

**IMPACT ASSESSMENT OF THE ORGANISATIONAL
STRUCTURE IN THE PERFORMANCE OF CORPORATE
STRATEGY: A CASE OF NATIONAL HOUSING
CORPORATION**

**By
Fatuma Chillo**

**A Dissertation Submitted to Mzumbe University, Dar es Salaam Campus
College in Partial Fulfilment of the Requirement for Award of the Degree of
Master of Science in Human Resources**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled Impact assessment of the organisational structure in the performance of corporate strategy: The case study of National Housing Corporation, in fulfillment of the requirements for award of the degree of Masters of Science in Human Resources of Mzumbe University.

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LIST OF ABBREVIATIONS

NHC	:	National Housing Corporation
OS	:	Organisational Structure
SP	:	Strategic Plan
TMC	:	Temeke Municipal Council

ABSTRACT

Every organisation needs to have an effective communication through which all activities from all parts involved in there can clearly be linked as well as co-ordinated. That is to say, an effective flow of information and implementation of strategic plan should be done via effective organisational structure. This study thus, was mainly concerned with finding out the impact of organizational structure on the effective performance of corporate strategies in public institutions; the case of eight administrative regions of the National Housing Corporation (NHC). In that the whole process, the study had employed a methodology in which questionnaire and focus group discussion were used as methods for gathering primary data from the field (sample size) of fifty respondents, from three levels of hierarchy. However, data were presented through the use of table and figures (in terms of pie charts and graphs). The study was tasked to achieve four specific objectives including; to determine the impact of organizational structure on the effective performance of corporate strategies in public institutions, to identify the contribution of organizational structure on the effective achievement of corporate strategies in public institutions, to examine the influence of organizational structure on the effective implementation of strategic plan in NHC, and to suggest strategies through which NHC can achieve effective performance of corporate strategies.

Based on the findings, this study found that the currently used organizational structure had negative impact on the performance of corporate strategies in public institutions, including NHC due to its bureaucracy. In that regards, the study had therefore concluded that there was no positive contribution from organizational structure on the effective achievement of corporate strategies at NHC. Moreover, the study had also concluded that, once there is an appropriate established and use of organisational structure, positive influence must be derived from and lead to effective implementation of strategic plan in any institution – something, which was found different for the case of NHC since the said influence was not fully achieved in a positive way. And based on respondents views, the study had put suggestions that, NHC can achieve effective performance of corporate strategies by; restructuring the

actual organisational structure, and reduce bureaucracy, and in turn get rid of the problem of ineffective achievement and performance of corporate strategies addressed herein this study.

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CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

This chapter introduces the study by mainly presenting the background of the study, statement of the problem, objectives and research questions of the study. It also presents the scope and limitations, delimitation as well as significance of the study.

In the first stance, it should be remembered that our lives and performance in any organization settings, are inevitably carried on in line with and through the well designed structure along which the flow of all necessary information from one position to another (either upwards or downward way) is achieved. This implies, whatsoever, we are; live and carry out tasks in any organization; we do such under an organised way and not the other way up (Body, 2002). In similar view, Bruce, (2008), (Ewing, 2008) indicate that organisational structure is on one way or another – the source for either or not a well-directed flow of information and reporting line in any organization. (Rollinson; Broadfield, and Edwards, 2009; Fogs, 2009). This argument, plus others precise the why and how organizational structures are vital map for not only the flow of information, rather as the communication line on any organization being either private; parastatal one, and vice versa. In this end therefore, this study seeks to explore the impact of the existing organizational structures on the performance of corporate strategy in government agencies in Tanzania. The case of National Housing Corporation (NHC).

1.1 Background of the Study

In fact, there are no sufficient literatures stipulating the exact origin of organizational structure and corporate strategy around the globe – Rather, most of them put forwards their origin by referring to ancient working conditions and the manner in which corporate strategies were planned, performed as well as achieved (Donkin, 2009; Pugh, 1984). However, the structure of the organization is as old as organizational activity itself. The Roman Empire developed a well-disciplined and organized army and evolved a hierarchal system of public administration, based on Caesar, prefects, vicars and governors, a system later taken over by the church

when the Empire collapsed. Metaphors deriving from the army and the church are still used in explanations of business organisations up to now. (Donkin, 2009; Pugh, 1984)

Notwithstanding this fact, Grant, (2005), Carroll, and Josi, (2006) reminded that in order to better understand the whole concern of the study in hand it is necessary to first of all comprehend that organizations have been developed years and years back, each with specific activities marking its identity. Most of the literatures indicate that the growth of the organisations as we know it and methods by which such entities are structured (organised) is the result of the historical development linked to the growth of the large-scale organization characterized by complex and large-established activities which altogether need to be undertaken under a predetermined/well-organised manner who were born out of the industrial revolution. Johnson, Scholes, and Whittington, (2004) explicate that the rapid expansion of such enterprises commenced massively immediately from the industrial revolution (1760) which create since then the problems for the manager of the times. As a result, most of since-then organisations saw better to reduce the problems on managing the overall organizations activities by simply developing structures that would necessarily allow the well-arranged flow of the information and later-on place a clear path in carrying out organizational activities. (Johnson, Scholes, and Whittington, (2004).

Furthermore, Wheelen, and Hunger, (2002) put forwards that the organizational structure was in place even before the industrial revolutions (1760) but it could not be viewed as well as it is currently understood and utilized. For, one of the key issues portraying both the utilization/view and the comprehension of the concept in modern organisations is nothing else – rather most of nowadays organisations use it as the mere canal for the well-directed manner of either flow of information or otherwise the effective report line. Similarly, Bass, (2007) indicates that organizational structure since its commencement was– utilized as a tool through which corporate strategies can be as effectively as appropriately performed – since its major concern is to guide such an effective practice. (Bass, 2007; Bruce, 2008). Based on this evidence, therefore, Bass, (2007), Calhoon, (1994) point out that the

origin and the relationship between the two terms remains cumbersome to precise, but apparently they can be traced back as far as since the early stage of work performance even Before Christ. (BC).

1.1.1 Background of the Organisational Structure and Corporate Strategies: NHC at a Glance

Like any other business entity, NHC has both structure as well as corporate strategies. In this regards, it should be recognized that the current structure is understood as the canal by which the implementation or even the performance of NHC corporate strategies take place under a well organised way as shown in the following array. (NHC, 2010)

i) Organisational Structure of the NHC

The current senior management team was appointed between 2010 and 2011. In line with the new five-year strategic plan covering the period 2010/11 to 2014/15, a new organizational structure has been put in place – consisting of eight (8) Directorates (Treasury and Corporate Strategy Monitoring and Evaluation, Human Resources, Finance, Regional Operations and Administration, Business Development, Property Development and Maintenance, Innovation Centre, and Property Management) and four (4) Units (Legal Services, Corporate Public Affairs, Internal Audit and Procurement Management). The new structure of the Corporation is an interim one – devised to facilitate the functioning of the new Management Team, however It does not spell out the components of the structure at middle and positions below line manager levels. (NHC, 2010)

ii) Background of NHC Corporate Strategy

The functions of the Corporation shall be to provide or facilitate the provision of houses and other buildings in the United Republic of Tanzania for use by members of the public for residential, business, industrial purposes or other real estate activities on such terms as the Corporation may in each case determine. The precise description is as follows:

✚ Strategy by Objective One: To become a leading real estate developer.

In this regard, NHC aims at constructing a minimum of 10,000 medium and high class houses for sale and lease by June 2015, to construct a minimum of 5,000 units of social housing by June 2015, to play a role of a master developer by June 2013, to mobilise investment funds to the tune of TAS.1.5 trillion by January 2015, and to embark on intensive marketing of houses constructed for sale by November, 2011. (NHC, 2010)

✚ Strategy by Objective Two: To become an efficient real estate manager.

Under this objective, NHC strategies are: to become the most reputable real estate manager in the country, to ensure fair value of NHC assets by July of every year, to improve housing allocation system, and to ensure that property maintenance undertaken is adequate and reflects value for money. (NHC, 2010)

✚ Strategy by Objective Three: To strengthen operational capacity and control mechanism:

Under this objective, NHC's has a strategy to enhance operational efficiency and compliance, and to establish risk management system by June, 2011. (NHC, 2010)

✚ Strategy by Objective Four: To optimally deploy human resources base.

Under this objective, NHC focuses on; enhancing effective human resource utilisation by September, 2011, and achieving Human resource development and capacity building.

✚ Strategy by Objective Five: To review and improve all contracts and legal environment.

Under this objective, the NHC has the following strategies to streamline all contracts binding the Corporation by May, 2011, to propose amendments of various laws affecting NHC operations including NHC Act No. 2 of 1990 and Government Grants, Guarantees and Loans Act of 1974, by October, 2011 to facilitate better carrying of NHC functions by January, 2011 and to minimise disputes and reduce backlog of court cases by June 2011.



Strategy by Objective Six: To boost the corporate image.

Under this objective, NHC's has a strategy to turn around the negative public perception on NHC by June, 2011 and to improve community social responsibility (CSR) by June, 2011.

In addition to the above enumerated corporate strategies, further explication precise that in particular, but without prejudice to the generality above, the Corporate strategies of NHC include amongst others:- The construction of houses or other buildings for sale to such persons on such terms as the Board may determine; the construction of buildings as part of approved housing schemes; the provisions or facilitating the provision of building materials, etc. (NHC, 2010)

The Strategic Plan for the period of 2010/11-2014/15 aims at transforming NHC into a leading real estate firm in Africa. In order to realize this vision, the Corporation will be restructured for the purpose of achieving the best corporate management practices and thereby improving the corporate image. Also, the strategic plan supersedes the Corporate Plan for 2006/07 – 2010/11 period, it resets NHC's direction in the context of its mandate and the Government's to resolve and mitigate the long standing housing shortage problem. Following the enactment of the Mortgage Financing (Special Provisions) Act and the Unit Titles Act in 2008, the NHC has a potential of turning the challenges of the housing sector into socio-economic opportunities, hence the need for new strategies and targets. The Strategic Plan articulates the Vision, Mission, Core Values, Goals and Objectives of NHC. It also provides the Strategies to be implemented in order to enable the Corporation construct a minimum of 15,000 houses in the next five (5) years. (2010/11-2014/15)

1.1.2 Background of the National Housing Corporation (NHC)

National Housing Corporation (NHC) was reconstituted through Act No. 2 of 1990, to carry out the role of providing and facilitating the provision of housing and other buildings in Tanzania. This Act was amended through written laws (Misc. Amendment) Act No. 2 of 2005 to enable the corporation conduct its business on

sound commercial principles. Unfortunately, to date, the NHC has been unable to rise to the challenges of serious shortage of housing in the country.

i) Mission Statement of NHC

To provide and facilitate the provision of quality housing and other buildings for use by the general public.

ii) Vision Statement of the NHC

To be a leading Real Estate Development and Management firm in Africa by 2010/11-2014/15, or To become the leading real estate developer and manager in Tanzania by 2006/07 – 2010/11.

1.2 Statement of the Problem

Organisations are rational entities, a collection of individuals with focus on achieving specific goals through an organization into formalized, differentiated structures (Mintzberg, 2004; Mullins, 1985). Both management and employees need to interact in their organisations under a systematic way of either providing reports or flowing of information from one hierarchical level to another and latter on achieve all there under preset goals and objectives (Mintzberg, 2004; Gouldner, 2009). Recognizably, NHC like any other business entity must always adhere to the well-arranged way of performing the decided business of the company. In this order, all what planned to be achieved in the future need to be carried out within a systematically predetermined and well-arranged hierarchy. However, this undoubtedly signifies that organisational structure is an essential ingredient element for the implementation of any activity within any business entity including NHC.

Based on the above argument and according to Johnson; Scholes, and Whittington, (2004), organizational structures around the globe vary from one entity to another. But, they should always be used as a path along which, organisations can advantageously achieve any activity in a reliable manner (Johnson; Scholes, and Whittington, 2004). In contrast, no evidences that can precisely describe the way organizational structure has been neither effective nor the other way-up towards

achieving different planned activities, including corporate strategies at NHC and other public institutions in Tanzania. Ideally, this intrinsically denominates the extent to which the presence of organisational structure within any organisation must pose an essential attribute that exactly sets an organization into undertaking its plan under a systematic and well arranged manner. However, notwithstanding all those evidences about the essence of organizational structures in every organization around the globe, even though, it is up to here, very abstract and chaos to provide a clear evidence that can distinctively describe the impact of the current organizational structure on the effective performance of there under planned corporate strategies at NHC– something, which inevitably required an intense investigative action, if and only if such a reality was to be known.

The organization to deliver its plans, the strategy and the structure must be woven together seamlessly. To illustrate this fact, it should be recognized that NHC Management is struggling, like other managers do, with organizational structure and design decisions. The desire to make this Corporation more businesslike while still retaining the sense of a public corporation is a tough challenge. Although the approach might not be right to others – even though, it does illustrate the importance of designing an organizational structure that helps accomplish organizational goals (NHC, 2010). Inevitably, this fact did not eliminate the natural essence of organizational structure – rather it wanted to show the extent to which the impact of organizational structure reigning in the performance of NHC corporate strategies was still unknown. If this is the real picture, therefore, this study then, aimed at finding out the impact of organizational structures on the performance of corporate strategies in public institutions in Tanzania, by considering NHC as the distinct and real representative case of others. National Housing Corporation (NHC) was reconstituted through Act No. 2 of 1990, to carry out the role of providing and facilitating the provision of housing and other buildings in Tanzania. The Strategic Plan for the period of 2010/11-2014/15 has been developed at the time when the Government is fully committed to solving the problem of housing in Tanzania. The Strategic Plan articulates the Vision, Mission, Core Values, Goals and Objectives of NHC. It also provides the Strategies to be implemented in order to enable the

Corporation construct a minimum of 15,000 houses in the next five (5) years. The Strategic Plan aims at transforming NHC into a leading real estate firm in Africa. In order to realize this vision, the Corporation has to be restructured for the purpose of achieving the best corporate management practices and thereby improving the corporate image. To date, NHC restructured the management team, leaving the lower level from middle to bottom unattended. For, findings from this study have undoubtedly unveil the impact posed by organisational structure on the performance of corporate strategies and have automatically be taken/considered as the real picture governing the matter under concern. In other words, findings from this study helps not only NHC but also any other entity, and its underlying importance are known.

1.3 Objectives of the Study

This study was guided by one general objective out of which three specific ones was built as follows:

1.3.1 General Objective

The general objective of the study was to find out the impact of organizational structure on the effective performance of corporate strategies in public organisations.

1.3.2 Specific Objectives

The specific objectives of the study was as follows:

- i. To determine the impact of organizational structure on the effective performance of corporate strategies in public institutions.
- ii. To identify the contribution of organizational structure on the effective achievement of corporate strategies in public institutions.
- iii. To examine the influence of organizational structure on the effective implementation of strategic plan in NHC.
- iv. To suggest strategies through which NHC can achieve effective performance of corporate strategies.

1.4 Research Questions

This study aimed to answer one general research question out of which other three specific ones was built.

1.4.1 General Research Question

The general research question of this study was; what is the impact of organizational structure on the effective performance of corporate strategies in public organisations?

1.4.2 Specific Research Questions

The followings are the four specific research questions of the Study

- i. What is the role of organizational structure on the effective performance of corporate strategies in public institutions?
- ii. What might be the contribution of organizational structure on the effective achievement of corporate strategies in public institutions?
- iii. Is there any influence from organizational structure on the effective implementation of strategic plan in NHC?
- iv. What might be the strategies through which NHC can achieve effective performance of corporate strategies?

1.5 Scope and Limitations of the Study

1.5.1 Scope of the Study

The scope of this study was the National Housing Corporation (NHC), which is composed of twenty two administrative regions, notably; Ilala, Kinondoni, Upanga, Temeke, Mwanza, Mtwara, Tabora, Mbeya, Arusha, Kilimanjaro, Tanga, Morogoro, Iringa, Musoma, Dodoma, Shinyanga, Kagera, Singida, Kigoma, Lindi, Songea and Katavi. This means the study was entirely conducted at the sample of eight regions namely Ilala, Kinondoni, Upanga, Temeke, Arusha, Kilimanjaro, Dodoma and Mtwara regional offices. The choice about this scope is done based on several reasons amongst which includes; that the NHC has categorized its regions on classes (from A-D) based on the level of activities and income generation, all enumerated regional offices of the NHC are well placed in terms of readiness in providing researcher with reliable information as well as needed. But also the said scope was well close to the researcher to the extent such a fact, doubtlessly help the research gather data without facing many barriers. Also, to better illustrate the reason for this choice, it should likewise be remembered that; if this choice is so

chalked out, just because, the intended organisational structure involves all the enumerated regions.

1.5.2 Limitations of the Study

During the process of carrying out this study, certain scarce resources in terms of money, time, and many others was necessarily be needed to make sure it is accomplished as well as scheduled. Based on this reason, that means the insufficiency of the mentioned resources could have been inevitably stand as limitations to be faced during the process. And that is why the study predicted them so that it stood in a position to get rid of them.

i) Time Limitation

This study considered time as a limitation just due to its denseness. In simple words, the time accorded to cover all matters relating to the study seem to be very unfavourable in the manner that researcher was handling other commitments such as running family activities, attending office etc, while striving to achieve the study under a pressure of time. In such, the academic authority would have thought of extending the time so as to allow researcher to cover all matters as desirable. However, the researcher was able to use the accorded time and achieve the study within the time frame as scheduled.

ii) Financial Limitation

Whatever the case, fund was assumed to be a limitation simply based on its scarcity by nature. With such a reason, the study fore-sees it as a limitation, since even the possessed fund was insufficient of which in turn could not allow the study to cover a very wider scope than what was taken as the wished by any researcher. However, the researcher was compelled to use the available fund to make sure each and every aspect is achieved as scheduled.

1.6 Delimitation of the Study

Based on explication about the identified limitations, it is obvious that it was too difficult and to a large extent undoable to cover a very wide scope as some of the

resources being insufficient to allow such covering. Ideally, NHC is too big being not only serving a huge number of employees from Dar es Salaam city, but also because it serves all other offices spread in all over the country. Based on this logic, it was impossible to survey the whole number of organizational structures governing each sub-office in particular from all regions around the country. The reason why a sample case of eight regions was chosen. But again, thinking that these eight offices are operating and employ many employees with a huge and consistent organizational structure. The reason why respondents of this study was drawn from these eight areas of NHC.

1.7 Significance of the Study

Organizational structure and performance of corporate strategies are the twin, and, parallel terminologies, whose use must interchangeably be said. In this regard, it means, the former must be having an intense influence on the latter or the reverse way up. Nevertheless, it seems apparently many issues pertaining to one's impact of the other remained unknowingly unknown. So, findings gathered from the conduct of this study are inevitably mark the significance of the study in hand since they help all stakeholders as follows.

To the Government: findings of this study assist the government by letting it know the prominence of having appropriate and one-way organizational structures amongst its institutions so that to eliminate the possibility of having a long range of bureaucracy and consequently consent the effective performance of corporate strategies to take place there on.

To the Community of Government Institutions: the result of this study, helps all government institutions including NHC to be in a favourable position to grasp the essence of organizational structure on the effective performance of the planned corporate strategies.

To the researcher: the study helped the researcher understands the reason for why organisational structures are in presence and accordingly respected in every step

when implementing the planned corporate strategies. The meaning behind this fact is that, researcher grasped the why and how of the organizational structure on the effective performance of corporate strategies in any organization settings being either private or public ones.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the whole description about key terms; the theoretical part; empirical part as well as conceptual part of the study in hand. In such, the chapter mainly presents the definitions and description of all key terms concerned in the study. It also reviewed certain theories relating to the study, and some of the (previously conducted) empirical studies, and finally drew the conceptual framework based on the entire understanding about the topic in hand.

2.1 Operational Definitions of Key Terms

This section defined and described all key terms and concepts which are on one way or another involved in the this study so as to get the meaning and clear understanding about each point under concern.

2.1.1 Organisational Structure

According to Hall, (2012); Gouldner, (2009) organizational structure is the typically hierarchical arrangement of lines of authority, communication, rights and duties of an organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how important flows between the different levels of management. (Hall, 2012; Gouldner, 2009)

2.1.2 The Concept of Corporate/Organisational Strategy

Abbartov, (2006) defines the term Corporate strategy as anything else – rather, generally, all what the organization decides (from its plan) to achieve in the long run of its business. It is concerned with the overall purpose and scope of an organization and how the value will be added to the different parts (business units) of the organization.

2.1.3 Hierarchy

According to Woodward, (2011) the word hierarchy derives from Greek word meaning “sacred rule” and referred at one stage to levels in the priesthood. While Clegg, (1990) defines the term hierarchy as a ranking system ordered according to status or authority in the organization.

2.1.4 Chain of Command

The term chain of command clearly derives from military organisations which means a line from a hierarchical rank in which authority provide an authoritative or peremptory order to inferior in the rank (Clegg, 1990; Bass, 2007; Albertson, 2011). But based on the topic in hand, the chain of command can be clearly viewed as the linking together into spans of controls by supervisors coordinated by spans of control at a higher level, is what gives an organization its typical pyramidal structure or configuration (Albertson, 2011; Woodward, 2011; Gouldner, 2009; Brichatv, 2001). This means, it is the network of reporting relationships that flows from this array.

2.1.5 Strategy

Adrian, and Laurent, (2012) defines the term strategy as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of the resources and competences with the aim of fulfilling stakeholders expectations.

2.1.6 Type of Corporate Strategies

described as follows.

i) Growth strategy

served or products offered, either through its current business(es) or through new business(es). Because of its growth strategy, an organization may increase revenues, number of employees, or market share. (Acker, 2008; Body, 2002)

ii) Stability Strategy

Stability strategy is a corporate strategy in which an organization continues to do what is currently doing. Example of this strategy include continuing to serve the same client by offering the same products or service, maintaining market share, like it is the case for NHC continuing to serve the similar products relating to housing. (Acker, 2008; Body, 2002)

iii) Renewal Strategy

Renewal Strategy is planned when an organization is in trouble, something needs to be done. Managers need to develop strategies, called renewal strategies that address declining performance. The two main types of renewal strategies are retrenchment and turnaround strategies. (Acker, 2008; Body, 2002)

2.1.7 Types of Organisational Structures

In precise description, organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organisational aims (Gabis, and Waem, 1999; Ewing, 2008). Though, organisation can be structured in many different ways depending on their objectives. The structure of an organization will determine the modes in which it operates and performs. Even though, Gabis, and Waem, (1999); Ewing, (2008) further indicate that in designing a structure, managers may chose to use either more traditional organizational designs than contemporary ones – while others may chose to do the other way-up like the following.

i) Traditional organizational designs

In designing a structure to support the efficient and effective accomplishment of organizational goals, managers may chose to use more traditional organizational designs. This category of design include the followings sub-categories. (Gabis, and Waem, 1999; Ewing, 2008).



Simple structure

A simple structure is an organizational design with low departmentalization, wide spans of control, authority centralized in a single person, and little formalization. This structure is most commonly used by small businesses in which the owner and manager are one and the same. The simple structure are fast, flexible, inexpensive to maintain and clear accountability, On the other hand they are not appropriate as organization grows and reliance on one person is risky. (Gabis, and Waem, 1999; Ewing, 2008).



Functional structure

Functional structure is an organizational design/structure that groups similar or related occupational specialties together. Its functional departmentalization applied to the entire organization. (Gabis, and Waem, 1999; Ewing, 2008).



Divisional structure

The divisional structure is an organizational structure made up of separate business units or divisions. In this structural design, each unit or division has limited autonomy, with a division manager responsible for performance and who has strategic and operational authority over his or her unit. In divisional structures, however the parent corporation typically acts as an external overseer to coordinate and control the various divisions, and often support services such as financial and legal. (Gabis, and Waem, 1999; Ewing, 2008).

ii) Contemporary organizational designs

Managers in contemporary organizations found that, these traditional hierarchical designs often aren't appropriate for the increasingly dynamic and complex environments they face. In response to market place demands for being lean, flexible, and innovative, managers are finding creative ways to structure and organize work and to make their organizations more response to the needs of customers, employees and other organizational constituents. Under this type, there other sub-types which are as follows. (Gabis, and Waem, 1999; Ewing, 2008).



Team structures

Team structure otherwise called corporate structure that tackles most big projects in small, tightly focused teams. In a team structure, the entire organization is made up of work teams that perform the organization work. However, the teams are also held responsible for all work and performance results in their respective areas. (Gabis, and Waem, 1999; Ewing, 2008). Also, in large organizations, the team structure complements what is typically a functional or divisional structure. This allows the organization to have the efficiency of a bureaucracy while providing the flexibility that team provides. (Gabis, and Waem, 1999; Ewing, 2008).



Matrix-Project Structure

Matrix is a structure that assigns specialists from different functional areas to work on projects but who returns to their areas when the project is completed. (Gabis, and Waem, 1999; Ewing, 2008).

2.1.8 Dimensions of Organisational Structure

organisational building block is to provide the rationale for job specialization (both horizontal and vertical), departmentalization, and divisionalization. Arising out to the division of labour are the organising concepts of span of control, chain of command (or use Fayol's term, scalar chain) and centralization/decentralization. (Abbartov, 2006; Gilson, 2008)

i) Departmentalisation

Gilson, (2008), Stark, Markson, and walkers, (2008) describe the departmentalization in hierarchy under point of reference as the division of labours and grouping together of related jobs into administrative units typically called departments. Basically, there are two broad types of departmentalisations commonly used in business operations ruling in; functional/process and market. (Gilson, 2008; Stark, Markson, and walkers, 2008)

ii) Divisionalisation

Whereas, divisionalisation represents, still higher level of the principle of departmentalization. In fact, a division consists of a whole group of departments or

units related to a product, service, or market. Divisionalisation frequently and often arises as a result of takeover or amalgamations. For instance; when a company acquires another profitable one – divisionalisation is likely to be in place. (Gilson, 2008; Stark, Markson, and walkers, 2008)

2.1.9 A View about Common Ways to Structure an Organisation

Thompson, and Mchugh, (2002) put forwards that there are many ways to structure an organization. For example, a structure may be built around: function- reflecting main specialism's e.g. marketing, finance, production and distribution; product-reflecting product categories e.g. bread, pies, cakes, biscuits; as well as process-reflecting different processes e.g. storage, manufacturing, packing and delivery. Similarly, Ritzer, (2000) specifies that organizational structures need to be designed to meet aims. They involve combining flexibility of decision making and the sharing of best ideas across the organization, with appropriate levels of management and control from the centre.

2.2 Theoretical Literature Review

As far as organizational structure is on the main stance, most of opinions to describe the underlying assumption about the matter under concern was taken from authors and writers who have said something through their theories of which on one way or another was strived to scrutinise the clear understanding and assumption about the matter under concern. In this respect, most of theories relating to the study was reviewed as follows.

2.2.1 Frederick Taylor and Scientific Management Theory

One of the schools of thought reviewed by this study was that developed by the American Engineer Frederick Taylor, since decades ago – who for many years was a controversial figure, but one who made a significant contribution to the development and understanding of organizational theory and practice as being mentioned about structure and the entire manner of supervising people in an organization (Armstrong, 2000; Zafaran, Derkhan, and Khan, 2010). The methodology of scientific management is the accumulation of knowledge about work

tasks and the subsequent creation of a set of basic rules and practices. The main concern about this school of thought is that the production process, administrative management sought to identify the principle that could be used to co-ordinate the internal working of the organization. The principle per se was all about identifying the forms of organization structure that could optimize an organization efficiency. The main force behind this administrative theory was Henri Fayol (1841 – 1925). Fayol was writing in France at the same time Taylor was developing his ideas in the USA. (Armstrong, 2000; Zafaran, Derkhan, and Khan, 2010).

2.2.2 Max Weber and Bureaucracy Theory

The theory of bureaucracy is the creation of German Sociologist and Philosopher, Max Weber (1864 – 1920). Both Weber and Fayol were concerned with the structuring of the organisation (Hatch, 2009). Weber believes that power and domination were at the heart of the rise of modern civilization and management in the whole hierarchical range (Armstrong, 2000; Zafaran, Derkhan, and Khan, 2010). Similarly, in his theory of Social and economic Organisations, Weber (1948) identified three types of organization based upon the categories of power and authority at present. First; the charismatic organization, in which all authority and leadership are invested in an individual, the charismatic leader. Second; the traditional organization in which the degree of stability has been achieved and the system function on the basis of precedent and customs (actions are carried out on the basis of ritual rather than rationality). Third; rational, legal organisations in which the bureaucracy comes to the force. Each job and function is geared to achieving a specific purpose. (Hatch, 2009).

2.2.3 The “Dysfunctional” School

According to this theory, the interpretation of bureaucracy as a one best way of structuring organization stimulated a number of empirical studies. Theorists of this school of thought attempted to investigate the working of bureaucracy “in practice” (Armstrong, 2000; Zafaran, Derkhan, and Khan, 2010; Hatch, 2009). All found that bureaucracy was associated with a number of dysfunctional consequences. The idea from this school of thought is the agglomeration of several contributions of

thoughts from several scholars. For instance; Robert Merton (1949) who acknowledged that the classic bureaucracy is a form that is transparent and understandable. However, he believes that its emphasis on control and repeatability often results in human behavior becoming rigid and defensive, particularly when dealing with clients and customers. As the results of employee's negative attitude, clients and customers can become hostile and even aggressive. (Armstrong, 2000; Zafaran, Derkhan, and Khan, 2010).

In fact, it is obvious that there are, if not several, that means many of the theories about organizational structure around the globe. To sum-up all what have been described from the three schools of thoughts, it is up to now clear that organizational structures are understood in several similar ways by various authors and writers. However, based on all the three reviewed theories, this study understands that all of them have been in line attempting to explicate the way organizational structure can be practiced to consequently permit a smooth performance of various tasks in any organization ruling in NHC under a well-arranged manner. In this regards, the study therefore places support to all the reviewed theories in the sense that all scholars seem to place more emphasis on the way understanding organizational structure is an attempt by which management and supervisees undertaken their duties in a systematic and well arrayed way. And once this is so done, consequently, inevitably, a sense of effective performance of corporate strategies must be in place.

2.2.4 Relationship between Corporate Strategy and Organisational Structure

An organization structure should help it achieve its goals. Because goals are an important part of the organizations strategies, it's only logical that strategy and structure should be closely linked (Ritzer, 2000). More specifically, if managers port the new strategy; that is, structure should "follow" strategy. However, organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as branch, department, workgroup, and individual, and it is within this aspect where lie their relationship. (Ritzer, 2000)

2.3 Empirical Literature Review

It seems that we encountered organisational structures and strategies in all parts of our life while in any business settings, not only in our working lives but also throughout our employer-employee relationship (Rtizer, 2000). With regard to the topic in hand, many of studies either relating or concerning to the topic in hand have empirically been in existence for times and times. This doubtlessly explicates the extent to which there are might, if not hundreds and thousands of studies which have been carried out upon which the current findings would unveil its urgency or otherwise.

2.3.1 Review of Studies from Virginia

A study by Fogs, (2009) on the relationship between bureaucracy and the smooth respect of organizational structure in retail companies was carried out in Virginia. The study gathered findings from a sample size of 12 retail shops in the city of Virginia using observation and questionnaire from which a set of pre-set questions were addressed to the said respondents. The study found that there is a string relationship and interdependence between the two aspects as to whether the first respecting the latter, consequently it will tend to eliminate the high probability of the former. Based on the findings, however, Fogs, (2009) concluded that to maintain a prosperous organizational control over the whole range of activities, retail companies need to delegate authority through the managerial hierarchy. The same study concluded that doing, will inevitably reduce the graveness of bureaucracy and above all, organizational structure will be respected and hierarchy maintained as well. (Fogs, 2009).

2.3.2 Review of Study from Malaysia

Chuang, Hunter, and Kolhmvtch, (2010) conducted a study on “why should organisations be structured?” this study was aiming at identifying the reason for why the organizational structures are viewed important in any modern organisations, by taking the case of various administrative positions from different companies in Kuala Lumpur as the representative cases. In this study, Chuang, Hunter, and Kolhmvtch, (2010) indicated that the fact that modern organisations design structure

to guide their overall hierarchy is not a new focus rather a very ancient practice. However, findings from this study stipulate that a huge number (78%) of studied respondents indicated that organizational structures exist in every work settings just as they are the wall-and-pillar of flow of information and line of authority by which most of any organizational tasks are carried out under a systematically well-directed way and vice versa. The study therefore concluded that the primary pillar for which organisations design structure is nothing else rather to place the appropriate and systematic way of performing activities with a well-structured authority line.

2.3.3 Reviews of Study from Tanzania

One of the prominent studies relating to the concerned case is that of Shija, (2006) conducted in Dar es Salaam on the effect of long bureaucracy in service delivery among higher learning institutions in Tanzania. The study collected data from a sample size of 70 students from four higher learning institutions operating in the city of Dar es Salaam using questionnaire and interview (Shija, 2006). One of the prominent findings of the study is that, when majority (93%) of students' most of views revealed out that higher learning institution possess higher bureaucracy than any other entity. Findings further indicate that the bureaucracy is exaggeratedly experienced and noticed during the student's follow-up and complaints either at the end of the studies or even in the starting where it takes long time to be served as well as heard. Therefore, the study concluded that organisational structures in higher learning institutions is so long and confusing to the extent that they are not allowing a smooth line of authority to be achieved as well as it may be desirable. As the effect, this signifies, majority of students are defensive about the service delivery being slow as caused by bureaucracy reigning therein. (Shija, 2006)

To sum-up all studies reviewed in this range, it is true that majority of them showed a clear relationship and interdependence between bureaucracy and organizational structure. I.e. much have been said concerning the way organizational structure can result into either bureaucracy and consequently lead to further effect such as disappearance of clear line of authority. Studies have indicated the extent to which organizational structure can result into inappropriate achievement of organisational task and above all into low inappropriate line of authority as being there on marked

by high bureaucracy. This, undoubtedly, shows the extent to which they seemed to not place much attention in addressing the issue pertaining to the impact that can be derived from the organizational structure on the performance of corporate strategies and any other organizational task. Meanwhile, they seem to place zero attention on public institutions' organizational structures' impact on performance of corporate strategies in Tanzania particularly. Hence, based on these, it means, this study's urgency was largely tangible as it was expected to closely fill the said left gap so that much and sufficient about what have been left would be possessed.

2.4 Conceptual Frame Work

However, organisational structure up to now usually is seen to hold an extensive influence on the whole range of performing corporate strategies as well. This is so acknowledged, just, much of literatures reviewed provide a long range of consistence about this aspect. In such, all assumptions laid down here are greatly based on the entire manner in which the topic in concern is being described and comprehended in the following sequence.

2.4.1 The Impact of Organizational Structure on the Effective Performance of Corporate Strategies

Organisational structures, to a large extent, have been viewed as canal by which all planned activities are performed in a systematic and well-arrayed manner (Thompson, and McHugh, 2002). I.e. organizational structure is a vital way through which performance process is undertaken by following all ranges in terms of hierarchy and consequently allow any organization achieve a huge range of effectiveness and efficiency since a line of authority is in place (Abbartov, 2006). Therefore, this study assumes that the impact of organisational structure on the performance of corporate strategies is huge. Moreover, the said impact might be either negative or positive – as it will depend upon the way such a structure has been designed as favourable or otherwise. In this end, it means, once the structure is appropriately designed by considering certain issues which cannot call for long-range

bureaucracy to occur – inevitably, corporate strategies must be performed effectively and vice versa.

2.4.2 The Contribution of Organizational Structure on the Effective Achievement of Corporate Strategies in Public Institutions

Like any other business entity, public institutions need to have a clear line of authority if and only if they have to place a systematic way of performing their activities. However, based on reviewed literatures, it is quite, true, organizational structures are key catalyst for the effective line of authority and above all for the well sharpened line indicating point of hierarchy in either reporting or flowing information from one level to another. Based on this argument, the study assumed that organizational structure must have great contribution on the effective achievement of corporate strategies, just due to its one-way direction of doing things within any organization.

2.4.3 The influence of Organizational Structure on the Effective Implementation of Strategic Plan in NHC

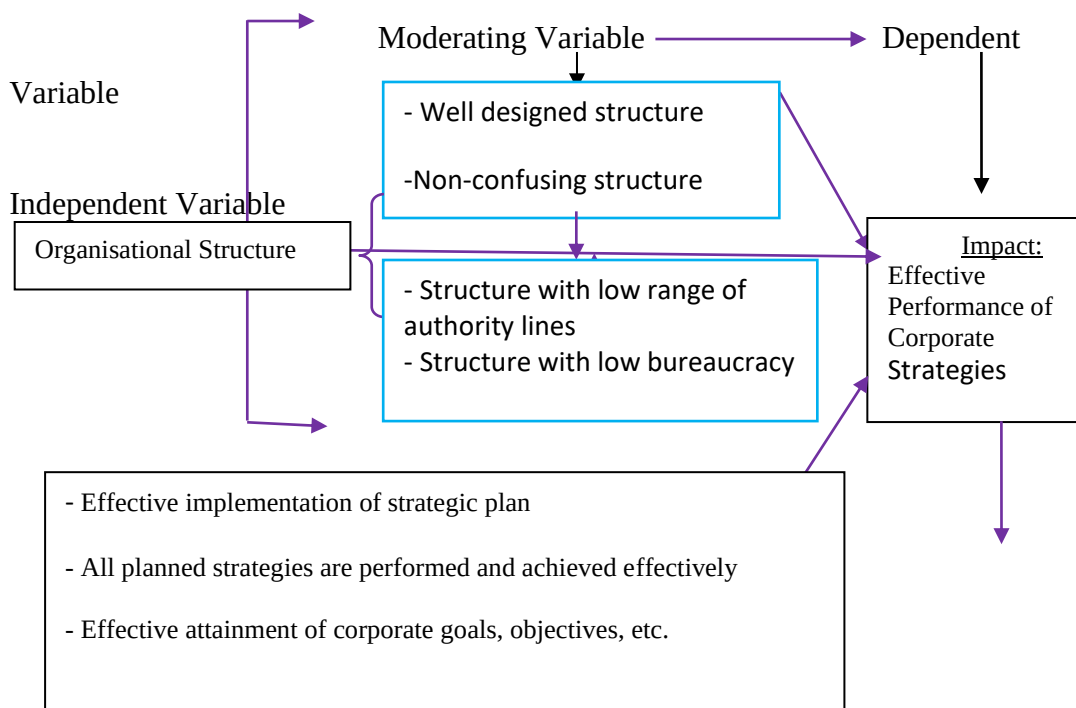
Whatever kind of plan being performed – the intention is to be carried by a certain individual. Likewise, a well-designed direction is the key catalyst for the successful implementation of any planned programme. Therefore, this assumes that there must be a huge influence derived from organizational structure on the implementation of strategic plan in any organization, including NHC in particular. In clear words; organizational structure influences the effective implementation of strategic plan, in the sense that each and every aspect involved in the plan will be undertaken more rationally as everyone within the system knows his role and so on.

2.4.4 Strategies through which NHC can achieve Effective Performance of Corporate Strategies

It is up to here, very clear that, ways (like; organizational structure) through which public institutions try to achieve effective performance of their corporate strategies seem to be unsuccessful. For, much from literature provides that, many public

institutions including NHC remained unable to achieve the planned corporate strategies at the level best with their current organizational structures. Based on this comprehension, this study therefore, assumes that in case public institutions can adopt favourable strategies (like good structure), notably, they will be able to achieve effective corporate strategies performance as their overall focus. Ideally, nothing about the searched strategies can up to now be explicated, rather from within the findings we obtained from the study. In other terms, findings from this study suggested the strategies, of which, once adopted, public institutions will be able to achieve effective performance of corporate strategies.

Figure 2.1: Research Model



Source: Research 2013

Figure 2.1 above connotes that organisational structure has impact of the whole effective performance and implementation of any planned activity including corporate strategies in particular. Based on figure 2.1 above, it means, an organizational structure with low bureaucracy, well-aligned authority line, etc is very much influential on the whole effective performance of corporate strategies. That is

to say, different from that scenario, it will always be difficult to achieve any planned aspect in an effective way. Based on this argument, the study then puts forwards that an organizational structure should always be designed in such a way it provides full and free reign of clear authority line and low range of bureaucracy to allow the planned strategies to be performed smoothly in any organization, including NHC in particular. Furthermore, the above assumption is on the explication that, the impact of organizational structure must result into either effective or ineffective performance of corporate strategies or any other concerned activity – depends on the way it was designed; either favourable or otherwise.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology used in the entire process. In this respect, the chapter presents the research design, target area, population, sample size and sampling procedure, data collection techniques, data analysis procedure, and variables and their relationship.

3.1 Research Design

This study used case study design. The choice about this kind of research design was made simply based on several reasons amongst which; one includes; the study on the impact of organizational structure was carried out using a case study area, which include eight regional offices of the NHC. This design consists of observing a single group or event at a single point in a given time, usually after some phenomenon needed to be known. This design also, placed more emphasis on full analysis of a limited number of events or conditions (Eisenhard, 2008; Denzin, and Lincoln, 2009). The case study involved a careful and complete observation of a social unit, the NHC (McCaslin, and Scott, 2003).

3.2 Target Area of the Study

The target area of the study included all twenty-two administrative regions of the National Housing Corporation mentioned in the early chapter. More precisely, out of these administrative regions, the study was entirely carried out in the sample of eight regions namely; Ilala, Kinondoni, Upanga, Temeke, Arusha, Kilimanjaro, Dodoma, and Mtwara regional offices.

3.3 Target Population

According to McCaslin, and Scott, (2003) target population of any study include all full set of cases from which a sample is taken. To illustrate the above explication, in most precise manner; all workers at the National Housing Corporation (NHC) constituted a significant population/universe for the study, just because they are all concerned with the herein meant organizational structure. In the same regard, it

should be remembered that, identifying population was a significant step since it served as foundation for sample sizing all those cases the study wanted them to appear in the process. (Corbin, 2005)

3.4 Variables and their Measurements

3.4.1 Variables Description

This study contains two major variables one being independent and the other being dependent – both being illustrated by one moderating variable in their influencing-influenced relationship. More precisely, the independent variable of this study is the organizational structure, while the moderating one being the way the structure was designed either favourably or otherwise. And the dependent one is the effective performance of corporate strategies.

i) Independent Variable

The independent variable of the study was the organizational structure. Its independence comes into effect due to its influential action as it causes either the effective or ineffective performance of corporate strategies. In simple terms; this action depends much upon the way such a structure was designed. I.e. if it holds a long range of authority lines and high bureaucracy, the result are negative and vice versa.

ii) Dependent Variable

The dependent variable of the study was either effective or ineffective performance of the corporate strategies. The dependability of this variable comes into being, since its occurrence depends on the entire picture derived from the way organisational structure was designed as well as practiced.

3.4.2 Measurement of Variables

Based on the whole description concerning all concerned points, it is quite evident that there is a strong relationship between variables of this study. This is being so mentioned, simply, because there is a clear direction of influencing and influenced. For, independent variable has got the influential power to cause the occurrence of

any result into dependent variable, but largely both being illustrated by the moderating one. Their measurements consisted of finding and confirming the extent to which there is an influence from one into another as described in the previous statement above.

3.5 Sample Size and Sampling Procedure

3.5.1 Sample Size

The sample size of this study have been taken from all workers at NHC regional office as mentioned earlier. More precisely, the study needed sixty respondents from all levels of the hierarchy found in the organisational structure. This means every hierarchical level was demanded to provide eight respondents who were expected to provide reliable information which enabled the study to tackle the problem in concern more accurately. However, the subdivision was made in such way that a full representativeness was achieved and consequently find what was expected by the study.

3.5.2 Sampling Procedure

The kind of information required to accomplish the study in hand seemed to be too critical as this required workers at NHC to reveal the behaviour reigning in their hierarchy whether it is high bureaucratic or not. This consideration calls for the reason for why this study used purposive sampling technique. The choice about this sampling procedure was done based on several reasons among which include; the study demanded to study only respondents who are found convenient for some reasons or other. Since, it seems in advance, some of the respondents were reluctant in providing open information. Another reason is that because, NHC has many employees to the extent it was too tough to study the whole number of them. So using haphazard sampling procedure favourably allowed the researcher to select sample haphazardly continuously until the required sample size was reached.

3.6 Data Collection Techniques

Since some of the needed information requires expressions in both oral and written manner, the study used both questions in the form of questionnaire and focus group

discussion while supported by documentary review in collecting data from the field as being necessitating both primary as well as secondary data.

3.6.1 Questionnaire

According to Lucy, and Michel, (2002) questionnaire is a kind of data collection technique which can be used in a private individual study, research workers, and so on, of which can allow the collection of data to be performed in a precise manner. In simple words, this study necessitates respondents to provide responses in their own time they feel very conducive either at their home, office, or even at their rest places. In this regards, questionnaires were distributed to all respondents selected on the basis of the procedure mentioned above. The process involved the distribution and afterwards, collections of responses from respondents for further steps of accomplishing the study. Furthermore, through questionnaire, the study expected to collect all data that was used to narrate the impact of organisational structure on the effective performance of corporate strategies, and the contribution of organizational structure on the effective achievement of corporate strategies in public institutions.

3.6.2 Focus Group Discussion (FGD)

Based on early observation that the study demanded a direct interaction with respondents, thus, such an activity was done through direct discussion with respondents using focus group discussion (also called focus groups). Necessarily, there was a need to make group discussion with respondents through which certain reliable information was obtained. The reason for choosing this method was based on the fact that; in this type of method, the researcher can get together with several respondents at the same time and initiate a discussion on a certain topic Ladyer, (2009). Based on the context about the study in hand, therefore, opinion from respondents was considered as information to be analysed latter for the accomplishment of the study. Another specific reason was that, in this method, researcher, physically, was able to eliminate the feeling in terms of fear that employees may possess with regard to the fear of losing their job as they were required to provide information about the way they view the impact of the current

organizational structure on the effective performance of corporate strategies. During this process, researcher was giving guiding questions, afterwards discussed by all panel members and latter on record as the way towards furnishing the expected findings. Focus group discussion was expected to gather data that was used to tell favourability of the current NHC organizational structure on the effective performance of corporate strategies, and the influence of organizational structure on the effective implementation of strategic plan in NHC.

3.6.3 Documentary Review

Documentary review is the kind of data collection technique used to collect both primary as well as secondary data. In this study particularly, documentary review was utilized simply to collect secondary data which done by reviewing different sources of

information such as; archives, news papers, books, materials, speeches, reports, etc. For, documentary review technique involves reviewing all of these kinds of information sources. In other side of comprehension, documentary review also included (documentary) non-written materials, such as video and video recording, and so on, drawings, TV programmes, etc. Documentary was also used to generate statistical measures and empirical literature such as the consequence of resources misallocation on budget practice. (Cooper & Chinder, 2001). Moreover, documentary review was used mainly in collecting data which provided ways to illustrate, describe and likewise explicate various aspects, concepts in the preceding chapters of the proposal.

3.7 Types of Data

As the study necessitates using both already-made and not-yet-made data, both secondary as well as primary data was needed. The reason for such a consideration was based on the logic that secondary data provided support for better comparison of facts from primary data so that a consensus in hand to clearly understand the reality about the matter under concern.

3.7.1 Secondary Data

For better understanding the intrusion of this data type, Denzin, and Lincoln, (2007) pointed out that secondary data are so prominent, not only to find information to solve research problem, but rather to better understand and explain research problem. Thus, secondary data included all those data which are collected from different sources such as; libraries, journals, news papers, magazines, articles, etc. moreover, such data have been used in illustrating all information provided in preceding chapters using documentary review kind of data collection technique.

3.7.2 Primary Data

Marshna-Piekkari, and Welch, (2004) specify that primary data are useful in any study as they are collected to enable the accomplishment of particular study while using relevant and reliable information provided from direct intervention of respondents. Primary data in this regard, involved all those data collected for the first time by the researcher of which have not been collected by anyone anywhere. In more précised manner, these kinds of data were largely collected using questionnaires and interviews.

3.8 Data Presentation and Analysis Plan

During the analysis of data, the process was undertaken using graph, tables and charts meanwhile certain procedure were followed to ensure all data are collected and analysed accordingly.

3.8.1 Procedure to be Undertaken in Analyzing Data

In the assortment of analyzing data, in the first instance, distribution and meeting respondents for interview and questionnaire process and consulting various documents indifferent literature sources was performed as the first step in trying to obtain necessary data and information from respondents. Afterwards, collection of responses from the interview and questionnaire and other particular information was undertaken and followed by presentation and analysis of the data/information

gathered from the field of which have yielded the result known as findings for this study.

3.8.2 Data analysis Techniques

Throughout the whole process in analyzing data, and all other information gathered from the field/NHC, certain predetermined methods were utilized to ensure that they are presented accordingly as they are gathered from the field. Therefore, tables and graphs (pie charts) constitutes proper methods through which all data gathered from the field are presented and summarized which are supplemented by percentages performed by accredited machines and programmes. Marriage, Family

3.9 Ethical Consideration

During the entire process of collecting required data either from NHC head office or elsewhere from respondents whenever necessary – researcher was given a written recommendation from the academic authority of Mzumbe University, which was presented to the concerned office for approval to collect all necessary information. However, whatever information given by any respondent was treated and guarded with a very huge confidentiality to the extent no any piece of information was taken out of concealment.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter deals with the presentation of findings derived from the study on the impact of organizational structure on the effective performance of corporate strategies in public organisations; the case of eight administrative regions of the National Housing Corporation, ruling in; Ilala, Kinondoni, Upanga, Temeke, Arusha, Kilimanjaro, Dodoma, and Mtwara. More precisely, all findings gathered from the field were presented in such a way that a clear picture in terms of what was expected to provide awareness about the said impact for the effective performance of corporate strategies in government institutions, is in place as well.

Summary about Collection of Data from the Field

Initially, the study had proposed to gather data from the sample size of sixty respondents from eight administrative regions as mentioned above. In clear words, every region was intended to provide maximum 7 respondents/workers to participate in the study. The collection of data was achieved as shown in the following manner

.

Table 4.1 Sample Data Collected

Region	Number of respondents proposed	Number of questionnaires returned	Percentage (out of 60)
Ilala	8	8	13.33
Kinondoni	7	7	11.66
Upanga	8	5	8.33
Temeke	7	7	11.66
Arusha	7	6	10
Kilimnjaro	8	7	11.66
Dodoma	8	6	10
Mtwara	7	4	6.66
	60	50	83.3

Source: Research, 2013

Based on the summary from table 4.1, it was then established that, the collection of data was successful at enormous level, because, 83.3% of all proposed 60 sample size was met. That regained to say, fifty respondents who submitted back their questionnaires had eventually constituted 100% base in calculating and illustrating responses gathered from respondents.

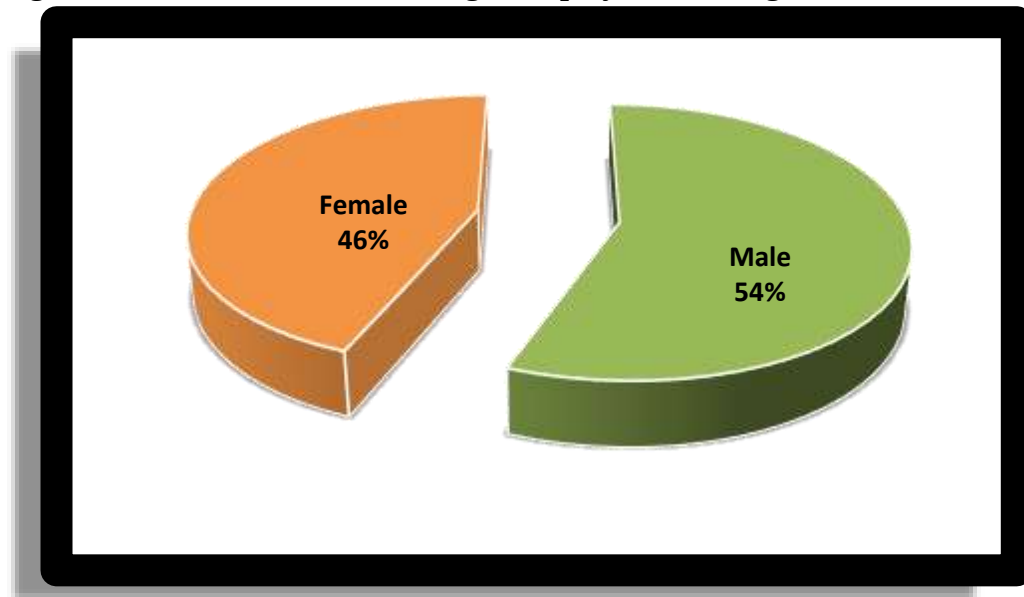
4.1 Respondents' Characteristics

In the initial stage of presenting findings, the study intended to find information relating to different respondent characteristics. The aim of this focus was done just to find the extent to which the studied respondents were well informed about the topic dealt with or otherwise. Because, respondents' characteristics-related information had encompassed aspect like; educational level, gender, age, experience, and many other related elements. These elements were investigated from respondents and presented in the following array:

4.1.1 Sex Variation amongst Employees working with NHC

In this respect, the study wanted to simply find the sex variation of respondents from NHC. Information relating to sex variation was searched just to allow the study to find whether NHC was sensitive about gender equality or otherwise – and afterwards, to explain the position of NHC as being an equal-employment-opportunity employer or otherwise. Thus, in order to find the reality about this fact, respondents were asked, each, to mention sex from a set of assertions provided to them. And results from this concern showed that out of 50 respondents, 23 of them which make 46% were females, and 27 others which make 54% were males

Figure 4.1: Sex Variation amongst Employees working with NHC



Source: Research , 2013

Based on the findings presented in figure 4.1 above, the study established that, both males and females are involved in the running of day-to-day activities of NHC. Likewise based on the same findings from figure 4.1, the study further established that NHC is free-from-biasness employer. Because, males seemed to dominate females by a slight difference of 12% only.

4.1.2 Age Variation amongst Respondents from NHC

Another elements used by the study in findings information about respondents characteristics was the age variation amongst employees working with NHC. In this stage, the study was interested to find NHC as a government company was sensitive in employing people with different age categories or otherwise. In similar words, what was important for the study here was just to find whether NHC was bias of age categorization in employing its staff or otherwise. Thus, in order to find the reality about this matter, respondents were asked, each, to mention his/her age individually. And results showed that, out of 50 respondents who responded to the questionnaire, 30% mentioned that they were between 36 and 45 years old, and another 22% said, they were between 46 and 55 years. Likewise,

another 26% mentioned that they were between 26 and 35 years, while, 14% mentioned to be between 18 and 25 years, and finally, the remaining 8% said, they were between 55 and above years. So, these results were presented as follows.

Table 4.2: Age Variation among Employees working with NHC

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 18 and 25 years	7	14	14	14
	Between 26 and 35 years	13	26	26	40
	Between 36 and above 45 years	15	30	30	70
	Between 46 and 55 years	11	22	22	92
	Between 55 and above years	4	8	8	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

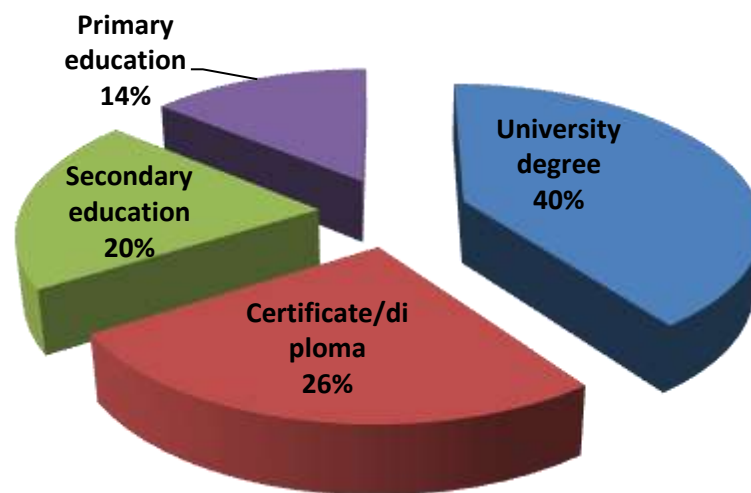
Findings presented in table 4.1 showed that majority (30%) of respondents involved in the study were between 36 and 45 years of age. But, meanwhile, the same findings in table 4.1 indicated that, almost all generations are involved in the running of NHC day-to-day activities. This was found true based on the fact that, every age categorizations provided in the questionnaire was ticked by a certain particular number of respondents.

4.1.3 Respondents' Levels of Education

Another aspect investigated by the study in finding respondents' characteristics was the variation in terms of levels of education. This element was very much significant in the sense that, education was perceived as one of the extensive key indicator about someone ability to perceives, judge, and even describe any matter being dealt with. In this regards, the study wanted to find whether

majority of employees working with NHC had reliable information about the matter under concern, and all information they had provided was either reliable or otherwise – on which the study could totally completely rely on. Respondents were asked each, to mention his/her highest level of education, whose results are presented in table 4.2, of which showed that (20) 40% of them had university degrees, while another (13) 26% had either certificate or diploma, (10), 20% others had secondary education and finally (7), 14% had primary education.

Figure 4.2: Respondents' Levels of Education



Source: Research findings, 2013

Findings presented in figure 4.2 above showed that; majority (40%) of employees working with NHC had university degree. So, the study established that, respondents were very much well informed about the matter dealt with and had reliable information about the organizational structure impact of the performance of corporate strategies. For, university degree is enough for any individual to possess awareness about any matter being dealt with.

4.1.4 Respondents Work Experience with NHC

Another element used in findings respondents' characteristics was the experience/duration spent by every employee at NHC. This aspect was extensively important as it would help to determine the extent to which employees were very much familiar with the impact of organizational structure on the performance of corporate strategies. In other words, it means, experience was undoubtedly the key aspect, upon which an individual employee might be well-informed about any matter in the said organization. However, respondents were required, each, to mention the time spent while working with NHC. And results from this concern showed that majority of respondents with 38% of them mentioned that they have been working with NHC for more than 10 years; while another 18% mentioned that they have been in NHC for 5 years. Similarly, another 24% others said, 10 years, and 14% said, between two and five years, whereas, the remaining others 6% said, one year. These results were presented in table 4.3 below.

Table 4.3: Respondents' Work Experience with NHC

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 10 years	19	38	38	38
	5 years	9	18	18	56
	10 years	12	24	24	80
	Between 2 and 5 years	7	14	14	94
	1 year	3	6	6	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Findings presented in table 4.3 above led the study to find that, truly, majority (38%) of respondents who responded involved in the study had extended work experience with NHC. In reverse, that means, they had extended experience concerning the impact of organizational structure on the performance of corporate strategies at NHC. For, findings showed that majority of employees had worked with NHC for more than ten years, while others for ten years. These durations were enough for anyone to possess intense information about the hereunder dealt problem.

4.2 The Impact of Organisational Structure on the effective Performance of Corporate Strategies in Public Institutions

Initially, the study was interested to specifically determine the impact of organizational structure on the effective performance of corporate strategies in public institutions. The intention in here was just to find the way NHC organizational structure has been able to either negatively or positively impact the performance of corporate strategies as the representative case for all targeted public institutions. In simple terms, the study wanted to exactly determine whether the current organizational structure was the source for why NHC and other public institutions were able to perform and achieve all planned corporate strategies in an effective manner.

4.2.1 Description about the NHC organizational Structure

In this stage, the study was interested to describe the current NHC organizational structure. The intention here was that, the study wanted to exactly find whether the said organizational structure was either favourable or the other way-up in fostering the effective performance of corporate strategies. In such, respondents were asked to respond to a question that required them to describe the organizational structure of NHC as being too bureaucratic, or otherwise. Thus, results from 50 respondents who fully participated in the study showed that, 52% said, it is too bureaucratic, while another 48% said, it is too short.

Table 4.4: Description about the Current NHC Organisational Structure

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Too bureaucratic	26	52	52	52
	Too short	24	48	48	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Based on findings presented in table 4.4, the study established that the current organizational structure is too bureaucratic. This was so mentioned, following the reason that majority (52%) of respondents were ready to reveal out that fact. Even though, the difference in terms of percentage rate amongst respondents was quite slight to the extent the study could not full put conclusive remark from this stage.

Having found the above findings, the study had strived to find more accurateness about the preceding reality. In such, respondents were interviewed to state whether there were some of the workers who complained about the bureaucracy in their work place and what do they complain about. Many viewed regarding this questions were expressed by respondents out of which the most common ones included the followings

Namely; 64% said, yes, workers have been complaining about the bureaucracy in the sense that it takes long time and hours for the information to flow from one position to another. For instance; when an individual employee places a request about payment, or refund of any incurred expenses, normally, that process may take up to one week for the reply to be provided – something, which means, there is a delay in pushing requests from concerned supervisors and topmost managers. The other group of 36% said, there are no many complaints from many workers. Because, sometimes requests do not delay to reach the addressed manager. The only thing to be understood in this scenario is the time in which the request had been made. Which means, sometimes, managers may be out of the office or busy carrying other office-related activities to the extent it may take long hours for him/her to reply for any requested matter

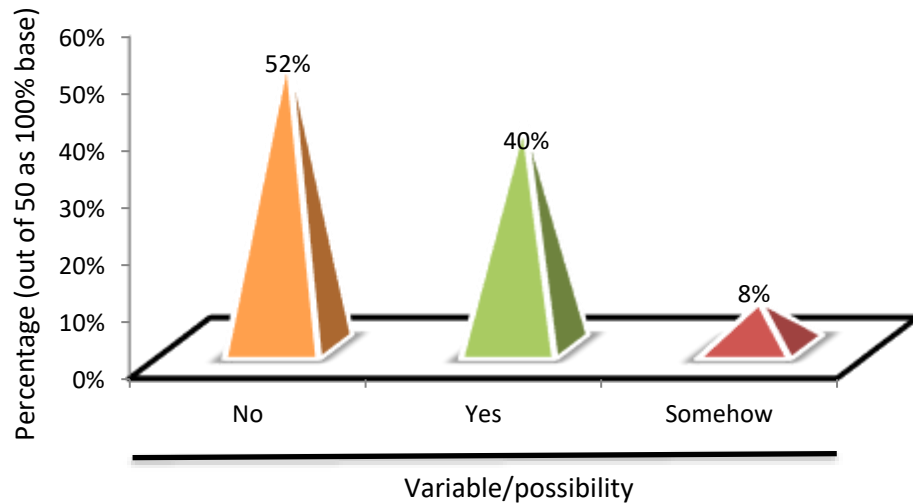
Based on the findings presented in terms of citation above, the study established that the current NHC organizational structure seemed undoubtedly to be too bureaucratic in the sense that, most of requests take even up to one week to reach the concerned authority. Notwithstanding the fact that some of the respondents to have defended the non-bureaucracy, still, the logic remains the same. The meaning in here was that, even a manager might be out of the office, still there must be other

direct supervisor who can deal with simple issues like request. But also, the fact that one request takes one week to reach the concerned manager, that means there is long bureaucracy as well. In clear terms, the current OS affect the performance of corporate strategies in negative way –since it does not provide a basis for the smooth flow of information to be achieved in a reasonable time frame.

4.2.2 The Possibility of NHC to achieve Effective Performance of Corporate Strategies with the Current Organisational Structure

In the same process of finding the impact of organizational structure on the effective performance of corporate strategies, the study had further investigated for the information that would explain the way the current NHC can be the way-up through which performance of corporate strategies could be achieved in an effective way as it may be desirable from intention. Therefore, in order to find the exact reality about this fact, respondents were addressed a question which was requiring them to state with regard to their answers in preceding question, whether it could be possible for NHC to achieve performance of corporate strategies in an effective way with the current organizational structure or otherwise. Thus, results about this concern showed that (26)-52% said no, while (20)-40% said, yes, and (4)-8% said somehow.

Figure 4.3: Whether it is Possible for NHC to achieve Effective Performance of Corporate Strategies with the Current organisational Structure or Otherwise



Source: Research, 2013

Based on the findings presented in figure 4.4, the study established that majority (52%) of respondents were on the view that, it is not possible for NHC to achieve effective performance of its planned corporate strategies with the presence of the actual organisational structure. Findings from the figure 4.3 put further evidences that, the actual organisational structure must have negative impact on the performance of corporate strategies as being too bureaucratic.

In order to get more certitude about the accurateness of the above found information, the study had to find further evidence upon which much would be explained concerning the extent to which the actual organizational structure had negative impact on the achievement of corporate strategies in public institutions. In that regard, respondents were asked to discuss during the Focus Group Discussion (FGD), by explaining the extent to which the actual organizational structure could or not allow NHC to achieve the effective performance of corporate strategies. And most of common view from them had included the followings.

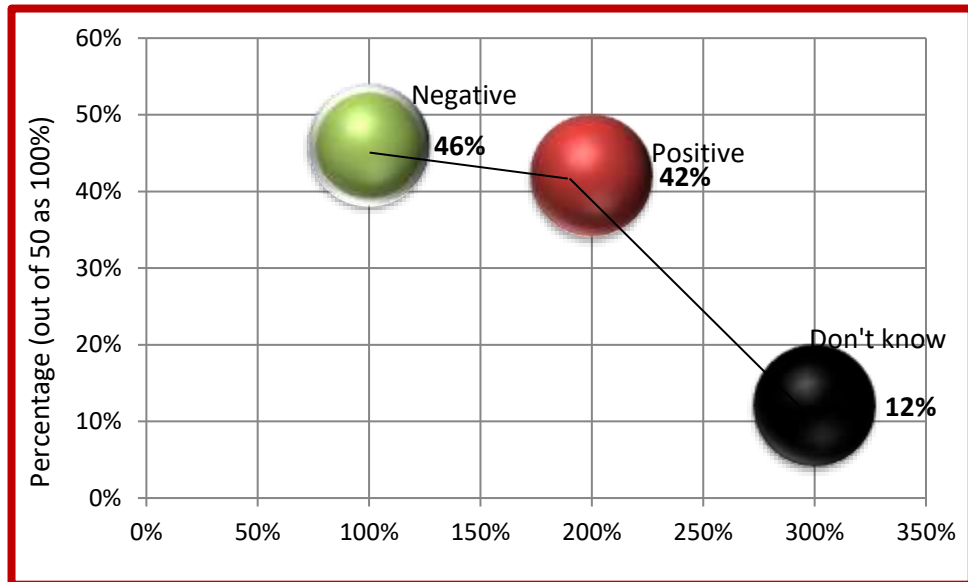
..... The current organizational structure used by NHC is not favourable and is too bureaucratic. In that end, it is not easy for it to allow a smooth flow of information and command from one hierarchy to another in an effective and efficient way. In illustrative terms, corporate strategies and any other planned activities can be effectively achieved if and only if there is smooth flow of information, and command in such a way that every aspect is carried out in a systematic way and not otherwise. That means, different from that scenario, it is will always be difficult to achieve any activity in an effective manner as well

Based on the findings gathered from the FGD and presented in terms of citation above, it was further ascertained that, the current organisational structure used by NHC was largely not favourable towards the effective performance of corporate strategies. The reason for so mentioning was done based on the fact that majority of respondents in the FGD were ready to reveal out that fact upon which the study relied on, as the reality about the fact under concern. In other clear words, the reason is that, the actual organizational structure was too bureaucratic.

4.2.3 The Description about the Impact of the NHC Organisational Structure on the Effective Performance of Corporate Strategies

In this stage, the study wanted to exactly put description about the impact of organisational structure on the performance of corporate strategies in public institutions. The focus in here was simply to find the way respondents would describe that impact with regard to the performance of corporate strategies in NHC as were believed to possess intense information regarding this aspect. In such, respondents were asked to either negatively or positively describe the impact of the actual NHC organizational structure on the effective performance of corporate strategies at NHC respectively. Thus, results about this concern from respondents indicated that (23), 46% described it as negative, while other (21), 42% described it as positive, and (6), 12% said, they don't know.

Figure 4.4: Describing the Impact of the Current NHC Organisational Structure on the Performance of Corporate Strategies



Source: Research, 2013

Findings presented in figure 4.4 denote that, the current organizational structure has negative impact on the performance of corporate strategies in public institutions in Tanzania. This was so mentioned based on the reason that majority (46%) of respondents have mentioned it. In other similar words, the actual NHC organizational structure is not favourable towards the effective performance of corporate strategies. That is to say, it has negative impact to the extent it will be too difficult for NHC to perform its planned corporate strategies in an effective manner.

Furthermore, the study had strived to find further evidence about this aspect by requiring respondents to carry decision on the matter which was reading; “from your experience at NHC, how do you think the current organizational structure has impacted the effective performance of corporate strategies?” thus, respondents were of many different views amongst which the most common ones had included the followings.

..... One group (56%) of respondents mentioned that, the actual organizational structure had impacted the performance of corporate strategies in several ways. But

the most tangible ones include; because, there is a long bureaucracy in the whole reporting line and chain of command to the extent there is a lack of clarity in the flow of information and it is not easy to pass information within a short moment. Another group (44%) of them said, the actual organizational structure is not neither bad nor good. Because, sometimes, there is a delay in passing information from one level to another due to certain arising scenarios, like; some of the concerned managers might be out of the office or are busy undertaking other important activities. If so, it is very tough to precisely describe the way the actual organizational structure had either negatively or positively impacted the performance of corporate strategies

In reference to the findings gathered from the FGD and presented in terms of citation above, the study had then established that, to large extent, the NHC organizational structure seemed to have a negative impact of the performance of corporate strategies. This was so mentioned based on the fact that it takes long hours for decision to be made and the flow information from one level to another. As the result, corporate strategies cannot be performed at an effective way. For, nothing in terms of activities can be achieved in an effective way, if and only if there no proper flow of information and open way of communication in any organization including public institutions in particular.

4.2.4 The Level of Organisational Structure Impact on the Effective Performance of Corporate Strategies

Furthermore, the study strived to find further evidences concerning the impact of the organizational structure on the performance of corporate strategies. The study had searched for this information because, it believed through this aspect, much would be explained about the perceived level of impact from the organizational structure on the effective performance of corporate strategies. In order to find the logic about this concern, respondents were asked to rank the impact of the NHC organizational structure, on the effective performance of corporate strategies, with regard to this, the result showed that 22% ranked it as satisfactory, while 32% ranked it as unsatisfactory, 20% ranked it as excellent, and 26% ranked it worse.

Table 4.5: Perception about the Level of the Organisational Structure Impact on the Performance of Corporate Strategies

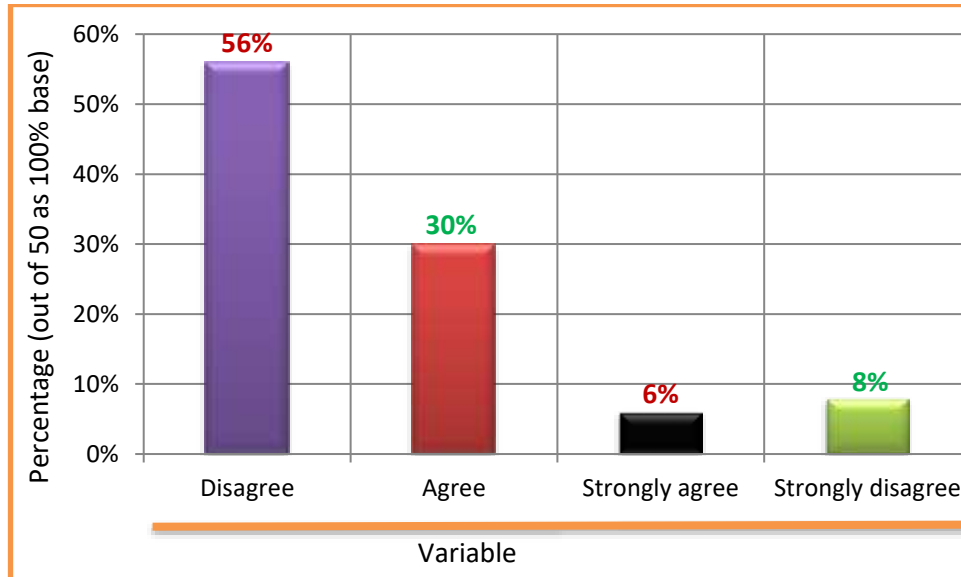
Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfactory	11	22	22	22
	Unsatisfactory	16	32	32	54
	Excellent	10	20	20	74
	worse	13	26	26	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Findings presented in table 4.5 denote that, majority of respondents involved in the study had ranked the impact of organizational structure on the performance of corporate strategies as unsatisfactory. However, based on the same findings in table 4.5, the study had further established that the current NHC organizational structure has negative impact on the effective performance of corporate strategies.

Regarding the preceding obtained information, the study had further strived to get more evidences on whether the current organizational structure has positively impacted the effective performance of corporate strategies or otherwise. In that respect, respondents were asked to either agree or disagree whether the current organizational structure has positively impacted the effective performance of corporate strategies at NHC or otherwise. In fact, results showed that, (28), 56% had disagreed, while (15), 30% had agreed, other (3), 6% had strongly agreed, and (4), 8% had strongly disagreed.

Figure 4.5: Whether NHC Organizational Structure has Positively impacted the Performance of Corporate Strategies or Otherwise



Source: Research, 2013

Based on the findings in figure 4.5, it was up to here very arguable that the organizational structure at NHC has negatively impacted the effective performance of corporate strategies. This was found exact, based on the fact majority of respondents had disagreed on the fact the NHC organizational structure had positively impacted the performance of corporate strategies in there.

The study had also searched for the evidence on whether the current organizational structure was one of the factors for why NHC was unable to achieve effective performance of corporate strategies or otherwise. The aim of this aspect was that, the study wanted to find exact reality about the impact derived from organizational structure on the effective performance of corporate strategies in public institutions. Thus, based on the preceding views, respondents were then asked to either accept or refute whether they meant, the current organizational structure was one of the factors for the effective performance of corporate strategies at NHC or otherwise. In that end, results showed that 42% said yes, while another 42% said no, and 16% said, to some extent.

Table 4.6: Whether the Current NHC Organisational Structure was one of the Factors for the Ineffective Performance of Corporate Strategies

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	42	42	42
	No	21	42	42	84
	To some extent	8	16	16	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Based on the findings in table 4.6, the study established that, it was too tough to specify whether the NHC organizational structure was one of the factors contributed to inability to achieve effective performance of corporate strategies. This was realised based on the fact that, 42% said, yes while the other 42% said, no. So, based on the (16%) of respondents who said to some extent the current structure contributed to inability achieve NHC corporate strategies, it was then established that, the organizational structure was one of the factors contributed to effective performance of corporate strategies.

4.3 Contribution of Organisational Structure on the Effective Achievement of Corporate Strategies in Public Institutions

Another specific objective of the study was to identify the contribution of organizational structure on the effective achievement of corporate strategies in public institutions. The intention behind this objective was to find, if NHC and other public organisations were able to achieve effective performance of corporate strategies, was inevitably contributed by their actual organisational structure used as being favourable to large extent.

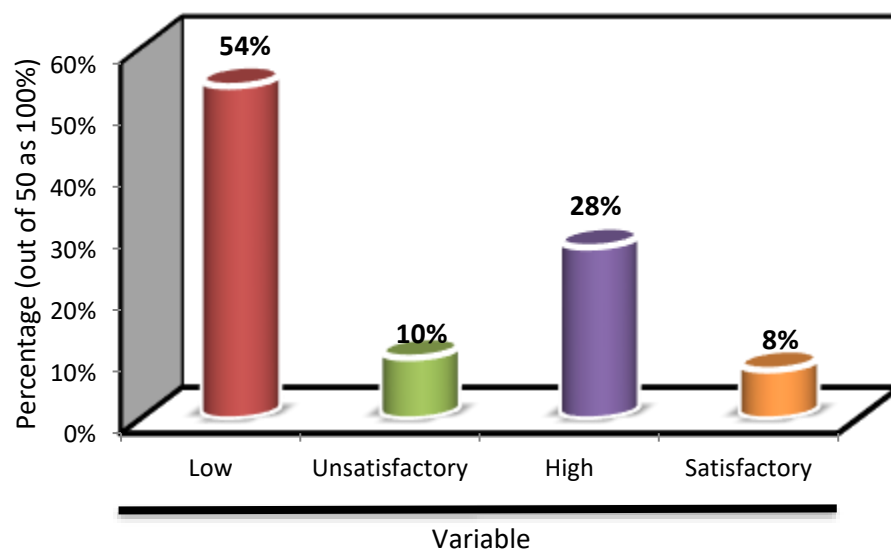
4.3.1 The level of Achievement of Corporate Strategies, since the Integration of the

In this respect, the study wanted to find the way organizational structure was able to contribute to the effective performance of corporate strategies at NHC. The meaning here was that, if results would show that, corporate strategies were performed in

an effective way with the current organizational structure, that would eventually mean, the current organizational structure had contributed to that effectiveness as well.

In order to find the reality about this aspect, the study had to ask respondents to assess the level of achievement of corporate strategies, since NHC had integrated the organization structure. Results from this concern showed that (27), 54% assessed as low achievements, while (14), 28% assessed it has high level of achievement, (5), 10% assessed as extremely low achievement (unsatisfactory), and finally, (4), 8% assessed as Moderate achievements (satisfactory).

Figure 4.6: Assessing the Level of Achievement of Corporate Strategies, since NHC had integrated the Organizational Structure



Source: Research, 2013

Findings presented in the figure 4.6, denote that the level of corporate strategies achieved is quite low. This was so mentioned following the reason that, majority (54%) of respondents assessed it as low. That means, the current organizational structure did not contribute the effective achievement of corporate strategies, rather it has impacted it in an ineffective way.

4.3.2 Whether the Current Organisational Structure was One of the Factors

contributed to the Effective Achievement of Corporate Strategies or Otherwise
After findings the above presented findings, the study strived to find further evidence from respondents concerning similar point. In that process, the study searched for the information, which would specify whether the actual organizational structure was one of the factors responsible for the effective achievement of corporate strategies at NHC. In that end, respondents were addressed a question which required them to state whether it was true or false that the actual organizational structure used by NHC, was one of the factors which contributed to the effective achievement of corporate strategies. Results about this concern showed that 76% said no, while 14% said, yes, and 10% did not respond to this question for unknown reason

Table 4.7: Whether the NHC OS was one of the Factors which contributed to the Effective Achievement of Corporate Strategies

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	38	76	76	76
	Yes	7	14	14	90
	No response	5	10	10	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Based on the findings in table 4.7, the study established that the current organisational structure did not contribute to the effective achievement of corporate strategies at NHC. This evidence was found true based on the fact that, majority of respondents had refuted the fact of saying, the current organisational structure had contributed to the effective achievement of corporate strategies at NHC.

Having found the above presented information, the study had searched for further evidence from respondents to support or contradict the preceding one. In that regards, respondents were intentionally interviewed to explain the extent to which the current organizational structure had contributed towards the effective

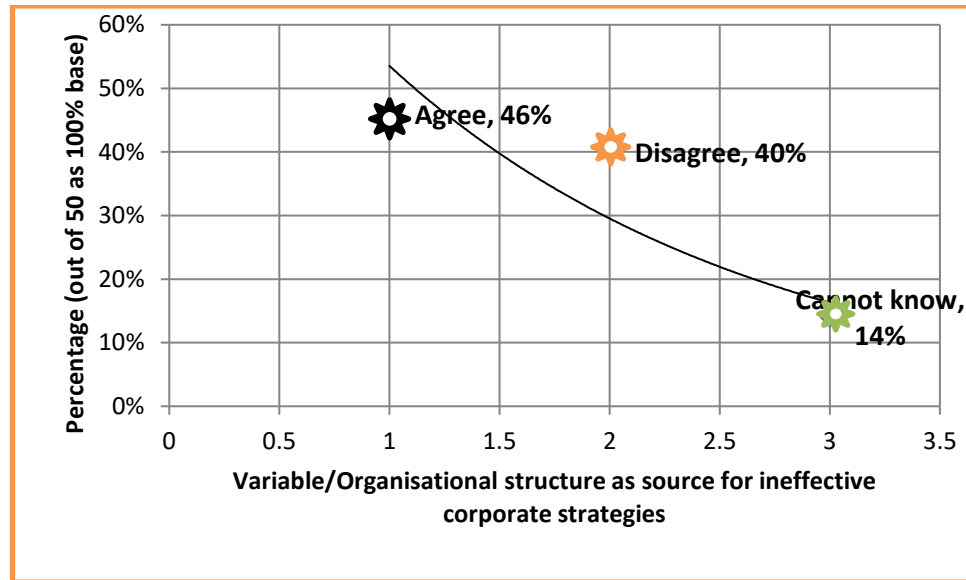
achievement of corporate strategies at NHC. And respondents were not of several views rather of few and common, which had included the followings.

..... The current organizational structure did not contribute towards the effective achievement of corporate strategies at NHC based on the fact that, it is too bureaucratic to the extent every step in the communication among hierarchies is not favourable towards that achievement. But also, the current organizational structure is the basis for why there is delays in passing information from one level to another. Another reason for so stating is that, it requires an individual employee to go through numerous stages before reaching the final intended authority to submit a request. Even if you pass the request through concerned secretary and supervisors, the result is the same – something, which has been complained by many of the employees at NHC

Based on the findings presented in terms of citation above, obviously, it is quite vivid that, the actual organizational structure used by NHC is not favourable and of less contribution towards the effective achievement of corporate strategies in there. The reason why, this study had put forwards that, much need to be done in terms of restructuring the current organizational structure so that NHC become capable of achieving its planned corporate strategies at the highest level.

Again, the study used similar way to find other evidences about the matter under concern. The intention in here was that, the study wanted to find more exactitude about the contribution and non-contribution derived from the actual organisational structure on the effective achievement of corporate strategies in public institutions, ruling in NHC in particular as it was on the main focus. Therefore, respondents were again asked to either agree or disagree whether the current organizational structure was the source for why NHC had achieved ineffective corporate strategies. Thus, results from respondents indicated that, (23), 46% had agreed, while (20), 40% had disagreed, and (7), 14% said, they could not know.

Figure 4.7: Whether the Current NHC Organisational Structure was the Source for why NHC had achieved Ineffective Corporate strategies



Source: Research, 2013

Findings presented in figure 4.7 denote that majority of respondent had agreed on the fact that, the actual organisational structure was one of the sources for why NHC had achieved ineffective corporate strategies. Based on the same findings in figure 4.7, the study had further ascertained that, the actual organisational structure was not favourable towards the effective achievement of corporate strategies at NHC and even in many other public institutions in Tanzania.

4.3.3 The Possibility of the Current OS in contributing to the Effective Achievement of Corporate Strategies

Having found the preceding information, the study was further interested to find the possibility which might be derived from the current organisational structure in fostering the effective achievement of corporate strategies in public institutions, including NHC in particular. This aspect was searched following the reason that, much was obtained already and upon which it was acceptable that the current organizational structure was to some extent the cause for why NHC could not fully achieve all its planned corporate strategies. Thus, in order to find the logic about

this matter, respondents, based on their experience at NHC, were intentionally asked to rank from the list of assertions, the possibility of the current organizational structure's contribution on the effective achievement of corporate strategies at NHC. With regards to that question addressed to respondents, results indicated slight change in terms of views form respondents, because, 36% ranked it as low possibility, while another 36% ranked it as high possibility, 18% said, no possibility, and 10% said, they cannot know.

Table 4.8: The Possibility of the Current Organizational Structure's Contribution on the Effective Achievement of Corporate Strategies at NHC

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High possibility	18	36	76	76
	Low possibility	18	36	14	90
	No possibility	9	16	10	100.0
	Cannot know	5	10		
	Total	50	100.0	100.0	

Source: Research, 2013

Findings in table 4.8 explicate that there half-half way in terms of views form respondents concerning the possibility of the current organisational structure's contribution on the effective achievement of corporate strategies at NHC. This was so mentioned based on the fact that, one group of 36% mentioned high possibility, while another group of the same 36% mentioned low possibility. Therefore, based on that reality, the study had tried to establish the reality based on the other side, of assertion, wherein it was found that, 16% , said, there is no possibility. The study had then realised that, there is no or little possibility from the current organisational structure for NHC to effectively achieve its corporate strategies as it may be desirable.

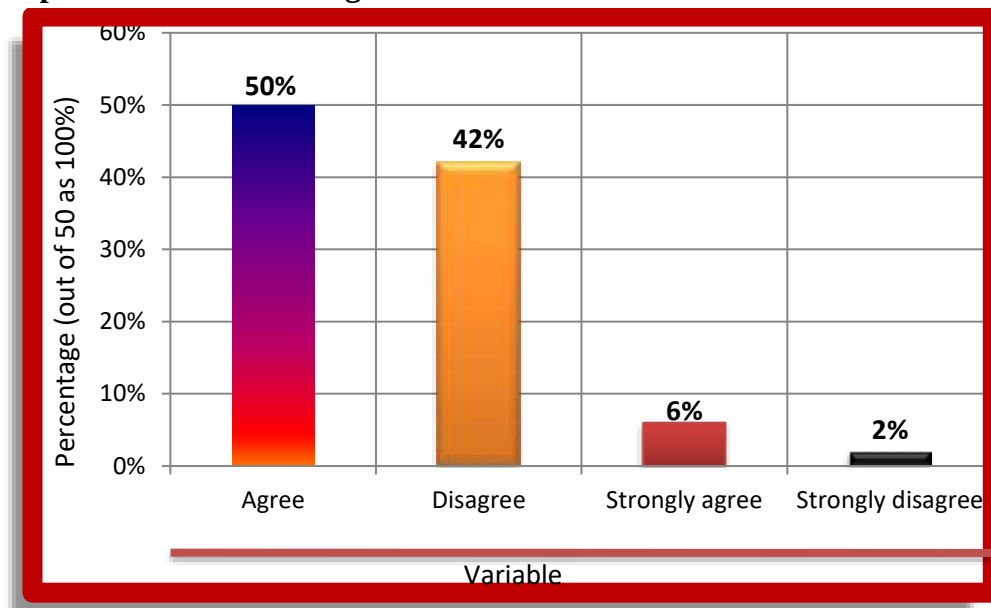
4.4The Influence of the Organisational Structure on the Effective Implementation of Strategic Plan in NHC

The study was further aiming at examining the influence of organizational structure on the effective implementation of strategic plan in NHC. The intention behind this aspect was just to find whether organisational structure had any influence on the effective implementation of strategic plan in any institution including NHC in particular.

4.4.1 Whether the Organisational Structure was Able to influence the Effective Implementation of Strategic Plan or Otherwise

In this respect, the study was interested to find the whether the current organisational structure was able to influence the effective implementation of strategic plan in public institutions. In simple terms, the study was much interested to find if the current organisational structure was favourable to the extent through it, NHC was able to implement its strategic plan as desirable as planned. Do you agree or disagree that, the current organizational structure has been able to cause the corporate strategies implemented at the highest level. In such, results indicated slight difference compared to the preceding ones. For, (25), 50% out of all 50 respondents had agreed, while (21), 42% had disagreed, (3), 6% had strongly agreed, and only (1), 2% had strongly disagreed.

Figure 4.8: Was the current organisational structure favourable for the Implementation of Strategic Plan?



Source: Research, 2013

Findings in figure 4.8 elucidate that organisational structure was favourable for the implementation of strategic plan at NHC. This was mentioned based on the reason that majority of respondents involved in the study were ready to specify that fact. Based on those results, the study had then established that, notwithstanding the fact that the current organisation structure have been helpless in positively impacting and contributing to the effective performance and achievement of corporate strategies, yet, it was favourable for the effective implementation of strategic plan.

4.4.2 Common View about the Possibility of OS in influencing the Effective Implementation of Strategic Plan

In this regard, the study was intending to find the common view from respondents about the possibility of organisational structure in influencing the effective implementation of strategic plan in any organisational setting. In simple terms, the study wanted to find whether it is possible to effectively implements strategic plan with the presence or use of particular organisational structure. During that process, respondents were required, each, to provide view which had to reveal the exact logic about this aspect. In the end, they were asked to state, apart from the case of NHC,

whether they think there is an influence from organizational structure on the effective implementation of strategic plan. Thus, results showed that, a huge number (88%) of respondents involved in the study said, yes, and only 12% said, no.

Table 4.9 Common View about the Possibility of OS in influencing the Effective Implementation of Strategic Plan

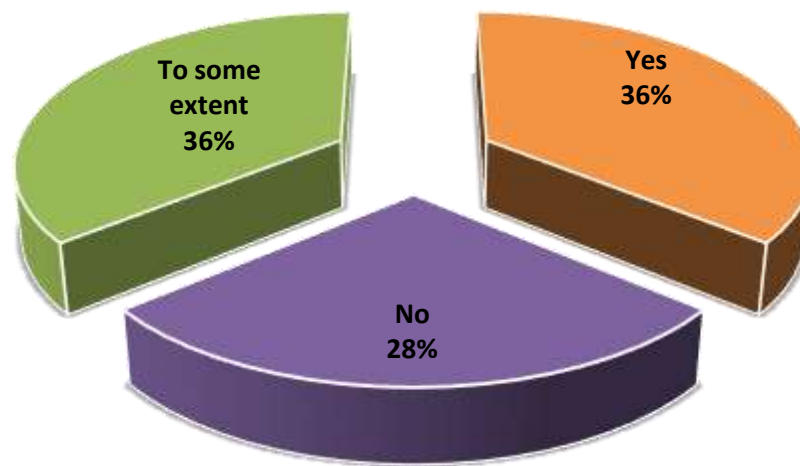
Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	88	88	88
	No	6	12	12	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Findings presented in table 4.9 denote that majority (88%) of respondents were on the common view that, apart from the case on NHC dealt with, normally, there is huge possibility of organisational structure in influencing the effective implementation of corporate strategies in any organisation, ruling in NHC in particular. Based on the same findings in table 4.9, the study had then established that, organisational structure needs to be appropriately developed in such a way that, the whole process involved in either implementing strategic plan or corporate strategies goes effectively achieved.

Having found the information presented in the above scenario, the study had afterwards strived to find the logic about the influence which might be achieved by the current organisational structure on the effective implementation of strategic plan, particularly in NHC. In that respect, respondents were asked to either accept or refute whether they think the current organizational structure can influence the effective implementation of strategic plan. Results concerning this aspect showed that (18), 36% said no, while another (18), 36% said to some extent, and 28% said, yes.

Figure 4.9: The Influence which might be derived from the Actual OS on the Effective Implementation of Strategic Plan particularly in NHC



Source: Research, 2013

Based on the findings presented in figure 4.9, it was found true that, the current organisational structure used by NHC can have a positive influence of the implementation of strategic plan. Based on those results, the study then, had further established that, it seems the current organisational structure need to be appropriately applied and latter on, NHC might become able to effectively impellent its strategic plan. In similar views, it seems the current organisational structure need to undergo very minor modification for it to stand in a favourable position towards the effective implementation and achievement of both corporate strategies and strategic plan as well.

The above presented findings were the source for why the study was cited to search for further evidence which would explicitly explain the way the current organisational structure may influence any institution including NHC to implement the strategic plan in an effective way. Therefore, in order to find the exact reality about that concern, respondents were provided a question during their participation on the FGD to discuss about it. The question per se was reading; how can the current organizational structure influence any institution including NHC to

implement the strategic plan in effective way? In providing responses to this question, they were of several different view, but the most common ones had included the followings.

..... Organisational structure can influence the effective implementation of corporate strategies in only one or two ways. First, when there is a well-directed organisational structure, there must be a well-directed way through which appropriate communication must be carried out. And; because, with effective communication, normally, every aspect within any organisation must be carried out in an effective manner. That means, the implementation of any strategic plan needs a smooth path through which there will be appropriate flow of information and command, and every aspect will be carried in a systematic manner. But again, with the presence of a good organisational structure, any organization including NHC must possess a clear path of control and consequently must achieve effective implementation of strategic plan,

Findings gathered on the basis of FGD and presented above, elucidated that, truly, a good established organisational structure must have a positive influence on the effective implementation of strategic plan. Thus, according to the same findings presented in terms of citation above, what is important is to have in place a well-directed and established organisational structure which will allow a smooth flow of information and command as well.

Furthermore, the study had used the same process of FGD to address another similar question to respondents in which the aim was to find the extent to which the current organisational structure had influenced the effective implementation of corporate strategic plan. Thus, during the same process of FGD, respondents were asked to discuss on a question that read; to what extent, has the current organizational structure influenced the effective implementation of corporate strategies in your organization/NHC? In such, results were very much confusing if you make reference to the previous obtained and presented ones. For, respondents had explained the followings

..... It was very tough for NHC to achieve the effective implementation of strategic plan in the sense that, all established corporate strategies were not achieved as well as planned. That means, the actual organisational structure was not in a favourable position to nurture the effective implementation of the strategic plan. In other terms, if the strategic plan was fully effectively implemented, notably, it would be said, corporate strategies were achieved in an effective way – something, which remains up to now, very abstract and even difficult to specify

The above presented findings had elucidated that, there was not effective implementation of strategic plan achieved by NHC. The reason was that, majority of respondents who participated in the FGD were on the view that, if the strategic plan was effectively implemented, that means, all planned corporate strategies would have been effectively achieved as well. Thus, undoubtedly, this explication seems to be largely true in the sense that, the effective implementation of strategic plan must go parallel with the effective achievement of corporate strategies. For, what is implemented from the plan, is what was planned to be achieved. In other simple terms, what is achieved from the plan, is the same was planned.

4.5 Strategies through which NHC can achieve Effective Performance of Corporate Strategies

Finally, the study was aiming at specifically putting forwards suggestions concerning the strategies through which NHC can achieve effective performance of corporate strategies. This aspect was so investigate following the reason that, findings in preceding sections had already provided numerous evidences concerning the whole situation reigning in the achievement of corporate strategies as rendered by the inappropriate used organisational structure. In this context, that is to say, the study was now interested to find the appropriate way by which public institutions including NHC would rectifying the hereunder found problem of ineffective achievement of corporate strategies.

4.5.1 Is it Possible for NHC to achieve higher than the current Performance of Corporate Strategies?

In this section, the study was initially interested to find whether it was possible for NHC to achieve either effective or higher than the actual performance of corporate strategies. The meaning here was that, in case findings would reveal the positive way-up, that means, it would have been possible for any institution including NHC to improve the performance of corporate strategies and latter on achieve effective performance of those corporate strategies as well. With regard to this aspect, respondents were then required to state by either accepting or refuting whether it is possible for NHC to achieve higher than actual performance of corporate strategies. And very massively, all 50 respondents involved in the study which make 100% said.

However, based on the above results, the study realised that, truly, there is a possibility for NHC to rectify the situation of ineffective performance of corporate strategies being experience in there. In that sense, what was important in this scenario was just to find the said ways to be suggested by respondents for which NHC and other institutions could adopt in mitigating the situation of achieve ineffective performance of corporate strategies as well.

4.5.2 Strategies by which NHC can achieve Effective Performance of Corporate Strategies

After finding the preceding evidence that, it is possible for NHC to improve the performance of its planned corporate strategies, the study had strived to find further evidences from respondents about the exact strategies that could be adopted by NHC and other institutions in rectifying the said problem and consequently achieve effective performance of corporate strategies as well as desirable from all angles of that phenomenon. In fact, in order to findings the exact strategies, respondents were asked to explain the way NHC can achieve higher than actual performance of corporate strategies. Notably, respondents had provided several points of views amongst others, included the followings.

..... There are many ways through which NHC can achieve effective performance of corporate strategies. One of the strategies which can be adopted, include, establishing an appropriate organisational structure, which will put free and smooth way of flow of information and command from one level to another amongst hierarchies involved in there. In that organisational structure, there would be a very short bureaucracy so that follow of information is effectively undertaken amongst members of the organisation. And also, different requests should be reached at the intended authority within a reasonable time. In other illustrative terms, NHC authority would think of reducing the available bureaucracy raving the whole administration – something, which can be rendered possible by merely restructuring its organisational structure,

In reference to the information gathered through focus group discussion presented above, the study had established that one of the appropriate strategies through which NHC and even any other organisation can use if they are to achieve effective performance of corporate strategies include amongst other either restricting or establishing a favourable organisational structure. Based on the findings above, it was found that, such organisational structure needs to place free-from-meandering communication, and should not be of long bureaucracy. By doing so, NHC will be able to achieve effective performance of corporate strategies, since the flow of information and command will be undertaken in a moderate manner.

Furthermore, the study strived to search for other ways through which respondents could suggest other strategies, one adopted, NHC will be able to achieve effective performance of corporate strategies. In such, respondents were addressed a question which required them to mentioned from a list of assertions, any items, they think may be effective through which NHC can achieve higher performance of strategic plan than before. Results from them showed that 42% mentioned that, the actual organisational structure would be restructured, while 32% said, the actual level of bureaucracy would be reduced, and 26% mentioned both items.

Table 4.10: Suggested Strategies that can be adopted by Public Institutions in achieving Effective performance of Corporate Strategies

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Restructure the actual organisational structure	21	42	42	42
	Reduce the actual level of bureaucracy	16	32	32	74
	Both bureaucracy and organisational structure would be reduced and restructured	13	26	26	100.0
	Total	50	100.0	100.0	

Source: Research, 2013

Findings presented in table 4.10 denote that, strategies that would be adopted by public institutions including NHC in effectively achieving performance of corporate strategies, included; reducing the actual level of bureaucracy and restructure their actual organisational structure. These strategies were believed to be the exact ways, simply because, majority of evidences from the already-presented findings had specified that, the actual organisational structure and bureaucracy had negatively impacted both the effective achievement of corporate strategies and implementation of the strategic plan

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter dealt with the discussion of findings gathered from both questionnaire as well as focus group discussion. In such, the discussion was carried out merely based on the whole manner in which findings were presented in such a way that the expected response to the problem dealt with came into being as well.

5.1 What might be the Impact of Organisational Structure on the effective Performance of Corporate Strategies in Public Institutions?

In the first stance, this study was tasked to answer a specific research question which was reading; “what might be the impact of organisational structure on the effective performance of corporate strategies in public institutions?”. The intention in here was just to find the way NHC organizational structure had either negatively or positively impacted the performance of corporate strategies at NHC as the representative case for all targeted public institutions. However, findings had elucidated many issues about this concern of which were discussed in the following manner.

Findings presented about this aspect revealed that, the current organizational structure was too long to the extent it ended up becoming too bureaucratic, and was marked by tangible cases whereby most of requests could take even up to one week to reach the concerned authority and being replied. In that logic, some of the findings revealed that the bureaucracy mentioned hereunder, was experienced due to several reasons amongst which one was that, sometimes requests were destined to certain managers while they were absent/ out of the office doing other relative tasks. Based on these findings, the study then realised that, notwithstanding the fact that some of the respondents to have defended the non-bureaucracy, still, the logic remains the same in the sense that, even a manager might be out of the office, still there must be other direct supervisor who can deal with simple issues like request. The study had so realised based on the reason that, since one request could take one week to reach the concerned manager, that means there was long bureaucracy as well.

Furthermore, findings had revealed that it is not possible for NHC to achieve effective performance of its planned corporate strategies with the presence of the current organisational structure as being too bureaucratic and not favourable in fostering the smooth flow of information and command amongst hierarchies in the entity. Based on these findings, this study had then realised that, the current organisational structure must have negative impact on the performance of corporate strategies as being too bureaucratic. Based on the same findings, the study had further put forwards that the current organisational structure used by NHC was largely not favourable towards the effective performance of corporate strategies. The reason for so describing was done based on the fact that much from findings specified that, the current organizational structure was too bureaucratic. So, in other similar words, the current NHC organizational structure is not favourable towards the effective performance of corporate strategies. That is to say, it has negative impact to the extent it will be too difficult for NHC to perform its planned corporate strategies in an effective manner. For, ideally, nothing in terms of activities can be achieved in an effective way, if and only if there no proper flow of information and open way of communication in any organization including public institutions in particular.

Likewise, findings presented had elucidated that, many respondents had ranked the impact of organizational structure on the performance of corporate strategies as unfavourable. Therefore, based on that scenario, the study had further realised that the current NHC organizational structure must have negative impact on the effective performance of corporate strategies. And that is why the study had repeatedly argued that, the current organizational structure at NHC has negatively impacted the effective performance of corporate strategies. And that is why it was addressed that, organizational structure was to some extent, one of the factors for why NHC could not achieve effective performance of corporate strategies

5.2 What might be the Contribution of Organisational Structure on the Effective Achievement of Corporate Strategies in Public Institutions?

Secondly, the study was tasked to answer another specific research question that read; “what is the contribution of organizational structure on the effective

achievement of corporate strategies in public institutions?” The intention behind answering this specific research question was to find, if NHC and other public organisations were able to achieve effective performance of corporate strategies, that could mean, the organisational structure had positively/favourably contributed that result.

Findings concerning this aspect were massively obtained, presented, whose results showed that the level of corporate strategies achieved by NHC was quite low. This was so realised based on the fact that many respondents had assessed it as low. Thus, based on the evidence from these findings, the study had then realised that, the current organizational structure did not contribute the effective achievement of corporate strategies, rather it has contributed in an ineffective way. For, from many angles of evidences about this concern, it was connoted that the current organisational structure did not contribute to the effective achievement of corporate strategies at NHC, since majority of respondents had refuted the fact of saying, the current organisational structure had contributed to the effective achievement of corporate strategies at NHC. Also, based on the same findings the study had further realised that it is quite vivid that, the current organizational structure used by NHC is not favourable and had less contribution towards the effective achievement of corporate strategies in there. The reason why, this study had put forwards that, much need to be done in terms of restructuring the current organizational structure so that NHC become capable of achieving its planned corporate strategies at the highest level.

Based on the findings presented the study had also connoted that, the current organisational structure was one of the sources for why NHC had achieved ineffective corporate strategies. In other illustrative terms, the current organisational structure was not favourable towards the effective achievement of corporate strategies at NHC and even in many other public institutions in Tanzania. That meant also that, there is no possibility for the current organisational structure to contribute towards the effective achievement of corporate strategies at NHC as well.

5.3 Is there any Influence of the Organisational Structure on the Effective Implementation of Strategic Plan in NHC?

In this stage, the study was to answer another specific research question, which was reading; “is there any influence of organizational structure on the effective implementation of strategic plan in NHC?” It should be remembered that, the intention behind this aspect was just to find whether organisational structure had any influence on the effective implementation of strategic plan in any institution including NHC in particular. In that end, much from one side of findings revealed that, organisational structure was to some extent favourable for the implementation of strategic plan at NHC. This was so realised following the fact that many respondents who participated in the study were ready to specify that fact. And based on those results, the study had then realised that, notwithstanding the fact that the current organisational to have been helpless in positively impacting and contributing to the effective performance and achievement of corporate strategies, yet, it was favourable for the effective implementation of strategic plan.

Similarly, one side of findings had specified that, apart from the case on NHC dealt with, normally, there is huge possibility of organisational structure in influencing the effective implementation of corporate strategies in any organisation, ruling in NHC in particular. Based on the same findings the reason why the study had put forwards that, organisational structure needs to be appropriately developed in such a way that, the whole process involved in either implementing strategic plan or corporate strategies goes effectively achieved. That is why it was provided that the current organisational structure used by NHC can have a positive influence on the implementation of strategic plan if and only if certain aspect will be rectified from in there. Therefore, such connotation wanted to explicate that, it seems the current organisational structure need to be appropriately applied so that, latter on, NHC might become able to effectively implement its strategic plan. In similar views, it seems the current organisational structure need to undergo certain modifications for it to stand in a favourable position towards the effective implementation and achievement of both corporate strategies and strategic plan as well.

Based on the presented findings, the study had further realised that, truly and naturally, a good established organisational structure must have a positive influence on the effective implementation of strategic plan. Thus, based on the reality from those findings the study had put forwards by addressing that, what is important is to have in place a well-directed and established organisational structure which will allow a smooth flow of information and command as well. For, some of the findings from this aspect had elucidated that there was not effective implementation of strategic plan achieved by NHC. The reason for so mentioning came with fact that, majority of respondents who participated in the study were on the view that, if the strategic plan was effectively implemented, that means, all planned corporate strategies would have been effectively achieved as well. And, undoubtedly, this explication seemed to be largely true in the sense that, the effective implementation of strategic plan must go parallel with the effective achievement of corporate strategies. For, what is implemented from the plan is what was planned to be achieved. In other simple terms, what is achieved from the plan is the same was planned.

5.4 What might be the Strategies through which NHC can achieve Effective Performance of Corporate Strategies?

Finally, the study was aiming to answer another specific research question which read; “what might be the strategies through which NHC can achieve effective performance of corporate strategies?”. The reason for answering this specific research question was that, findings in preceding sections had already provided numerous evidences concerning the whole situation reigning in the achievement and performance of corporate strategies as rendered by the inappropriate organisational structure. In that context, that is to say, the study was then interested to find the appropriate way by which public institutions including NHC would rectifying the hereunder found problem of ineffective achievement of corporate strategies.

Based on the findings, the study realised that, truly, there is a possibility for NHC to rectify the situation of ineffective performance of corporate strategies being experienced in there. In that sense, what was important in this scenario was just to

find the said ways which were suggested by respondents for which NHC and other institutions can adopt in mitigating the situation of achieve ineffective performance of corporate strategies as well. Thus, in reference to the information gathered and presented, the study had then realised that one of the appropriate strategies through which NHC and even any other organisation can use if they are to achieve effective performance of corporate strategies include amongst other; either restricting or establishing a favourable organisational structure. Based on the same findings, it was then found that, such organisational structure needs to place free-from-meandering communication, and should not allow the presence of long bureaucracy. By doing so, NHC and other entities will eventually be able to achieve effective performance of corporate strategies, since the flow of information and command will be undertaken in a moderate manner. More specifically, these strategies were believed to be the exact ways, simply because, majority of evidences from the already-presented findings had specified that, the current organisational structure and bureaucracy had negatively were the one of the factors responsible for ineffective achievement of corporate strategies and implementation of the strategic plan as well.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.0 Introduction

This chapter was concerned with presenting the summary, conclusion and recommendation of the study on the impact of organizational structure on the effective performance of corporate strategies in public organisations; the case of eight administrative regions of the national Housing Corporation (NHC). The summary, conclusion and recommendation were performed based on the entire picture derived from the findings, upon which the expected results could be found as well as understood.

6.1 Summary of the Study

Organisation that may come to life unless there is an effective communication which can link together all parts involved in there and co-ordinate their activities, through this process, there will be effective transmission of information and above all, effective implementation of strategic plan. However, much of zeal and effort need to be in place through the use of certain elements, like favourable organisational structure for any institution to achieve all it plans in an effective way. Thus recognizably, this study was mainly concerned with finding out the impact of organizational structure on the effective performance of corporate strategies in public institutions; the case of eight administrative regions of the national Housing Corporation (NHC).

During the whole process, the study used a methodology which had encompassed the use of questionnaire and focus group discussion as methods for gathering primary data from the field (sample size) of sixty respondents, from three levels of hierarchy as well. Once gathered, data were presented through the use of table and figures (in terms of pie charts and graphs) upon which all what was expected in terms of results were obtained in this manner. Also, the study was to achieve four specific objectives including; to determine the impact of organizational structure on the effective performance of corporate strategies in public institutions, to identify the contribution of organizational structure on the effective achievement of corporate strategies in

public institutions, to examine the influence of organizational structure on the effective implementation of strategic plan in NHC, and to suggest strategies through which NHC can achieve effective performance of corporate strategies.

So far, based on the presented and discussed findings this study found that the current organizational structure had negatively impacted performance of corporate strategies in public institutions, since it was too long and very much bureaucratic. Likewise, based on the findings, the study had further found that, there was no positive contribution from organizational structure on the effective achievement of corporate strategies in public institutions. The study had also found that, naturally, there is influence of organizational structure on the effective implementation of strategic plan in any institution. But, for the case of NHC, the study found that the influence was to some extent achieved in a positive way, but not at all. And based on the findings, it was suggested that, strategies through which NHC can achieve effective performance of corporate strategies include amongst others; restructuring the current organisational structure, and reduce bureaucracy so that they get rid of the problem of ineffective performance and achievement of corporate strategies addressed in here.

6.2 Conclusion

Findings presented had revealed a lot concerning the impact of organisational structure on the effective performance of corporate strategies in public institutions. In that end, findings have indicated that, the current organizational structure used by NHC was too long to the extent it ended up becoming too bureaucratic, and was marked by tangible cases whereby most of requests could take even up to one week to reach the concerned authority and being replied. The same findings had elucidated also that, the bureaucracy mentioned in there, was experienced due to several reasons amongst which one was that, sometimes requests were destined to certain managers while they were absent/ out of the office doing other relative tasks. Therefore, based on those findings, the study then concluded that, the current organisational structure had negatively impacted the performance of corporate strategies at NHC. The study

had so concluded based on the reason that, since one request could take one week to reach the concerned manager, that means there was long bureaucracy.

Furthermore, based on the same findings the study concluded that it is not possible for NHC to achieve effective performance of its planned corporate strategies with the presence of the current organisational structure as being too bureaucratic and not favourable in fostering the smooth flow of information and command amongst hierarchies in the entity. That is why the study had also concluded that, the current NHC organizational structure is not favourable towards the effective performance of corporate strategies. That is to say, it has negative impact to the extent it will be too difficult for NHC to perform its planned corporate strategies in an effective manner. For, ideally, nothing in terms of activities can be achieved in an effective way, if and only if there are improper flow of information and open way of communication in any organization including public institutions in particular. And obviously, that is why it was addressed that, organizational structure was one of the factors for why NHC could not achieve effective performance of corporate strategies.

On the side of contribution of organizational structure on the effective achievement of corporate strategies in public institutions, findings had also provided several tenable evidences. In such, findings have showed that the level of corporate strategies achieved by NHC was quite low. This was so realised based on the fact that many evidences from the assessment mentioned that picture. Thus, based on the evidence from these findings, the study had then concluded that the current organizational structure did not contribute to the effective achievement of corporate strategies, rather it has contributed in an ineffective way. From many angles of evidences about this concern, it was connoted that the current organisational structure did not contribute to the effective achievement of corporate strategies at NHC, since much of findings had denounced a negative results. Therefore, based on those findings, this study had further concluded that, it is quite vivid that, the current organizational structure used by NHC is not favourable and

had less contribution towards the effective achievement of corporate strategies in there. The reason why, this study had put forwards a remark that, much need to be done in terms of restructuring the current organizational structure so that NHC become capable of achieving its planned corporate strategies at the highest level.

Based on the same findings, the study had also concluded that, the current organisational structure was one of the sources for why NHC had achieved ineffective corporate strategies. In other illustrative terms, the current organisational structure was not favourable towards the effective achievement of corporate strategies at NHC and even in many other public institutions in Tanzania. By understanding what is meant from those findings, that is why, also, the study had further concluded that, there is little possibility for the current organisational structure to contribute towards the effective achievement of corporate strategies at NHC as well.

On the case of influence of organizational structure on the effective implementation of strategic plan in NHC, findings had also given numerous facts upon which the study had concluded that, organisational structure was to some extent favourable for the implementation of strategic plan at NHC. This was so concluded, following the fact that many findings about this aspect had showed this fact. And based on those results, the study had then concluded that, notwithstanding the fact that the current organisational to have been helpless in positively impacting and contributing to the effective performance and achievement of corporate strategies, yet, it was favourable for the effective implementation of strategic plan.

Similarly, one side of findings had specified that, apart from the case on NHC dealt with, normally, there is huge possibility of organisational structure in influencing the effective implementation of corporate strategies in any organisation, ruling in NHC in particular. Based on the same findings the reason why the study had concluded by putting forwards that, organisational structure needs to be appropriately developed in such a way that, the whole process involved in either implementing strategic plan or

corporate strategies goes effectively achieved. That is why it was provided that the current organisational structure used by NHC can have a positive influence on the implementation of strategic plan if and only if certain aspect will be rectified from in there. Therefore, such connotation wanted to explicate that, it seems the current organisational structure need to be appropriately applied so that, latter on, NHC might become able to effectively implement its strategic plan. In similar views, the study further concluded that, it seems the current organisational structure needs to undergo certain modifications for it to stand in a favourable position towards the effective implementation and achievement of both corporate strategies and strategic plan as well.

Based on the presented findings, again, the study had further concluded that, truly and naturally, a good established organisational structure must have a positive influence on the effective implementation of strategic plan. Meanwhile, based on the reality from those findings that is why the study had concluded by addressing that, what is important is to have in place a well-directed and established organisational structure which will allow a smooth flow of information and command as well. For, some of the findings from this aspect had elucidated that there was little effective implementation of strategic plan achieved by NHC. And, undoubtedly, this explication seemed to be largely true in the sense that, the effective implementation of strategic plan must go parallel with the effective achievement of corporate strategies. For, what is implemented from the plan is what was planned to be achieved. In other simple terms, what is achieved from the plan is the same was planned.

Finally, based on the findings, the study concluded that, truly, there is a possibility for NHC to rectify the situation of ineffective performance of corporate strategies being experience in there. In that sense, what was important in this scenario was just to find the said ways which were suggested by respondents for which NHC and other institutions can adopt in mitigating the situation of achieve ineffective performance of corporate strategies as well. Thus, in reference to the information gathered and presented, the study had then concluded that, one of the appropriate

strategies through which NHC and even any other organisation can use if they are to achieve effective performance of corporate strategies include amongst other; either restructuring or establishing a favourable organisational structure and reduce bureaucracy. Based on the same findings, it was then found that, such organisational structure needs to place free-from-meandering communication, and should not allow the presence of long bureaucracy. By doing so, NHC and other entities will eventually be able to achieve effective performance of corporate strategies, since the flow of information and command will be undertaken in a moderate manner. More specifically, these strategies were believed to be the exact ways, simply because, majority of evidences from the already-presented findings had specified that, the current organisational structure and bureaucracy had negatively were the one of the factors responsible for ineffective achievement of corporate strategies and implementation of the strategic plan as well.

6.3 Recommendation

From the effective performance of corporate strategies point of view, it should be imperative to note that, one of topmost catalyst for that realisation is nothing else rather the appropriate and favourable organisational structure which must always be in place. In simple terms, much was addressed through findings, upon which the study put forwards the following recommendations so that the said situation is as well as successfully rectified and later on allows most of public institutions achieve effective performance of corporate strategies as well.

Much from finding elucidated that long bureaucracy remains the only gate, which once opened, there will be a smooth flow of information and command, and above all, public institutions can become capable of achieving effective performance of corporate strategies. If so, public institutions are in here recommended to place more emphasis on restructuring their organisational structure in such a way that they eventually reduce the reported bureaucracy and furthermore, achieve corporate strategies in effective manner.

On the other side, it was established that apparently, employees working in public institutions seem to be intolerant and impatient when placing requests. For that matter, all employees working with public institutions are recommended to be tolerant and build a spirit of enduring. For, doing so, will allow them to assist their organisations in reducing the blame of bureaucracy addressed in this study.

6.4 Area for Further Studies

It is up to here very concrete that, this study was too limited in terms of scope, since it was carried out for academic purpose and not otherwise. Based on that fact, it means, certain areas could not be addressed as it would be desirable by any researcher. So, the reason why other studies are recommended to touch or address either similar or same area of knowledge and scope so that they come in with findings, which might either put more illustration than of the actual or contradict what was found by this one. More specifically, other study can address issues relating to the role of organisational structure on the employees job performance in public or private institutions.

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APPENDIX
MZUMBE UNIVERSITY



Title of the study: The impact of Organizational Structure on the Effective Performance of Corporate Strategies in Public Organisations; the Case of National Housing Corporation, Dar es Salaam, Tanzania

Dear Respondent;

My name is Fatuma Chillo, the researcher of this study and the student in the final year pursuing master of Science in Human Resources Management (MSc HRM) at Mzumbe University, Campus of Dar es Salaam, Tanzania. Normally, in the final year, every student is required to carry out a study on the area of his/her interest and rectify that situation faced by any concerned community in partial fulfillment of the requirements for the award of MSc in HRM of Mzumbe University. The main aim of this study is to find out the impact of organizational structure on the effective performance of corporate strategies in public organisations in Tanzania. Ideally, your support in terms of filling in this questionnaire is too significant and fundamental for the effective achievement of this study. Meanwhile, you are hereby assured that whatever information you provide in this questionnaire will be guarded with extensive confidentiality to the extent, none will be taken out of concealment forever.

For any advice, inquiry about this study, please use the followings addresses:

P.O. Box	: 10573 Dar es salaam
Mobile	: 0785 626 436
E-mail:	: fatumachillo2000@yahoo.com

PART ONE: GENERAL INFORMATION OF THE RESPONDENTS

Question One: Please, tick your sex from the list of assertions below

- | | |
|-----------|--------------------------|
| a) Male | ☐ |
| b) Female | ☐ |

Question Two: Your age falls in which of the following categories

- | | |
|-------------------------------|--------------------------|
| a) Between 18 and 25 years | ☐ |
| b) Between 26 and 35 years | ☐ |
| c) Between 36 and 45 years | ☐ |
| d) Between 46 and 55 years | ☐ |
| e) Between 56 and above years | ☐ |

Question Three: What is your highest level of education?

- | | |
|-------------------------------------|--------------------------|
| a) Primary education | ☐ |
| b) Secondary education | ☐ |
| c) Diploma/ Certificate | ☐ |
| d) Advanced Diploma/Bachelor Degree | ☐ |
| e) Masters and Above | ☐ |

Question Four: For how long have you been working with NHC? (tick one assertion from the list below)

- | | |
|--------------------------------|--------------------------|
| a) Less than two years | ☐ |
| b) Three years | ☐ |
| c) Between four and five years | ☐ |
| d) Between six and ten years | ☐ |
| e) More than ten years | ☐ |

PART TWO: SPECIFIC INFORMATION

Question Five: How would you describe the organizational structure of NHC? (tick one of the followings assertions that fits your answer)

- | | |
|---|--------------------------|
| a) It is very bureaucratic | ☐ |
| b) It is long | ☐ |
| c) It is short | ☐ |
| d) It takes several hours to flow information from one level to another | ☐ |

e) It takes few hours to flow information from one level to another	
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Question Six: If you request anything in your organization to the topmost manager, how long it takes to be replied? (please, tick one assertion from the list below that fits your answer)

a) Few minutes	
b) One to two hours	
c) More than five hours	
d) Half an hour	
e) The whole work day	
f) More than two days	
g) Many days	

Question Seven: With regard to your answer in question 5 above, is it possible to achieve corporate strategies in an effective way with that organizational structure of NHC?

a) Yes	
b) No	

Question Eight: From your experience at NHC, how do you think corporate strategies can be achieved in an effective way with the presence of that organizational structure? Please, explain here:

.....

.....

Question Nine: How would you describe the impact of organizational structure at NHC on the effective performance of corporate strategies? (Please, tick anyone from the list of assertions below)

a) Negative impact	
b) Positive impact	

Question Ten: Since NHC had integrated the actual organizational structure, how would you rank its favorability on the effective performance of corporate strategies?

(Please, tick anyone item from the following list of assertions)

- | | |
|-----------------------|--------------------------|
| a) Excellent | ☐ |
| b) Satisfactory | ☐ |
| c) Unsatisfactory | ☐ |
| d) Bad | ☐ |
| e) Very Bad | ☐ |
| | ☐ |

Question Eleven: With regard to your response in question 10 above, do you agree or disagree that, the actual organizational structure has been favorable towards the effective performance of corporate strategies at NHC?

- | | |
|----------------------------|--------------------------|
| a) I agree | ☐ |
| b) I disagree | ☐ |
| c) I strongly agree | ☐ |
| d) I strongly disagree | ☐ |

Question Twelve: With regard to your answer in question 11 above, do you mean, the actual organizational structure is one of the factors for the effective performance of corporate strategies at NHC?

- | | |
|------------|--------------------------|
| a) Yes | ☐ |
| b) No | ☐ |

Question Thirteen: If your answer in the above question is either yes or no, how? Please explain here:

.....

.....

.....

Question Fourteen: How would you assess the level of performance of corporate strategies, since NHC had integrated the actual organization structure?

- a) High
- b) Low
- c) Satisfactory
- d) Unsatisfactory

Question Fifteen: With regard to your answer in question 14 above, is it true that the actual organizational structure used by NHC, was one of the factors which contributed to the result?

- a) Yes
- b) No

Question Sixteen: Thus, based on your answer in the above question, do you agree or disagree that, organizational structure was the source for why NHC has been able to achieve effective corporate strategies?

- a) I agree
- b) I disagree

Question Seventeen: From your experience at NHC, rank from the list of assertions below, the possibility of the actual organizational structure's contribution on the effective achievement of corporate strategies at NHC?

- a) High possibility
- b) Low possibility
- c) No possibility at all
- d) I cannot know

Question Eighteen: Do you agree or disagree that, the actual organizational structure has been able to cause the corporate strategies implemented at the highest level?

- a) I agree

--

b) I disagree	
c) I strongly agree	
d) I strongly disagree	

Question Nineteen: Whether you agree or disagree in the above question, how?
Please, explain here

.....

.....

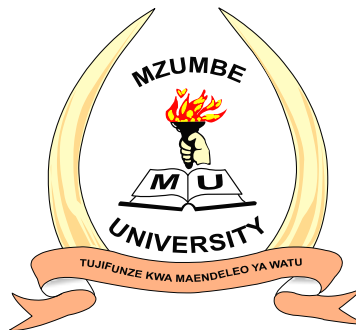
Question Twenty: Based on your responses in previous questions, do you think the actual organizational strategies can influence the effective implementation of corporate strategies?

a) Yes	
b) No	

Question Twenty-one: Based on your whole experience at NHC, describe the way the actual organizational structure can effectively influence the effective implementation of corporate strategies? Please, explain in the blank space below.

I really thank you for your constructive collaboration.

MZUMBE UNIVERSITY



QUESTIONNAIRE TO RESPONDENTS

Title of the study: The impact of Organizational Structure on the Effective Performance of Corporate Strategies in Public Organisations; the Case of National Housing Corporation, Dar es Salaam, Tanzania

Dear Respondent;

My name is Fatuma Chillo, the researcher of this study and the student in the final year pursuing master of Science in Human Resources Management (MSc HRM) at Mzumbe University, Campus of Dar es Salaam, Tanzania. Normally, in the final year, every student is required to carry out a study on the area of his/her interest and rectify that situation faced by any concerned community in partial fulfillment of the requirements for the award of MSc in HRM of Mzumbe University. The main aim of this study is to find out the impact of organizational structure on the effective performance of corporate strategies in public organisations in Tanzania. Ideally, your support in terms of filling in this questionnaire is too significant and fundamental for the effective achievement of this study. Meanwhile, you are hereby assured that whatever information you provide in this questionnaire will be guarded with extensive confidentiality to the extent, none will be taken out of concealment forever.

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- c) Male ☐
- d) Female ☐

Question Two: Your age falls in which of the following categories

- f) Between 18 and 25 years ☐
- g) Between 26 and 35 years ☐
- h) Between 36 and 45 years ☐
- i) Between 46 and 55 years ☐
- j) Between 56 and above years ☐

Question Three: What is your highest level of education?

- f) Primary education ☐
- g) Secondary education ☐
- h) Diploma/ Certificate ☐
- i) Advanced Diploma/Bachelor Degree ☐
- j) Masters and Above ☐

Question Four: For how long have you been working with NHC? (tick one assertion from the list below)

- f) Less than two years ☐
- g) Three years ☐
- h) Between four and five years ☐
- i) Between six and ten years ☐
- j) More than ten years ☐

PART TWO: SPECIFIC INFORMATION

Question Five: How would you describe the organizational structure of NHC? (tick one of the followings assertions that fits your answer)

- f) It is very bureaucratic ☐

g)	It is long	
h)	It is short	
i)	It takes several hours to flow information from one level to another	
j)	It takes few hours to flow information from one level to another	

Question Six: If you request anything in your organization to the topmost manager, how long it takes to be replied? (please, tick one assertion from the list below that fits your answer

h)	Few minutes	
i)	One to two hours	
j)	More than five hours	
k)	Half an hour	
l)	The whole work day	
m)	More than two days	
n)	Many days	

Question Seven: With regard to your answer in question 5 above, is it possible to achieve corporate strategies in an effective way with that organizational structure of NHC?

c)	Yes	
d)	No	

Question Eight: From your experience at NHC, how do you think corporate strategies can be achieved in an effective way with the presence of that organizational structure? Please, explain here:

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Question Nine: How would you describe the impact of organizational structure at NHC on the effective performance of corporate strategies? (Please, tick anyone from the list of assertions below)

c)	Negative impact	
d)	Positive impact	

Question Ten: Since NHC had integrated the actual organizational structure, how would you rank its favorability on the effective performance of corporate strategies?

(Please, tick anyone item from the following list of assertions)

f)	Excellent	☐
g)	Satisfactory	☐
h)	Unsatisfactory	☐
i)	Bad	☐
j)	Very Bad	☐
		☐

Question Eleven: With regard to your response in question 10 above, do you agree or disagree that, the actual organizational structure has been favorable towards the effective performance of corporate strategies at NHC?

e)	I agree	☐
f)	I disagree	☐
g)	I strongly agree	☐
h)	I strongly disagree	☐

Question Twelve: With regard to your answer in question 11 above, do you mean, the actual organizational structure is one of the factors for the effective performance of corporate strategies at NHC?

c)	Yes	☐
d)	No	☐

Question Thirteen: If your answer in the above question is either yes or no, how?

Please explain here:

.....

.....

Question Fourteen: How would you assess the level of performance of corporate strategies, since NHC had integrated the actual organization structure?

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- e) High possibility
- f) Low possibility
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Question Eighteen: Do you agree or disagree that, the actual organizational structure has been able to cause the corporate strategies implemented at the highest level?

- e) I agree
- f) I disagree

g) I strongly agree	
h) I strongly disagree	

Question Nineteen: Whether you agree or disagree in the above question, how?
Please, explain here:

.....

.....

.....

Question Twenty: Based on your responses in previous questions, do you think the actual organizational strategies can influence the effective implementation of corporate strategies?

c) Yes	
d) No	

Question Twenty-one: Based on your whole experience at NHC, describe the way the actual organizational structure can effectively influence the effective implementation of corporate strategies? Please, explain in the blank space below.

I really thank you for your constructive collaboration.