointed out that the impact of restructuring was in most cases stalled by poor implementation structures and lack of stakeholder participation in redesign processes.

Abiodun, (2024) investigated restructuring and organisational performance of SMEs in emerging economies using a study of chosen SMEs in Lagos state, Nigeria. A quantitative research approach based on the survey method was employed for this study using a sample of 400 respondents in selected areas in Lagos state selected through purposive sampling and simple random sampling techniques. The data was collected using a structured questionnaire and analyzed and established that the restructuring initiatives were always limited by the force of politics and lack of institutional competence. Therefore, it was concluded that the significant positive effect of restructuring has on organisational results of SMEs in an emerging economy such as Nigeria.

Mwaura and Gitari (2018) investigated how institutional restructuring influences the performance of Kenya's public service sector. The study was anchored on Transaction Cost Economics Theory, Stakeholder Theory, Diffusion Process Theory, and the Resource-Based View Theory to explain the relationship between restructuring initiatives and organizational performance. The analysis revealed that operational restructuring had a statistically significant positive influence on public service performance, as demonstrated by the multiple linear regression results. In addition, the findings showed that process restructuring also exerted a positive and significant effect on the performance of the public service in Kenya.

METHODOLOGY

This study adopted a descriptive research design, which was found to be suitable in describing characteristics, behaviors, opinions, or relationships without manipulating the study environment. According to Creswell and Creswell (2017), descriptive research design enables researchers to systematically collect data that describe existing conditions, similarly, Saunders, Lewis and Thornhill (2011) note that descriptive studies provide an accurate portrayal of events, situations, and relationships within a population.

The paper targeted all the 311 employees at the Retirement Benefits Authority (RBA) in Kenya, across different organizational levels, as senior and middle-level managers and frontline staffs. 175 of these respondents were sampled and formed the respondent group after applying the Yamane's formula (1967) formula, calculated at 95% confidence level and 5% margin of error. Stratified random sampling was used for the respondents who completed structured questionnaires.

Questionnaires were administered to senior management, middle-level managers and frontline employees, of 156(89.14%) successfully filled and returned. The collected quantitative data was entered into Statistical Package for Social Sciences (SPSS) for descriptive statistics to summarize the features and inferential statistics to assess the relationship between the variables. Additionally, the assumptions of the regression model were confirmed through diagnostic tests namely as linearity, normality, heteroscedasticity and multicollinearity.

FINDINGS

Descriptive Analysis of the Study

Responses were captured using a five-point Likert scale, where 1 represented *Strongly Disagree*, 2 *Disagree*, 3 *Neutral*, 4 *Agree*, and 5 *Strongly Agree*. This helped in summarizing the responses from the study respondents.

Table 1: Organizational Restructuring

Statements		SA	A	N	D	SD	Max	Min	Mean	StDv
The organization has undertaken structural realignment to improve efficiency in service delivery.	F	57	69	4	16	10	5	1	3.94	1.18
	%	36.5	44.2	2.6	10.3	6.4				
Structural realignment has enhanced coordination among different departments within the organization.	F	58	66	2	19	11	5	1	3.90	1.23
	%	37.2	42.3	1.3	12.2	7.1				
Roles and responsibilities within the organization have been clearly redefined to improve performance.	F	47	61	2	27	19	5	1	3.58	1.39
	%	30.1	39.1	1.3	17.3	12.2				
Job design within the organization aligns with employees' skills and enhances service delivery.	F	49	65	3	24	15	5	1	3.70	1.32
	%	31.4	41.7	1.9	15.4	9.6				
The integration of resources and organizational units has improved efficiency in service delivery.	F	54	68	1	20	13	5	1	3.83	1.26
	%	34.6	43.6	0.6	12.8	8.3				
Grand Mean									3.79	

Source: Researcher (2026)

The findings further indicate that the maximum value of 5 and the minimum value of 1 represent the highest and lowest points on the Likert scale, respectively, demonstrating that respondents expressed opinions across the full response range. The grand mean of 3.79 and the corresponding average standard deviation indicate that respondents generally agreed with the statements relating to organizational restructuring. This suggests that organizational restructuring, through structural realignment, improved coordination, role redefinition, job design alignment, and integration of resources, has positively influenced service delivery at the Retirement Benefits Authority in Kenya.

Table 2: Service Delivery

Statements		SA	A	N	D	SD	Max	Min	Mean	StDv
Services are delivered to clients in a timely manner.	F	46	72	2	24	12	5	1	3.74	1.25
	%	29.5	46.2	1.3	15.4	7.7				
The quality of services provided meets client expectations.	F	57	57	5	23	14	5	1	3.77	1.32
	%	36.5	36.5	3.2	14.7	9				
Customer feedback is regularly collected and acted upon.	F	58	51	4	29	14	5	1	3.71	1.37
	%	37.2	32.7	2.6	18.6	9				
Service processes are efficient, minimizing delays and bottlenecks.	F	56	61	6	21	12	5	1	3.82	1.27
	%	35.9	39.1	3.8	13.5	7.7				
Overall, clients are satisfied with the services provided by RBA.	F	47	66	5	22	16	5	1	3.68	1.31
	%	30.1	42.3	3.2	14.1	10.3				
Grand mean									3.74	

Source: Researcher (2026)

The findings further indicate that the maximum value of 5 and the minimum value of 1 represent the highest and lowest points on the Likert scale, respectively, demonstrating that respondents expressed opinions across the full response range. The grand mean of 3.74 and the corresponding average standard deviation indicate that respondents generally agreed with the statements relating to service delivery. This suggests that service delivery at the Retirement Benefits Authority is perceived as effective, particularly in terms of timeliness, quality of services, customer feedback mechanisms, process efficiency, and overall client satisfaction. These findings imply that the Authority has established service delivery practices that support customer satisfaction and organizational performance.

Diagnostic Test Results

Table 3: Assumptions of Multiple Regression Model

Variables	Linearity	Deviation from Linearity		
Organizational restructuring	0.000	0.233		
Shapiro-Wilk Test				
Items	Statistic	Sig.		
Organizational restructuring	0.862	0.236		
Skewness and Kurtosis Test Results				
Variable	Mean	Skewness	Kurtosis	
Service delivery	3.6213	-1.004	0.743	
Organizational restructuring	3.4934	-0.835	0.327	
Heteroscedasticity Assumption Test				
	F	df1	df2	Sig.
Organizational restructuring	1.766	64	91	.163
Multicollinearity Assumption Test				
Variables	Tolerance		VIF	
Organizational restructuring	0.449		2.226	

The results in Table 3 infer organizational restructuring (0.233) and linearity values of 0.000, which are below the threshold of 0.05, indicate a significant linear relationship. The normality test results of organizational restructuring ($p = 0.236 > 0.05$) and since the p-value exceed the 0.05 threshold, the null hypothesis of normality is not rejected. The skewness value ranging from -0.835 to -1.004 and Kurtosis of 0.327 to 0.743 all fall within the ± 2 threshold, inferring that the dataset was normally distributed. The heteroscedasticity test value for organizational restructuring ($p = 0.163 > 0.05$) is greater than the 0.05 significance level, as an indication of no statistically significant evidence of heteroscedasticity and therefore, the null hypothesis is not rejected. The VIF values of 2.226 which is substantially below the threshold value of 10, implying multicollinearity was not a concern in the study.

Inferential Analysis Results

Table 4: Correlation Analysis

		Service Delivery	Organizational restructuring
Service Delivery	Correlation	1	
	Sig.		
Organizational restructuring	Correlation	0.757**	1
	Sig.	0.000	
Valid N		156	156

The results established a strong, positive, and statistically significant relationship between organizational restructuring and service delivery ($r = 0.757$, $p < 0.01$). This indicates that initiatives aimed at restructuring organizational systems and processes are associated with enhanced service delivery within the RBA.

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.825 ^a	0.681	0.673	0.49109

The regression model summary show correlation coefficient (R) of 0.825, indicate a strong positive linear relationship between organizational restructuring, and technology adoption and service delivery at the Retirement Benefits Authority (RBA) in Kenya. The coefficient of determination (R^2) was 0.681, implying that 68.1% of the variation in service delivery was due to organizational restructuring. Additionally, the adjusted R^2 value of 0.673, 67.3% of the variability in service delivery can be explained by restructuring the RBA. The standard error of the estimate at 0.49109, reflects a relatively small average deviation between the observed and predicted values of service delivery

Table 6: Model Fitness Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	77.887	1	77.887	329.368	0.000b
Residual	36.417	154	0.236		
Total	114.305	155			

The results based on the Analysis of Variance (ANOVA) F-test, confirm the model was found to be statistically significant, as indicated by an F-statistic of $F(1,154) = 329.368$ with a corresponding p-value of 0.000. This demonstrates that the regression model adequately fits the data and provides a reliable basis for examining the relationship between the study variables.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.473	0.187		2.524	0.013
Organizational restructuring	0.372	0.064	0.397	5.796	0.000

The analysis further revealed that organizational restructuring had a positive and highly significant influence on service delivery ($\beta = 0.372$, $p = 0.000$). The predictor variable on organizational restructuring recorded a high standardized coefficient, suggesting that it contributed substantially to improvements in service delivery.

The study hypothesized that organizational restructuring has no statistically significant effect on service delivery at RBA in Kenya. The null hypothesis (H_{01}) was rejected based on the findings ($\beta_2 = 0.372$, $p = 0.000 < 0.05$). It means that restructuring in an organization has the highest positive effect with a redesign of structures, roles and processes leading to better efficiency and effectiveness in service delivery.

CONCLUSION

The study concluded that organizational restructuring positively influences service delivery through improved coordination, role clarity, and operational efficiency. This finding supports the contingency theory of organizational design, which posits that organizational structures should be aligned with operational

requirements and environmental demands. The implication is that the Authority should periodically review its organizational structure to ensure effective coordination and efficient service delivery. Further recommending that the Retirement Benefits Authority (RBA) should strengthen its organizational restructuring initiatives to enhance service delivery. The organization should focus on continuous structural realignment to improve coordination and efficiency across departments. Additionally, RBA should ensure clear role re-definition and effective job design to enhance employee accountability and performance.

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