

**EFFECT OF RESTRUCTURING ON EMPLOYEE JOB
SATISFACTION AT THE NATIONAL POLICE SERVICE
COMMISSION IN KENYA**

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DECLARATION

This is my own work, and it hasn't been submitted to another institution for review for award of any degree

Signature...  ...


Date: 3rd November, 2022.

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Declaration by the supervisor

This research project has been submitted for examination with my approval as the University Supervisor

Signature  Date27/08/2023.....

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DEDICATION

This study is dedicated to my mother Silvia and my three kids Michelle, Esther, and Abigael. This study completion possible by your assistance, prayers, and sacrifices. You have my gratitude for all of time.

ABSTRACT

In most cases, restructuring implies changing the normal operations to a new mode of operation and the practice should involve more than just asking the employees for their ideas and opinions, but the involvement of employees in every aspect of the decision-making process. However, it is not clear whether restructuring in an organization would influence the employee job satisfaction especially when carried out in National Police Service. The purpose of this study is to determine the effect of restructuring on employee job satisfaction at the National Police Service Commission in Kenya. The study was anchored on three theories – resource base, Burke-Litwin and Herzberg two factor theory and used descriptive survey design. The study was conducted at the National Police Service Commission headquarters located in Nairobi of which 314 officers distributed in Finance, Operations, Administration and Planning departments formed the target population, from which 180 was obtained as sample size. These respondents were issued with questionnaires for quantitative data, which was analysed descriptively (mean and standard deviation) as well as inferential statistics (multiple regression) to model the association between independent variables and the dependent variable. The study found that operational restructuring, financial restructuring and portfolio restructuring all statistically, positively and significantly influenced employees' job satisfaction. The study recommended that the policy makers at Police Commission should carry out operational restructuring in such a way that employee welfare are put into consideration and their job satisfaction is also upheld. Similarly, the portfolio restructuring should be conducted in a fair, transparent and honest manner, especially when the employees are being assigned to their new duties as this will not dampen the working spirit of the employees and also will encourage their job satisfaction.

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LIST OF ABBREVIATIONS

CEO: Chief Executive Officer

DCI: Directorate of Criminal Investigations

IPOA: Independent Policing Oversight Authority

JDI: Job Description Index

NPSC: National Police Service Commission

RBV: Resource Based-View theory

US: United States

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Organizational restructuring refers to the eradication of the ancient procedures and adopting the new processes (Loomis & Rodriguez, 2009). A number of factors influence the workers' different reactions to organizational restructuring. One of these includes the workers' evaluation of the credibility and trustworthiness of the management (Mishra & Spreitzer, 2008). Accordingly, the workers will react positively depending on how much trust they will have on the management. If the workers feel that the changes were conducted fairly, they gain trust in the management and hence acquire job satisfaction. But if they feel that there was unfairness in the changes their morale and hence job satisfaction drastically reduces. Further, the survivors evaluate their capacity to cope with the new changes. Their satisfaction increases when they feel capable of coping with the new methods, but reduce if they feel rather shaky and helpless (Mishra & Spreitzer, 2008). This calls for empowerment of the survivors so that they acquire the new skills and hence experience more sense of personal control. The survivors would also respond positively if the job is reorganized in order to reduce excess work load and increase job independence. In this situation, the workers would become more satisfied with their job.

This was anchored on resource based (RBV) theory, Burke-Litwin theory and Herzberg two factor theory. In Resource Based-View Theory perspective, the theory helps organizations evaluate and comprehend their internal resources prior to carrying out meaningful strategic decisions such as restructuring, because it highlights the importance of evaluation of internal resources and capabilities when carrying internal changes such as restructuring to enhance optimal job satisfaction among the employees. On The Burke-Litwin Theory, the theory enables the management to come up with good change programs such as restructuring that is participatory right from the diagnosis stage, planning, management, all the way to implementation of the restructuring process with the sole aim of guaranteeing employee job satisfaction, while in Herzberg Two Factor Theory, the theory helps in identifying issues that may lead to job satisfaction, explicitly separating factors that lead to job satisfaction from those that may lead to job dissatisfaction. By taking control of each of the factors during restructuring,

organizational managers would be able to maintain employee morale among the surviving employees even after restructuring that resulted to some of them being laid off.

The Kenya Police has undergone several significant progress in the recent past. The progress has involved all nearly all departments, namely the department of criminal investigation, the police, the General Service Unit and a number of units that adopted specialization. Besides, the administration police unit created a deployment unit that is involved border patrols as well as in the securing government installations. Like in other organizations, the security elements together with other units have undergone a number of reforms in the form of restructuring. The formation of a National Police Service Commission followed many years of toying with the idea, and aimed at reforming the police force through investments and other initiatives. In 2009, National Task Force on Police Reforms was constituted to initiate the police reforms. After a series of consultations, over 200 endorsements and proposals were produced that aimed at restructuring the police force and create new bodies for development of policies to govern the operation of the police force. It is, however, not clear how the process of restructuring the police has affected the organization, and hence the restructuring practices on employee job satisfaction at the National Police Service Commission in Nairobi Kenya comes in handy for this purpose.

1.1.1 Restructuring in an Organization

Restructuring, according to Kirui (2011), is the phrase used in business management to describe the partial dismantling of lucrative and efficient company organizations. Heugens and Schenck (2004) defined restructuring strategy as the process of revamping one or more organizational components in order to increase profitability and create competitive advantage. This involves the eradication of business processes that are not performing and replacing them with new processes that would be more efficient. Restructuring may also involve selling parts of the organization and making major reductions of staff, or downsizing. It is typically carried out when an organization is under a new management, or during the buying out or acquisition of an organization. Restructuring can also be conducted by a new CEO that has been brought in to make such kind of changes in an organization. Restructuring is therefore action plans

put in place to change the operations of an organization from its original situation to a desirable situation. A number of practices can be adopted for restructuring. These include portfolio restructuring strategy, financial restructuring strategy, downsizing and outsourcing, among others.

According to Obikoya (2002), portfolio restructuring practices involves selling part of the business units that tend to reduce operations of the organization, or selling off sections of a business to raise more capital. The organization's goal during restructuring is to take back control of its core business. Accordingly, portfolio restructuring works best when a company employs the spin-off strategy and anticipates further mergers. Financial restructuring involves making significant changes in the corporate capital structure. This may include buyout, leveraged recapitalization and/or swaps between equity and debt. Downsizing, on the other hand, refers to a set of actions performed by organizational leaders in order to increase the general competence, output and/or effectiveness (Chew & Horwitz, 2002). According to Kumar & Pranjali (2009), downsizing is a cognizant choice made by leaders of a firm to reduce its workforce. This results in reduced expenses in the form of salaries and wages paid to the fewer remaining workers.

1.1.2 Employee Job Satisfaction

A person's level of happiness with their job, known as job satisfaction, is determined by how much they love various parts of their position, such as the sort of work they do or the management (Hulin & Judge, 2003). Employee job satisfaction is the degree to which an employee is content with their employment, regardless of whether they love it or not, according to Thompson and Phua (2012). Job satisfaction, according to Hulin and Judge (2003), includes a range of emotional reactions to one's employment. Individual responses may include behavioral, emotional, and cognitive (evaluative) elements. According to Thompson and Phua (2012), affective work satisfaction is a personal paradigm that encapsulates the emotional sentiments people have toward their professions. Three different methodologies may be used to gauge job satisfaction. These include facet measurement, global measurement, and single question (Lu, While, & Barriball, 2005). In the single question technique, a single question is posed, and the

answer indicates how satisfied a person is with their employment. On a four-point scale (likes it very lot, likes it quite well, hates it slightly, dislikes it very much), the question is often answered. In contrast, the global measuring method seeks a single score for total job satisfaction. It integrates a number of statements regarding different facets of the job into a single score. Facet measuring approach gives multiple questions for various task areas, but only one score per area (Astrauskaite, Vaitkevicius, &Perminas, 2011).

1.1.3 The National Police Service Commission

The National Police Service Commission of Kenya (NPSC) is a body that governs the functioning of the National Police Service of Kenya. The commission has responsibilities of recruiting, appointing, promoting and transferring officers to various offices in the service. The commission is also in charge of disciplinary control of officers in the system. Besides, the NPSC is also charged with the responsibility of protecting the rights and liberties of officers in the service, and guarantee the rights and liberties of Kenyans seeking police service (Republic of Kenya, 2010). Since independence, the Kenyan government has tried to transform the image of police force, but with little success. Evidence shows that the Kenya police has been involved in a number of human rights violations that include unsolved target killings of members of the public perceived to be opposed to the ruling regimes (Independent Policing Oversight Authority Act, 2011). Besides, there has been rampant unlawful and prolonged detention of critics without trial. According to the Republic of Kenya (2013), the reputation of the Kenya Police has been lowest during the clamor for multi parties in early 1990s. Community policing has been a bottom – up approach. Despite much effort by the government to reform the police force, there has been an increase in criminal activities within the force unless job satisfaction within the security organ is improved.

1.2 Research Problem

In most cases, restructuring implies changing the normal operations to a new mode of operation. Kinicki and Kreitner (2003) advise that restructuring should involve more than just asking the employees for their ideas and opinions, but the involvement of employees

in every aspect of the decision-making process. The employee participation during the change process ensures their ownership of the process, which increase the employees' feelings of motivation, security, challenge, commitment and hence their satisfaction. In effect, the participation of the employees in the restructuring process would ensure their job satisfaction (Boxall & Purcell, 2003). On the other hand, failure to utilize the contribution of employees implies that the employees will have limited information and hence won't be in a position to make informed decisions regarding the restructuring process. This would lead to staff demoralization, labour turnover and lack of motivation. In effect, the employee becomes dissatisfied by the job (Humphreys & Hogue, 2007). It therefore implies that restructuring would result to either job satisfaction or dissatisfaction depending on how the workers were involved in the change process.

In the Kenyan Police Service, there are many divisions with supposedly different duties, but quite a lot of overlap in the duties. This stems right from the top hierarchy of the force itself. Presently, the service is led by an Inspector General who is not restricted to be a trained police officer but rather can be a civilian. Then there are several sections of police service, like the Administration Police Service, Kenya Police Service, traffic division, the Directorate of Criminal Investigation (DCI) and several others below them, which can be merged into fewer units to end up with smaller and more efficient units. It is therefore necessary that a thorough study of the various police departments and their functions be conducted in order to identify overlapping functions of each. The main issue of concern is that many of duties of the different sections of police service overlap with each other. They therefore find themselves performing similar duties, though coming from different sections. The restructuring in this case would be to merge a number of sections that tend to have similar duties in order to end up with fewer units with clear functions that do not overlap with other sections of the service. The merging of the different sections to form a few more independent sections is one of the key gaps that this study is expected to help identify.

Yeh & Hoshimo, (2002) assessed the effect of organizational restructuring on the organizations' profitability, growth and efficiency of 86 companies in Japan. The study found that there was considerable reduction in productivity, sales growth and

productivity. Further, the study concluded that the restructuring led to downsizing of employees. Employee downsizing generally results to job dissatisfaction of the surviving employees. Ullah *et al.* (2010) studied the merger of Glaxo Smithkline as a form of restructuring to find if the merger had any value to the organization. The study concluded that the merger had no value to the organization as the stock prices reduced following the restructuring. Instead, the process led to downsizing of employees. This would therefore result to job dissatisfaction of the surviving employees. Mishra and Chandra (2010) evaluated the effect of restructuring on the financial performance of Pharmaceutical companies in India in two periods of 2000 to 2001 and 2007 to 2008. The study found that an organization's profitability is directly dependent on its selling efforts, size, and the intensities of its exports and imports. In this respect, restructuring doesn't add value to the organization and would therefore have no effect on job satisfaction of employees.

In the Kenyan context, Karimi (2002) conducted a research on the problems faced by organizations in managing restructuring. The study tends to have concentrated on a private entity that served a fragment of the population. It is therefore necessary to conduct a study on a service industry of such a magnitude as the National Police Service Commission so as to find how restructuring affects job satisfaction of the workers and develop strategies for managing restructuring processes so as to ensure that the workers remain motivated and therefore be satisfied on their jobs. Hence, the research question was: what is the effect of restructuring on job satisfaction of employees at the National Police Service Commission in Kenya?

1.3 Research Objective

This study's goal was to ascertain how restructuring at Kenya's National Police Service Commission affected employee job satisfaction.

1.4 Value of the Study

This study will be significant in a number of ways to different entities. In the first place, the study will identify the different sections of the Kenyan police service and the role of each of these sections. In doing so, the study will identify the overlap in the various police divisions and therefore recommend the best ways of restructuring the commission. Through the process, the government will save money especially after realizing that some

sections can be merged and therefore end up with less personnel but achieve the same targets for each of the previous sections of the police service.

The study would help the general public to be served better by the resulting fewer police divisions as each section is bound to know their specific duties and, where a client needs a service that the section does not provide, advise clients accordingly. In effect, the police service will be more responsive to the needs of the public that it is expected to serve.

The study will immensely contribute to the knowledge development of organizational restructuring in general and the restructuring of a public service organization in general. Much of the information previously classified will be available to the general public as well as scholars and researchers.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides information related to restructuring practices and employee job satisfaction. The chapter commences by giving a theoretical review, then a discussion of organizational restructuring then discusses restructuring practices and types of restructuring practices. The chapter then reviews information related to job satisfaction and winds up by looking at the relationship between organizational restructuring and job satisfaction.

2.2 Theoretical Review

The three theories that informed the study were; resource base, Burke-Litwin and Herzberg two factor theory.

2.2.1 The Resource Based-View Theory

Barney introduced this philosophy in 1991. According to RBV, enterprises are diverse because their resource combinations vary (Smithee & Fahy, 1999). After 1990, resource-based thinking (alias resource-advantage theory) took over strategic planning. With its rather prescriptive approach, the paradigm concentrated on both managerial practices as well as external factors such as industrial structure for (Fahy, and Smithee, 1999).

The resource-based perspective allows strategists to assess prospective competitive advantages. A crucial lesson from the resource-based viewpoint is that not all resources are similar in significance or possibility for sustainable competitive advantage. Any competitive advantage is only as good as its resources (Lowson, 2003). Many experts agree that determining the causal relationship between advantage sources and successful techniques is challenging in practice (Barney, 1991). Identifying, defining, and categorizing core abilities requires considerable managerial work. Organizational learning is also required to build, nurture and preserve essential resources and experiences.

Experts vary on the precise competitive position categories, but they agree that the resourcebased method is more adaptable than Porter's prescriptive strategy design

approach. This theory informs the current study because it helps organizations evaluate and comprehend their internal resources prior to carrying out meaningful strategic decisions such as restructuring, because it highlights the importance of evaluation of internal resources and capabilities when carrying internal changes such as restructuring to enhance optimal job satisfaction among the employees.

2.2.2 The Burke-Litwin Theory

The Burke-Litwin Change Model conceptualizes the idea that best describes the nature of relationships that exist between diverse characteristics of any given organization besides its context and efficiency (Burke and Litwin, 1992). The model contains vital aspects that any organization should put into considerations when carrying out internal change. These aspects are categorized into different stages where at the top most are the macro level consisting of external factors, followed by the strategic factors containing organizational culture, then there are operating factors and finally the individual aspects that are considered prior to the micro factors which are mostly the outputs. In this model, the inter-relationship nature of the aforementioned factors is displayed to be to a certain extent established by the level of the aspects. For instance, the strategic elements are normally and mostly affected by the external elements and operating dynamics factoring the factor levels in which they are fitted in-between (BurkeandLitwin,1992).

Burke and Litwin (1992) avers that Change Management frameworks should not be rigid and restrictive but rather flexible given that they are designed to give away of diagnosing, planning and managing change. Therefore, in the context of the present study, this model helps in understanding how organizations use various frameworks to diagnose internal problem such as employees' job dissatisfaction, and provide antidotes such as restructuring as a way of improving job satisfaction for good organizational performance. The theory hence will be useful for the present study as it enables the management to come up with good change programs such as restructuring that is participatory right from the diagnosis stage, planning, management, all the way to implementation of the restructuring process with the sole aim of guaranteeing employee job satisfaction.

2.2.3 The Herzberg Two Factor Theory

According to this idea, there are specific workplace characteristics that contribute to employee job satisfaction and, conversely, there are specific workplace elements that contribute to employee job dissatisfaction. These two sets of factors are independent of one another. Frederick Herzberg himself proposed the notion in 1966, based on information he learned by speaking with 203 professionals in the engineering and accounting departments in the Pittsburgh region.

According to Herzberg, the nature of a person's work appears to be able to satisfy needs like accomplishment, competence, status, personal value, and self-realization, resulting in happiness and fulfillment for the employee. Employee dissatisfaction and unhappiness may not necessarily result from the lack of such pleasant employment features, however. Instead, discontent stems from a negative evaluation of aspects of the job, such as policies of the employer, supervision, technical difficulties, remuneration, interpersonal connections at work, and working circumstances (Schultz & Schultz, 2010). Because of this, management should concentrate on the nature of the work itself and take into account the opportunities for gaining prestige, taking on responsibility, and achieving one's potential. On the other hand, management must focus on workplace rules, supervision, and circumstances if it wants to reduce employee discontent. If both are equally important to management, then both sets of job qualities need to be taken into consideration.

Motivators and hygiene factors are distinguished under the two-factor hypothesis. The opportunity to carry out something significant, responsibility, exciting job, progress, participative decision-making, and a feeling of contribution to the company are among the former elements. Work satisfaction is a natural result of the inherent work requirements, such as recognition, success, or personal progress. Aspects of hygiene include status, job security, compensation, perks, working environment, high pay, and overtime pay. Employee dissatisfaction stems from the lack of these qualities. The word "hygiene" here alludes to maintenance difficulties. Firm rules, management practices, and pay/wages are some examples of these that are outside of the actual labor itself (Hackman &

Oldham, 1976). Herzberg's Two Factor Theory is flawed in that there may be more than two elements at play in the actual world that contribute to either work satisfaction or discontent. Since certain parts are more extrinsic than others, the variables that affect one's level of satisfaction are not as obvious as the motivators and demotivators. For instance, the ability to care for family members while facing hardships would have a significant impact on how well an employee felt about the company they worked for.

A person who is given the opportunity to handle personal matters as they arise will be happier and, as a result, have a more favorable opinion of the company. Such elements do not enter the theory, which is why they constitute a flaw. This hypothesis is pertinent to the investigation of restructuring and worker happiness since it points out potential causes of job satisfaction. The theory clearly distinguishes between elements that may contribute to work happiness and those that can contribute to job discontent. Organizational managers would be able to preserve employee morale among the remaining workers even after restructuring had led to some of them being laid off by taking control of each of the aspects during restructuring. Therefore, the idea would guarantee that the organization's essential operations will remain uninterrupted after reorganization.

2.3 Organizational Restructuring Practices

According to Pinpravong and Siengthai (2011), objectives of organizational restructuring as a tactic can result in the change the overall organizational structure, change in work process, lowered expenditure, better competitive advantage, rapid organizational development and higher employee motivation, among others. Organizations have a wide range of restructuring practices to choose from. These include financial restructuring, operational restructuring; Bowman & Singh (2013) considers the financial structure as the allocation of communal cash funds flow and the deliberate and predetermined choice rules governing the flow that are applied to prescribe the increased value and its distribution among different corporate constituents. According to Dubrovski (2011), financial restructuring involves the changes in the structure of financial sources. The financial sources in this respect is considered to be the ratio between equity and

debt, which maximizes the price per unit of an organization's equity but gives the lowest cost of the organization's finances. It may also encompass the variation between different financial structures liquidity structure, capital structure as well as constructive structure. Cascio, (2012) contends that for an organization to expedite financial restructuring there should be major changes in terms of the organizational capital structure, recapitalization and equity, leveraged layouts as well as debt swaps.

From the studies of Bowman and Singh (2013), it was concluded that fiscal value is created from fiscal restructuring. Accordingly, the financial restructuring involves the deterrence of an organization's insolvency. This is largely concerned with contracts among third parties for the tenacity of satisfying the entitlements of the creditors regulated by the stipulations and orders of the agreement (Lal, Pitt & Beloucif, 2013). According to Jellison (2006), every restructuring includes changes. The changes may represent growth, success, progress as well as fear, failure and frustration since not all changes result to positive attributes. However, the greatest challenge in restructuring is how to lead others in the process so that they overcome their fears and doubts so as to experience positive results.

Operational restructuring insinuates the modifications in the way the organization performs certain activities that could be changes in the manufacturing processes, or in specific activities that would result in a change in the appearance of the final product Dubrovski, (2004). This kind of restructuring may be necessary as a result of nonconforming products or services, poor responsiveness to technological changes, changes in the customer needs, inadequate knowledge, lack of specific skills as well as obsolete means of production. The proper coordination between operational and financial restructuring results to an overall positive corporate restructuring.

According to Cascio (2002), operational restructuring has assisted organizations that failed to develop from awful situations such as fiscal recession. Furthermore, risks linked to operational restructuring are considered to lead to projections of future reform that that downsizes workforce and eventually decrease in size of large-scale possessions. Appelbaum, Lavigne-Schmidt, Peytchev & Shapiro (2010) asserts that organizations with huge debts cannot reduce the costs through reduction of their core competencies and

therefore changes that incorporate operational restructuring can reduce costs and maximize revenue. This also helps in maintenance of customers. According to Matzler, Bailom, Anschober & Richardson (2010), restructuring at times may be ineffective in solving operational and financial issues. Operational restructuring takes place due to major changes in climatic conditions of the organization, the innovation technology, changes in taxation laws deregulations as well as foreign competitions.

Portfolio restructuring is the change and management of an assortment by sale of the assets not required and changing them with the more preferred ones (Maria, Angel & Javier, 2015). This may lead to operational restructuring given that the purchase of new assets may imply a change in the way the assets are used hence necessitating a restructuring of personnel as well. The disposal may involve the sale of the assets and purchasing the required ones, or a re- composition of the mix of assets of a portfolio by selling those not in use at the time such as cash, debt or equities, while buying the desired asset types (Wu &Delios, 2009).

2.4 Measures of Job Satisfaction

Kaliski (2007) regards job satisfaction as a worker's gist of accomplishment and achievement on his/her job. In general, job satisfaction is viewed to be directly connected to employee output and personal well-being. It can also be considered to be the situation of performing a job that one enjoys, performing it well and attaining good rewards for the pains. It is the enthusiasm and happiness with ones work. Kaliski (2007) further asserts that job satisfaction leads to recognition of the person satisfied with his/her work, promotion, increased income and the attainment of other objectives that result to a feeling of fulfillment.

According to Mitchell, Levine, & Pozzebon (2013), the gauging of job satisfaction can be divided into three procedures – factor measurement, global measurement and single question. The single question refers to a situation where an employee is asked just one question to provide the indication of the level of satisfaction an employee is at his/her place of work. Such a question is used in extensive surveys such as the US National Longitudinal Survey, which asks a simple question like, how one feels about the job one

has at the time. The respondent is then required to answer on a likert scale with options of the form: like it very much, like it fairly well, dislike it somewhat, dislike it very much. Studies have shown that, although asking multiple questions is more impartial and can provide more precise results, asking one question on job satisfaction or on separate attributes of job satisfaction could as well be effective (Nagy, 2002).

The global measurement of job satisfaction aims at obtaining one score that represents the overall job satisfaction of a worker. In this process, a number of questions or statements related to various aspects of job satisfaction are provided to the subjects Mitchell, Levine, & Pozzebon (2013). These aspects may include work activities, pay, working conditions, opportunities and communication, among others. The questions are then combined during analysis to provide a general score for the job satisfaction aspect. Alternatively, different aspects of job satisfaction can have different questions for the specific areas. But one score is then provided to represent each area. There are a number of established global satisfaction measures, examples of which include Job Satisfaction Scale, the Job Description Index (JDI) which is a one facet measure, and the Overall Job Satisfaction Scale (Bowling Green State University, 2012).

2.5 Empirical Review and Knowledge gap

Restructuring may in many cases, result in job losses. This tends to have some effect on the job satisfaction of the workers that are left in the organization after restructuring – the survivors. In effect, the survivors will experience job satisfaction or dissatisfaction depending on how he/she has been directly affected by the process itself. Several studies found negative effects of restructuring on the survivors. A study by Cascio (2003) found that a half of the surviving employees following restructuring reported increased job stress and symptoms of burnout. Such employees will definitely experience job dissatisfaction. As a result, the morale of the worker as well as their trust are affected negatively since the workload has increased while job security has reduced since one is not sure whether he/she will be the next in line Fisher, (2001). This is a precursor to a lowered job satisfaction, or just job dissatisfaction. However, some studies have also indicated positive employee reactions to restructuring and downsizing as some workers

get energized as they consider the process as an opportunity for personal growth and hence greater job satisfaction Isabella, (2009).

In the same context, Brockner, Grover, and Blonder (2008) reported contradicting results in which, following a restructuring involving downsizing, survivors reacted by working harder, decreasing their efforts or showed no effect at all. All these affected their job satisfaction either negatively or positively. According to Mishra and Spreitzer (2008), a number of factors influence the workers' different reactions to organizational restructuring. One of these include the workers' evaluation of the credibility and trustworthiness of the management. Accordingly, the workers will react positively depending on how much trust they will have on the management. The trust is enforced by the workers' readings of impartial and unbiased implementation of changes. If the workers feel that the changes were conducted fairly, they gain trust in the management and hence acquire job satisfaction. But if they feel that there was unfairness in the changes their morale and hence job satisfaction drastically reduces.

The job surroundings have also been discovered to play a substantial role in the survivors' reactions to restructuring. According to Brockner (2007), the environmental factors at play in this respect include job content and the nature of work, perceived organizational justice as well as social relations with the exited workers (network turnover). The exit of colleagues in one's social network is bound to affect one's perceptions and attitudes towards the changes and hence most likely lead to negative job satisfaction. According to Shah (2006), the survivors' response towards downsizing depends on how the downsizing affected their social networks. In this respect, the exit of close associates negatively affects the survivors who develops negative attitude towards the changes, have reduced morale and hence job dissatisfaction.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of the methods and processes used to carry out the study. In-depth coverage is given to the design of the research, the population to be examined, the sampling techniques to be utilized, the sample size, the instruments to be used for data collection, the instrumental validity and reliability, the data collection methods, and the methodology for data analysis.

3.2 Research Design

For the research, a descriptive survey approach was used. The technique was chosen because the design made it possible to learn about respondents' feelings, experiences, and opinions on a particular issue of concern (Mugenda, 2008). Descriptive survey design encompass express examination, analysis and narrative of a particular occurrence, as free as possible, with the aim of attain a maximum instinctive presentation. This design is therefore considered suitable for this study due to these features described.

3.3 Target Population

A target population is a group of entities or things in a study that are thought of as hypothetical in terms of the people, things, or events that a researcher aims to draw conclusions from (Borg et al., 2009). The NPS Commission's Nairobi headquarters served as the study's location. 314 officers in all, divided across the Finance, Operations, Administration, and Planning divisions, make up the National Police Service Commission. Therefore, the 314 members of the National Police Service Commission made up the target population. The table 3.1 below shows how these officers are distributed by department.:-

Table 3.1 Distribution of the Target Population

Department	Target Population	Proportion of Total Population
Administration	17	6
Finance	10	3
Planning	79	25
Operations	208	66
Total	314	100

3.4 Sample Design

The sample size of the study was 176. However, one more respondent was added per department to the above calculation to cater for the head of the department. This gave a total sample of 180 respondents. This study expects to adopt an amalgamation of stratified random sampling technique together with simple random sampling in order to get respondents for the study. The employees was divided (stratified) into their various departments of work and also in terms of seniority. Simple random sampling approach was employed in every of the stratum to select respondents according to the proportion of members of the department to the whole population. For instance, planning department has a total of 79 workers representing 25% of the total population. As such, 25% of the sample size of 176 was selected from this department, and one additional respondent added to this percentage to cater for the head of the department. Hence the department contributed the following number of respondents:

$$25\% \text{ of } 176 + 1 = 44 + 1 = 45$$

In effect, the planning department had a total of 45 respondents. The sample size distribution per department is portrayed in Table 3.2 that follows.

Table 3.2 Sample Size Distribution

Department	Target Population (N)	Proportion of Target population (call it a) (%)	Calculated Sample Size a X 176	Total sample Size X(after adding one (n)
Administration	17	6	11	12
Finance	10	3	5	6
Planning	79	25	44	45
Operations	208	66	116	117
Total	314	100	176	180

3.5 Data Collection

Mellenbergh (2008) asserts that a questionnaire is a suitable tool for data collecting since it does not convey any emotions, attitudes, or motives to the respondents and does not, therefore, have an impact on them. In addition, the investigator is not permitted to influence survey respondents in any manner. However, Orodho (2004) asserts that an interview schedule would be a better instrument as except where the study population is large, in which case other methods like the use of questionnaires and focused group discussion methods are applied. Questionnaire was prepared and administered for data gathering in this study. The instrument was employed to gather information from the general employees and the heads of departments as they are just a small number and can be easily accessed by the researcher.

3.6 Data Analysis and presentation

Descriptive and inferential statistics were combined in the research. Descriptive statistics were employed in the research to assess the quantitative data. As needed, the mean, median, and mode were computed as part of this study. This investigation made use of SPSS version 25.0, and multiple regression was utilized to model the relationship between independent factors and the dependent variable in terms of inferential statistics. For this, the following linear regression model was used.:-

$$Y = \alpha + \beta_1 X_1$$

Where:

Y = the dependent variable that indicates job satisfaction

α = Constant term indicating the level of job satisfaction when there is no any independent or predictor variables. β_1 is the coefficient function of the independent variable. X_1 = The independent variable – restructuring practices.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The National Police Service Commission in Kenya's reorganization and employee job satisfaction are the subjects of the data analysis and interpretation in this chapter. After coding the data, analysis was done using SPSS ver. 25. Means and standard deviations were used in the analysis of the data while inferential statistics (regression analysis) were used to establish the causal connection among the variables, with ANOVA being utilized to validate the results of the regression analysis.

4.2 Response Rate

In this study, 180 staff members of the NPS Commission in Nairobi were the subject of the study. The surveys were sent to 180 respondents, of which 177 returned them completely completed, hence posing 98.3% return rate. Mugenda & Mugenda (2003) state that, for purposes of generalization, a return rate of 50% is appropriate for analysis and reporting, a response rate of 60% is good, and a response rate of at a minimum of 70% is great. This response rate was attributed to data collection technique adopted, which included handing out questionnaires, reminding respondents to complete them, and selecting the respondents afterwards.

4.3 Respondents General Information

The research sought to learn more about the participants' general characteristics. The general data indicates that the respondents are qualified to satisfactorily respond to the study questions. Respondents were therefore probed on their education, years of occupation and departments they worked in. Table 4.1 shows the response

Table 4.1 Respondents General Information

Education	Frequency	Percent
Post Graduate	44	24.9
Graduate	86	48.6
Diploma	41	23.2
Certificate	6	3.4
Total	177	100.0
Years of Occupation		
1 to 5 years	17	9.6
6 to10years	84	47.5
11 to15 years	46	26.0
Exceeding 16 Years	30	16.9
Total	177	100.0
Respondent Working Department		
Administration	81	45.8
Finance	24	13.6
Planning	32	18.1
Operations	40	22.6
Total	177	100.0

As shown in Table 4.1, it was determined that 48.6% of NPS employees had an undergraduate degree as their highest level of education, 24.9% had a post-graduate degree, 23.2% had a diploma, and 3.4% had a certificate. It was determined that 47.5% of the employees had worked for the NPS Commission for between six and ten years, 26% for between eleven and fifteen years, 16.9% for more than sixteen years, and 9.6% for between one and five years. When asked about the department they worked in, it was discovered that 45.8% of the respondents worked in the administrative department, 22.6% in operations, 18.1% in planning, and 13.6% in the organization's finance department.

4.4 Employees Job Satisfaction

The study sought to assess the employees Job satisfaction at National Police Service Commission in Nairobi. Different sentiments were used to assess the employees Job satisfaction. The means recorded were interpreted as: 1 indicating Strongly Disagree; 2 indicating Disagree; 3 indicating Neutral/Undecided; 4 indicating Agree; 5 indicating

Strongly Agree. Table 4.2 shows the employees Job satisfaction at National Police Service Commission.

Table 4.2 Employees Job Satisfaction

Employee Job Satisfaction	Mean	STDev
I get enthused if rewarded through acknowledgement and sense of accomplishment.	3.79	0.86
I am contented with my employment in this firm	3.71	0.88
Am fulfilled with the preparation and training offered by the organization as it improves my level productivity.	3.77	0.85
Any good work I do is habitually appreciated.	3.71	0.88
Am fairly rewarded and hence motivated to carry out my role properly in the organization	3.76	0.84
My bond with my senior influence my job satisfaction level	3.86	0.81
Opportunities that arise from restructuring me encourages me to work extra-hard.	3.90	0.79
Promotion as a consequence of increases my level of satisfaction with the job.	3.88	0.81
Am pleased with the environment and conditions am working in	3.89	0.79
My tools and equipment are adequate thus am capable of meeting my objectives and organization objectives.	3.80	0.81
My communication with my seniors is very efficient.	3.97	0.73
Am contented with the way I communicate with my colleagues	3.69	0.94

The study findings reveal that most of the respondents at a weighted mean of (Mean 3.79 ± 0.86) indicates that employees would be readily motivated if rewarded through recognition. On job satisfaction, most employees were contented with their tasks and were motivated to work in their various organizations (Mean 3.71 ± 0.88). Most of the employees were clearly pleased with the training offered in their organizations as it enhances their productivity (Mean 3.77 ± 0.85).

It was also established that with a weighted mean response of (Mean 3.71 ± 0.88) implies that employees' good work was usually appreciated and rewarded in their organizations. Majority of the respondents also showed that fair remuneration of the employees boosts their productivity and job satisfaction (Mean 3.76 ± 0.84). The study also found that (Mean 3.86 ± 0.81) that supervisor-employee relationship influence the level of working of the employees and their job satisfaction. It was also found that opportunities that arise from restructuring the employees came with gratification and influence the workers towards

working harder. Meaning, opportunities that arise from restructuring the employees boost their job satisfaction and encourage them to work harder (Mean 3.90 ± 0.79). In fact, majority of the respondents at (Mean= 3.88 ± 0.81) agreed that promoting employees as a consequence of restructuring makes employees very satisfied with their work.

The study also found that (Mean 3.89 ± 0.79) most of the employees were contented with their work environment and conditions. In fact, most of the respondents strongly confessed that their equipment were sufficient hence able to accomplish their objectives and with a weighted mean response of (Mean 3.80 ± 0.81), it shows that efficient working tools and equipment enhance job satisfaction of the employees. Most of the respondents at (Mean 3.80 ± 0.81) confirmed the statement that their communication with senior management was efficient. This indicates that there was efficient communication between the employees and their seniors and this encouraged job satisfaction.

4.5 Restructuring Practices

4.5.1 Operational Restructuring and Employee Job Satisfaction

The study requested respondents to indicate their responses on how operational restructuring influence employee job satisfaction at National Police Services Commission. Table 4.3 shows the response

Table 4.3 Operational Restructuring and Employee Job Satisfaction

Operational Restructuring	Mean	STDev
Operational restructuring boosts workers morale.	3.57	0.96
Operational restructuring enables staff to be more creative and innovative.	3.54	0.98
Operational restructuring ensures retention of employees and hence low staff turn over	3.45	1.002
Operational restructuring eases the process of performing specific activities, hence increased job satisfaction	3.46	0.99
Operational restructuring helps in reducing costs and maximize revenue	3.64	0.91

The study found that most of the respondents at (Mean 3.57 ± 0.96), points that operational restructuring in an organization elevates employees working morale. On whether

operational restructuring enables staff to be more creative and innovative. The study also found that (Mean 3.54 ± 0.98) operational restructuring encourages creativity and innovativeness among employees in an organization. This finding supports that of Dubrovski, (2004) who also found that restructuring may be necessary as a result of nonconforming products or services, poor responsiveness to technological changes, changes in the customer needs, inadequate knowledge, lack of specific skills as well as obsolete means of production and that proper operational restructuring results to an overall ideal working condition for the employees for good productivity.

The study also found that operational restructuring guarantees retention of employees and therefore low staff turn-over as indicated by most of the respondents at (Mean 3.45 ± 1.002) shows that operational restructuring safeguards employees' retention and so lowers staff turnover. When probed on whether operational restructuring eases the process of performing specific activities, hence increased job satisfaction, majority of the respondents at (Mean 3.46 ± 0.99) showed that this practice facilitates the process of carrying out particular activities, hence boosts job satisfaction among the employees in an organization. Similarly, Matzler, Bailom, Anschober & Richardson (2010) found that restructuring at times may be ineffective in solving operational and financial issues. Operational restructuring takes place due to major changes in climatic conditions of the organization, the innovation technology, changes in taxation laws deregulations as well as foreign competitions. The study also found that operational restructuring helps in reducing costs and maximize revenue. This statement was echoed by most of the study participants at (Mean 3.64 ± 0.91) shows that generally, operational restructuring assists in lessening costs and increasing revenues in an organization.

4.5.2 Financial Restructuring and Employee Job Satisfaction

The study requested respondents to indicate their responses on how financial restructuring influence employee job satisfaction at National Police Services Commission. Table 4.4 shows the response

Table 4.4 Financial Restructuring and Employee Job Satisfaction

Financial Restructuring	Mean	STDev
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Financial Restructuring enhance employee confidence in work place hence boost their job satisfaction	3.75	0.86
Financial Restructuring improves financial communications within the organizations hence boosting job satisfaction among the employees	3.75	0.8
Financial Restructuring ensures debt reduction and hence high possibility of staff incentives	3.49	0.98
Financial Restructuring develops better financial plans through restructuring	3.67	0.9
Diversification of financial sources is achieved through financial restructuring	3.76	0.84

Most of the respondents at (Mean 3.75 ± 0.86) shows that financial restructuring boosts employee level of confidence in a work place therefore also enhancing their job satisfaction in the organization. Majority of the respondents also at (Mean 3.75 ± 0.86) confirmed that financial restructuring boosts financial communications and correspondence within the organizations therefore enhancing job contentment among the employees). Most of the respondents at (Mean 3.49 ± 0.98) also confirmed that financial restructuring guarantees debt minimization and so high possibility of implementing staff incentives for boosting their job satisfaction. It was also found that financial restructuring develops better financial plans through restructuring (Mean 3.67 ± 0.90), clearly showing that financial restructuring grows better financial tactics in an organization that would then boost job satisfaction among the employees. On whether diversification of financial sources is achieved through financial restructuring, majority of the respondents at (Mean 3.67 ± 0.90) agreed that financial restructuring also promotes diversification of financial sources that would then boost productivity of the organization and job satisfaction.

4.5.3 Portfolio Restructuring and Employee Job Satisfaction

The study requested respondents to indicate their response on how portfolio restructuring influence employee job satisfaction at National Police Services Commission. Table 4.5 shows the response

Table 4.5 Portfolio Restructuring and Employee Job Satisfaction

Portfolio Restructuring	Mean	STDev
The purchase of new assets to replace obsolete ones increases employee performance and hence job satisfaction	3.91	0.78
Diversification of the organization results to greater confidence from the organization's customers	3.81	0.82
Distribution of resources to all levels of the organization increases employee satisfaction	3.77	0.84
Cooperation among different organizational units ensures optimum production and hence job satisfaction	3.89	0.79
Responsibility sharing among different units of an organization leads to timely achievement of targets	3.90	0.79

Table 4.5 depicts that most of the respondents at (Mean=3.91±0.78) confirmed that replacing obsolete working equipment with new efficient ones boosts employee performance and their job contentment and fulfillment. It was also established that diversification of the organization results to greater confidence from the organization's customers and also boosts job satisfaction (Mean 3.81±0.82). Majority of the respondents (Mean 3.77±0.84) also confirmed the statement that distribution of resources to all levels of the organization increases employee satisfaction.

It was also found that cooperation among different organizational units ensures optimum production and hence job satisfaction (Mean 3.89±0.79). This shows that collaboration among diverse organizational units guarantees optimal production and therefore job satisfaction. Moreover, responsibility sharing among different units of an organization leads to timely achievement of targets as indicated by most of the respondents (Mean 3.90±0.79) indicating that responsibility partaking among diverse units of an organization results to prompt achievement of the targets.

4.6 Relationship between Restructuring and Employee Job satisfaction

The study sought to establish the relationship between Restructuring and Employee Job satisfaction at the Kenya Police Service Commission. The researcher then conducted a

regression analysis to explain this relationship using SPSS version 25. The results obtained are presented and discussed in Table 4.6.

Table 4.6 Model Summary

Model	R	R ²	Adjusted R ²	Std. An error of the Estimate
1	0.741(a)	0.549	0.544	0.2125

Source: Research Data.

According to Table 4.6, R square is .549; this denotes that 54.9% change in employees job satisfaction at Kenya Police Service Commission is explained by restructuring practices. It also means that other than restructuring practices (Operational Restructuring, Financial Restructuring and Portfolio Restructuring) there are also other factors that affect the employees' job satisfaction at Kenya Police Service Commission, which account for the remaining 45.1%. Table 4.7 gives the findings of the ANOVA

Table 4.7 Analysis of Variance

Model		SS	df	MS	F	Sig.
1	Regression	32.24	3	10.75	12.95	0.001
	Residual	144.51	174	.830		
	Total	176.75	177			

a. Dependent Variable: employees job satisfaction

b. Independent Variables: (Constant), Operational Restructuring, Financial Restructuring and Portfolio Restructuring Source: Research Data.

Key: SS= Sum of squares; MS=Mean Squares

From the ANOVA statistics, it can be confirmed that the regression model is significant ($p < .05$). This indicates that the data was suitable for drawing conclusions about restructuring practices and employees' job satisfaction at Kenya Police Service Commission. The computed value of the dependent variable exceeded the critical threshold ($12.95 > 3.86$), indicating that the identified restructuring practices had a statistically significant effect on the employees' job satisfaction at Kenya Police Service Commission. Table 4.8 shows the significance of regression coefficients of the regression analysis.

Table 4.8 Coefficients Output

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.486	0.483		3.077	1.486
Operational Restructuring	0.466	0.114	0.559	4.09	0.001
Financial Restructuring	0.464	0.104	0.339	4.46	0.008
Portfolio Restructuring	0.451	0.093	0.357	4.85	0.002

The analysis indicated that all variables positively impacted employees' job satisfaction and are statistically significant at a confidence level of 95%. In addition, the predictors in this study had high values above the critical value of 3.182, showing a positive and statistically significant correlation with employees' job gratification. Operational Restructuring ($t = 4.088$, $p = 0.001$), financial restructuring ($t = 4.46$, $p = 0.008$) and

Portfolio Restructuring ($t = 4.85$, $p = 0.002$) all produced statistically significant values. If all recognized restructuring approaches were rated zero, the employees' job satisfaction would decrease by 1.486. These findings concur with that of Pinpravong and Sienghthai (2011) who also found that organizational restructuring result in the change the overall organizational structure, change in work process, lowered expenditure, better competitive advantage, rapid organizational development and higher employee motivation, among others. Similarly, Jellison (2006) observed that every restructuring includes changes. The changes may represent growth, success, progress as well as fear, failure and frustration since not all changes result to positive attributes.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section covers an overview of the study's major conclusions, suggestions, the study's shortcomings, and potential areas for further studies.

5.2 Summary of Findings

The study looked into the effect of restructuring practices on employee job satisfaction at the NPS Commission in Kenya. The study further determined the extent to which restructuring practices (Operational Restructuring, Financial Restructuring and Portfolio Restructuring) influence employee job satisfaction. On operational restructuring, the study found that (Mean 3.57 ± 0.96), operational restructuring in an organization elevates employees working morale, encourages creativity and innovativeness among employees in an organization (Mean 3.54 ± 0.98), and that it guarantees retention of employees and therefore low staff turn-over (Mean 3.45 ± 1.002). When probed on whether operational restructuring eases the process of performing specific activities, (Mean 3.46 ± 0.99) show that this practice facilitates the process of carrying out particular activities, hence boosts job satisfaction among the employees in an organization. The study also found that (Mean 3.64 ± 0.91) that generally, operational restructuring assists in lessening costs and increasing revenues in an organization.

On financial restructuring, with a weighted mean of (Mean 3.75 ± 0.86) it shows that financial restructuring boosts employee level of confidence in a work place therefore also enhancing their job contentment in the organization, it also improves financial communications within the organizations hence boosting job satisfaction among the employees. The study also found that financial structuring ensures debt reduction and hence high possibility of staff incentives. Meaning, (Mean 3.49 ± 0.98) financial restructuring guarantees debt minimization and so high possibility of implementing staff incentives for boosting their job satisfaction. It was also found that (Mean 3.67 ± 0.90), financial restructuring grows better financial strategies in an organization that would then boost job satisfaction among the employees. On whether diversification of financial

sources is achieved through financial restructuring, (Mean 3.67 ± 0.90) shows that financial restructuring also promotes diversification of financial sources that would then boost productivity of the organization and job satisfaction.

On portfolio restructuring, the study found that (Mean 3.91 ± 0.78) replacing obsolete working equipment with new efficient ones boosts employee performance and their job satisfaction. The study also found that (Mean 3.81 ± 0.82) implying that generally, diversification of the organization leads to greater confidence from the organization's customers and also boosts job satisfaction. The distribution of resources to all levels of the organization was also found to boost employee satisfaction (Mean 3.77 ± 0.84), and that cooperation among diverse organizational units guarantees optimum production and therefore job satisfaction (Mean 3.89 ± 0.79). It was also found that responsibility sharing among different units of an organization leads to timely achievement of targets.

In establishing the employee job satisfaction, overall, weighted mean of (Mean 3.79 ± 0.86) indicates that employees would be readily motivated if rewarded through recognition. Most employees were also contented with their jobs and were motivated to work in their various organizations (Mean 3.71 ± 0.88), and were also clearly pleased with the training offered in their organizations as it augments their productivity (Mean 3.77 ± 0.85). It was also established that a weighted mean response of (Mean 3.71 ± 0.88) implies that employees' good work was usually appreciated and rewarded in their organizations. Majority of the respondents (Mean 3.76 ± 0.84) concurred that fair remuneration of the employees boosts their productivity and job satisfaction.

The study similarly found that (Mean 3.86 ± 0.81) indicated that supervisor-employee relationship influence the level of working of the employees and their job satisfaction. It was also found that opportunities that arise from restructuring the employees came with gratification and makes the workers want to work extra-hard (Mean 3.90 ± 0.79). In fact, majority of the respondents agreed that promoting employees as a result of restructuring makes employees very satisfied with their work (Mean 3.88 ± 0.81). Moreover, (Mean 3.89 ± 0.79) indicates that majority of the respondents were contented with their work environment and conditions. In fact, with a weighted mean response of (Mean 3.80 ± 0.81), efficient working tools and equipment enhance job satisfaction of the

employees. Majority of the respondents indicated that there was efficient communication between the employees and their seniors and this encouraged job satisfaction (Mean 3.80 ± 0.81).

Similarly, communication among the employees was satisfactory and this encouraged job satisfaction.

5.3 Conclusions

The study sought to determine the effect of restructuring practices on employee job satisfaction at the National Police Service Commission in Kenya. On operational structuring, the study concluded that operational restructuring in an organization elevates employees working morale, encourages creativity and innovativeness among employees in an organization. It also guarantees retention of employees and therefore low staff turnover, eases the process of performing specific activities, facilitates the process of carrying out particular activities, and assists in lessening costs and increasing revenues in an organization.

On financial restructuring, the study concluded that financial restructuring boosts employee level of confidence in a work place therefore also enhancing their job satisfaction in the organization, it also improves financial communications within the organizations hence boosting job satisfaction among the employees. The study also concludes that financial structuring ensures debt reduction and hence high possibility of staff incentives, it also guarantees debt minimization and so high possibility of implementing staff incentives for boosting their job satisfaction, grows better financial strategies and also promotes diversification of financial sources that would then boost productivity of the organization and job satisfaction.

On portfolio restructuring, the study concludes that replacing obsolete working equipment with new efficient ones boosts employee performance and their job satisfaction, diversification of the organization leads to greater confidence from the organization's customers and also boosts job satisfaction and that distribution of resources to all levels of the organization also boosts employee satisfaction, and that cooperation among diverse organizational units guarantees optimum production and therefore job

satisfaction. Besides, responsibility sharing among different units of an organization leads to timely achievement of targets. The study also generally concluded that all variables impact positively on employees' job satisfaction and are statistically significant at a confidence level of 95%. This is to say, operational Restructuring, financial Restructuring and Portfolio Restructuring all statistically, positively and significantly influenced employees' job satisfaction.

In establishing the employee job satisfaction, employees would be readily enthused if compensated through acknowledgement and giving them credit for their the good work done. Most of them were satisfied the training offered in their organizations as it enhances their productivity. Fair remuneration of the employees boosts their productivity and job satisfaction and that supervisor-employee relationship influence the level of working of the employees and their job satisfaction. Opportunities that arise from restructuring the employees came with gratification and influence the workers have the urge to work extra-hard. In fact, promoting employees as a result of restructuring makes employees very satisfied with their work. Moreover, efficient working tools and equipment enhance job satisfaction of the employees. Also, efficient communication between the employees and their seniors and among the employees themselves encouraged job satisfaction.

5.4 Recommendations

Based on the study outcome on the effect of restructuring on employees' job satisfaction at the NPS Commission, the study recommended that the policy makers at Police Commission should carry out operational restructuring in such a way that employee welfare are put into consideration and their job satisfaction is also upheld. Similarly, the portfolio restructuring should be conducted in a fair, transparent and honest manner, especially when the employees are being assigned to their new duties as this will not dampen the working spirit of the employees and also will encourage their job satisfaction.

The National Police Service Commission should only rely on realistic restructuring practices that are in line with their organization objectives when implementing various restructuring practices as a strategy to increase employee

job satisfaction. The report concludes by advising companies to exercise extreme caution when deciding on the kind of restructuring strategy to use by setting appropriate regulations that regulate and are particular to the way in which police forces operate in order to obtain the most beneficial outcomes.

5.5 Limitations of the Study

Most of the respondents were cautious to provide information since some of the information was confidential and sensitive. The researcher addressed the issue by promising respondents that their data would be used just for academic purposes and would be treated in the strictest of confidence. Another constraint was that the researcher had no control over the data's accuracy.

The researcher took the data as-is but made calls to the respondents to clarify any confusing responses. Some of the respondents from the National Police Service Commission were senior employees with hectic work schedules, which slowed down the data collection procedure. The researchers employed the drop-and-pick-up strategy to allow respondents sufficient time to complete the questionnaires.

5.6 Areas for Further Research

The main goal of this research was to determine how restructuring affected NPS Commission personnel' job satisfaction. The Kenya Wildlife Services, the Kenya Prison Service, and the Kenya Forest Service were not included in this scope, however. The researcher thus urges more investigation into how restructuring affects workers' job satisfaction at each of the aforementioned law enforcement agencies.. Additionally, another study should be done on how restructuring practices influence organization performance of these policing institutions.

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QUESTIONNAIRE

Instructions

Please complete each question completely and truthfully by marking the box that most closely reflects your response with a tick (✓) or, if required, by writing in the areas given.

NB: The information gathered is intended for academic purposes only and will be treated with highest confidentiality.

Section A: Background Information

Indicate your gender

Female [] Male []

What is your highest level of education?

Postgraduate [] first degree [] Diploma [] Certificate [] Secondary school dropout []

Indicate your age bracket in years from the following choices:

21-30 [] 31-40 [] 41-50 [] Above 50 years []

For how long in years have you been in this organization?

Below 5 years [] 5 – 10 [] Over 10 years []

State the department in which you work

Administration [] Finance [] Planning [] Operations []

Section B: Main Study Section

Using five (5) point Likert scale, indicate the level of your agreement or disagreement with the below statements regarding organizational restructuring by ticking on the option that best represents your view:-(5 denotes strongly Agree, 4 denotes Agree, 3 denotes Undecided, 2 denotes disagree, 1 denotes or signifies strongly disagree)

	Options				
	1	2	3	4	5
Operational Restructuring					
Operational restructuring boosts workers morale.					
Operational restructuring enables staff to be more creative and innovative.					
Operational restructuring ensures retention of employees and hence low staff turn over					
Operational restructuring eases the process of performing specific activities, hence increased job satisfaction					
Operational restructuring helps in reducing costs and maximize revenue					
Financial Restructuring					
Financial Restructuring enhance employee confidence in work place hence boost their job satisfaction					
Financial Restructuring improves financial communications within the organizations hence boosting job satisfaction among the employees					
Financial Restructuring ensures debt reduction and hence high possibility of staff incentives					
Financial Restructuring develops better financial plans through restructuring					
Diversification of financial sources is achieved through financial restructuring					
Portfolio Restructuring					
The purchase of new assets to replace obsolete ones increases employee performance and hence job satisfaction					
Diversification of the organization results to greater confidence from the organization's customers					
Distribution of resources to all levels of the organization increases employee satisfaction					
Cooperation among different organizational units ensures optimum production and hence job satisfaction					

Responsibility sharing among different units of an organization leads to timely achievement of targets						
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Employee Job Satisfaction

	1	2	3	4	5
1. I get enthused if rewarded through acknowledgement and sense of accomplishment.					
2. I am contented with my employment in this firm					
3. Am fulfilled with the preparation and training offered by the organization as it improves my level productivity.					
4. Any good work I do is habitually appreciated.					
5. Am fairly rewarded and hence motivated to carry out my role properly in the organization					
6. My bond with my senior influence my job satisfaction level					
7. Opportunities that arise from restructuring me encourages me to work extra-hard.					
8. Promotion as a consequence of increases my level of satisfaction with the job.					
9. Am pleased with the environment and conditions am working in					
10. My tools and equipment are adequate thus am capable of meeting my objectives and organization objectives.					
11. My communication with my seniors is very efficient.					
12. Am contented with the way I communicate with my colleagues					