# EFFECTS OF THE COMPLEXITY OF THE EXTERNAL ENVIRONMENT ON THE PERFORMANCE OF NATIONAL REGISTRATION BUREAU OF KENYA

BY

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# DECLARATION

The research project is my original work and has not been presented for a degree in any other university

Signature…………………………… Date……………………………………………..

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**D61/61385/2013**

The research project has been submitted for examinations with my approval as the university supervisor**.**

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# DEDICATION

I dedicate this project to my daughter Irene, family members, my colleagues and friends for giving words of encouragement during the entire period I was doing the project.

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# ABBREVIATIONS AND ACRONYMS

**ARC**     -     Application for Registration Certificate

**ICT**     -     Information and Communication Technology

**ID**     -     Identity

**IEBC**     -     Independent Electoral and Boundaries Commission

**MIRP**     -     Ministry of Immigration and Registration of Persons

**NEMA**     -     National Environment Management Authority

**NPR**     -     Not Previously Registered

**NRBK**     -     National Registration Bureau of Kenya

**OP**     -     Organizational Performance

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# ABSTRACT

The National Registration Bureau of Kenya is a state agency which is mandated with the registration of Kenyan citizens under the Kenyan constitution who are above18 years. It is mandated as the sole custodian of the registered data of the Kenyan citizens. The study was to determine the effects of the complex external environment on the organizational performance of the National Registration Bureau of Kenya. The study was conducted on one unit of study which was done in the organization. The data was collected using the interview guides which were administered to 8 managers of different departments in the national bureau. The interviews were done at different times depending on the willing and availability of the managers. The data was analyzed by content analyses which involved looking for ideas from the responses which formed the basis for discussion. The findings proved that the external environment was very complex and hence it affected the organization performance of the National Registration Bureau of Kenya. The study found out that the external environment factors which affected the organization were the political, economic, social, technological, ecological and legal environment. The study results would help immensely in the policy making in the both the national government and the state agency. The results of the study would also help in the academic area which would be used by students and other researchers as secondary data. The study recommended involvement of the National Registration Bureau of Kenya and other stakeholders in the formulation of its policies, rules and regulations. The education and sensitization of the Kenyan citizens on the registration requirements and the importance of the national ID. The organization should develop good relationships with its customers and try to develop a good corporate image with the public because it has in the past been largely been tainted as it was largely associated with corruption by its employees. There should be digitalization of the entire registration process and integration of technology between the departments in the Kenya Citizens and Foreign Nationals Management Service which are Immigration, National Registration Bureau, Civil Registration and the Refugee Affairs department for effectiveness and efficiency delivery of service.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the study

The external environment of organizations is increasingly being characterized as dynamic, turbulent, chaotic and complex. The external environment according to Jones (2009) refers to everything outside the organization which entails political, ecological technological, economic, legal/regulatory, customer, competition, supplier, distributor and social dimensions. To ensure survival and record good organizational performance the management should develop good policies and strategies to be able to manage threats and exploit emerging opportunities promptly which will make them have competitive advantage. Organizations depend on the environment for resources and also depend on the same environment to discharge their outputs and hence should be strategic on their use. Organizational performance is about managing the internal and external environment to be able survive and become successful in the complex environment in which businesses operate (fowler, 1990).

Complexity and chaos theory best explain the underlying idea which "is that all things tend to self organize into systems" (Kelly, 1999). These systems develop patterns that are created when a number of simple rules are applied over much iteration. Small differences at the start of the process can eventually result in large differences in the system's performance. Several chaos and complexity concepts have relevance to the remote environment. The central concept is self-organization, the process of a pattern of order emerging from a set of simple rules in an interconnected network.

The National Registration Bureau of Kenya (NRBK) is one of the departments under the Ministry of Interior and Co-ordination of National Government. It is a state corporation which is tasked with the registration of Kenya citizens and is the custodian of the registered data. This is a service state agency whose main task is issuing ID cards and hence its performance is basically evaluated on its service delivery. NRBK core functions and operations of the department are mandated through an Act of Parliament: Chapter 107 Laws of Kenya.

### 1.1.1 Complexity of the external environment

External environments are always complex and affect organizations by bringing threats or opportunities. The macro environment in the organizations are mostly influenced by the economy at large population demographics, societal values and lifestyles, government legislation, technological factors and closer to home, the industry and competition in which the company operates (Kauffman, 1993).Brown (2005) states that the effects of outside factors to an organization will influence the choice of strategy which may range from big to small. But even if the factors in the macro environment change slowly or have such a comparatively low impact on an organizations situation that only edges of an organizations direction and strategy are affected, there are enough strategically relevant trends and events to justify a bird's watch.

According to Osuagwu (2001) states that an environment has been seen as the totality of the factors that affect, influence, or determine the operations or performance of a business. The environment determines what is possible for the organization to achieve. Porter (2008) says that the external environment includes the factors outside its boundaries that affect its performance. Although managers can control the internal environment the have very limited influence over what happens outside the organization. Organizations must respond to environment changes and need to continually align the internal environment, which can result in changing the mission and shifting priorities and goals.

Kermally (1997) states that organizations in complex situations face an environment difficult to understand which is constantly changing. With more and more sophisticated technology coming there is need for the organization to position itself strategically towards this condition of the greatest uncertainty. A government organization like a local government authority faces an uphill task because of the variety of public services that it offers which are as a result of diversity when dealing with different operating companies within which makes it face varying degrees of complexity and dynamism in its environment (Kermally 1997)

Grant (1999) states that environmental forces which are especially important for one organization may not be the same for another and overtime their importance may change. A host of external and often largely uncontrollable factors influence an organizations choice of direction and action and ultimately its organizational structure and internal process. Grant (1999) says that concept of external environment is important for every kind of business operation. External environment is an attempt to understand the outside forces of the organization that are helping to shape the organizational boundaries which at the end shape the organization. External environment has played a significant role in formulation, implementing and controlling of the business strategy. Choo (2001) says that the external environment is very big and hence it's very important for the organization to be able to know the forces that shape the industry. The external environment is large and complex and hence working with the stakeholders is a good strategy for the company in order to overcome the operational challenges and record good profits.

Armstrong (1994) states that there is no right way of managing performance the approach must depend on the context of the organization that is its culture, structure, technology, the views of stakeholders and the type of people involved. Anthur (2007) states that's it is important to for an organization to know the environment in which it is operating and hence the management should be able to create a corporate strategy which should be able to fit in the company situation, which should make it gain a competitive advantage. According to Windsor (1995) it's important for managers to identify ways to cope with the uncertain environment which is complex and turbulent. It's very hard to link the environmental variables and management action because of the complexity of the variables which are very chaotic. According to Eisenhardt & Sull (2001) states that any strategy to be done in a complex environment should be dynamic and disciplined, managers should come with strategic rules which will help them cope with potential threats and opportunities coming rapidly without referring to their senior managers.

Aosa (2011) says that external environment is unpredictable, which affects the organizational performance and hence one should be able to analyze the environment before coming with appropriate strategies. Changes in the external environment in which organizations operate can bring opportunities or threats and hence a thorough understanding of these changes is important for making corporate strategies and policies. For an organization to be able to achieve success in different countries it should be able to align its strategies to fit the different working environments. Mason (2007) states that the external environment is very complex and hence it has an enormous influence on the strategies to be used. The external environment is very dynamic and affects two major dimensions which are the complexity and turbulent dimensions (Hamel & Prahald, 1994).This has resulted in different views how the external environment analysis should be done. Organizations are very crucial and hence influence their industries thereby gaining some control over some part of their environments.

The external environment is not only determined by the forces outside it but by the organization by itself (Ford, 1997).Firms exist and evolve together with the environment and so it's hard to differentiate them (Brooks & Weatherston, 1997). According to McElwee (1998) observes that most managers have been brought up in and trained for, an environment of certainty, whereas they now have to cope with increased complexity, uncertainty and turbulence. The traditional authoritarian, control-oriented management style, when applied in an uncertain environment, can lead to destabilization of relationships leading to unanticipated behaviors which will bring possible explosive instability.

The inability to predict an external environment can contribute to the effectiveness of strategic planning because the system is in a continuous motion, and unpredictably dynamic and therefore the managers should obtain new intelligence to understand the environment(Kurtya,2000).For any strategy and plan to be successfully it should be fully implemented. The employees have to be able to deal with environmental shocks which are restricted by a detailed prescriptive plan. (Glass, 1996)

The National registration Bureau of Kenya is an organization working under a complex, dynamic, chaotic and turbulent external environment like all the other organizations and hence it should be very strategic in dealing with it. There are various forces that affect the environment in which the organization is operating and hence it should prepare at any given time. The management should develop skills in which they can try to predict what the environment will be looking in the near future by looking at the current situation to be able to remain relevant in the industry.

## 1.1.2 Organizational performance

Organizational performance is basically a combination of productive assets made up of human, physical and capital resources for the major reasons of fulfilling a dream, vision or accomplishing a shared purpose.(Barney,2002;Carton & Hofer,2006). Kast & Rosenziwg (1985) says that for one to perform well, ability, opportunity and effort are very important Ability depends upon knowledge skills and technology capabilities that provide an indication of a range of possible performance. Reward management and goal setting mostly depends on the level of motivation that the management has inspired on the employees. Management should be on the forefront in providing good opportunities which would foster the achievement of goals. Generally OP is assessing the progress made towards goals, identifying and adjusting factors that have limited the progress of the organization in a competitive environment.

Organizational performance is a strategic and integrated approach whose main task is to deliver the set objectives and goals by using all the available resources. Human resource is one of the greatest assets that an organization can have so success is achieved by improving the performance of the people who work in the firm and by developing the capabilities of team and individual contributors (Porter 2008).It's difficult to measure an organizations performance because it is a multidimensional construct which has variable factors which are very dynamic in each organization. According to Bates and Holton (1995) it's important for one to determine whether measurement objectives are to be accessed inside or outside the organization.

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Kermally (1997) states that in order for an organization to succeed it's important for it to adapt itself to its changing external environment. Organizations that fail to adapt to its environment at the end will not survive in the complex environment which is dynamic. It has been well said by Kelly (1995) that managing performance is running the business. It is important for the management to know that organizational performance is a process which should be well managed to record good success. Kermally (1997) believes that the organization performance management is very important and should be aligned in the setting of a corporate strategy formulation which will be instrumental to monitor the value drivers which are fundamentally what makes a business to succeed.

In order for organization to succeed communication is very important amongst the staff in the business. There should be a good climate which will make the directors to be able to define the expectations, and share important information on the organizations missions, values, and objectives. There will be a level of trust and confidence that will be developed if everything is kept open and hence it will be easy for the implementation of the goals in the organization. (Armstrong & Murlis 1994)

Pearce and Robinson (2007) states that the organizational performance can be measured both by the financial and non financial aspects. This can be measured by the following indicators which are the gross profit, total organizational assets, revenue growth, earnings per share, return on investment, new product introduction, market share, product/service quality and operation efficiency (Aosa 2011).The external global and national environment which are business, economies, politics and society are constantly changing and indeed may be turbulent even chaotic. It imposes changes on the performance requirements of the organization, including the need for continuous improvement to maintain a competitive edge. The social and technical systems in the internal environment are therefore also in constant state of change so performance management must help to shape this change as well as respond to it (Armstrong & Murlis 1994).

Mintzberg (1973) argues that the management facing a complex environment should not arrange for future high level planning because future states of complex environment are very unpredictable and hence will impact negatively on the performance of the organization. Performance is very much important in any organization, it is known that organizational structure and decision-making in any organization is greatly influenced by environmental complexity and volatility. (Miles & Snow, 1978; May et al, 2000)

Performance is contextual, for it's the values of key organizational stakeholders that determine the short-term and long-term reputation of the organization. With regard to capacity and its development the institutions context is an intervening variable in many management choices for example the importance of a particular organizational strategy or structure can be influenced by the organizational external environment. The extent to which the resources are available is influenced by the organizational external environment, as are the in internal policies and procedures deployed by an organization to control these resources. Ultimately the external environment influences the choices of an organization makes regarding its programs, types of outputs, and the standards of judgment that are appropriate and acceptable by which to measure its progress in fulfilling its mission. ([www.idrc.ca](www.idrc.ca)). Seldon & Sowa (2004) looked at OP as what is designed to assume that organizations are to accomplish certain goals that are both specified intrinsically and implicitly.

### 1.1.3 The National Registration Bureau of Kenya

The Kenya Citizens and Foreign Nationals and Management Service is a State Corporation established under an Act of Parliament of 2011 to take over the core functions of the Ministry of State for Immigration and Registration of Persons. The Management Service brings under its ambit all services undertaken by Department of Immigration, National Registration Bureau, Civil Registration Department, Department of Refugee Affairs and the Department of Integrated Population Registration Services. The functions and mandate of the Service include: development of policies and laws on matters relating to citizenship, border control, foreign nationals, immigration, registration of births and deaths, identification and registration of persons and the creation and maintenance of a comprehensive national population register. (mirp.go.ke, Ministerial Strategic Plan 2008/2012, Vision 2030).

The National Registration Bureau of Kenya   (NRB) is one of the departments under the Ministry of Interior and Co-ordination of National Government. Other sister departments include Immigration, Civil Registration Department, Department of Refugee Affairs and Department of Integrated Population Registration Systems (IPRS). NRB is divided into four broad divisions which are training and quality assurance, registration and field services, production services, fingerprint services and administrative services. (mirp.go.ke)

 The administrative service is in charge with the general administration of the department. The fingerprints section are in charge of fingerprint archive bureau, fingerprint identification services and automated fingerprint identification services. The production services division is in charge of production of ID cards section, registration and conveyance services, production of security documents and maintenance and archiving of records. The registration and field services are in charge of logistics, facilitation of field services, policy formulation and programme implementation. The training and quality assurance is in charge of inspection, quality assurance, training and research. (mirp.go.ke, Ministerial Strategic Plan 2008/2012, Vision 2030).

The National Registration Bureau of Kenya's vision is to be the leading provider of secure identification services in the region. The mission is to contribute to the national security, socio-economic and political development of the country by identifying, registering and issuing identity cards to Kenyan Citizens of age 18 years and above, to maintain a comprehensive register for use by stakeholders and other authorized agencies. Its core values are; Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above, production and issuance of secure identification documents, management of a comprehensive database of all registered persons, detection and prevention of illegal registration.(mirp.go.ke )

NRB was established in 1978 and it enforces the Registration Act (CAP107) laws of Kenya; the law which provides for the compulsory registration and issuance of Identity Cards to all Kenyans who have attained the age of 18 years and above. Identification in Kenya can be traced from 1915 when the British colonial government passed the native Registration Ordinance which made it mandatory for all adult male Africans to register and carry identification papers which were kept in metal containers worn around the neck and was referred to as a "*KIPANDE*". This Legislation was to control the movement and recruitment of male Africans into colonial labor. (Ministerial Strategic Plan 2008/2012, Vision 2030, mirp.go.ke.).

On 24<sup>th</sup> July, 1947 a popular Registration of Persons Ordinance Cap 50 laws of Kenya was passed in which all male persons of 16 years and above was carried out. The Registration of Person's Ordinance later in 1963 became the Registration of Persons Act Cap 107 of the Laws of Kenya, currently in use albeit with various amendments. In 1978,Cap 107 was amended to provide for the registration of all persons both male and female who had attained sixteen(16) years and above be issued with a card enclosed in a heat laminated plastic pouch, provided they were Kenyans. (mirp.go.ke)The Kenya national ID has evolved over the year that passed which has evolved from the first generation to the second generation ID. The first generation identity cards were issued until 1995 when the government started a massive campaign to replace these cards with the second generation ID ( mirp.go.ke.).

There were a lot of weaknesses in the 1st generation ID which were illegal registration of aliens, easy manipulation, forgeries & theft, easy duplication of ID numbers, delays in replacing lost IDs and double registration which poses as a security threat. The second generation ID is better because it has a computerized fingerprint system. The government has established an alien registration system which is used to register aliens and refugees in Kenya and issue them with the appropriate certificates and IDs .The NRBK has a bio data of 14 million Kenyans.  ([www.refugeesinternational.org](www.refugeesinternational.org))

 A new registration system of the ID is on the pipeline which will be done by the biometric machines  in the near future which will be called a 3rd generation ID which basically will be a Super-ID .The ID card will have biometric information which will look at the person's unique biological markers. The ID will have very important details that will be used in social security and national insurance. It will be an integrated digitalized system which will bridge the gap in the birth registration, Personal Identification Number, Public Service Commission, National Social Security Fund and National Hospital Insurance Fund registers and voter registration among others. (www.standardmedia.co.ke).

This new registration process will help in getting rid of fake IDs and will be used in the planning, security and for future elections by the IEBC because the data will be easily retrieved from the NRB. The whole registration process will take an approximate period of six months for the whole infrastructure to be put in place. It will be a credible digital system which will be used to get rid of fake IDs. In order to address the prevailing security challenges; there shall be consolidation of all current registers of persons into a single national register with accurate and relevant information. (www.standardmedia.co.ke). A database of the new information will be established to give the State accurate and detailed information about all citizens which will also incorporate the record of births. It is also for identifying foreigners, including terrorists and their sleeper cells, who may have corruptly bought ID papers. The registration process will be a joint operation between the Ministries of Information, Communication & Technology and Interior & Coordination of National Government of Kenya. (mirp.go.ke).

There has been a lot of corruption by government officials working in the National Registration Bureau of Kenya whereby you would find that there are many foreigners who have IDs which are not found in the computer system in the department and so this shows that they got them illegally. The government has difficulties in identifying the genuine Kenyan citizens on the basis of identification papers produced by the existing (www.standardmedia.co.ke).The guidelines are rules, codes, ethics, policies, directives, norms or established procedures on how registration of persons duties are required to be carried out from time to time by those authorized to do so. (mirp.go.ke)

The main sources of the guidelines are the constitution of Kenya under that we have the Cap 107 laws of Kenya and the bill of rights and citizenship. The marriages laws that help the department especially in the changes section are borrowed from the Marriage Act, Cap 150, the African Christian Marriage and Divorce Act, Cap 151, Mohammedan Marriage and Divorce Registration Act, Cap 155, the Hindu Marriage and Divorce Registration Act Cap 157. Other sources are amended subsidiary legislations, director of registration of person's directives and policies, code of regulations and public officer's ethics and the departmental service charters. (mirp.go.ke)

The national identity is very much important because it is a hallmark of being a Kenyan citizen. Under the Kenya's Registration of Persons Act, citizens 18 or over must register with the National Registration Bureau and obtain a National ID. The Kenyan National Human Rights Commission states that an ID is very important in doing the day to day activities like to register to vote, obtain a passport, purchase property, open a bank account, conduct business, seek employment, access higher education, enter government buildings and get married. The registration process is based on the Kenyan Constitution and the Kenyan Citizenship Act, which states that citizenship.. (www.refugeesinternational.org).A Kenyan can obtain citizenship through birth, descent, registration and naturalization. These four different ways are under the current constitution and the Kenya citizenship act. When one reaches the mandatory age of 18 years one is required to obtain an ID which is free of charge and is referred to as not previously registered (NPR). (mirp.go.ke)

When one wants to register for an ID he should have the proof of Kenyan citizenship in which he is required to have a parent's national identity card or a certificate of registration as a Kenyan citizenship. He should also have a proof of name and place of birth this will be verified by producing any of the following documents which are a birth certificate, religious certificate, school leaving certificate, medical age assessment certificate, child health card, notification of birth, letter from the provincial administration and should present himself before a registration officer. (mirp.go.ke). In NPR when one does not have a parent the applicant should produce the death certificates or burial permits or a written letter from the chief to show that the applicant is a total orphan and should be accompanied by a guardians ID to take the responsibility of the parent, this person can be an older brother or sister or any other person but there should be proof being related. In NPR there is always vetting especially for people whose parents ID cards reads border districts. In Kenya we have different categories of districts which are rural, border, settlement and urban districts. In the Rural districts are the districts whereby the majority inhabitants are composed of communities that are only domicile in Kenya and thus the issue of identification does not pose a major problem. (mirp.go.ke)

In border districts the majority inhabitants are composed of communities that are domicile in Kenya as well as in a neighboring country. Identification thus poses a major problem as there is no distinction in the customs or languages spoken and this is further compounded by the usually intense interactions between the people of both countries concerned. The applicants from border districts in addition to producing the stipulated documents for initial registration would be required to personally appear before the districts registration identification committees. The vetting committees comprises of the District Commissioner/Officer as the chairman and the District Registrar of Persons as the secretary. The members of the committees are the District Security Intelligence Officer, Immigration officer, District Civil Registrar, Chief/Assistant Chiefs and the local leaders. The application forms which are endorsed by the relevant administration officials are subject to further scrutiny by the National Verification Committee at the headquarters before they are approved for production of IDs. (mirp.go.ke)

It takes 16 days for all services in Nairobi, 26 days for other areas in the country and 35days for border district .In the settlement districts the inhabitants are immigrants hailing from communities found in either the rural or border districts and therefore the applicant will be subjected to the requirements stipulated for the relevant district. The urban districts are areas with a cosmopolitan population. The applicants are subjected to the registration requirements for the relevant district and where no satisfactory documents are produced as proof of citizenship, the applicant is required to be registered at the declared home district. (mirp.go.ke)

When one has lost an ID it is referred to as a duplicate one is required to present the following documents which are a police abstract or letter from an administrative officer and a copy of an ID card or tangible evidence of the same. If the ID card number is unknown the department resorts to research using fingerprints. The replacement of first IDs is for the citizens who had first generation ID and wants to get the second generation ID. The replacement process involves retrieval of the filed documents of the applicants whose details are verified to ascertain whether or not the application belongs to the right individuals. The process also affords the opportunity to ascertain whether the first application was legally and legitimately acquired. It also enables the department while updating the manual records capture for the details in its new computer system for future use.  In replacement one is required to produce the first generation ID card. (mirp.go.ke)

In case of loss of the first generation ID, the applicant shall produce a police abstract or a letter from an administrative officer certifying the loss. If an ID card is unknown the department resorts to research using fingerprints. (mirp.go.ke).When one wants to have a normal correction like wanting to correct a spelling mistake in a name or a photo in production is referred to as type 4 and type 5.In type 4 for the correction to be effected one needs to bring documents that proof the correct spelling and copy of the ID that had an error. Under the one that was caused by type 5 which is a poor or a wrong photograph embossed and poor thumbprint on the stab can be corrected by surrendering the original ID and the correction done by filling another Reg 136C and fingerprints taken. (mirp.go.ke)

The other type of service which is chargeable is a change of particulars in the identity card which maybe a change of name, year of birth or civil status. A registered person can change his particulars depending on the following grounds which are marriage, divorce, religion, change of residence, addition of fathers or mother's names or addition of a deceased person's name. A combination of any of the following documents depending on the type of change which are a marriage certificate ,deed poll, school leaving certificate, religious certificate, sworn affidavits, confirmation letter from the administration office, birth certificate, copy of parents ID card, parental consent to marriage or a divorce certificate. (mirp.go.ke).

In marriages when the applicants want to adapt a husband's name both of them should present themselves to the registration officer to complete the prescribed application form. When dealing with changes of a name especially dropping or adding a name of a deceased person maybe due to various factors like jobs, property or inheritance  it's  hard to change names of a deceased person as per (Rule 10 of the Principles Rules, of the (Registration of person Act Cap 107). The other service is the issuance of civil servants ID and one has to come up with the following documents which are the national ID card, letter of appointment, letter of introduction from the ministry and the current pay slip. (mirp.go.ke).

The forms that are used in the national registration are a variety depending on the type of job one wants to undertake. First we have Reg 136A which is filled by a person who is not previously registered and for replacements. In Reg 136C is filled by all the applicants in the different registration centers. Reg 101 is used to capture fingerprints impressions of the applicants. Reg 105 is used by the persons applying for change of particulars in registration offices. In registration for any payment to be done there is a receipt which one has to fill called ARC. (mirp.go.ke).

The sources of law that governs the National Registration Bureau of Kenya are the Kenyan constitution, legislature, delegated/subsidiary legislation, African customary law, Islamic law and the Christian law. The historical background of the laws in the department was that in 1915 the Native Registration Ordinance was passed and later in 11/11/1919 the first Kipande was issued. In 1947 the Registration of Persons Ordinance (cap 50) was passed which provided for registration of all males persons of the age of 16 years or over and issuance of ID cards in a booklet form. In 1963 the booklet form of ID was retained with the colonial crown being replaced with the present Coat of Arms. In 1978 the Registration of Persons Act was amended to provide for registration and issuance of ID cards of all Kenya Citizens of the age of 16 years or over. The booklet form of ID card was replaced with a card enclosed in a plastic envelope and heat laminated. In 1980 the age of registration and issuance of ID cards raised to 18 years or over. (mirp.go.ke., Ministerial Strategic Plan 2008/2012,Vision 2030).

The laws that support the registration bureau are that the registration and subsequent issuance of the national identity cards to bona Kenya nationals is generally given the legal framework as prescribed by the provisions of the Registration of Persons Act Cap.107 (Laws of Kenya) and its subsidiary legislation. All persons in Kenya are subject to the law of the land and in particular Kenyan Citizens in respect to the Registration of Persons Act, CAP 107 which requires that persons aged 18 years and above present themselves to registration and subsequent issuance of a national ID. The Registration of Persons Act section 2 stipulates that the Act shall apply to all persons who are citizens of Kenya and who have attained the age of eighteen years or over or where no proof of age exists are of the apparent age of eighteen years or over. Section 4 states that appointment of the Principal registrar and the deputy shall be appointed by the minister through a gazette notice while the Principal registrar may appoint registration officers through a gazette notice. Section 5 states that the Principal Registrar shall cause to be kept a register of Kenyans registered with prescribed particulars. (Registration of Persons Cap 107)

Section 6 & 7 of the same act stipulates that every other person who attains or has attained the age of eighteen years and its unregistered shall be liable to registration and shall within ninety (90) days of attaining the age present themselves before a registration officer and register themselves. A Kenyan Citizen returning from abroad and has attained the registration age shall present himself within 30 days. Section 8 of the Act provides a registration officer with unlimited power to require any person who has given any information pursuant to the Act or rules made there under to furnish such documentary or other evidence of the truth of the information as it is within the power of that person to furnish. Section 9 states that upon registration, a registration officer shall issue an ID card in the prescribed manner. Section 10 states that a license or a permit may be denied if a citizen does not produce an ID card of any other proof to the satisfaction of the requisition authority. (Registration of Persons Cap 107)

A registration officer may require a registered person to produce his ID card for inspection. Section 11 states that a registered officer authorized by the PR/Director in writing may make alterations on the register. Section 12 states it's upon a person to prove the provisions of this Act do not apply to him/her. Section 13 states that a registration officer can certify a copy of extract of the register kept by the Principal registrar under section 5(1) ad it shall be prima facie evidence of the facts states there in judicial proceedings.(Registration of Persons Cap 107)

The Registration of Persons Act, CAP 107 laws of Kenya states that a person shall be guilty of an offence if he fails to be registered, giving false information, depriving a person of an identity card, impersonates, attempts to be registered for a second time, unlawful possession of or making use of an identity of another person and charges for the delivery of a lost and found identity card. The penalty for the above offenses is a fine not exceeding Kshs 15,000 or imprisonment for a term of 18 months or both. Section 17 states that every ID issued are valid until the time it shall be declared invalid by the minister. Section 18 states that the prosecution of the offenses under the Act may be conducted by a registrar or a fingerprint officer. (mirp.go.ke., Ministerial Strategic Plan 2008/2012,Vision 2030).

The subsidiary legislation in rule 4(1) states that on attaining the registration age a person shall be registered at his/her place of permanent residence or domicile. In rule (9) states the application of the alteration of a name shall be accompanied by a marriage, divorce certificate and where the marriage is as a result of customary law, an affidavit must be attached. Rule 10 states that a registration officer may refuse to change the name of a registered person where the person wants to include the name of a deceased person. Rule 11(1) state that a person who ceases to be a Kenya citizen shall surrender his identity card to an Immigration Officer/Police station/Registration officer/Chief/post it to the principal registrar within 24 hours. In rule 11(3) states that before issuing a burial permit, a registrar of births and deaths shall recover the identity card and deliver it to the district registrar of persons or post it to the principal registrar. In rule 11(4) states that if the death occurs in a police station or prison the officer in charge shall deliver the identity card of the deceased person to the district registrar of persons or post it to the principal registrar. (Registration of Persons Act Cap 107)

## 1.2 Research problem

There are many factors that affect the performance of a firm which are divided into internal and external factors. The internal factors are controllable and so the management has a great influence on them but the external factors are uncontrollable and depend on the outsides forces which are complex, chaotic, dynamic and unpredictable. In coming up with appropriate policies one has to be able to look at the external environment carefully and come up with good policies to help the organization achieve its main objective which is recording an excellent organizational performance.

The National Registration Bureau of Kenya is a department in the government whose main objective is to register Kenyan citizens who are above 18 years. It has a monopoly of issuing Identity cards to the citizens of Kenya which is their right under the current constitution which was passed in 2010.The organizations mandate is mainly in service delivery which should be efficiently and effectively executed in the required time.

The complex external environment entails forces that operate in a particular environment which comprises of the political, economic, social, technological, ecological and the legal factors, (Pearce & Robinson, 1997).In general the external environment was always ignored and looked down upon, by the various schools of management who concentrated on the internal aspect which were under the control and influence of the management The various schools  of management  thought classical, behavior and  key management science school, tended  not to pay attention to the external environment and concentrated on the internal  aspect which they could control. Campbell (1993) is a strong advocate for the idea that organizational performance is a behavior which should be differentiated from the general results because in one way or the other they can be affected by the systems in a company. Porter (2008) is categorically of the notion that for a firm to record a good performance and be effective it has to come up with clear policies and strategies by identifying the important elements which will make it achieve competitive advantage.

Aosa (2011) views a good organizational strategy as the one that is able to deal with both the internal and external dimensions of an organization. It should be made to be strategic in terms of orientation where there is the dynamism in the aspect of an organization which at the end will exert pressure in the internal environment and so the needed changes will be achieved.

Nkirotte (2004) adds that with the dynamic nature of the external environment there is need for change of tact's and strategies for an organization to remain relevant in a complex environment which is very competitive. Organizations have to be able to study the uncontrollable factors in order for them to come with appropriate strategies that will make them to survive an environment which is very chaotic. Awodun (2003) in his analysis sees turbulence as the best word to describe the external nature of a firm in which has uncontrollable factors affecting the organization. The management has to come up with policies that make the organization immune to the constant change in the external environment and hence will make them profitable. Most organizations can do little to control their external environment and hence have to come up with creative ideas like lobbying in the corridors of power. Organizational policies and strategies should be very flexible and dynamic and should be able to change quickly in case of a short notice on demands of the complex external environment.

Kubania (2011) in her study concluded that the Kenyan business environment is very complex and organizational performance of a firm is affected by the political, economic, social, and technological factors. The government regulations, political stability, legal framework, liberalization and government support has an impact on the performance of a firm. Guided by the knowledge gap this proposed study aims at answering the following research question: Does the complexity nature of the external environment affect the performance of the national registration bureau of Kenya?

## 1.3 Research objective

The objective of this study is to determine how the complex external environment affects the performance of the National Registration Bureau of Kenya.

## 1.4 Value of the study

The study is useful in policy making in that when one is going to analyze the external environment one is going to come up with appropriate ways that would help to increase performance in the organization. The study is going to help the government, stakeholders and the entire management to come up with the appropriate policies that would translate to making the state agency to be run efficiently and effectively. The policies are going to help the state agency to be able to provide better services because after assessing environment of the organization it would be able to align itself to the external forces and hence record good performance as the end result.

In the academic world the study is useful in increasing knowledge as it would be used by academicians, researchers, management and students as secondary data in their studies. The study when compared with other studies is able to bridge a research gap which would form a basis for further research. The study is going to form a basis which would help in writing books, journals and other research materials in the academic areas.

In theory the study is helping in developing the current theories that exist by coming up with a new dimension in which they should be viewed which would help to increase knowledge after analyzing the study. The study is going to help in the explanation of the theories which will help the students understand it better. The study will form a basis of further research when it is compared with the existing theories.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1 Introduction

This chapter involves a review of the theoretical foundation of the study. It will go into details to discuss the theoretical foundation, empirical literature, research gaps and the conceptual framework.

## 2.2 Theoretical foundation

This study is based on two theories which are the complex and the chaotic theory which explain the complexity nature of an external environment of a firm. The chaos theory came to existence in the 1980s and it fundamentally tried to explain how systems follow the usual rules of physical systems but are highly unpredictable which make them unreliable. (Gleick, 1987; Kauffman, 1995; Campbel, 1993).

## 2.2.1 Chaos Theory

Chaotic systems manifest themselves in many ways which have the following examples like the turbulent flow of fluids, irregularities of the heartbeat, growth of certain insect populations, the dripping of a tap and the collisions of atoms in a gas. Chaotic systems react to a small change in the original conditions and hence a slight change can cause a large reaction. A common example which is frequently being used in explaining the chaotic theory is "butterfly effect" in weather systems, where a butterfly that flutters its wings say in Tokyo, could set off a chain of chaotic events in a weather system that result ultimately in a hurricane in Brazil a month later (Cohen and Stewart, 1994)

Kauffman (1993) explains that it's very hard to identify all factors that play a role in change of a particular behavior because of the unpredictability of the chaotic system which is extremely sensitive to initial conditions. If one can be very observant and study the movement of a butterfly carefully one will realize that it will form a particular pattern which will form a basis to explain how the chaotic system works.

In studying a chaotic environment one would find that it is very sensitive to an infinite degree, and empirical science does not, nor ever will, allow us to measure in sufficient detail or with enough precision to meet this sensitivity. It's important for the management to be sensitive because of the complexity and chaotic nature of the external environment (Gleick, 1987; Kauffman, 1995; Campbel, 1993).

## 2.2.2 Complexity theory

Complexity theory is similar to the chaotic theory which describes the external environment as very complex because of the changing factors which are uncontrollable and hence unpredictable. The external environment entails complex characteristics which should be analyzed in details. In complexity theory there is a general behavior which is complex and generally depends on the local influence of certain components whereby the particular behavior is dictated by certain simple rules. (Gleick, 1987; Kauffman, 1995; Campbel, 1993).

Cohen and Stewart (1994) states that similarly with the chaotic theory the results of the local interactions are not in any way related to its original conditions, and so the globally complex environment is not related to the general behavior occurring locally. In explaining the complex external environment one can be able to have the following examples, from flow of traffic, differentiation in cells, to change in the population, and turbulence. It's hard for one to be able to come up with a particular definition of the complexity science because of the fact that it is very young.

## 2.2.3 PESTEL framework

Pestel framework entails the external environment that surrounds a particular organization which is the political, economic, social, technological, ecological and legal factors. Armstrong (1994) says that the external environment is dynamic, turbulent and involves the change in pestle factors in a particular organization. It stresses the need for continuous improvement in the policies, strategies and operations to maintain a competitive edge in an organization. There is need for studying the complex environment which will translate to dynamism in the performance and so the organization will benefit hence will be able to survive in the chaotic environment.

Political factors play a big role in the business environment by virtue that it involves leaders in the government who are responsible for making laws and regulations. Leaders play a very important role in making a country stable which is a major consideration for managers to be able to formulate company strategies and policies .These factor define the legal perspective, the rule, regulations and law that form the fundamentals that define how firms operate. (Nash 1983)

Political constraints are placed on firms through fair trade decisions, antitrust laws, programs, minimum wage legislation, pollution & pricing policies, administrative jawboning & many other actions aimed at protecting employee, consumers, the general public and the environment. These political constraints eat into the potential revenue and profit and hence affects the operations of an organization. However not all political laws affect the organization on a negative way some are positive and so they are designed to benefit and protect the firms, such actions include patent laws, government subsidies and product research grants. These political factors either may limit or benefit the firms they influence and so the management of an organization should be neutral and should not support any political side of the government because it will affect the organization in one way or the other. (Johnson, 2009).

Economic factors are very important and they play a big role in the operation of an organization because if the management is strategic a lot of revenue will be generated by studying well the nature of the economic factors. Pearce (1997) states that it's basically the nature and direction of the economy in which the business operates, because consumption patterns are affected by the relative affluence of various market segments and so it's important for the management to study the economic trends and should be able to forecast what will happen in the future. The management should be strategic in their planning and should know when to take loans, and at what interest rates, what to invest, the rate of inflation, what the competitor is doing, and the growth trends of the gross national products.

Robinson (1997) states that social factors involves the beliefs, values, attitudes, opinions and lifestyles of those in a firms external environment which in one way or the other will affect the organizational performance. As developed from the cultural, ecological, demographic, religious, educational and ethnic conditioning which will affect how a particular product or service will be received by potential consumers.

The social attitudes change, so does demand for various clothing styles, books, leisure activities, other products and services. The social factor is very important because if an organization does not do a proper market research it will lead to massive losses because it is always dynamic and complex in their nature As is true of other forces in the external environment, social forces are dynamic with constant change and so a carefully study should be done because social factors are a way of life of people and so products should be made to fit the different segments of the society (Robinson 1997). Bateman and Zeithan (1993) state that for an organization to be successful the constant study of the dynamic social trends is very important because it has long-term and short-term implications.

Murlis (1994) states that technology is very important in the success of a company. A company that is not creative and innovative will be obsolete in a matter of time. The technological advances create new products, production techniques, ways of managing and communicating. The products being created should be customer friendly in terms of various factors like usage, lighter, durable, pocket friendly and healthy to use. As technology evolves new industries, markets, challenges and competitive niches develop. New technologies also provide new production techniques and help to provide new ways to manage and communicate and hence it's important for the organization to lobby with the stakeholders and the government to reduce or cut down the taxes and get support through constant funds for research. (Murlis 1994)

Robinson (1997) indicates that technological changes are very important for survival in the complex environment which is dynamic hence innovation and creativity is important to avoid obsolescence which will lead to closure of the organization. An organization should be able to allocate a higher cost of their budgets to research and design which will translate to unique products and hence competitive advantage. Duncan (1972) states that the complex external environment is often the reciprocal relationship between business and the ecology. There are laws and regulations that dictate how organizations should deal with the environment which consists of the plants, animals, air and water. The ecological aspects basically refer to relationships among human beings and other living things like the air, soil and water that support them. Specific concerns in companies are global warming, loss of habitat and biodiversity as well as water air and land.

It's important for the management to know the emerging trends in the environment, the local and international laws and what is expected of them in the country they are operating. They organization should have standard ways of waste disposal which are effective and efficient to avoid pollution (Child, 1972). Robinson (1997) states that legal factors are very important in any organization to operate well in a business environment. Legal factors are related to the political factors which depend on the politics of the day and the current government.

Leaders of the day come up with laws which should favor a good working condition in the local area which is not the case because most laws are made baring in mind certain interests. The laws, rules and regulations depend mostly on the political goodwill of a particular environment. In private institutions when the management does not follow the laid down laws as per the constitution there are always repercussions like heavy fines, loss of jobs, not getting government contracts and withdrawal of the licenses to operate. In order for one to succeed in the business one should be able to align the external environment with the organization for maximum performance to be able to be achieved A proper study should be done by the management in order for the business to be relevant and hence be able to achieve a competitive advantage. Organizational performance is always achieved by using all the available resources towards the attainment of the organizational goals.
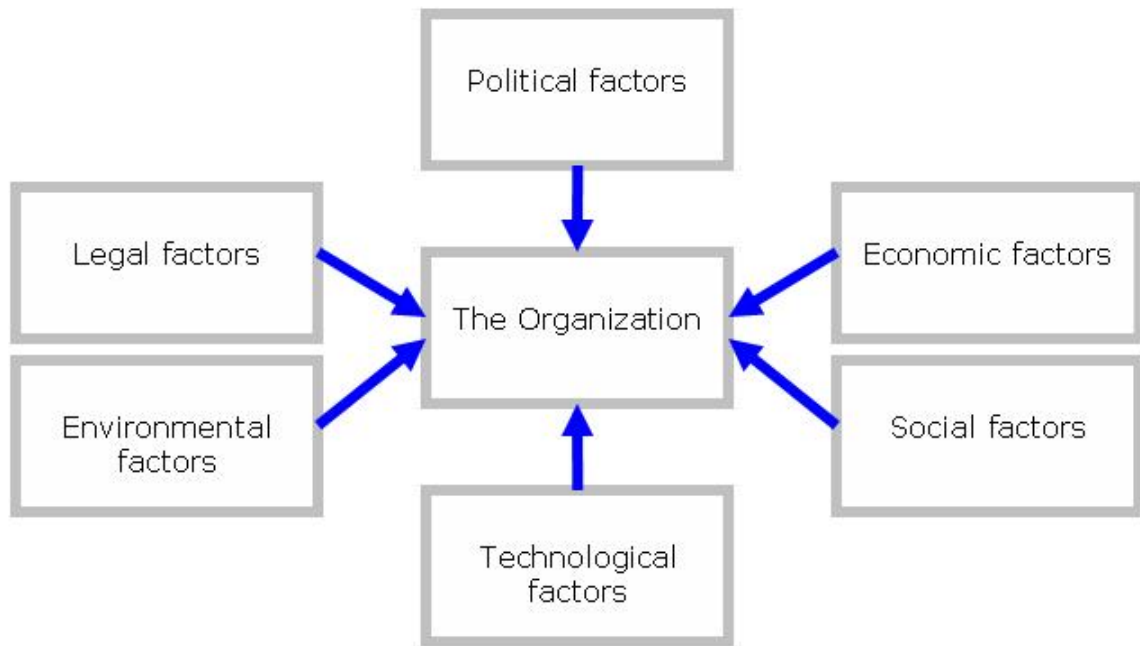
Source: Pearce & Robinson (1997)

**Figure 2.1**: The Effect of environmental variables

This shows how the pestel factors affect the organizational environment in one way or the other. The factors that affect the external environment are the political, economic, social, technological, ecological and legal factors. From time to time, organizational environments undergo catastrophic upheavals which lead to changes that are so sudden and extensive that they alter the trajectories of entire industries, overwhelm the adaptive capacities of resilient organizations, and surpass the comprehension of seasoned managers (Meyer et al., 1990).

## 2.3 Complexity of the external environment and organization performance

Complexity nature of an environment makes organizational performance to be affected in one way or the other. Duncan (1972) defined business environment as comprising of the physical and social factors which are very instrumental in decision-making. The environment is divided into the external environment and internal environment. The internal environment comprises of physical and social factors within the organization while the external environment comprises of factors operating outside the organization. The external environment refers to the outside factors that are not controllable and are further classified into remote and task environments. (Dill, 1958).The external environment is typically composed of factors such as social values, educational, political, economic, legal, behavioral, demographic, natural environment, natural resources and technological.(Asheghian & Ebrahimi,1990;Grant, 1999)

Communication is relevant to decision making will lead to the setting of goals through the predictions and perceptions of the management. The remote environment consists of the PESTEL factors which are the political, socio-cultural, economic, ecological, and technological factors (Dill, 1958). The other one which is the task environment comprises of the customers, suppliers, competitors, and regulators of the industry. The task environment depends on the remote environment while the remote environment is comprised of the factors which cannot be controlled by the organization. The remote factors are very important because they affect the activities of the company over a long period. The business environment can be considered to be in terms of the following layers; macro environment (remote), industry environment and operating environment (micro).The most general layer of the environment is referred to as microenvironment. The macro environment consists of broad environmental factors that impact to a greater extent on almost all organizations. There is need for the management to be able to come up with the different strategies for the different layers of the environment. (Dill, 1958)

Organizational policy and strategies are influenced by the internal and external environment in which they operate (Duncan, 1972 & Grant, 1999).Situations or the environment determines the activities to be done in a certain organization and hence it will affect the ability of a firm to accomplish a certain task. The complexity, dynamic and turbulence nature of the external environment are very crucial when one wants to come up with good strategies and organizational goals in order to be competitive in a chaotic environment (Otokiti & Awodun, 2003).

Duncan (1972) sees the external environment comprising of forces that are very important in decision making and hence the directors should study the environment well. Stability of an external environment is seen when there are no changes, dynamic when there is a continuous change and unstable when it shows relative changes. These factors depend largely on the complexity and dynamism of the environment (Aguilar, 1967). In looking at the general complexity of the external environment there are factors to consider are like how large it is and where it operates its business is very important.

Otokiti & Awodun (2003) says that for an organization to operate well ones has to know the competitors, forces shaping it and the current trends in the market company. This understanding will help one to develop appropriate policies that will be important in the business. Research on the current trends is important for a firm to survive and remain relevant in the business environment. Performance should be viewed on a continuous basis and any deviation should be analyzed carefully and appropriate strategies to be implemented. Machuki & Aosa (2011) have stated that there are various environmental aspects which should be ranked differently and there is need for an organization to be able to deal with them appropriately. Any change in the external environment should go in hand with a change in a policy or a strategy which will translate to maintaining a constant trend in performance.

Awino & Kariuki (2012) states that effective organizations have to match a proper 'fit' not only in the environment but also among its subsystems. Organizational resources are very important when operating a turbulent environment because it gives the company the necessary resources to compete well with firms operating similar products or services. It's important for the organization to be able to come with good policies and strategies which are friendly to the external environment in which they are operating so that they can record good performance and survive. It's important for a link to be established between the external environment and the organizational performance for it to be able to survive under the harsh conditions in the environment and hence be able to perform well in the corporate world. This is mostly emphasized by the strategic success formula put forth by Ansoff & Sullivan's (1993) which states that the best performance will be achieved when an organization's strategy matches not only with the turbulence nature of the environment but also the organization's resources should match with the aggressiveness of its strategy.

Organizational performance is all about looking at the achieved targets against the set targets by the company and will also involve certain parameters to be achieved. There is no standard criteria of measurement performance which mainly depends on the organization and its way of operation and the parameters that have been set by the owners or directors of the company. (Duncan, 1972).There is no one way of defining organizational performance (OP) because we find that the academicians, businessman and the industrialists as well as public institutions have a different view or opinion on what it means. OP is basically seen as a way in which an organization reaches its goals in the long run after setting realistic strategies, objectives and policies of the organization (Folan & Browne, 2005; Etzioni, 1964).Ideally OP is seen as a combination of productive assets made up of human, physical, and capital resources, for the major reason of fulfilling a dream, vision or accomplishing a shared purpose (Barney, 2002).

OP is also viewed as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfying all the stakeholders (Johnson & George, 2009). In their own contribution, Richard *et al*. (2009) described OP as the real output measured against the intended or expected output. Performance is a recurrent theme in most branches of management, including strategic management, and it is of interest to both academic scholars and practicing managers.

Nash (1983) states that the academic community has been preoccupied with discussions and debates about issues of terminology, levels of analysis ( individual, work unit or the organization as a whole) and conceptual basis for assessment of performance (Ford & Schellenberg, 1982).Organizations scan the environment in order to understand the external forces of change so that they develop effective responses which secure and improve the position of the organization in the future. Environmental scanning is always done in order to avoid surprises, identify threats and opportunities, gain competitive advantage, and improve long-term and short-term planning. To the extent that an organizations ability to adapt to its outside environment is dependent on knowing and interpreting the external changes that are taking place, environmental scanning constitutes a primary mode of organizational learning (Aguilar, 1967 and Choo 2001)

The National Registration Bureau of Kenya performance is no rated by the amount revenue it gets but by the quality of service it delivers to its citizens. Most of its services were waived to be free by the government and hence most of its funding is got from the government of Kenya. The initial registration, lost of the ID cards and corrections of the ID is always free of charge. The services that are chargeable are the ID card print out, change of particulars and also on some organizations who want to verify if an ID of their clients exists in the data system. Organizational performance is important for the department to deliver the IDs at the right quality and time which will prevent any complaints from the consumers.

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter entails the research methodology. It looked at the research design, data collection methods and data analysis in details.

## 3.2 Research Design

The study used a case study to determine the effects of the complexity of the external environment on the organizational performance of the Kenya National Registration Bureau. The research concentrated on only one unit of study which was done in depth. The information was gathered from the organization which was reliable and looked at the general external environmental factors that make an organization to be complex in nature and how it contributed to the organizational performance.

The case study was about describing and analyzing a particular area in details in order for one to be able to come up with the core principles as the end results. Evidence or the results from the different areas enabled one to come up with ideas on which to expound on. The ideas given out in the study helped one to develop patterns which helped one to be able to come up with a generalized view of a certain area or field of study.

## 3.3 Data Collection

Data was collected using primary and secondary data. Primary data was collected using interviews which were used to analyze the effects of the complexity of the external environment on the organizational performance of the Kenya National Registration Bureau. The secondary data was obtained from journals, books, internet and past studies that were done on the complexity of the external environment and how it affected the organizational performance of the firm.

The respondents of the study were the management of the National Registration Bureau of Kenya who were interviewed orally at different times depending on the availability and willingness to be interviewed. The departments to be covered were the human resource, information technology, production, administration, fingerprints, accounts, legal and field services.

## 3.4 Data Analysis

The data was analyzed by content analysis which involved studying the words, phrases and concepts to which formed a basis of discussion. Interviews were done appropriately to ensure that a good and reliable data for analysis was obtained. The words that were used were analyzed and the summary was used to be able to form a basis of comparison and for further research.

In content analysis it was important for one to understand the particular text so that one can be able to come up with a good analysis. It was very important when one wanted to come up with trends by compression of many words into fewer ones which led to coming up with a content.

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATIONS AND DISCUSSIONS

## 4.1 Introduction

This chapter will discuss the results of the findings in details. The aim of the study was to look at the effects of the complex environment on the performance of the National Registration Bureau of Kenya. The target was to interview 8 managers from the following departments which are the human resource, information technology, production, administration, fingerprints, accounts, legal and field services

## 4.2 Personal Characteristics

The data was collected using interviews to the different managers in their different departments and was analyzed which led to the following discussion. According to the analysis it was discovered that there were many male than female employees in the organization. In the organization most managers were older than the other employees which showed that for one to be a manager one should be mature of age for him/her to perform well. The designation and the rank in the organization were related to the number years worked and the qualifications one had when joining the organization. A high number of managers had worked in the organization for a long time which showed that promotion was based on experienced that one has acquired which made him work efficiently and effectively.

The managers were working under higher job scales than the rest of the employees which made them earn more because of the responsibilities that they had over the resources that they were using. The pay was also related to the department one was working in, the number of employees, risk, education, experience and revenue that was handled by a particular manager translated to a higher pay. A large number of managers were well educated in that their highest level of education was a master's degree which had been spiced up by other professional qualifications which showed that the organization emphasized on the academic qualifications.

## 4.3 The major factor that makes an environment complex in NRBK

According to the interviews conducted to the management most respondents indicated that the political factor contributed very much to make the environment complex. The second factor according to the respondents that made the environment complex was the economic factor. Other factors were the legal, technological, social and ecological factors in order of merit.

The argument was that politics of the day meant leadership of the day and hence leaders were involved in making good policies, laws and regulations. The respondents indicated that the politicians had the influence in deciding the revenue allocation, technology to be used and also played the role of oversight. All these factors directly or indirectly were affected by the executive and legislature who were political leaders. The factor that had the least influence on the organizational performance was the ecological factor

## 4.4 Complex External Environment and performance of the NRBK

The data which was collected by the interview guide was analyzed to look at the effects of the complex external environment on the performance of the Kenya National Registration Bureau of Kenya. The data was analyzed using the pestel framework which is the political, economic, social, technological, ecological and legal environment.

### The Political Environment

The managers stated that political environment played a big role in the organization because it's a government agency and hence politics affected its management and its general operations in general. The political environment was affected by the rules and regulations that were enacted by the politicians of the day which affected the operations. The organizations policy was done by the management with the approval of the ministry and so politicians had a great influence in the operation of the National Registration of Bureau of Kenya.

The managers stated that the politicians helped in the campaigning and mobilizing the citizens to apply for the national ID which translated to revenue to the organization and empowerment because the ID was used in many aspects by the Kenya citizens. The politicians helped the organization by lobbying for enough funds which facilitated the production and distribution of the national ID. The political leaders also helped in decision making by quickly passing the necessary rules and regulations for the operation of NRB. It also contributed in coming up with a good management by putting it in toes through its oversight roles as leaders which contributed to efficiency and effectiveness. The politicians also lobbied for the registration of IDs to be free because it was their right under the Kenyan constitution and so this was good for the clients because they could access free services. On the negative effects the management stated that politicians gave pressure to the management of the organization to issue ID cards to non Kenyans which had its own effects. The politicians had attempted to control and direct registration programmes in favor of their strongholds areas.

A majority of the managers stated that there were a lot of delays in the processing of the IDs especially for the border areas, Somalis and the Nubians due to the vetting process. The IDs once processed remained uncollected in and hence the administrators had to be involved in issuing, mobilizing and ensuring that the citizens collected their IDs which was an uphill task because of the long distance the applicants had to travel to the registration centers. Most managers stated that some of the applicants were busy working and hence lacked the time or did not see the importance of collecting the ID. Failure to collect the IDs from the station led to them to be destroyed after 3months which was an extra cost for the department Electioneering period undermined the quality of work because of focusing of numbers as a result standards were always lowered around election time. There was nepotism and tribalism in that the political leaders came with their people who were not qualified and pressurized the administration to appoint them. Discrimination in that the political leaders approved funds in the areas where they had political support for the registration of Kenyans and deny funds to areas which did not support them. The politicians delayed or approved bad laws and policies which interfered with the operation of the National Registration Bureau of Kenya.

## The Economic environment

According to the management if the economy was favorable and enough funds were given to the organization it was going to expand in terms of its operations which would make the consumer have good service. When the economy was good the workers were able to perform well because they were comfortable which translated to overall organization performance. When a lot of funds were channeled to the NRBK the employees benefited in terms of working in a better environment.

On the negative side the management stated that if the funds were not enough it affected the operation of the environment and hence the goals of the organizations which were service delivery would not be achieved. Corruption in the government would lead to failure in issuing IDs by the organization because the funds were diverted to other projects so that they could have monetary gains at the expense of the department. The managers stated categorically that when the economy was bad many customers could not afford to travel the long distances and hence access the services. The department did not have enough vehicles especially in the registration centers outside Nairobi and so it had to borrow them from other departments for it to do the mobile registrations. Most applicants of the ID could not afford to pay for some of the services like when they wanted to change their particulars and the ID Print out.

Most of the respondents stated that poor remuneration exposed their staff to corrupt practices to have extra money for their daily upkeep. There was also inability to come up with new services or roll out new programmes because of poor funding. It had been established by the registrars that all the districts got the same amount of funding irrespective of the size, the number of employees and the population it covered. Some counties like in North Eastern region had big areas to be covered and hence there was need for the funding to be increased. The staff in the region had to sleep far away from their homes when they travelled for registration and so had to be paid their allowances although they slept in unsecure places because of lack of good accommodation facilities. The sub-counties especially in Nairobi were highly populated and hence there was need to have enough funds to be able to register as many people as possible.

The changing economic environment affected the organization in terms of purchasing of the raw products and the general resources for the operation because of the changing prices. When there was a bad economic environment the living standards would be expensive and so it affected the spending patterns of both employees and customers which affected the performance of the organization. When the external economic environment was bad there would be a lot of labour turnover since the employees would be looking for greener pastures to be able to survive in the harsh living conditions as a result of the poor pay. The problem of lack of revenue from the government had contributed to lack of offices and shared facilities which impacted negatively on the staff morale in the registration centers. The consumers did not pay when being issued with national IDs and hence the organization did not generate any revenue and relied on funds from the government which was not enough and did not come at the right time and hence it interferes with the operations.

According to the management there was a shortage of registration materials in the registration process because the procurement in the department was centralized this meant that all the items were issued from Nairobi. Sometimes the vehicles did not have enough petrol or were old and poorly maintained and hence they could not to travel to Nairobi and so the staffs were not able to access the registration materials. As a result the staff informed the applicants to bring their own passport photo which was an extra cost on the part of the applicants.

## The Social environment

The managers stated that a good social environment outside helped the employees to become unified and appreciated other people's cultures and hence were able to work well as a team and this translated to a common goal which was achieving a good organizational performance. When there was a good relationship between the employees and its customers the organization would have a good corporate image and hence delivering on their services would be easier. The social leaders who were influential lobbied for their people to take the national IDs which would increase the revenue of NRB. The social environment led to labour mobility among its staff which translated to the organization having employees who were very knowledgeable and experienced. The positive social lifestyle would be copied through interaction by the employees in the organization.

On the negative impacts of the social environment the respondents indicated that a number of men did not encourage their women to take IDs because they feared empowering their women and hence it affected the performance of the organization. Some cultures and religious practices affected the registration policies by influencing the process by discouraging women to apply for the IDs because they fear empowering their women. The misinformation and grapevines from outside about the organization discouraged potential customers from coming to the organizations to access the service. The negative bad image of the organization and employees was associated with corruption which interfered in the general operation of the organization. There was a lot of allegations of corruption by the provincial administrators, elders, vetting committees and registrations officers who enriched themselves in illegal registration. Also in registration of the IDs the Indians, Arabs, Nubians and Somalis were to have their fathers and grandfathers IDs and birth certificates which their viewed as discriminatory because the other citizens were not asked to come with the same documents and so they felt that there was double standards in the process. There was also the presence of the middlemen who extorted money from the applicants for the services which were free.

The managers indicated that poverty made the customers not to be able to afford to go to the NRB for the services and hence it contributed negatively to its performance. Poverty made the employees not concentrate on their work because they were busy looking on ways on how to raise extra cash which as a result affected their performance. There was limited sponsoring for training and education facilities for the staff and hence most of them had to dig dip in their pockets to be able to go back to school and so the employees were not properly motivated. The staffs in the department were not properly distributed in that most staff were stationed in the headquarters in Nairobi and towns at the expense of the remote and marginalized areas like the North Eastern region which meant that some areas were overstaffed while others were understaffed. In the registration process there had been discrimination on the Kenya Somalis, Nubians and the Coastal Arabs. This led to a lot of harassment and suspicious when dealing with these communities and as a result their applications took more than the required days because of their Muslim names.

## The Technological environment

The management indicated that the technological environment played an important role because technologies contributed to make an organization to become more effective and efficient in terms of time, cost and staffing. Technology had made communication and production to be faster in terms of speed, reliable and accuracy which led to better organization performance. Technology had led to an improvement in communication amongst the employees and between the employees to the customers and vice versa due to the affordability of mobile phones. The customers could be able to track their ID status using their mobile phones and hence it had improved service delivery to the customers. There had been new technologies used in the organization like the use of the internet, social medias like face book and twitter to interact with its stakeholders. There had been research for solutions by the staff to organization problems through the internet which had contributed to better service. Technology also had enabled better archiving of records and issuance of more secure identification cards

On the negative side the management stated that the outdated technology had led to a lot of fraud and forging because data was available and accessible hence it has led to illegal registration by corrupt staff. The social media like face book and twitter had led to a lot of cost to the company in terms wastages of time in offices while communicating with friends. It had led to extra cost in terms of training of staff members on the new technologies that kept on changing every time. The machines that were used in the department were costly in terms of maintaining them some of their spare parts were not found in the country. There had been a lot of staff turnover because technology advancement had made many staff to become redundant as a result of reduction of the manual systems of operations. The constant change of technologies had made operations to be very expensive because of the purchasing new equipments while the older ones become obsolete and outdated and hence had to be destroyed.

The customers in the rural area had not been able to access the NRB service online because of illiteracy and lack of computers and hence it had affected negatively on the service delivery. Most offices in the rural areas did not have computers and proper means of communication like telephone lines and hence the staffs were not able to work well. The incomplete automation of the National Registration Bureau of Kenya had made most of the process to be manual which as a result had slowed down work which as a result had affected the performance. Most ICT equipments were not deployed to perform core functions in the department and so it was a major setback for the organization. There had been a lot of hacking of the National Registration Bureau of Kenya official website for example it was once hacked by an Indonesian hacker team which posted news that were not authorized by the department.

## The Ecological environment

Majority of the respondents stated that the ecological environment had led to a conducive working environment for the employees on NRB which made employees work in a healthy environment which was stress free and hence led to maximum productivity in the organization. There were certain rules and regulations which were passed by the government which discouraged the disposal of papers and hence the organization had come up with an alternative which was selling the waste papers which led to additional revenue to the company. The management stated that the effects of the external ecological environment had led to proper disposal measures in sewage, waste materials and coming up with the standard building safety requirements.

On the negative side of the ecological environment is that when bad policies were formulated by the government the physical condition of the surroundings could be polluted in form of water or air affecting the organizational performance. Most offices in the rural areas were not properly constructed, there was lack of proper spacing, equipments, furniture and there was sharing of latrines with other departments of which most were not in good condition. The poor working conditions demotivated the staff and as a result they lacked pride which in the long run affected the performance of the organization.

As a result of the poor working conditions the staff became sickly which led to constant absenteeism and hence as a result the consumers got poor service delivery. Some of the equipments or machines that were used to ensure proper disposal wastes and sewages were very expensive and hence were costly to the organization. When the organization did not implement the NEMA rules and regulations on the environment the management would be prosecuted which was a very expensive and time consuming process. The ecological environment disrupted workers like the noise made the employees not to concentrate on their jobs hence the performance was affected.

## The Legal environment

According to the responses the government leaders had enacted proper rules, laws and regulation that would enable the employees and their customers not to be able to face conflicts in the Kenyan courts. The laid down procedures and policies led to efficiency and effectiveness in the organization which translated to proper service delivery. The legal environment which was enacted by the parliament acted as a guideline in which the organization operated some of which the organization had no influence.

When the proper rules and regulations were not followed this led to legal disputes which were very expensive. In compliance with the regulation which was not always to the interest of the country like issuing IDs to all was a right but could be a problem to areas near the border. The lengthy and bureaucratic procedures in the registration centers especially in border areas discouraged the applicants from getting the IDs which was their constitutional right. Numerous legal actions occasioned by poor understanding of the law, negligence or incompetence  staff or loopholes in laws administered by the organization affected it negatively. The staffs were not protected in case the IDs landed to people who were not Kenyan citizens hence the whole organization suffered from legal implications. Some of the policies not in Registration Cap 107 like the vetting committees were not clear on the prosecution mandate of the registration officers who were involved in illegal registrations of applicants. There had been disregard for the constitutional provisions on citizenship which had led to illegal registration. There had been perpetuation of illegal registration due to poor enforcement of the law.

## 4.5 The Challenges faced by the National Registration Bureau of Kenya

According to the respondents the interference by government officials/law-makers in the management and operation of the organization affected its general performance. Politicians had a lot of interest in the organization in that they brought their people without proper academic qualifications to be appointed in the organization to serve their interests. The politicians also wanted their people to be registered for national IDs without the required legal documents and hence these led to illegal registrations which are a security threat.

The technology kept on changing and hence there were a lot of expenses that came up with implementation and the training of its employees on the new technologies and the general unpredictable future. The number given by the department to confirm the ID status through their mobile was slow, unreliable and efficient and hence when one sent an sms to the number it took many days before it was replied and hence it led to complains. There was also the harmful effect of working in the organization because some of the offices especially in the remote areas were not constructed according to the required standards as set by the NEMA rules and regulations. The changing needs of the customers who were more learned, digitalized and wanted to do their transactions online and now were aware of their rights as per the constitution. It was a time consuming and tedious activity registering nomadic cultured societies, because their movement could not be traced in some instance and at the same time they did not realize the importance of the legal document and hence its usefulness.

There were unrealistic policies, laws and regulations that led to low productivity because they were bureaucratic and hectic especially for non-Kenyans and the Kenyans that lived in border districts. The Kenyans that wanted to change their particulars in the organization had to wait for long because the employees had to look for the documents manually in the bureaus hence there was a lot of complains from the customers as a result of the delay. The interference from the human rights activists who were not taking into account security measures set by the government in the vetting of the applicants before being issued with IDs but the rights of the individuals as per the Kenyan constitution.

It was very hard for one to be able to identify the genuine Kenyans especially in Cosmopolitan towns and in border areas which had led to illegal registration. In the border areas especially when the Kenyan Citizens passed through the vetting committees and were told by the security apparatus to wait for investigations which took a long time to be done making them feel that they were been discriminated upon. There were a lot of challenges when relying on the Chiefs and Elders to identify the Kenyan Citizens because it led to a lot of corruption and hence these led to illegal registration. There were a lot of brokers at the registration offices some who collaborated with the corrupt registration officers to obtain money from the applicants so that they could get the services which

were free of charge. There were also a lot of fake parents and guardians who were Kenyans Citizens who gave their IDs to the foreigners for a fee to help them obtain an ID which as a result posses a security threat as a result of illegal registration. There had been a lot of delays and rejects of IDs which resulted in complains and hence the department had suffered negatively. There had been claims of many applicants especially in the Northern Eastern part of Kenya who produced death certificates of both parents and using a guardians ID to be registered when you further investigated them you would find that the documents possessed were not genuine. There was also the problem of uncollected IDs whereby the customers applied for the ID and did not collect them in time.

There was lack of funds to be able to register the Kenyans especially to establish mobile registration in remote areas and so the customers had to travel long distances to access the services. There was also lack of funds for trainings of the employees and in the education and sensitization of the Kenyan citizens on the importance of having an ID. There is was also a high operating cost for the organization because of inflation and the rising living standards. The employees in the organization were not paid well and hence there was always a high labour turnover of employees going for green pastures in other companies. There was no money that was allocated for the telephone network and so when the employees wanted to confirm the status of the ID at the headquarters they always asked the applicants to buy credit and hence this led to a lot of complains by the applicants. There was poor road networks in that some areas were inaccessible especially in remote areas and hence registration was hard.

## 4.6The measures by NRBK to deal with threats

According to the management of the NRB it had come with several measures which were negotiating and dialoging with the political leaders and the stakeholders on ensuring that there was a positive campaign to the Kenya citizens on the importance of having an ID. The constitution should be implemented fully and the government should make it compulsory that upon attaining the age of 18 years to have a national ID. Through the governments administrators like the district officer, chief and assistant chief they had been requested to encourage those under 18 to register for a national ID.

Educating the citizens that an ID should not been taken when its election time but should be taken at any time because one could not be able to access most services without the national ID. The management should seek for the organization to be a semi-autonomous agency through the establishment of a service which would be able to carry its mandate independently. The employees of the organization should be neutral when providing services to the Kenya citizens and hence should not favor certain regions.

There was need to inform the leaders that when they wanted services in the organization they should be able to follow the right procedures and regulations set by the government and the management to uphold professionalism. Having continuous mobile registration programmes to respond to the client demands in coordination with the political leaders. The management had come up with a public relations office which acted as a bridge between the organization and the public on matters that were arising, complains and the need for clarification of any issues. The management should ensure that the employees were refrained from discussing the politics of the day in their area of work because it led to conflicts and teamwork was undermined.

Economically the management should take any available opportunity to ensure that funds were available to carry out its mandate by ensuring that governments' economy policy supported its work and enough money is allocated in the budget for its operation and that there was proper strategic planning. There should be proper utilization of resources for efficiency and effectiveness to be achieved. The organization to lobby for good remuneration and benefits to be given to employees to cub the issues of corruption and financial stress while at work. The organization was facing a shortage of staff so it was lobbying for it to be allocated more funds so that it could hire more employees who helped in service delivery. There should be reintroduction of fees for the duplicates and Npr to generate more revenue for the organization especially in towns.

The National Registration Bureau of Kenya should introduce a waiver of fees in very poor areas like in Pokot and Turkana to encourage many people to register for the national ID. There should be provision of outreach services to the remote areas to encourage as many people to register for the national IDs. There should be continuous verification of identification documents for a certain fee as requested by the financial institutions like the banks which will help to increase its revenue base.

In managing the social threats there should be continuous training on good customer service and counseling on how to manage stress in the working place. Using the local NGOS and social forums to educate and sensitize the population on the importance of having a national identification card upon attaining the mandatory age of 18 years. The staff should be advised on the required core documents to produce during the process of registering for the national IDs. The National Registration Bureau of Kenya needs to come up with strategies and tact's in that they should be able to study the democratic characteristics to be able to come up with the different ways to deal with the different segments in the society. There should be neutrality in provision of services to all and ensure that there is no discrimination of the applicants because the constitution was clear on the consequences of discrimination. The National Registration Bureau of Kenya should embrace affirmative action in training, recruitment and deployment of employees.

The management has come up with the idea that they should be fast in implementing the latest technologies which ensured there was speed, efficiency and effectiveness in its operations. There should be upgrading of the identity card processing and the production system. The management should ensure that there is constant training of all the staff on the new technologies that are related to the work they are doing so that they serve their customers well. The staff should also be able to train their customers on how to use their mobile services to access the registration services which at the end will empower them.

There management should be able to come up with strict rules for the employees to avoid using the office internet for their own personal use during office hours because it interrupts with their daily work which will affect organizational performance in the long run. The organization should look for more funds for the connectivity of the counties to the headquarters through technology so that their customers were able to access the services from remote areas. The departments of information technology were to come up with a security system whereby outsiders were not able to access the data of customers.

In the ecological environment the management was implementing the policies, rules and regulations that were set by NEMA on matters of the environment to ensure it organization could not be sued by the agency for violation of the laws. There would be training and sensitization of the employees by the management on the healthy and safety ways of working in the environment. Looking for funds for the implementation of NEMA rules to ensure that the employees worked in an environment which was safe and that there would no long time healthy implications. Disciplinary action for any staff that was involved in violation of the NEMA policies that governed on how to work healthy and safely in the organization. There should be the continuous improvement of the working conditions by the construction and refurbishing of its offices.

The measures that the management would take in a legal environment were to advise its employees to uphold the rule of law and adhere strictly to the service charter when discharging their duties. They should ensure that the organization is governed by a legal framework that is clear, consistent with the current practice and the staff and the customers were involved in their creation. There should be sensitization and education of the staff on the laws and regulations for the registration of IDs and their implications if not adhered to. The management should be able to lobby and advice the government on the good laws and policies to be implemented by the government. The organization is consulting with the government to come with a way in which the people in the border can take a shorter time in getting their ID like their counterparts in other areas. There should be amending and reviewing of its acts so that it copes with the constitution and the current external environment like the dynamic technology.

## 4.7 Discussions

The discussion focused on the research findings from the study which would be compared to the previous studies done by both local and international authors.

## 4.7.1 Comparison with theory

The study findings showed that they were similar with the chaos and complexity theory. According to the study findings the external environment was found to be complex because of the changing PESTEL factors which were uncontrollable and hence unpredictable which agreed with the complexity theory concepts (Campbel, 1993). The factors that made an environment complex were the political, ecological, social, technological, economic and legal factors. According to the complexity theory there is a general behavior which is complex and generally depends on the local influence of certain components whereby that particular behavior is dictated by certain simple rules (Cohen and Stewart, 1994). The pestel factors are very important to be considered in any environment and hence the complexity theory has confirmed that its inline with the results findings.

The study also agreed with the chaos theory which states that it is very hard to identify all factors that play a role in change of a particular behavior because of the unpredictability of the chaotic system which is extremely sensitive to initial conditions (Gleick, 1987). The NRBK is under a very chaotic, turbulent and complex environment which can change at any time. Any change that may be initiated by the political leaders may have a big effect on the operation of the organization and hence it should always be flexible at any time (Cohen and Stewart 1994). The external environment factors are very dynamic and hence what works today may not work tomorrow and hence the management should be very strategic in its operations (Glass, 1996). Any initial change like a change in technology may have a great impact in the organization because all the machines and equipments may be considered as obsolete and hence there will be a high cost in terms of buying equipment and training of the employees (Kelly, 1999) .The study came up with the findings that any small change in the external environment brings a large change in the organization and hence its similar to the Chaos theory (Kauffman, 1995).

## 4.7.2 Comparison with other Empirical Studies

The results, findings and analysis were similar to the literature review and previous studies written by both international and local authors. According to the study we found that the complex external environment affected the performance of the National Registration Bureau of Kenya. The external environment factors were the political, economic, social, technological, ecological and technological environment (Asheghian & Ebrahimi, 1990).Armstrong (1994) states that the external environment is dynamic, turbulent and involves the change in pestle factors in a particular organization. The political environment was a major factor that affected the bureau because it was a state agency whose operation is influenced by the executive and the legislature of the day (Nkirotte 2004).

According to the study done on the external environment challenges affecting the health insurance sub-sector in Kenya by Kubania (2011) which she concluded that research, development and technology was very important for one to be able to survive in a chaotic, turbulent, dynamic and complex environment. The results of the research were important to be able to understand the environment and try to anticipate the future. In solving the challenges it was an expensive process because what would be working today would not work in the future and so the management should be alert at any given time (Peace & Robinson, 1997).

According to the study decision-making was crucial and hence if a company had to succeed it had to do a good research on the external environment which it was operating (Machuki & Aosa 2011).NRBK was facing many challenges and hence it was important for the managers to demonstrate a visionary and strong leadership. It was important for the management with consultation with its stakeholders to be involved in the coming with good strategies which would be in alignment with the external environment. According to studies done by Otokiti & Awodun (2003) states that for one to be able to survive in the external environment one should be able to know the competitors, forces shaping it and the current trends in the market which show similarity with my findings.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATION

## 5.1 Introduction

The chapter was focused on the summary, conclusion and recommendations of the research project. The summary was drawn from the data analyzed while the conclusions and summary was on the effects of the complex external environment on the organizational performance of the National Registration Bureau of Kenya.

## 5.2 Summary of the findings

The National Registration Bureau of Kenya was facing a lot of challenges in dealing with the external environment which is complex, dynamic, chaotic and turbulent. There was need for the leadership of the organization to be very strategic in its operation for it to survive and be able to achieve its long-term and short-term goals. The organization was a state agency which had monopoly of producing national IDs and the challenges it faced were political, economic, social, technological, ecological and legal environment. The major external factor that was affecting the organization was the political factor because the national ID was seen more as a political tool than an economic tool. The politicians had a lot of interest in the organization for their own benefits and hence there was always constant interruption by the politicians.

All the factors in the external environment affected the organization performance of the National Registration Bureau of Kenya either directly or indirectly. The study showed that the political environment majorly affected the performance of the organization than the other factors. The measures to overcome the political environment had been to develop strong laws and regulations that made the organization to work independently without interference from the politicians. It had been also working closely with the politicians for educating and sensitizing its citizens on the importance of registering for the national IDs.

The study showed that lack of revenue for its operation was a major factor that affected the economic environment. The solution was to lobby for more revenue from the government to ensure that it operated well and its customers were able to access good services. The organization was also lobbying for the national IDs to be charged so that extra revenue could be generated for the organization. In the social environment we found that the culture played a big role because it discouraged women from taking national IDs and also the people in the remote areas never saw see the need of having an ID. The solution was to educate and sensitize the Kenyan citizens on the importance of having IDs in their lives and should not be taken when its election time.

In the technological environment the study showed that there were a lot of challenges in operation because most of its services were manual. The solutions is that the services were to be digitalization and there should be proper training of employees so that they could be able to provide good services to the customers. In the study it was found that most of the government buildings were not build according to the standard ways and also there were no enough funds to come up with proper drainage and sewage systems. Its solution was the implementation of the NEMA rules, laws and regulations in the organization to avoid legal issues in the courts and so that the employees could be able to work in a good and conducive environment.

The study also found that in the legal environment the major problem in its operation was to avoid the long and bureaucratic procedures that were tiresome and hence they discouraged the customers from applying for the IDs especially from the border areas. The solution to this factor was to ensure that the managers in the organization and other stakeholders would be involved in the process of coming up with the appropriate procedures, rules and regulations. It was important for the organization to be dynamic in its operation for it to be able to counter the challenges that rose from the external environment because they affected their general performance.

## 5.3 Conclusion

The study concluded that the complex external environment affected the performance of the National Registration Bureau of Kenya. The factors that comprised the external environment were the political, economic, social, technological, ecological and legal factors. According to the study it was discovered that getting an ID was a right under the Kenyan constitution. There had been discrimination on matters of registration especially according to the location, tribe, ethnic and religion. It was hard to get a national ID if one was an Arab, Nubian, Indian, Somali, Swahili or a European also it was harder to get an ID if one was a Muslim, if one came from the border areas, Kenyan Coast or North Eastern province of Kenya. There had been a lot of bureaucracy and hence one had to present himself/herself before a vetting committee which met once or twice in a month and also there were allegations of corruptions in the vetting process. There were strict measures that had come as a result of constant terror activities in the country since the Kenya Defense Forces went to Somali to fight the *alshabaab*.

There also had been lack of funds for operation of the department which resulted in the employees working in poor furnished offices which lacked enough stationery and some were lacking toilet facilities or were sharing with other government departments which interfered with their morale to work. Some of the offices lacked the basic stationery like chairs, tables, telephones, computers, biros, water and electricity and so if one wanted to print photos for the applicant's one had to borrow from other departments for a place to print. Most of the registration offices lacked a vehicle for the mobile registration and also lacked money to buy fuel and pay the staff and so it relied on the political leaders to organize for the mobile registration activities.

The department lacked sensitization and education of the applicants on the importance of registration and hence it relied mostly on the walk in customers. There was also a problem of uncollected IDs in the registration offices and relied on the chiefs to inform the people through *barazas*. If the IDs went uncollected they were to be destroyed and hence it was another operation cost for the department. There was constant interference by politicians in the registration process.

## 5.4 Limitations of the Study

In carrying out the study the biggest limitation was the fact that because of the sensitive nature of the work that the National Registration Bureau of Kenya was doing it was hard to convince the managers to be able to give out information on how the external environment affected it, challenges and its overall strategies. The management never wanted me to record them orally because of fear to whom the tape will land to after the interview. There was a problem of getting secondary data due to the fact that very few researchers had done research on the National Registration Bureau of Kenya.

There was also a problem of time in that the time allocated for the study was short and also getting the managers to spare time for an interview was an uphill task. There was a problem of funds in that travelling a number of times to the bureau for interviews and also in buying stationery to be used in the study. Some managers preferred to be given the interview guide to fill for themselves as opposed to being interviewed and as a result they never returned the interview guides.

## 5.5 Recommendations of the study

 The researcher recommends that the policy makers should be able to come with good policies which are not bureaucratic, easy to understand, realistic and should always involve the stakeholders in the organization. The state agency should be an independent body and so the management should be Kenyan Citizens who have the right academic qualifications, experience and integrity as per chapter 6 of the Kenyan constitution and there should be no interference in the appointment by the legislature and executive.

Enough funds should be allocated by the government for operations, salary and remuneration of employees for motivation and to get the rid of corruption in the state agency. There should be decentralization of the ID production section which should be spread to all counties to ensure that the citizens get IDs within the shortest time possible. There should be an integration of technology of the departments in the Kenya Citizens and Foreign Nationals Management Service which are Immigration, National Registration Bureau, Civil Registration and the Refugee Affairs department.

There should be a policy which should be enacted to against discrimination on the citizens of border districts and also on the Somalis, Arabs, Europeans, Indians, Swahilis, Nubians and Kenyan Muslims. The vetting of the applicants should be stopped because of it is prone to abuse by the government officers with the elders to enrich themselves through corruption and to be replaced by a transparent one. The government should be able to approve the 3$^{rd}$ generation ID which should be able to start as early as possible because it will streamline registration and reduce illegal registration.

Education and sensitization of the Kenyan citizens on the importance of registration and collection of national IDs which is their right under the current Kenyan Constitution. The road network should be well developed to ensure that more mobile registration centers will be done in remote areas to ensure that every Kenyan had an opportunity to access its services. There should be continuous training of the employees and updating of the latest technology which should go on in helping in service delivery. The management should always have constant meetings with the employees and involve them in decision-making because they were the greatest asset that an organization could have. There should be identification and prosecution of the corrupt officials in the bureau. The department should be able to construct good offices and ensure that they had the necessary stationery for operation.

## 5.6 Suggestions for further Research

The study focused on the effects of the complexity of the external environment on the organizational performance of the National Registration Bureau of Kenya. The study looked on the external environment forces based on the PESTEL framework perspective and hence there was need for the study to be done using the perspective of the Porters five forces analysis and value chain analysis. The study looked at the effects of the external environment and ignored the internal environment which was important. The study also looked at the effects of the complex environment on one unit of study which could be more comprehensive if it was to be done on more state agencies.

The researcher recommends further research on the effects of the internal environment on the performance of the National Registration Bureau of Kenya. The researcher recommends a research on the effects of leadership on the organization performance of the National Registration Bureau of Kenya. Finally the researcher recommends a research on the effects of the complex external environment on state agencies in Kenya.

## 5.7 Implications of the study on the policy, theory and practice

The study will help in coming up with policies by the government to be able to streamline operations in the registration process which will make the organization to be able to deliver its services efficiently and effectively. The policies made will guard against interference by the leaders in its operations which will make it work independently and without interference and hence the organization will be able to perform well.

The research findings is going to help in the increase of knowledge in that it will come up with a different perspective of how different scholars have written on the particular area. The knowledge will also add on the literature that is available on the effect of the external environment on the organizational performance.

In matters of practice there will be new strategies and tactics that the management will adapt to the challenges emerging from the external environment. The study will also help the management to be able to foresee changes in the external environment and be able to prepare adequately in advance.

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# APPENDIX 1: INTRODUCTION LETTER

Philip Nyae Kondo,

P.o Box 93157,

Mombasa.


To: The Human Resource Manager,

National Registration Bureau of Kenya,

P. o Box 57007,

Nairobi.

Dear Sir, Madam,

## RE: INTRODUCTION LETTER

I am a postgraduate student at the University of Nairobi undertaking an MBA specializing in strategic management. I am carrying out a research on the effects of the complex external environment on the organizational performance on the National Registration Bureau of Kenya.


The purpose of this letter is to request you to allow me to conduct an interview on the management on the selected departments. The results of the report will be used solely for academic purposes and a copy of the same will be available to the organization on request.


 Yours faithfully,


Philip Nyae Kondo

# APPENDIX 2: INTERVIEW GUIDE

## Instructions

Where choices are provided, please tick on the appropriate box.

## A. Personal Characteristic

1. Gender [   ] Male [   ] Female

2. Age in years 20-30[   ] 31-40 [   ] 41-50 [    ] 51-60 [   ]

3. What is your designation?

4. What is your job group? a-f [   ] g-j [   ] j-l [   ] m-n [   ] p-t[   ]

5. The number of years you have worked in the department?

0-5 years [   ] 6-10 years [   ] 11-15 years [   ] 16-20 years [   ] 20 and above years [   ]

6. Highest level of education

a) O level [   ]                              c) Degree [    ]

b) A level [   ]                              d) Masters [    ]

c) Diploma [   ]                             e) others…………………………..

## B: Effects of the complexity of the external environment on the organizational performance of the Kenya National Registration Bureau

7. What are the types of environments do you know that affect an organization?

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8. What do you think are the external environmental factors that affect the organizational performance of an organization?

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9. The positive effects of the external environment on the performance of an organization

a) What are the positive political impacts of the external environment on the organizational performance?

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b) What are the positive economic impacts of the external environment on the organizational performance?

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c) What are the positive social impacts of the external environment on the organizational performance?

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d) What are the positive technological impacts of the external environment on the organizational performance?

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e) What are the positive ecological impacts of the external environment on the organizational performance?

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f) What are the positive technological impacts of the external environment on the organizational performance?

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10. The negative effects of the pestel factors on the performance of an organization.

a) What are the negative effects of the political environment on the performance of the organization?

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b) What are the negative effects of the ecological environment on the performance of the organization?

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c) What are the negative effects of the social environment on the performance of the organization?

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e) What are the negative effects of the economic environment on the performance of the organization?

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f) What are the negative effects of the legal environment on the performance of the organization?

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11. Which do you think is the major factor that contributes most to make an external environment complex?

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12. To what extent do you think the external environment affects the organizational performance of a firm?

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13. What do you think are the challenges that firms undergo when operating in a complex external environment?

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14. The measures that you organization is taking to ensure that it's able to deal with the external environment appropriately.

a) What are the measures that the organizational is taking to deal with the threats of the political environment?

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b) What are the measures that the organizational is taking to deal with the threats of the economic environment?

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c) What are the measures that the organizational is taking to deal with the threats of the social environment?

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d) What are the measures that the organizational is taking to deal with the threats of the technological environment?

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e) What are the measures that the organizational is taking to deal with the threats of the ecological environment?

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f) What are the measures that the organizational is taking to deal with the threats of the legal environment?

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Anything to add

THANK YOU FOR YOUR RESPONSES & TIME