

THE EFFECTS OF RESTRUCTURING ON PROVINCIAL ADMINISTRATION
PERFORMANCE

(Case of Embu County)

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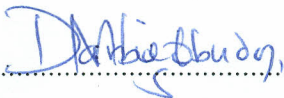
November, 2012

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*The effects of
restructuring on*



DECLARATION

This project is my original work and has not been presented for a degree in any other university or for any other award.

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Date 13.11.2012

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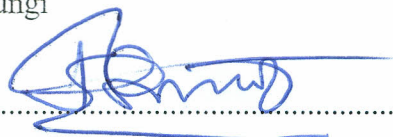
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The Research Project report has been presented for examination with our approval as the University supervisors

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DEDICATION

This research project work is dedicated to my departed parents Elmeda and Augustine Obudo.

ACKNOWLEDGEMENT

Special acknowledgement goes to my mentor, M. A Maalim; members of staff District Commissioner's office, Embu West District and my course lecturers for the support, advice and encouragement offered during my period of study.

ABSTRACT

This study was conducted to assess the effects of restructuring on provincial Administration performance with reference to Embu county. This follows the 2010 Constitutional requirement for a “restructured Provincial Administration was necessary due to perceived non-performance in terms of service delivery among other critics.

Two hundred and ten (210) field Provincial administrations including District Commissioners, District Officer, Chiefs and Assistant Chiefs from Embu County which comprises of five Administrative Districts namely; Embu West, Embu East, Embu North, Mbeere South and Mbeere North will form the population sample out of which thirty (30) will be included in the study.

The study found out that the restructuring process affects service delivery to the public, respondents rated employees work morale in the Provincial Administration as high, that the restructuring process affects service delivery to the public, respondents do not support the on-going restructuring process in the provincial administration, respondents have received public complain regarding their service delivery.

The study concludes that there have been changes in infrastructure development due to restructuring at the PA, that the government has allocated finance for infrastructure since the restructuring started, that there was Increase on allocation of finance for infrastructure, that the government has been able to adequately prepare the restructuring process.

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ABBREVIATIONS

AO'S – Administrative offices

CIC - Commission for the Implementation of the Constitution.

DC'S – District Commissioner

DO'S – District Officers

OOP – Office of the President

PC'S - Provincial Commissioner

PA – Provincial Administration

PS – Permanent Secretary

PAI'S – Provincial Administration and Internal Security

SPSS – Statistical Package for Social Science.

DEFINITION OF TERMS

Administration units – Delimited and designated areas of jurisdiction created for purposes of co-ordination of Government function represented by Province, District, Division, Location and Sub-Location organization.

Change – It involves the alignment of organization, culture, values, people and behaviour to encourage the desired results.

Organizational Change – entails a process of moving from one fixed state to another through certain steps either pre-planned or by accident/impulse, continuous, open ended, unpredictable process of aligning and re-aligning organization to its changing environment and deliver.

Performance – Ability to yield and deliver results efficiently and effectively. It is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed.

Provincial Administration – a department within Office of the President charged with responsibility of co-coordinating Government functions in the field and law and order maintenance and acting as a monitoring body that ensures efficiency in delivery of service in public sector is achieved. It is represented by Provincial Commissioners at Provincial level, District Commissioners at District level, District Officers at Division level, Chiefs at Location level and Assistant Chiefs at Sub-Location level.

Restructuring – it implies to organize differently, alter make up. it is a significant modification made to the operations or a structure of a company (public institution). It is

reorganization of a company in order to attain greater efficiency and adapt. Bringing about a drastic or fundamental internal change that alters the operations of an organization.

Questionnaires – printed set of questions answered by many people as a way of collecting data.

Validity – Making something justifiable or logical.

CHAPTER ONE

INTRODUCTION

This chapter introduces the topic in which the research wants to study, the background of the study, statement of the problem, objectives, research questions, significance of the study, limitations of the study, scope of the study and conceptual framework.

1.1 Background of the study.

Restructuring is a continuous process of organization. It is done against the background of the new constitution. However, there have been a lot of restructuring within Provincial Administration all along seen from uniform designs, creation of new administrative units, review administrative unit borders; creation of new posts of DO cadets and Regional Commissioners.

The Provincial Administration plays a very critical role in the country's development. It is the duty of the Provincial Administration as the arm of the executive to ensure that co-ordination of government business activities in the field is undertaken. It also ensures that law and order is maintained through provision of security, provision of efficient and effective public service, having a drug free society and resolution of conflicts among community through peaceful co-existence as its core functions.

The provincial administration as a system of governance is a creation of British colonialists in Kenya dating back to 1880's thus its history dates back to the colonial period. It is safe therefore to say that the system of governance commonly referred to as Provincial administration as we know it today has been in existence historically since colonial times, observes GOK (2008).

The system was institutionalized into the office of the president performing executive functions of presidency at the local levels. Officers in the department were responsible for law and order maintenance, coordination of field government, business, supervision of field activities, coordination of disaster management activities, state function co-ordination, registration of births and identification of persons for identity card issuance.

As a department under the old constitution, co-ordination of central government policies and development programmes at the local level was done by the Provincial Administration. It was a department under Office of the President supervising other central government ministries at the provincial and district levels and coordinated their programmes and policies, representing them at the local levels. (Akech 2010).

A lot of hate feelings emerged on this newly acquired rôle and relevance of Provincial Administration and many people agitated for its scrapping and replacement with a more accommodative system. It is against this background that during the Bomas and Kilifi drafts on constitution in 2005 that delegates at the conference had recommended for the abolition of Provincial Administration, but this was not to be as the non constitutional referendum failed courtesy of the propaganda used by field Provincial Administration to debate against the referendum. It was however, agreed that the Provincial Administration be retained and restructure so as to fit in the new political dispensation of devolved government, GOK (2010). Yabs (2010,) notes that change in management is the process of introducing changes to an organization that assist it transition from the current state to a desired future state. It involves introducing systematic and gradual changes that are controlled and consciously implement.

The perceived changes within the field Provincial Administration has not gone down well. However, the Provincial Administration will keep on performing their trade roles with changes in their interactions and have organizational re-arrangement. To Cole (1997) organizational change generally includes the re-arrangement of jobs, roles and structures. It also includes re-arranging systems since the process of change itself is an innovation. According to G.O.K (2011); the CIC chairman, Charles Nyachae has rightly noted that ...”the implementation process was not without challenges which included Resistance to change and the inclination to operate with a business as usual attitude” This resistance to change and the inability to contemplate a life different from one’s prevailing life experience has led to entities establish deliberate schemes to undermine and delay the constitution Implementation process. The restructured Provincial Administration will serve the national government but will have to independently and harmoniously co-exist with the county government as each will carry out specific roles. G.O.K (2010).

There has been fear of arbitrary use of state power in Kenya as epitomized by the retention of the Provincial Administration notwithstanding that it was restructured. One raging debate has been the relevant of the Provincial Administration in the new governing structure. The constitution requires that the Provincial Administration be restructured within five years, just how this was done and what role it will play under a devolved structure remains unclear and obscure, Mbai (2003).

The overall performance of Provincial Administration in terms of Public service delivery has been criticized in the past by members of the Public. The Provincial performance has been dismal owing to their Political allegiance. It has been observed that in the past, they were not

accountable. According to Mbai (2003) accountability refers to the notion that Public officials should be held responsible for their actions while in office. Politically, accountability seeks to deal with problems of arbitrary exercise of power by those in positions of authority.

Questions have been raised concerning whether to restructure or scrap the system of Provincial Administration. Members of the provincial Administration understood that it was sometimes in the interest of their personal survival to follow what they understood to be direction or inclinations of the President in their areas rather than uphold the law, Akech (2010).

Public Barazas have been criticized as instruments used by Provincial Administration in their service delivery and performance. Given strict laws that existed for such barazas under the Chiefs Authority Act (Cap 128 laws of Kenya) that legally compelled local residents to attend such events, most residents attended the barazas denying local MP's the audience of their constituents, Nellis (1971). The Provincial Administration was also empowered to organize and supervise electoral process. These powers allowed the Provincial Administration to restrict voter registration in some areas and also restrict the Political activities of dissident MP's, (Orvis, 2006; Thromp, 1993)

The KANU regime constrained local activities using the Provincial Administration through Coercive means to legitimize its policies. The regime also re-engineered the use of Harambee spirit to mobilize resources at the local level which was a self-help movement that entails voluntary contribution in either cash or labour towards a common good; Waiguru (2002). It is here that provincial Administration became tyrants forcefully collect the monies and at times not remitting to Government. This made Provincial Administration very unpopular. Both Chieni

(2018) and Orvis, (2006) point out that it helped in improved social service and it also popularized the Kenyatta regime for providing development through local MP's.

In a nutshell, the larger Public have accused Provincial Administration of being non-performance in terms of provision of quality, effective and efficient service delivery; thus being viewed as anti-reformists and dancing to the whims of the political elites. This uproar necessitated the call to restructure the Provincial Administration system thus the new constitution has called for restructuring of the system.

It is against the above background that the government has seen and deemed it necessary that the Provincial Administration be restructured in accordance with the constitution. Above all, there have been organizational changes in the main stream civil service since 1993. Through the launched civil service reform programme (CRSP) which aimed at improving efficiency, productivity and performance in the civil service, GOK (2005). The problem of poor service in the mainstream Provincial Administration has persisted painting a bad image of the institution and eroding the public confidence in the provision of service by Provincial Administration.

The study was carried out in Embu county, Eastern province. Embu County consists of Embu North, Embu West, Embu East, Mbeere South and Mbeere North Districts which form the large former Embu District.

1.2 Problem statement

Following the August 2010 constitutional referendum, the Kenya government has embarked on a wide range of constitution implementation and restructuring of Provincial Administration is one

such areas, observes Charles Nyachae, chair person CIC. GOK, (2011). However, one of the most serious problems being faced in the ongoing changes is the perception by Provincial Administration in the restructuring process and how their view actions impact their performance. To overcome this problem, the government established task forces on devolved government and drafted a bill on national government, 2011 so as to explain the intended changes and their scope. It is important to determine whether or not the proposed organization changes in form of having a restructured Provincial Administration has a bearing on the performance of Provincial Administration.

This study aims to provide relevant data that may help the government to identify flows in the constitutional implementation of restructuring Provincial Administration. Bennett (1998) has noted that in any organization there is founded and unfounded fear for change. This study will investigate the effect of restructuring on performance with Provincial Administration being the case of study in Embu County.

Restructuring is being done against the background of clamour for changes in the Provincial Administration as a result of perceived poor service delivery, insensitivity to public matters and a host of other accusations. In churning out the future role of Provincial Administration official as implied in the various sections of the 2010 constitution, the intriguing question is to whom and in what ways the Provincial officials was accountable. Notes Wright (1990). It is a result of the hanging anxiety and fear of the implementation of constitution on devolved government that the researcher intends to find out in the study so that Provincial Administration understands to accept positively the changes. The purpose of the research is to investigate the effects of the

restructuring on performance of field Provincial Administration specific references to Embu County.

1.3 Objectives of the study

The main objectives of the study were to find out the effects of the restructuring on performance of Provincial Administration in Embu County.

1.3.1 Specific Objectives

The specific objectives of the study were:

- 1) To find out how restructuring has affected performance of Provincial Administration with regard to Human Resource welfare.
- 2) To find out effects of restructuring on performance of Provincial Administration on Public Service Delivery.
- 3) To find out effects of restructuring of Provincial Administration on infrastructure development with a view to performance.

1.4 Research questions

The following were advanced as the research questions.

- 1) How does restructuring affect performance of Provincial Administration in regard to service delivery?
- 2) How is performance of Provincial Administration affected in terms of Human resource welfare due to restructuring?

3) How is performance of Provincial Administration affected in terms of infrastructure development due to restructuring?

1.5 Significance of the study

The study will be of significance to the government as it will give a time picture of what is happening in the field of Provincial Administration offices. The current uncertainty, anxiety both founded and unfounded faced by Provincial Administration about their fate and the reasons as to why they seem to be performing on the outlook but critically looked their performance is drastically low due to low morale and effect the intended changes have on their performances. It will enable the government to know the need for involvement, consultation in order to enhance performance of Provincial Administration during restructuring process.

The effects of restructuring on performance will be looked at and suggestions provided. The study will be useful for present moment and future as a reference point. It will greatly benefit Provincial Administration in understanding need for change and change management and more so the restructuring process. It will help the government to be able to identify salient issues that have contributed to performance exhibited by Provincial Administration and take necessary remedial action. This will be looked at performance before, during and after restructuring.

The study intends to impart skills and experience on how to conduct a research for further undertakings. In a nutshell, the study will essentially help us in understanding key areas where the changes have affected performance of Provincial Administration in areas of Service delivery; Human Resource Welfare; Infrastructure and Awareness levels.

The study is hence justified on the fact that there is ultimate need to understand restructuring as a process in organizational change that is continuous that must be understood, accepted and implemented by all. This is more so in the current political dispensation.

1.6 Assumptions of the study

The study is based on the assumption that there has been lack of adequate awareness and communication on the details contained on the on-going restructuring within Provincial Administration hence affecting the performance in terms of service delivery. On the basis of this, Provincial Administration performance has slowed due to increased anxiety on their fate, status and unfounded impending job losses. This assumption is build on the media reports highlighting the impending “abolishment and restructuring” of Provincial Administration as differently interpreted and applied by civil society and political leadership.

Such hawkish talks have demoralized and caused uncertainty about the future of Provincial Administration on its point, the employee, government has not clearly come out to give correct state of affair instead. It gives occasional peace-meal re-assurance statements to the concerned this has not been convincing. Restructuring must be explained to those to be affected and involved. Adequate preparation in for transition must be explained and if need be, an exit strategy need be planned.

1.7 Scope of the study

The study is focusing on the provincial administration; however the study wishes to limit itself to the field Provincial Administration cadre in Embu County whose target population is 201 in

number. Embu County consists of 5 administrative districts namely Embu West, Embu North, Embu East, Mbeere South and Mbeere North.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this review is to evaluate what other scholars have written about the effects of restructuring on performance. It will also give the opinion of what other authors have said and hence enable the researcher to develop the foundation and background of the study. This will help leaders to compare and contrast the effects of restructuring in different organizations and come up with the best way possible that can lead to enhancement of Provincial Administration performance. The chapter will also cover empirical literature analysis and fill the research gap that has not been addressed by the previous researchers.

2.2 Empirical Review

It is puzzling as to why the fields Provincial Administration are still uncertain about their fate following the proposed restructuring of the Provincial Administration system as per the devolved system of governance under the new constitutional dispensation. A lot of debates and words of assurance from the government and political leadership has been put forth to affirm to the Provincial Administration that the system will remain intact, and they are “here to stay,” “not going anywhere” in the new political arrangement but that has continued to raise the anxiety. There is increased anxiety and uncertainty among the lower cadre of Provincial Administration especially chiefs, Assistant chiefs and District Officer’s.

Any form of change in any organization whenever introduced has a lot of far reaching consequences and as such Provincial Administration is no exception. Organizational change

within a system is an issue that has to be faced by every organization. The reason for change and its timing varies from one organization to another. Various reasons that cause organization changes include but not limited to: Organizational transformation processes, change as a result of advancement in technology, implementation of organizational/

Government policy, customer requirements as a result of environmental demands. According to Davis Keith (1981), he equates organizational change as part of organization. Development is a long term strategy which focuses on the whole culture of the organization in order to bring about planned change. It seeks to change beliefs, attitudes, values and structure – in fact the entire culture of the organization – so that the organization may better adapt to technology and live with the pace of change.

2.2.1 The Provincial Administration Performance in Kenya: General

The Provincial Administration is an important and vital component of the executive arm of the government. Among the key functions of the Provincial Administration are: ensuring security of property and people, promotion of tolerance, peaceful coexistence among all communities, provision of responsive, effective, efficient service to the public, ensure a society free from drugs and substance abuse and coordination and promotion of sustainable development in their respective areas of jurisdiction. Provincial Administration has been rightly accused of being the face of repression, corruption and dictatorship. However, it is must not be lost that it was a creature of the old constitution that created an imperial presidency whose preoccupation was control and survival.

The field Provincial Administration forms a major component of the field officers in government service apart from the central government based officers in government service apart from the central government based officers. They deliver services directly to the members of the government. They are the first contact of the members of the public with the government. They are the government's representatives in the field. The performance of the Provincial Administration they affect the effectiveness of service delivery by the government, reports GOK (2008).

In the previous 1963, Lancaster based constitution, Provincial Administration was only recognized through an act of parliament as an office estimated by the presidential decree and existed at the whims of the presidency, and could be abolished without further reference. In the current constitution following the 27th August promulgation, for the first time in history of Kenya. Provincial Administration was constitutionally established. A new restructured Provincial Administration to be put in place and will require two-third majority votes by MP to amend the 6th schedule of article 17 which created the office, GOK (2010).

As a colonial outfit, Provincial Administration was used to suppress any form of political opposition and thus maintenance of law and order became its major preoccupation. (Oyugi, 1994). With independence, President Kenyatta strengthened it as a coercive institution to gain firm control over any political threat to his government. (Orvis, 2006)

A report by the taskforce on devolved government, with a specific chapter on restructuring of the Provincial Administration envisages the emergence of national administration in place of Provincial Administration. Under the devolved system of government, the national government will continue to be represented at the county level. Several functions among them security,

national statistics, education, sports, education, disaster management, public works, road traffic, registration of persons, environment, public investments, tourism development among others will continue to be responsibility of the national level at that level. Such functions have been coordinated in the past in the past by Provincial

Administration on behalf of the central government, notes GOK, (2010) Article 174. Similarly these functions are well spelt out in Government publication GOK (2008)

Article 262 (the 6th schedule) section 17 of the constitution provides that “within 5 years after the effective date, the national government shall restructure the system of administration commonly known as the Provincial Administration to accord with and respect the system of devolved government estimated under this constitution”. It is therefore proposed that a process to restructure the current Provincial Administration in accordance with this article be initiated, this is necessary to ensure that as it performs its functions, it does not in any way infringe on the roles of county governments. It is envisaged that the Provincial Administration should work with county governments in a co-operative manner for effective delivery of services to Kenyans. In the new constitutional arrangement, the national administration will have to play two fundamental roles in the country that of direct implementation of functions allocated to the national government by the constitution and that of exercising oversight on county government as it implements national policies and legislation. (GOK, 2010)

The restructured Provincial Administration will facilitate the presidency as the head of the national executive to fulfill amongst other things, the president’s responsibilities as provided by article 131(2) as follows: “respect uphold and safeguard the sovereignty of the republic, promote and enhance the unity of the nation, promote respect for the diversity of the people and

communities of Kenya and ensure the protection of human rights and fundamental freedoms and rule of law". (GOK, 2010)

To restructure Provincial Administration, the president can apply Article 132(3) (b) and Article 132 (4) (a) which empowers him to direct and coordinate functions of ministries and governments departments and to establish offices respectively offices respectively. This would be in line with the requirement that all state organs should where necessary provide services in all parts of the country (Article 6 (3)). GOK, (2010)

The 5-years time frame stipulated in constitution for restructuring has its limitation. GOK (2010). Field Provincial Administration is anxious of the restructure since the charges are perceived to be unfamiliar and its efficiency and practicability not tested but calls for cautious phased-based implementation. They feel contented with the familiar identity. The intended restructuring will be done also within the spirit of Article 189 (1) which requires that either level of government shells perform its functions and exercise its powers, support and consult the other level of government and liaise with government at the other level for the purpose of exchanging information, coordinating policies ad administration and enhancing capacity. An interim report prepared by the office of the prime minister and ministry of local government dates 20th April 2011 on "Taskforce on devolved government: summary of interim report" G.O.K (2011) provides an overview of the restructuring process of provincial administration.

The Provincial Administration with its expertise and other resources is able to support the county governments. It could provide a link between the national government and county government by disseminating information and building capacity for policing and programme implementation.

The proposed structure of the national administration to replace the Provincial Administration is a new introduction in the changes within the system. It is proposed that at the county level, there should be distinct administration structures for the two levels of governments. Each administration structure would primarily support the implementation of functions assigned to the respective governments at the county level. The national government administration structure would facilitate the oversight role of the national government in the implementation of national policies and legislation. The county administration would be structured along the structure of the county executive. The national administration will comprise of the restructured Provincial Administration.

It is proposed that the restructured Provincial Administration be renamed national administration and that it be at three years levels in order to accord with the county government. Three distinct levels have been proposed of the national administration. It must be noted that ministries with functions that need to be performed at county level will devolve to that level the county administrator will oversee the implementation of national policies and legislation at the county level assisted by sub-county and ward administrators. Several options have been proposed on the structure of proposed national administration. These proposals are well summarized as:

Option I National Administration to exist side by side with county administration at county level, DC at sub- County and chief at ward level.

Option II Structures remain as option but chiefs becomes part of county administration (national government not represented at this level).

Option III National government only represented in counties by technical officers and heads of technical units working/ coordinating with their equivalents in county departments. This option does not contemplate an administration for coordination of national government functions, reports GOK (2011).

2.2.2 The performance of Provincial Administration in Embu County

The performance of Provincial Administration in Embu County has been very promising in terms of service delivery to the public. There has been timely, cost-effective, efficient service delivery with no complains. The county has remained peaceful, enjoying infrastructural development, creation of new districts and recruitment of new administrators. The public has been made aware of the restructuring process to be prepared. A number of officers promoted on merit/experience. In terms of achievement, Human Resource Management welfare, many officers have a requirement to attend one residential training in a year in a government facility. The new chief's model office has been constructed in Embu North District. Chiefs have been equipped with stationeries, motor bikes, uniform kitty etc.

As in the past, today, Provincial Administration has still in many occasions been used to enforce executive decisions. As an enforcement arm of the executive, it has attracted love from those within the system and hatred from those opposed to it. See the initial cases of Members of Parliament obtaining permits to hold meetings. MPs who see it as executive controlling their political activities, (Oyugi, 1994) and the same could be cancelled by DC's without prior notices at times as it were in 1970's Nellis (1971).

Times were when issued licences to vocal MPs only to harass them by holding parallel meetings in their locations to denounce MPs development agenda (Throup, 1993). Incidents in days leading to 1992, elections, "of the twenty one meetings cancelled or denied, all but one were opposition party meetings" Ndegwa (1998). Memories of Provincial Administration's role during the harambee era are still fresh in its critics' minds and they fear that its retention may perpetuate past injustice, Makhanu, (2008).

A review of the duties and responsibilities by the various Provincial Administrators provides a glimpse of the future role of Provincial Administration within the restricted framework. Notwithstanding that some of these roles stand in conflict with those of the county executive committees; they never nonetheless form the basis for crafting intergovernmental relations between the central government and county governments.

For equitable distribution and allocation of resource in the county government, it is the political, fiscal. Programming and administrative processes by which a higher unit of government shares revenues and other resources with larger units of government (Shafritz, Russell, Burrick, 2007).

To monitor compliance, the Provincial Administration is a type of co-ordinating mechanism which will be needed. Some critics of the Provincial Administration system and some who have not worked in government are unaware of the complicated nature of inter-governmental relations.

Under the 2010 constitution, national and county officials working on issues with mutual interests will need to examine how compatible they are with Provincial Administrators. The Provincial Administration will coordinate central government policies at the district and serves as the “eyes and ears” of the central government while acting as the nexus between the national and county government. The Provincial Administration currently serve as inter-ministerial liaisons in coordinating many services. This will still be carried on and will also serve as inter-governmental liaisons for purposes of promoting co-operation and coordination of central government programmes that promote local development needs and foster national unity.

The Provincial Administrators’ broad experience as inter-ministerial liaisons may prove to be instrumental to future county governors who may not have much experience in running multi-sectoral departments of government with provincial administrators. Coordinating delegated central governments and other inter-ministerial duties may prove difficult for most county governments. The Provincial Administration provides a readily available nexus.

There is much talked resistance by central government bureaucrats as seen in the slow implementation of decentralized process for devolution to lower levels of government. (Ayee, 1997).

The Provincial Administration will be crucial in enhancing the implied cooperation of administrative structures under the dual-type devolved system. The public should not expect the constitution to spell out a detailed inter-governmental relations structure for the day to day administrative environments (Peters, 2004). The future role of the Provincial Administration will be that given that the central government administrative at the district level will continue to supervise central government employees, they will need to learn how to navigate and manage a “picket-fence”. Inter-governmental relationship.

The future and place of the Provincial Administration is implied in Article 191 of the Constitution in regard to conflict of laws between national and county governments. The continuation of the Provincial Administration is strategic for the defense, interpretation, implementation and enforcement of central government policies that cut across county boundaries without compromising the institution’s integrity of county government. This has to be looked at potential influence of county governors.

The Provincial Administration will continue and continues to play an important role in ensuring that national policies are complied with and enforced accordingly and uniformly. It can provide institutional mechanism to ensure that resources devoted for local development are accounted for and properly utilized as intended by central government. Given this reality, one expects the Provincial Administration to be the eyes and ears of the Auditor General on matters relating to financial (mis)management. Such sentiments are shared by Bagaka (2009) on donor funds.

In conclusion, the devolved system of government in which the process of restructuring of Provincial Administration is taking place is confronted with constitutional questions – resolution of competing claims of central and county governments. This requires both political and

administrative answers. For the success, the Provincial Administration must be structured as the nerve centre for the coordination of issues between central and county governments. Whether we call them District Officers or Commissioners, or District Secretaries, the critical role played by these officials cannot simply be wished away. Perhaps to the surprise of many, the role of the Provincial Administration under the 2010 constitution has been enhanced, made complex and indeed become more necessary than before.

The Provincial Administration official under the new constitutional order will be critical in creating inter-government relations or management system for policy coordination and implementation with respect to the complexities in the changed role of Provincial Administration officials; they will be required to understand multiple levels of accountability. The Provincial Administration must learn to live and work in an environment where they are answerable to the central government and the county executive committees under the leadership of the governors.

The Provincial Administration will need to re-orient its officials towards the broader concept of devolution, and more specifically re-train them on the implications of politics of devolution. Despite the often polarizing debates and criticism of the Provincial Administration, the new constitutional order provides the Provincial Administration a deserved but not necessarily desirable level of visibility. As much as critics may castigate the Provincial Administration as a colonial evil, under the 2010 constitution, the Provincial Administration (by any other name) will be necessary evil needed to ensure smooth running of central government policies and programmes at the local level. The Provincial Administrators in Embu County have all along embraced the restructuring process in the performance of duties.

2.3 Empirical literature

2.3.1 Human Resource Welfare

The human resource welfare remains a key area where restructuring of Provincial Administration has had immense effect notably in areas of capacity building, training/development and career progression.

A good deal has been written about the link organizational change and performance and the context of the organization so as to achieve a strategic change and an adaptive organization to sustain the change for long term success. Gerry (1992) has noted that one of the major problems facing senior executive is that of affecting significant strategic change in their organization. It is by the same token that effecting restructuring process in the Provincial Administration is faced with hurdles. Those to effect the changes (i.e. the top management) also fear that same changes might affect them. According to Rensis (1961) cited in Chabra (2005), "Motivation is an effective instrument in the hands of the management in inspiring the workforce" It is an important function which every manager performs for actuating the people to work for the accomplishment of objectives of the organization. It is "the core of management." Higher motivation leads to job satisfaction of the worker which can reduce absenteeism, turnover and letter unrest.

Dublin (1977) views motivation as complex of forces starting and keeping a person at work in an organization. It is something that moves the person to action. It refers to the way a person is enthused at work to intensify his desire and willingness to use his potentialities for the achievement of organizational objective.

Dalton (1974) argues that "Motivation refers to the way in which urges, drives, aspirations, strivings or needs direct, control or explain the behaviour of human beings."

Because of the on-going and perceived changes, staffs morale will go down as they lack motivation. This will affect their performance. The top management (senior government officials in the department of Provincial Administration should ensure that does not happen.

The question of rewards or policies that aim to reward people especially employees fairly, equitably in accordance with values of the organization has been a concern. With the changes will the reward system change for the worst or better?. Armstrong (2006), has made similar observations. This has caused unnecessary fears of unknown regarding anticipated changes in the reward system in the new dispensation. Questions have been raised that changes will affect staff training and development, Career progression, morale and motivation.

According to Mullin, (2000,), motivation is the driving force within the individuals by which they attempt to achieve some goals in order to fulfill some need or expectations. Other authors such as Kreitner (2009) defines motivation as psychological process that give behavior purpose and direction. Managers attempt to get individuals to pursue organizational objectives willingly. Motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals Cole (2008). Motivation is thus described as behavior caused by some stimulus but directed towards a desired outcome. This stimulus can be a need, drive or incentive of some kind. Thus motivation is that predisposition to behave in a purposeful manner to achieve specific utmost needs. It is the internal drive to satisfy an unsatisfied need. It is the will to

achieve. 'Motivation' is the term used to describe those processes both instructive and rational by which people seek to satisfy basic drives, perceived needs and personal goals which trigger human behavior Cole (2008).

Further using the social model of motivation, Schein, (1998) cited in Cole (2004,) pointed out that drawing from Hawthorne researchers, this new sees people as predominantly motivated by social needs, the needs for personal relationships. The implications for managers is that emphasis on attending to peoples need over the needs of the task will lead to greater productivity as well as higher morale whilst motivation as such as is essentially a personal experience, managers in particular are keen to find reliable link between individual motivation and effective performance. They are also concerned to create conditions under which organizational and personal goals may be harmonized.

According to Cole (2008), effective performance at work does not just depend on motivation numerous other factors such as individual knowledge and skills, the nature of the task, the management style adopted and organization climate all play a part in the results people achieve. The key features of motivation is that it determines the extent to which an individual desires to place his or her knowledge and skills at the disposal of others and more than that to shrug off the effects of obstacles and difficulties in so doing. Therefore motivation can be operationally be defined as all the inner force that drives an individual to accomplish personal and organizational goals.

It is to be pointed out that motivated employees are needed in our rapidly changing work places. Motivated employees help organization survive and motivated employees are more productive. For effectiveness performance during organization change there is need to understand what motivates employees within the context of changes they are undergoing vis-à-vis the roles they perform, of functions they perform, thus motivating employees is arguably the most complex. This is due in part to the fact what motivates employees constantly. Mullin, (2010)

Many methods of employee motivation have been developed. The study of work motivation has focused on the motivator (supervision as well as the motivation). Employee motivation theories are important to supervision attempting to be effective leaders. Two primary approaches to motivation are context and process Mullins (2000). The content approach to motivation focuses on the assumption that individuals are motivated by the desire to fulfill inner needs that motivate people.

Morale is often defined as being equivalent to job satisfaction. Job satisfaction refers to the attitude and feeling people (employees) have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitude towards the job indicates dissatisfaction. Morale is the extent which an individual's needs are satisfied and the extent to which the individuals perceive that satisfaction as stemming from his (side) total work situation. Morale suggests the feeling of being accepted by belonging to a group of employees through adherence to common goals. It is a group variable related to the degree to which group members feel attracted to their group and desires to remain a member of it. According to Vroom (1964) cited in Chabra (2005), "a person's motivation towards an action at any time would be

determined by an individual's perception that a certain type of action would lead to a specific outcome and his personal preference for this outcome." Similar views are shared by Hunt and Will (1969).

It is not the motivation or morale that produces high performance but high performance that produces job satisfaction, morale and motivation that a motivated worker is not necessarily a productivity worker is not necessarily a productivity worker and higher producer is not necessary a satisfied worker. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance, notes Chabra, (2005,) Human Resource welfare is thus one key area that will be affected by the changes. Capacity building is needed for Provincial Administration officials to aid them in enforcing central government policies while at the same time respecting the institutional integrity of county governments towards enhancing inter-governmental relations between the two levels of government.

2.3.2 Infrastructure.

Throughout periods of changes which is just about all the time for organization, leaders (top management) need to concentrate on having their people Provincial Administration go from change avoidance to change acceptance and this goes through denial, anger, bargaining, depression and acceptance. The issue of future uncertainty puzzles. The worker is not certain about his future, whether he will be retained, phased out or be declared redundant. There is the resulting effect of losing the current social and job status he occupies by virtue of his position. This is why a workers first reaction to change is often to resist it. People get comfortable performing tasks and processes in a particular manner. This comfort provides them with the security that they are the masters of their environment. They fear this change due to dislike for

disruption in their lives, looking like a fool by not being able to adapt and learn, their jobs might become harder and lose of control. The infrastructure element here includes physical facilities in place, equipment and other supplies. Does the changes affect infrastructure in place.

In ensuring infrastructure development, there has been creation of new administrative units in which case, new districts have been with accompanied infrastructure development such construction of district headquarters, other ministerial offices, supply of vehicles and office equipment so as to ensure closer service delivery to the public.

Substantial change may give rise to anxiety and personal resistance. Potential triggers for this include fear of the new change erodes that certainty while bringing the promise of a period of considerable disruption and hard work, loss of autonomy, change that imposed by others also reduce our sense of autonomy or control of our own destinies. Fear of incompetence if what the future holds is different from the way we look has change fatigue. People become overwhelmed and unable to cope with further changes, concludes Haberberg (2010). Many affected by the changes feel the changes will affect Government support for infrastructure development and access to certain supplies.

These people feel aggrieved that they were not consulted about the proposals or asked to be involved in the implementation. They may genuinely believe that the proposals are mistaken and would make the organization's position worse or they may simply not care enough about the organization to make the effort needed to change their existing routines. Robert (2009) has noted that on the job change generally is more feared than welcomed. Changes particularly sudden ones represent the unknown. Most of us fear the unknown. Threat to job status and security is one such reason why employees resist change. Because employment fulfills basic needs,

employees can be expected to resist change with real or imaginary impacts on job status or job security. Robert (2009).

Employees may not have a problem with the change itself but rather how it disrupts their pursuit of other goals, the uncertainty it creates it creates and the impending imaginary or loss of job and status. Such competing commitments are often unconscious and need to be skillfully brought to the surface to make progress. Others feel that the changes may halt Government's commitment to infrastructure development. It is believed the future holds uncertain. The worker may not be what he is change or loss of job title and status that one enjoyed in the previous job regime might be lost due to compounding reasons as there are likely to be other actors in place. To reduce the uncertainty about the future of the Provincial Administration, serious public debates and opinion polls have been carried out both in and outside parliament causing a stand of between the executive and legislative arms of the government on the fate of the Provincial Administration in the new devolved system of governance.

2.3.3 Service Delivery

Timely and prompt delivery of service to the public is one of the key parameters that are used in the public sector to determine service delivery. The service to be offered in the shortest times possible by responding to complaints, inquiries, providing the same in a cost effective manner. This boils down to being proactive by taking responsibility and initiative. Begin with the end in mind where do you want to go and what do you want to be putting first things first by identifying your real priorities. Think win and win, seeking first to understand, being creative, make renewals based on personal reflection.

According to Cole (2004), poor or disappointing performance will lead a consensus within an organization that change is necessary. Poor results in performance are likely to lead to complaints from the public who are the beneficiary of the service. The top management may detect pressure from the government to enforce change. According to Haberberg (2008), poor performance provides the spur to taking the necessary but decisions to fix the underlying causes. At the organization level, when performance is poor, people show a greater willingness to consider risky, radical change.

The traditional government relied more on institutional arrangements for provision of service with only a little focus on the quality of service provided, GOK (2005). The service charter for the department of Provincial Administration is clear on the issue of provision of prompt, timely, effective and efficient services to the public. Today, the public is well informed and is aware of their rights. Provincial Administration must review how it has been offering its services and the greater need however is to deliver the service it is delivering efficiently and effectively in the new political dispensation as the public will be watching and this is a constitutional right in the new arrangement, observes GOK (2004).

The Provincial Administration views restructuring with anxiety about uncertainty of the new arrangements. This is a turbulent external environment background where decisions are crisis-driven and the pace of change bewildering, Cole (1997). There is need to communicate the change as this may lead to resistance or inter-personal conflict; Northouse (2010). The process of restructuring requires sensitivity to Provincial Administration's fears and needs. There is an increasing trend by the executive and some members of the legislature to create grey areas regarding interpretations of the constitution even in the face of clear constitutional provisions. To

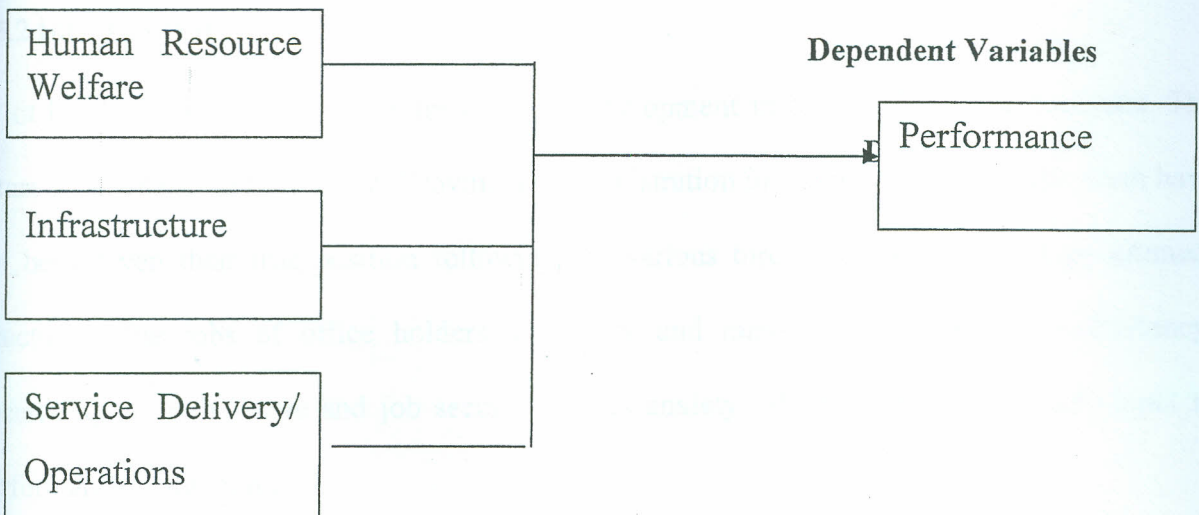
Cornie et al (2000), there is always a constant tension between opposing forces for stability and change in today's work. Eric (2004) and Alan (2005) have also asserted that too much change and mission blurs and employees burn out. David (1968), French (1973), Chabra (2003) are of the view that planned change requires change agent who are to be involved in the change process.

2.4 Conceptual framework

Fig 1.1: Indicates how independent variables affect dependant variables. The main variables of the study are human resource welfare, infrastructure, awareness level and service delivery. This will be considered as independent variables and will be analyzed in relation to effect on performance. Intervening these variables will lead to improved performance which will form dependent variable.

Fig 1.1 Conceptual framework

Independent variables



Source: Author, 2012

2.5 Explanation of conceptual framework

2.5.1 Human Resource Welfare.

Issues that touch on training and development, Career progression, Morale and motivation are key. Motivation is the psychological feature that arouses an individual to behave in a certain manner for accomplishment of certain, pre-defined goals. In an organization, it is imperative to maintain a high morale and motivation level to enable the worker bring out their best at the job. This will assist in enhancement of performance in terms of service delivery. Human Resource aspects will be affected by changes.

2.5.2 Infrastructure

A lot has been put in terms of infrastructure development in terms of physical facilities. The future looks blank and uncertain. Provincial Administration in the new restructured system have not been given their true position following the various three proposed national government structures. The jobs of office holders are shaky and many are on verge of redundancy, uncertainty of their future and job security causes anxiety affecting many, thus their input to performance being minimal.

structures. The jobs of office holders are shaky and many are on verge of redundancy, uncertainty of their future and job security causes anxiety affecting many, thus their input to performance being minimal.

The expected changes will see review of the once strongly associated titles of Provincial Administration being renamed. There is a perceived loss of status and senators and governors will be centers of power and the in-thing or “new kid on the block” such loss of status will go down in making Provincial Administration perform dismay as they feel society does no longer appreciate and recognize their role. It is strongly held that the current infrastructure in place will be reverted to the new political order.

2.5.3 Service Delivery / Operations.

With re-organization and other structural changes, organizational reviews in terms of roles, functions, Provincial Administration will become inefficient and offer ineffective services because the changes are spontaneous, have not considered other previous internal challenges faced such as capacity building.

2.6 Gap to be filled by the study:

Despite the fact that the government has continuously expressed that the organizational changes envisaged with the implementation of the new constitution, the Provincial Administration will not be scrapped but restructured and that Provincial Administration should have no fear at all as their jobs are secured and intact, a lot of anxiety continues to be felt within the system. Despite the assurance/and confirmation offered by the government notwithstanding, the Provincial

Administration remains an anxious lot, afraid of the impending organizational change, Bagaka (2009).

Further arguments on the ongoing changes were expressed during the Julius Malombe taskforce held on May 24th 2011, Embu County on devolved government in which, it was understood that communication and involvement of Provincial Administration through the various taskforces on the devolution government among other approaches are not the only ways through which the restructuring can be carried out smoothly. This continues to affect performance as the Provincial Administration as they are uncertain about their future and job status. There is need to explore other effects that the restructuring will have on Provincial Administration; A lot of scholarly research has been done on general organizational changes and its effects by Peter Drucker, Tofler, Agyris among others but there is still need to do more research on effects the change (restructuring) has on individual performance (Provincial Administration), Chabra (2005).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology to be adopted in the study. The chapter explains the methods and tools to be employed in the study. This will be presented in terms of research design, target population, sampling design and methodology, data collection instruments and procedures as well as data analysis criteria.

The study is about finding the effects of the on-going restructuring on Provincial Administration performances that is how the changes in the organization are affecting the field Provincial Administration performance in terms of public service delivery, Human resource Issues and Infrastructure development. The study is being conducted against the background of the on-going implementation of the new constitution that calls for restructuring of Provincial Administration. It will be conducted in Embu County that comprises of 5 administrative districts of Embu East, Embu West, Embu North, Mbeere North and Mbeere South.

3.2 Research Design

The research designed to be adopted in this research study was the descriptive survey research design. The descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals, Kothari (2004), it is considered appropriate because descriptive design is concerned with describing, recording, analyzing and reporting conditions that exist or as they existed. The survey method is widely used to obtain data useful in evaluating present practices and in providing basis for decision making.

The design adopted was an investigative design since it is easy and efficient to use in an accurate counter and indicator to measure. This research design was been chosen because the study aims at collecting information from respondents on their experiences, feelings, views and perceptions on the effects of the organizational changes on their performance.

The use of questionnaire is found appropriate because it reduces biasness of the researcher and hence effective. The questionnaire will have both structured and instructed questions. The other data was obtained from journals, internet, government publications, circulars, books, newspapers and other written materials.

3.3 Target Population

The Provincial Administration is widely represented in the Kenya's civil service running down up to the grass root levels. To get good results, it will require the research to embrace the widest scope possible. The research selected Embu County (A collection of five Districts) which was easily accessible to represent characteristics of Provincial Administration in the entire country as the officers and issues involved are the same.

The field Provincial Administrators have been chosen in the study and not service consumers (members of the public) simply because the field Provincial Administrators are the ones discharging their functions which must be look into in the restructuring process. Many studies have focused on effects of such changes on service consumers (public).

A population is the total collection of elements about which the researcher wishes to make interference. The target population in the study will be 30 out of 201 Provincial Administrators

in Embu County as at November, 2012. This target is so since a number of sub-locations have remained vacant without being filled. They are to be estimated about 40 vacant sub-locations hence less 40 Assistant chiefs.

3.4 Sampling design and techniques

Sampling is used in research since it is not possible to study every member of element in the whole population. Hence, the researcher uses a representative sample of the study. The researcher has chosen 30 Provincial Administration which is 14.9% ($\approx 15\%$) of the total population as the sample size gives the relevant information. The sample of 30 is chosen because it comprises members from the 4 strata i.e. District Commissioners, District Officers, Chiefs and Assistant chiefs.

Purposive stratified random sampling method was used because of its appropriateness in regard to the nature of the respondents who could sometimes be out of the office because of their nature of work. The purposive data will be strategized into various categories.

As noted, through simple random sampling, the study population was classified in the above four strata's as indicated in the table number 3.2, 14.9% ($\approx 15\%$) criterion leads to a total sample of 30 study respondents.

Table 3. 1: Sample Design

Category	Number of employees	Sample size	percentage
Dc's	5	2	6.6%
Do's	18	3	10.3%
Chiefs	53	10	33.3%
Assistant chiefs	128	15	50%
Total	201	30	100

Source: Author (2012)Table 1.1 Target population

Category	Number of PA (Provincial Administration)
Dc's	2
Do's	5
Chiefs	10
Assistant chiefs	15
Totals	30

Source: DC's AO's monthly returns- Embu county. (November ,2012)

According to Mugenda and Mugenda (2003), the researcher chose 14.9% ($\approx 15\%$) of the entire population to be sample size which was a good representative of the target population. The stratified sampling design was used because each stratum is more homogenous than the total population. In this way one is able to get more precise estimates for each stratum and hence get a better estimate of the whole population (Kothari, 2004)

3.5 Data collection tools

The study used both primary and secondary data. Primary data was collected through structured questionnaire (open/closed which generates descriptive data). The review of internal information from the selected Provincial Administration will generate a quantifiable data. Thus the study employed a questionnaire as the research instrument for data collection. The merit of using the questionnaire is its simplicity in constructing as it is simple to understand and also saves time since it is not much detailed.

To gather information required for the study, the questionnaire was developed and tested to bring out any flaws that may be overlooked while drafting, interview, observation scheduled and records and then a final copy will be made. Each respondent was required to fill only one questionnaire. The questionnaire was administered according to the sampling design.

The questionnaire to be developed will include both closed and open ended questions based on the significance of the study. It has to be pointed out that there are several limitations of questionnaire. This may confuse respondents as to the nature of information required. Simple words that are easy to understand were to be used. Responses are limited and the respondents are

compelled to answer questions according to the researcher's choices. There should be therefore be an alternative for others to enable the respondent to give his view, if it is different from one listed, to choose from.

3.6 Reliability and validity of the research instrument.

Data reliability and validation will be done to maintain accuracy. Data reliability is the degree to which research instrument yield consistent results or data after repeated trials (Mugenda & Mugenda, 2003). To achieve this, the questionnaire was designed with systematic and comprehensive questions to enable respondents to answer them without much reference a test and retest to be done. Hence the reliability of the questionnaire will be ascertained by way of piloting some questionnaires to a sample of respondents who are not among the targeted sample to confirm its reliability. Data validity refers to the degree to which results obtained from analysis of data actually represents phenomenon under study (Mugenda & Mugenda 2003). To achieve content validity, it was presented to an expert that is supervisor to confirm its face validity on various sections in the questionnaire.

3.7 Data collection procedure.

The researcher personally distributed the questionnaires to the respondents and collect them after one week.

3.8 Data Analysis.

Data analysis refers to examining the coded data critically and making inferences. It is the process of systematically searching and arranging interview scripts; field

Notes, data and other materials obtained from the field with the aim of increasing the understanding of them and enabling presentation to others.

Analysis involves working with data, organizing data, interpreting data, breaking data into manageable units, synthesizing data and searching for patterns.

Data analysis leads to research report. The process of data analysis involves: data analysis can be divided into descriptive analysis and univariate analysis.

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries of about the sample and the measures. Together with simple graphic analysis, they form the basis of virtually qualitative analysis of data.

The data was collected using using questionnaires which was predominantly quantitative data. The collected raw data was summarized; coded and analysed both qualitatively and quantitatively by use of descriptive statistics. This was presented in tables, graphics and pie-charts. The SPSS will be used as a tool for analysis. The analysis of the raw data collected will enable the researcher to generate information. Data analysis involved reducing accumulated data to manageable size, developing summaries, looking for patterns and applying statistical techniques, Ogula (2010).

Data analysis was done using quantitative analysis since the distribution of measures or scores needs to be extensively described using descriptive analysis as these are suitable in giving the findings as the research will reveal. Descriptive analysis was used in organizing and describing a set of data while excel was used to present the analysis in tables, graphics, percentages and pie-

charts to give meaning to the responses. The descriptive statistics assisted the research successfully to communicate and analyze data as postulated by Mugenda and Mugenda, (2003).

Statistical methods to be used in Data analysis were that several statistical analysis would be conducted on the data collected in this study. First, the data will be analyzed using frequencies, percentages, mean scores and standard deviations. Secondly, data obtained from all the research questions will be analyzed using descriptive statistics such as frequencies and percentages. The data will be analyzed using the statistical package for social services (SPSS).

To be able to undertake the research, the researcher had an overview on study model of performance. It was difficult to evaluate an organization's performance when there are multiple inputs and multiple outputs to the system. The difficulties are further enhanced when the relationship between the inputs and the outputs are complex and involve unknown tradeoffs.

There is the physics of optimal decision making: a formal analysis of models of performance in two – alternative forced – choice task (TAFC) and the drift – diffusion model. Other models of performance measurement systems are; use of cognitive maps, cause and effect diagrams, tree diagrams, queuing networks, markov chains models. The competent Manager models are also models of performance.

The competent manager: A model for effective performance offers and empirical, “total” system approach that determines which characteristic of managers enable them to be effective in various management jobs. The model context identifies. Special characteristics as well as assess and develop managerial talent, develops talent, logical and integrated model of managerial competence that explains the relationships of these characteristics to each other, to the functions

of management job and to the key aspects of the internal environment. It introduces a model of individual competence.

The uncertainty and unpredictability of future events has stimulated interests in research on the nature and characteristics of changes and trends that will be likely to drive competitive performance in the future. Managers performance in the coming decade is primarily measured against the quality of their relationships with customers, communication, team building, goal accomplishment competencies. Effective management performance is essentially linked to manager's ability to manage relationships, processes and time to Drucker (1991). Organizations have long been concerned with improving productivity of their resources. It is widely recognized that organizations effectiveness is inextricably linked to their management performance. To Boyatzis, (1982) gaining knowledge about manager – organization performance relationship can motivate organizations to identify the types of managers that are suitable and effective for their long term needs and success with the aim of identifying the correct match between managers, managerial jobs and organization objectives.

Management performance is the extent and quality of Manager's contributions in realizing the objective of their unit and organization, Cockerill (1989). Manager's performance dependences on their experience, (Seniority), and competencies – knowledge, skills, attitudes, values, behavioral and motivational values. At the organizational level, there is growing belief that the continuing technological innovations, the primacy of customer and knowledge, the changing values and working habits of the knowledge surety demand different organizational form and emphasis. Such a structure is characterized by being responsive, flexible, and cross-activity

oriented, Bennis (1997). The competitive performance, (CP) factors in the 21st Century are represented by customer, learning and network.

Using the competent manager model as a study model of performance, we observe that as a system, the Provincial Administration has the field officers to execute tasks on behalf of the executive. They, must exhibit certain characteristics to perform better in terms of service delivery. Infrastructure development and Human resource welfare will have an effect on their performance of Provincial Administration for them to be competent managers.

3.9 Operationalization of variables

The two sets of variables in the study are categorized into the independent variables which include Human Resource Welfare, Infrastructure, Service Delivery and dependent variables represented by performance. It must be pointed out that in the study, a critical look at Independent Variable will help in assessing the effects it has on performance.

Secondly, this also helped to ascertain that indeed the independent variables identified are affected by performance. Practically put, the study looked at each set of independent variable say Human Resource Welfare and try to see if the said independent variable has any effect on the dependent that is performance. In other words, we examine whether if performance as a dependant variable has any effect on Human Resource Welfare of Provincial Administrators or is the independent variables identified have any bearing on the performance of Provincial Administrators.

With that kind of operationalization of the two sets of variables, the study will be able to either show a relationship or negate the existence of such relationships and this when analyzed will

help establish the link between the two sets of variables and by so highlighting the effects of organizational changes on performance as will be looked from the case of Provincial Administration within Embu county, as an identified research area.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1 Introduction

The purpose for this study was to establish and document the effects of the restructuring on performance of Provincial Administration in Embu County. This chapter presents the data analysis, results and discusses the key research finding for each specific objective as guided by the research question stated in each section.

4.2 Demographic data

Gender of the respondents

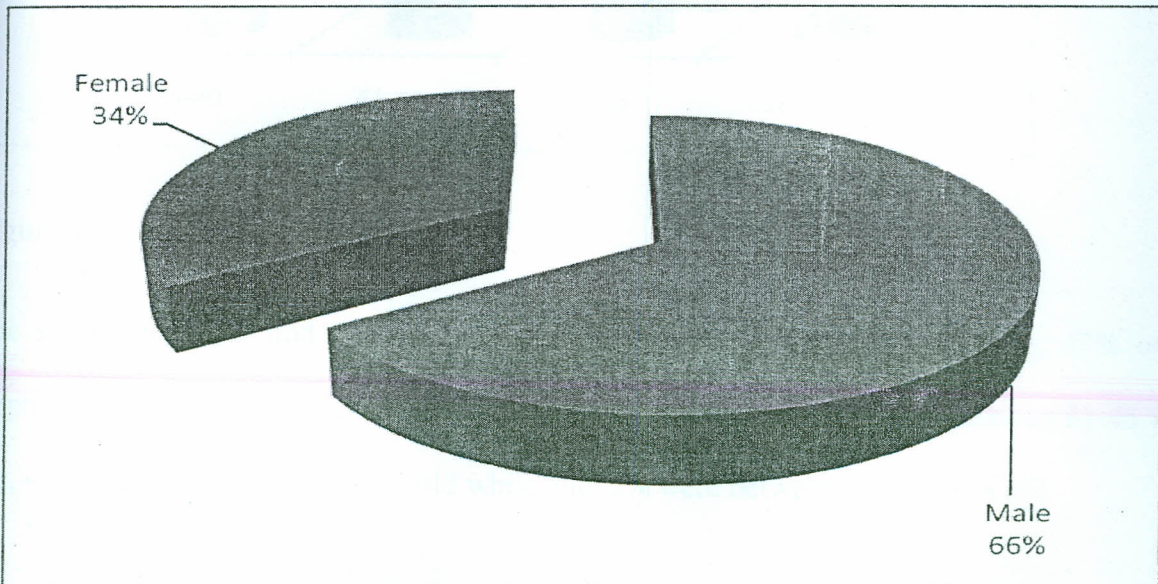


Figure 4. 1: Gender of the respondents

The study sought to find out the gender of the respondents. From the findings, 66% of the respondents were male while the rest (34%) were female. This means that there was gender imbalance in the organization.

Age of the respondents

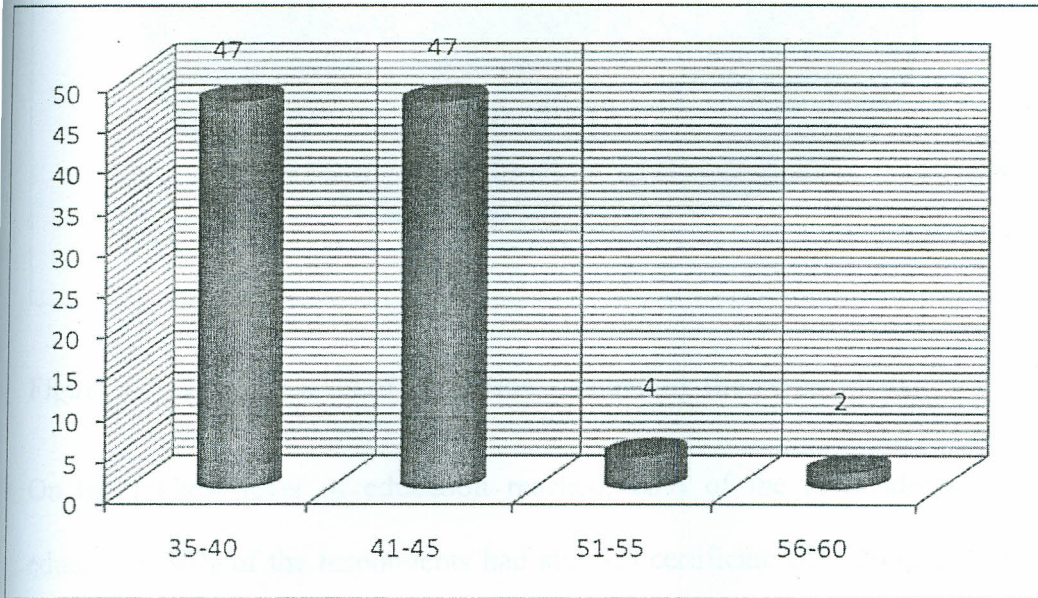


Figure 4. 2: Age of the respondents

The study sought to find out the age of the respondents. From the findings, 47% of the respondents were between 35-40 years old, 47% of the respondents were between 41-45 years old, 4% were between 51-55 years old while only 2% were between 56-60 years old.

Highest level of education reached by the respondents

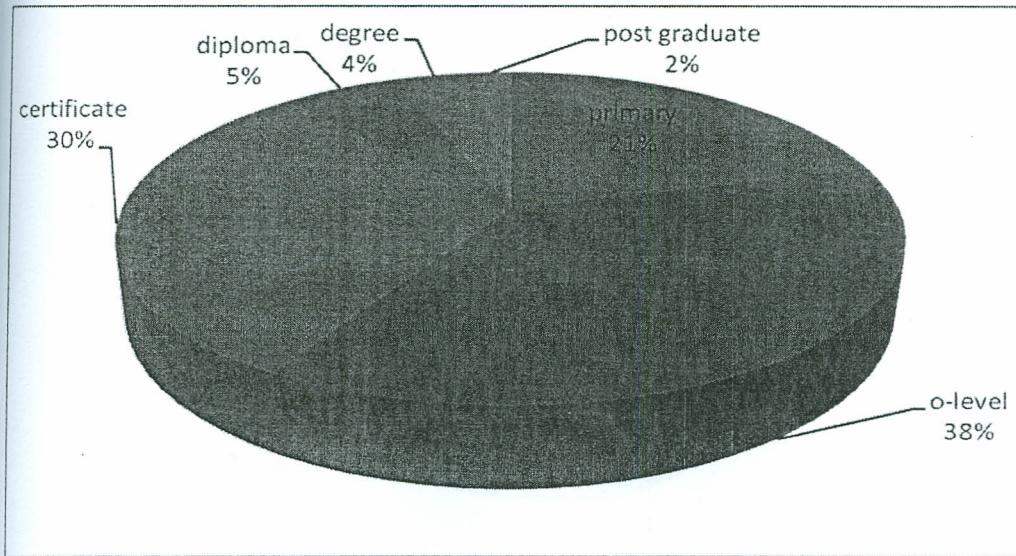


Figure 4. 3: Highest level of education reached by the respondents

On the highest level of education reached, 38% of the respondents had attained O- level education, 30% of the respondents had attained certificate education, 21% had attained primary education, 5% had attained diploma education, and 4% had attained degree education, while 2% had attained a postgraduate degree education.

Duration of work with Provincial Administration

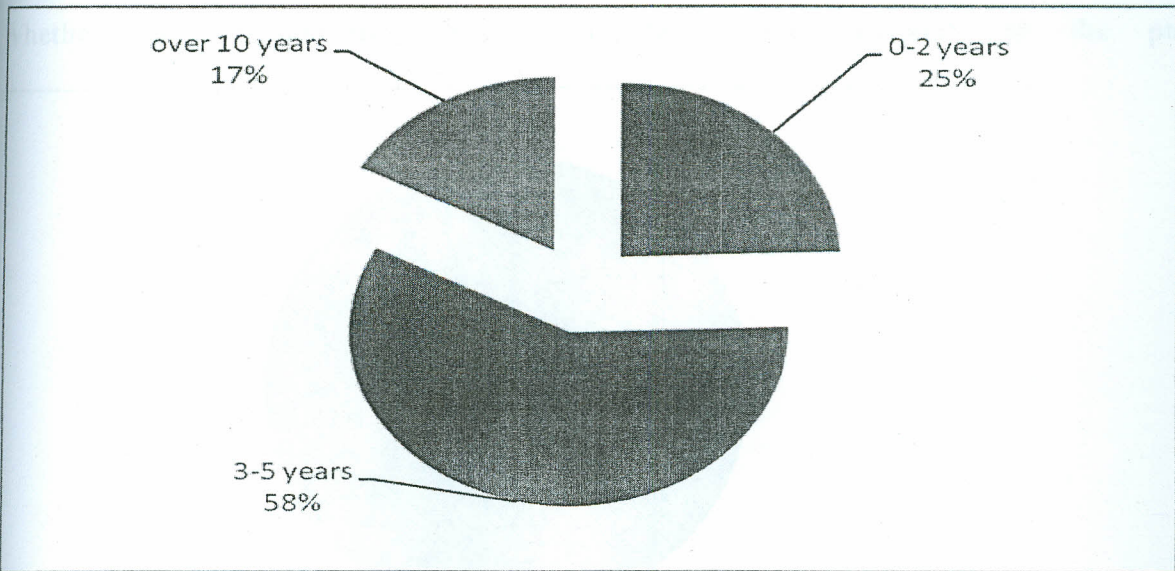


Figure 4. 4: Duration of work with Provincial Administration

On the duration of work with Provincial Administration, 58% of the respondents had worked for the Provincial Administration for 3-5 years, 25% had worked for the Provincial Administration for 0-2 years, while 17% of them had worked for the Provincial Administration for over 10 years.

4.3 Service Delivery

Whether the restructuring process affected service delivery to the public

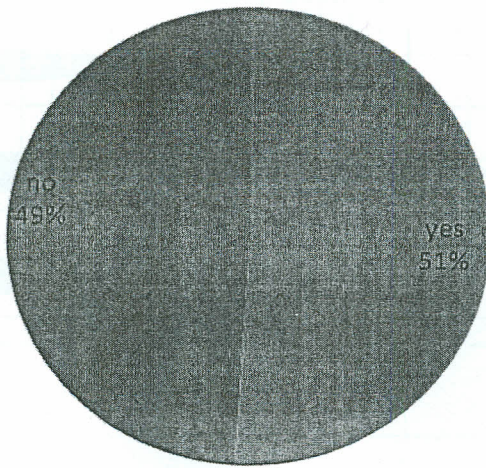


Figure 4. 5: Whether the restructuring process affected service delivery to the public

The study sought to find out whether the restructuring process affected service delivery to the public. From the findings, 51% of the respondents indicated that the restructuring process affects service delivery to the public, while the rest (49%) indicated that the restructuring process does not affect service delivery to the public.

Respondents' rating of the work morale

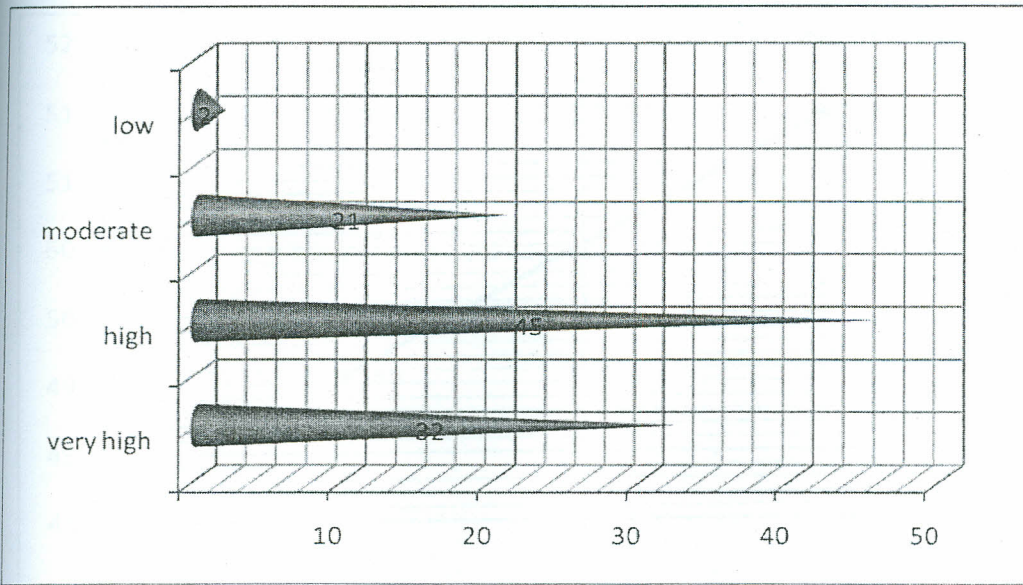


Figure 4. 6: Respondents' rating of the work morale

The study sought to find out the respondents' rating of the work morale. From the findings, 45% of the respondents rated employees work morale in the Provincial Administration as high, 32% of the respondents rated employees work morale in the Provincial Administration as very high, 21% of the respondents rated employees work morale in the Provincial Administration as moderate, while the rest 2% of the respondents rated employees work morale in the Provincial Administration as low.

Whether the current restructuring affects output performance

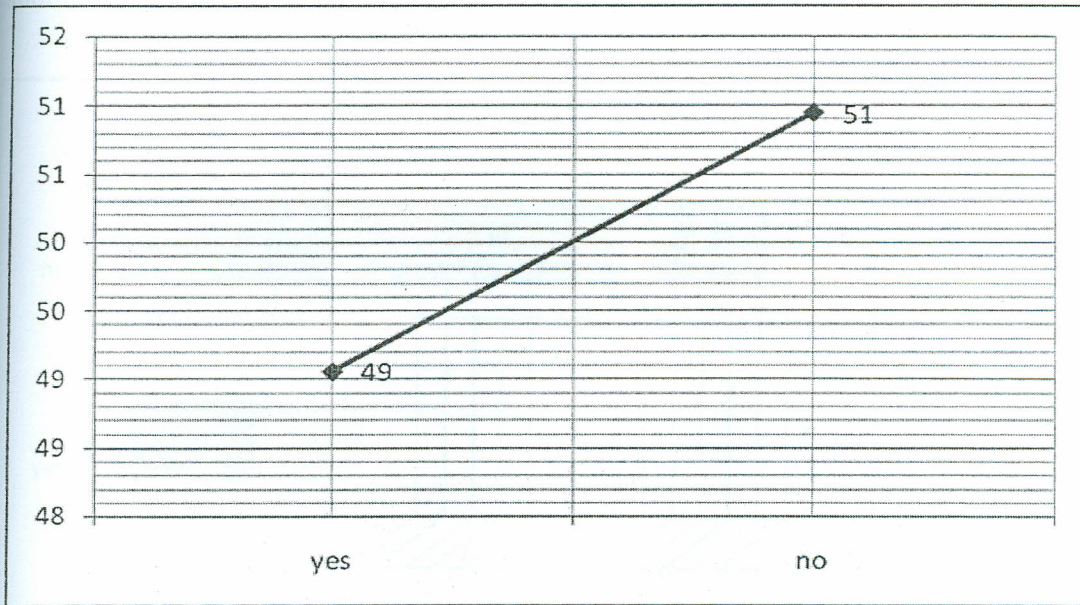


Figure 4. 7: Whether the current restructuring affects output performance

The study sought to find out whether the restructuring process affected output performance to the public. From the findings, 51% of the respondents indicated that the restructuring process affects output performance to the public, while the rest (49%) indicated that the restructuring process does not affect service delivery to the public.

Whether respondents support the on-going restructuring process in the provincial administration

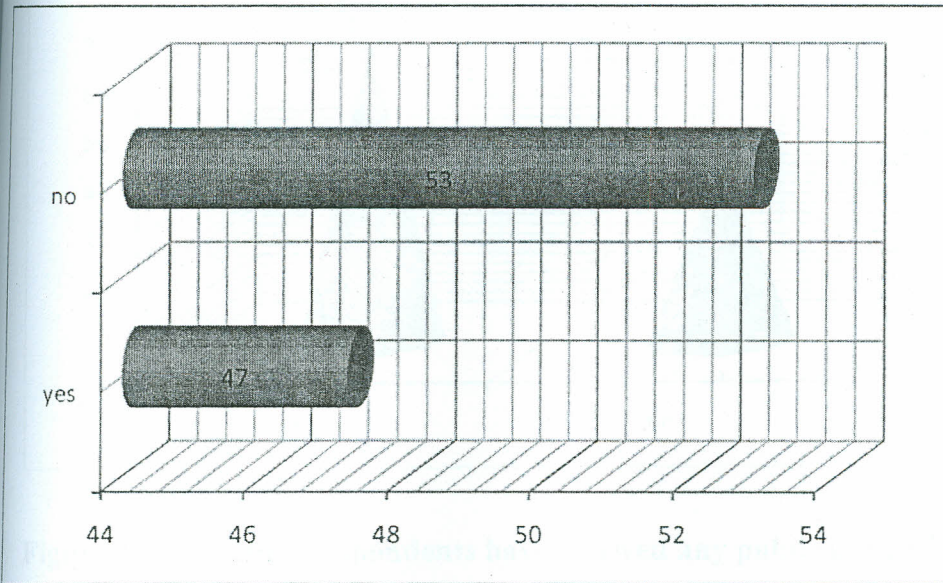


Figure 4. 8: Whether respondents support the on-going restructuring process in the provincial administration

From the findings, 53% of the respondents do not support the on-going restructuring process in the provincial administration, while the rest (47%) support the on-going restructuring process in the provincial administration.

Whether respondents have received any public complain regarding their service delivery

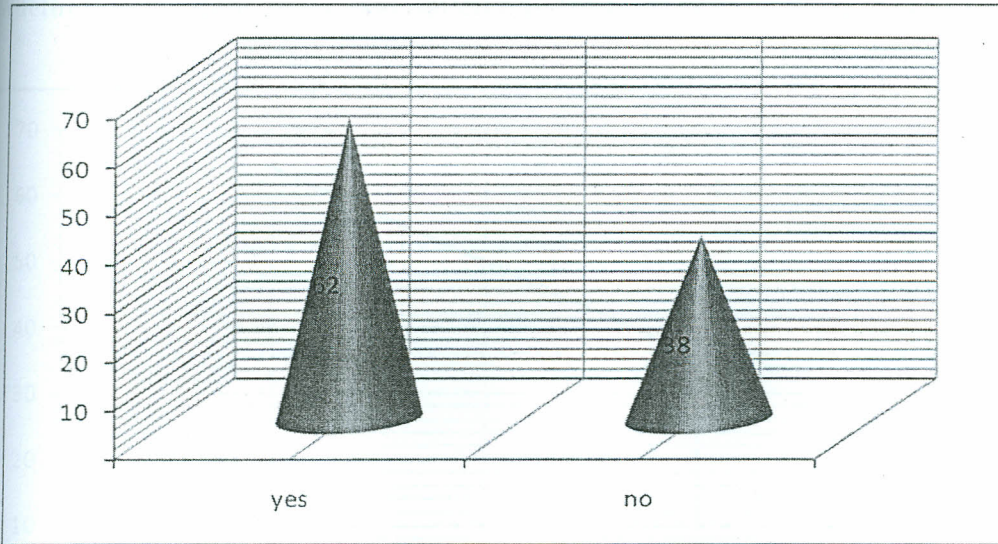


Figure 4. 9: Whether respondents have received any public complain regarding their service delivery

The study sought to find out whether respondents have received any public complain regarding their service delivery. From the findings, 62% of the respondents indicated they have received public complain regarding their service delivery, while the rest (38%) indicated that they have not received any public complain regarding their service delivery

4.4 Human Resource Welfare

Whether respondents have ever taken any training or courses in the last two years

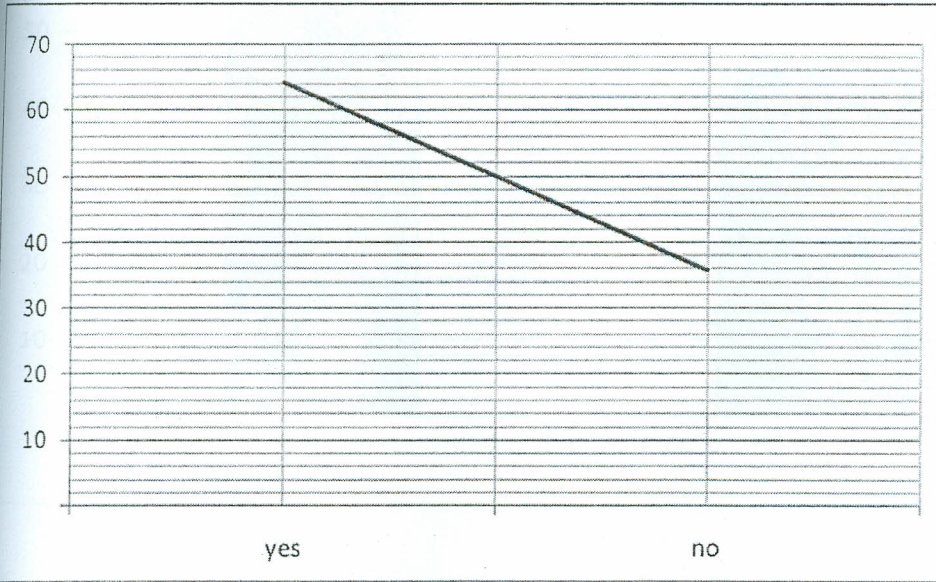


Figure 4. 10: Whether respondents have ever taken any training or courses in the last two years

The study sought to find out whether respondents have ever taken any training or courses in the last two years. From the findings, 64% of the respondents indicated that they have undergone training or a course in the last two years, while the rest (36%) indicated that they have not undergone training or a course in the last two years.

Whether the restructuring process has affected career progression

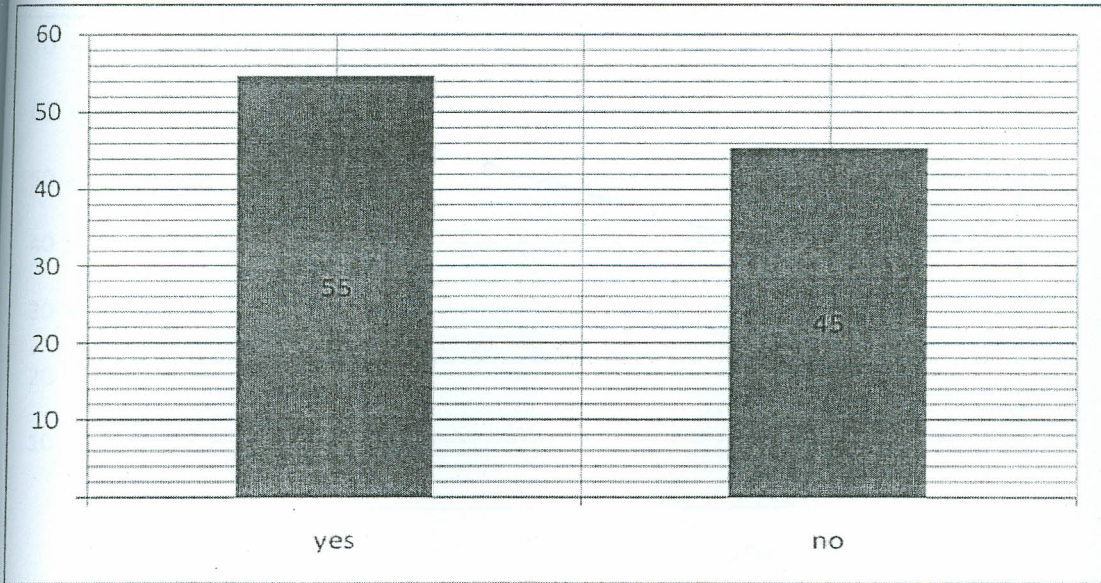


Figure 4. 11: Whether the restructuring process has affected career progression

On whether the restructuring process affects respondents' career progression, 55% of the respondents indicated that the restructuring process affects their career progression, while the rest (45%) indicated that the restructuring process does not affect their career progression

Whether respondents feel job secure with the current restructuring in place

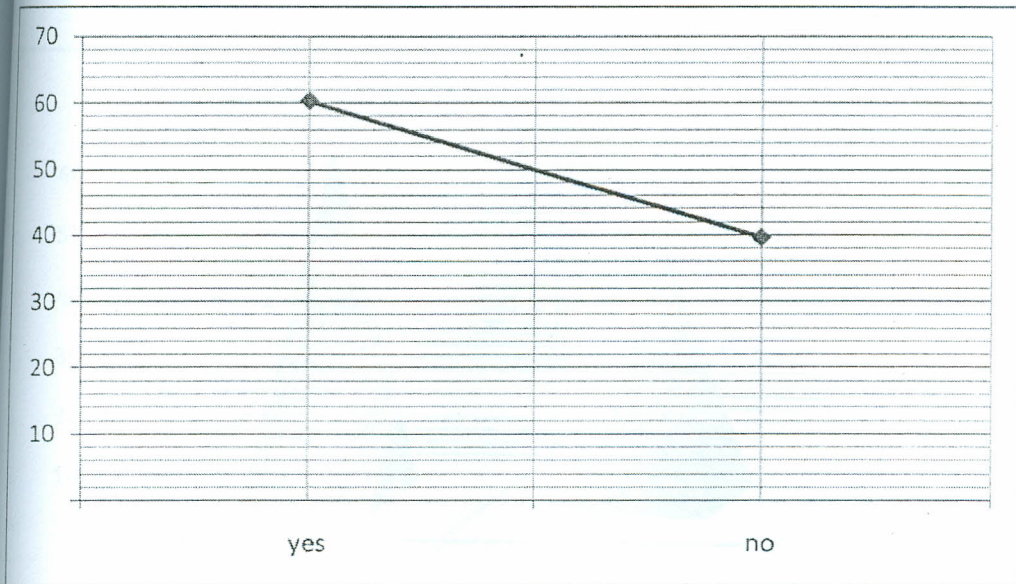


Figure 4. 12: Whether respondents feel job secure with the current restructuring in place

The study sought to find out whether respondents feel job secure with the current restructuring in place. From the findings, 60% of the respondents indicated that they feel job secure with the current restructuring in place, while the rest (40%) indicated that they don't feel job secure with the current restructuring in place.

Whether human resource welfare of provincial administration has been affected by restructuring

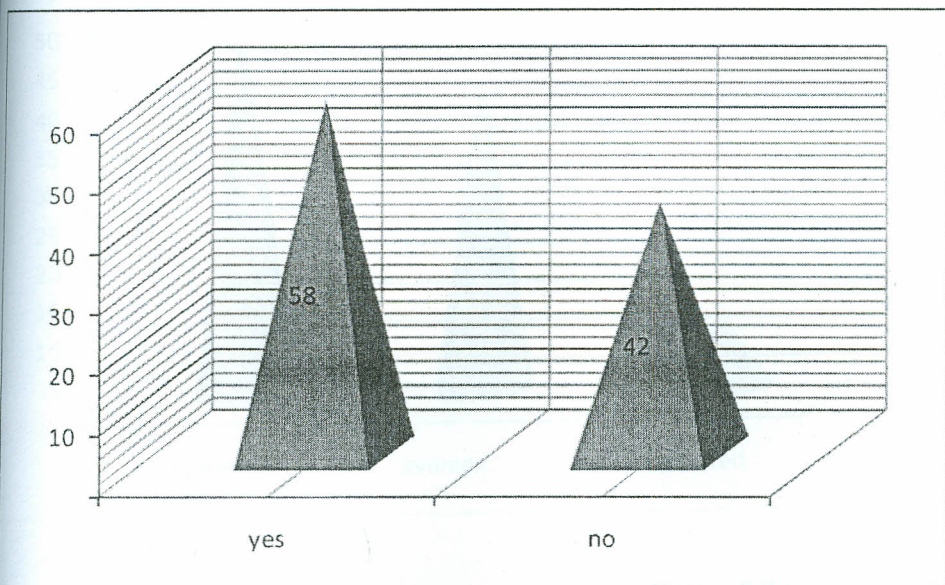


Figure 4. 13: Whether human resource welfare of provincial administration has been affected by restructuring

The study sought to find out whether the human resource welfare of provincial administration has been affected by restructuring. From the findings, 58% of the respondents indicated that the human resource welfare of provincial administration has been affected by restructuring, while the rest (42%) indicated that the human resource welfare of provincial administration has not been affected by restructuring.

Extent to which human resource welfare of PA affected by restructuring

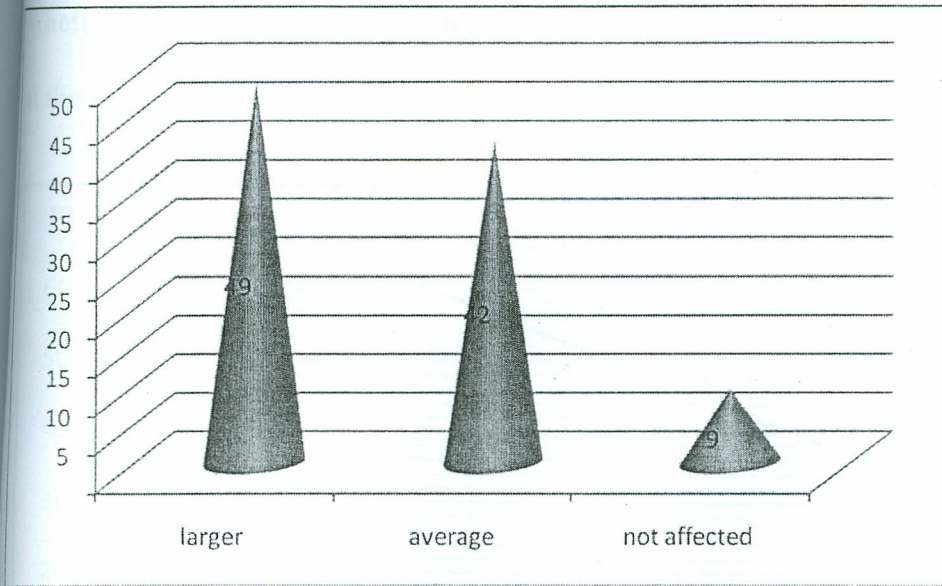


Figure 4. 14: Extent to which human resource welfare of PA affected by restructuring

The study sought to find out extent to which human resource welfare of PA affected by restructuring. From the findings, 49% of the respondents indicated that the human resource welfare of PA affected by restructuring to a larger extent, 42% of the respondents indicated that human resource welfare of PA is averagely affected by restructuring while the rest (9%) indicated that the restructuring process does not affect human resource welfare of PA.

4.5 Infrastructure Development

Whether there have been any changes in infrastructure development due to restructuring at the PA

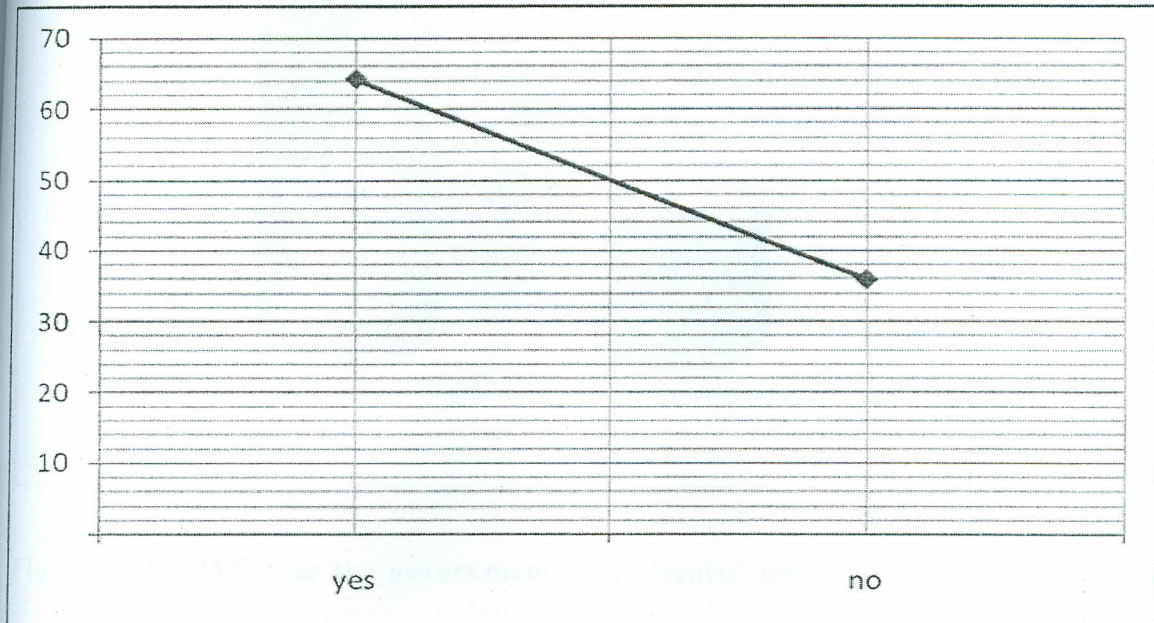


Figure 4. 15: Whether there have been any changes in infrastructure development due to restructuring at the PA

The study sought to find out whether there have been any changes in infrastructure development due to restructuring at the PA. From the findings, 64% of the respondents indicated that there have been changes in infrastructure development due to restructuring at the PA, while the rest (36%) indicated that the restructuring process does not infrastructure development.

Whether the government has allocated finance for infrastructure since the restructuring started: office development, stationary supply, uniform supply, fuel, airtime.

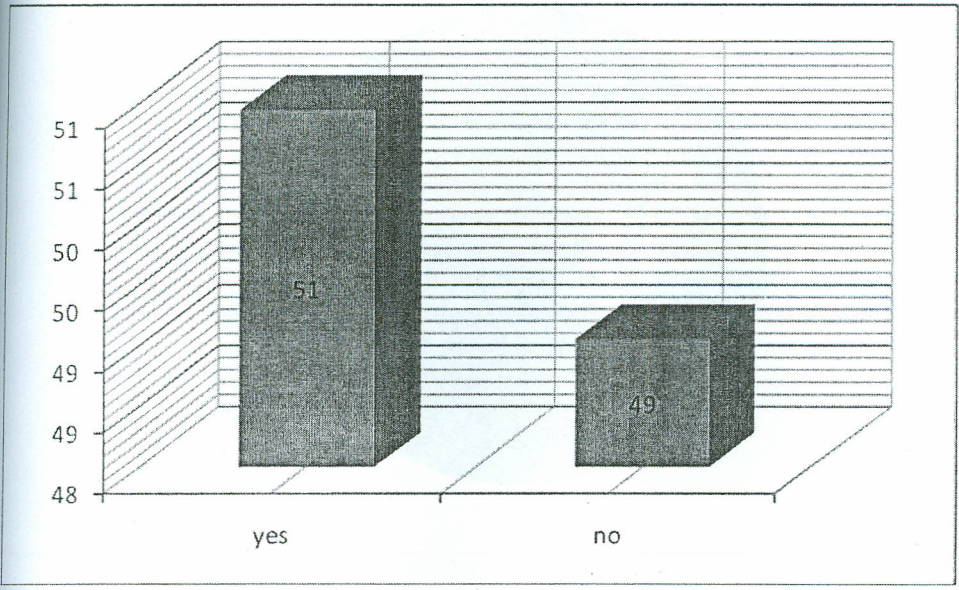


Figure 4. 16: Whether the government has allocated finance for infrastructure since the restructuring started: office development, stationary supply, uniform supply, fuel, airtime.

The study sought to find out whether the government has allocated finance for infrastructure since the restructuring started. From the findings, 51% of the respondents indicated that the government has allocated finance for infrastructure since the restructuring started, while the rest (49%) indicated that the government has not allocated finance for infrastructure since the restructuring started.

Increase or reduction on allocation

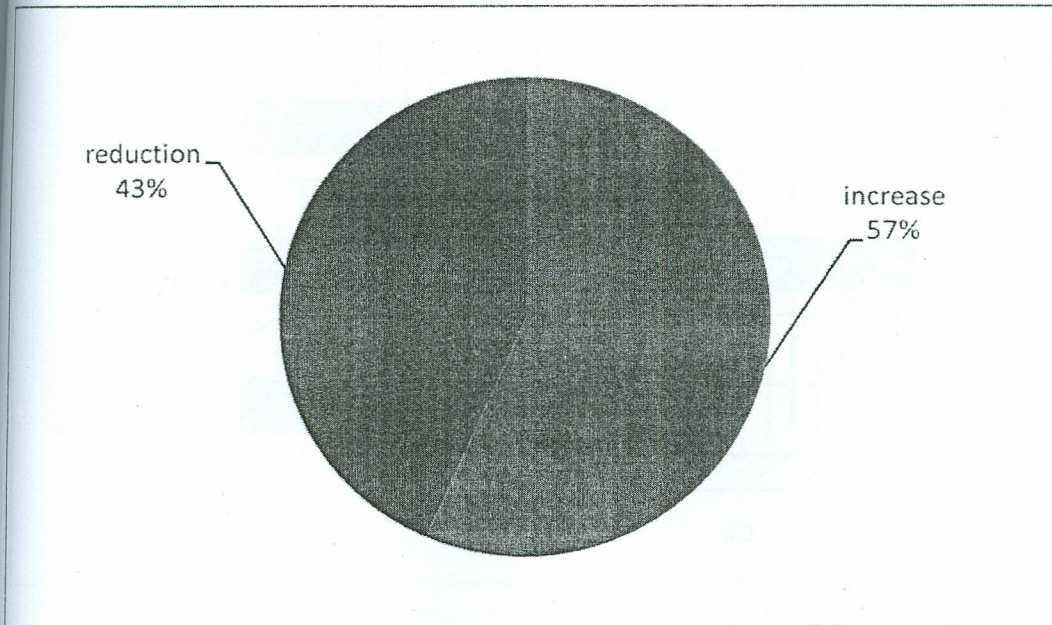


Figure 4. 17: Increase or reduction on allocation

The study sought to find out whether there was Increase or reduction on allocation of finance for infrastructure for the restructuring process. From the findings, 57% of the respondents indicated that there was Increase on allocation of finance for infrastructure, while the rest (49%) indicated that there was a decrease on allocation of finance for infrastructure.

Whether the government has been able to adequately prepare the restructuring process

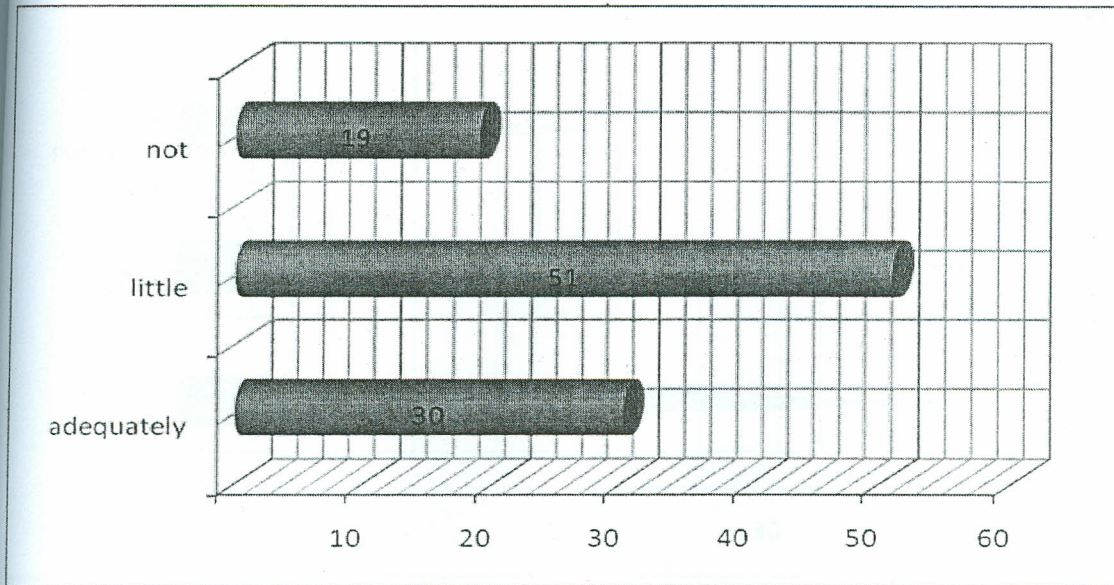


Figure 4. 18: Whether the government has been able to adequately prepare the restructuring process

The study sought to find out whether the government has been able to adequately prepare the restructuring process. From the findings, 51% of the respondents indicated that the government has been able to adequately prepare the restructuring process, 30% indicated that the government has been able to a little extent been able to prepare the restructuring process while the rest (19%) indicated that the government has not been able to adequately prepare the restructuring process.

Whether respondents feel involved in the current provincial administration restructuring

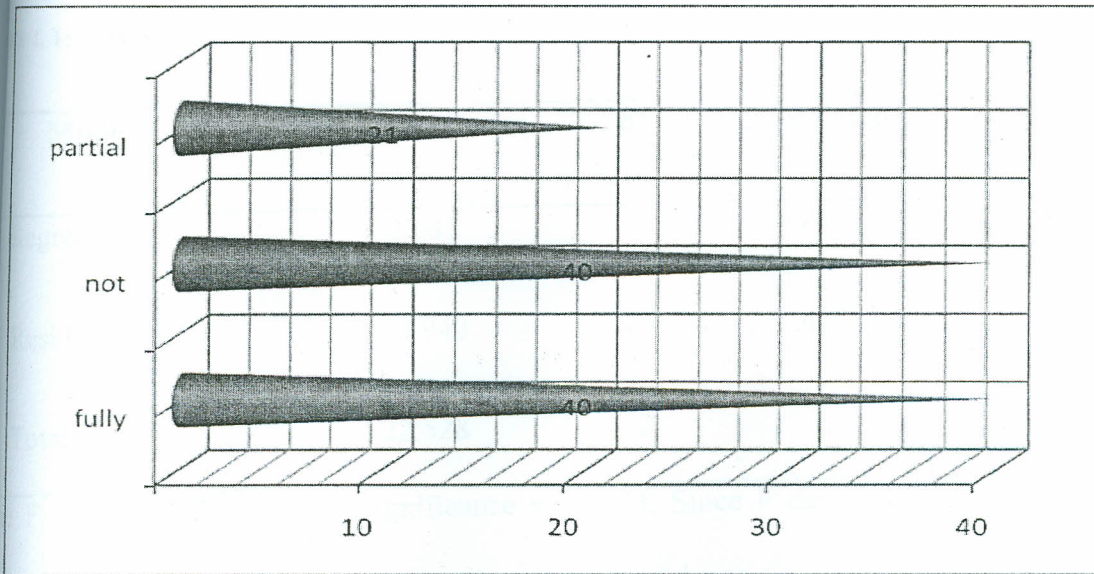


Figure 4. 19: Whether respondents feel involved in the current provincial administration restructuring

The study sought to find out whether respondents feel involved in the current provincial administration restructuring. From the findings, 40% of the respondents felt that they were fully involved in the current provincial administration restructuring process, 40% of the respondents felt that they were not involved in the current provincial administration restructuring process; while 20% of the respondents felt that they were partially involved in the current provincial administration restructuring process.

6 Regression analysis

Table 4. 1: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.588	3	.863	17.80	.110 ^a
Residual	19.940	49	.407		
Total	22.528	52			

The F critical at 5% level of significance was 6.54. Since F calculated is greater than the F critical (value = 17.80), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, (s Service Delivery, Human resource welfare, infrastructures development). Explain the variation in the dependent variable which is performance.

Table 4. 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.555 ^a	.789	.061	.63792	.115	2.120	3	49	.110

a. Predictors: (Constant), infrastructures development.

b. . Dependent Variable: performance

c. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (performance) that is explained by all the 3 independent variables (Service Delivery, Human resource welfare and infrastructures development).

d. The three independent variables that were studied, explain 78.9% of variance in performance as represented by the R^2 . This therefore means that other factors not studied in this research contribute 21.1% of variance in the dependent variable. Therefore, further research should be conducted to investigate into the other factors that affect performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.631	.406		4.019	.000
	Service delivery	.241	.185	.185	1.301	.009
	Human Resource welfare	.257	.185	.189	1.384	.003
	Infrastructure development	.319	.192	-.235	-1.660	.003

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 +$) becomes:

$$Y = 1.631 + 0.241 X_1 + 0.257 X_2 + 0.139 X_3$$

- a. Where Y is the dependent variable (performance), X_1 is Service Delivery variable, X_2 is Human resource welfare variable and X_3 is infrastructures development variable.

According to the equation, taking all factors (Service Delivery, Human resource welfare and infrastructures development) constant at zero, performance will be 1.631. The data findings also

show that a unit increase in service delivery variable will lead to a 0.241 increase in performance; a unit increase in human resource welfare will lead to a 0.257 increase in performance while a unit increase in infrastructures development variable will lead to a 0.139 increase in performance. This means that the most significant factor is human resource welfare followed by service delivery.

At 5% level of significance and 95% level of confidence, service delivery had a 0.009 level of significance; human resource welfare had a 0.003, infrastructure development had a 0.003 level of significance.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

5.2 Summary of the findings

5.2.1 Service delivery

The study found out that the restructuring process affects service delivery to the public, respondents rated employees work morale in the Provincial Administration as high, that the restructuring process affects service delivery to the public, respondents do not support the on-going restructuring process in the provincial administration, respondents have received public complain regarding their service delivery, while the rest (38%) indicated that they have not received any public complain regarding their service delivery.

5.2.2 Human Resource Welfare

The study found out that respondents have undergone training or a course in the last two years; that the restructuring process affects their career progression, that they feel job secure with the current restructuring in place, that the human resource welfare of provincial administration has been affected by restructuring, and that the human resource welfare of PA affected by restructuring to a larger extent.

5.2.3 Infrastructure Development

The study found out that there have been changes in infrastructure development due to restructuring at the PA, that the government has allocated finance for infrastructure since the

restructuring started, that there was Increase on allocation of finance for infrastructure, that the government has been able to adequately prepare the restructuring process, 30% indicated that the government has been able to a little extent been able to prepare the restructuring process; that they were fully involved in the current provincial administration restructuring process, and respondents felt that they were not involved in the current provincial administration restructuring process.

5.3 Conclusions

The study concludes that the restructuring process affects service delivery to the public, respondents rated employees work morale in the Provincial Administration as high, that the restructuring process affects service delivery to the public, respondents do not support the on-going restructuring process in the provincial administration, respondents have received public complain regarding their service delivery, while the rest (38%) indicated that they have not received any public complain regarding their service delivery.

The study concludes that respondents have undergone training or a course in the last two years; that the restructuring process affects their career progression, that they feel job secure with the current restructuring in place, that the human resource welfare of provincial administration has been affected by restructuring, and that the human resource welfare of PA affected by restructuring to a larger extent.

The study concludes that there have been changes in infrastructure development due to restructuring at the PA, that the government has allocated finance for infrastructure since the restructuring started, that there was Increase on allocation of finance for infrastructure, that the government has been able to adequately prepare the restructuring process, 30% indicated that the

government has been able to a little extent been able to prepare the restructuring process; that they were fully involved in the current provincial administration restructuring process, and respondents felt that they were not involved in the current provincial administration restructuring

5.4 Recommendations

The study recommends that development is a long term strategy which focuses on the whole culture of the organization in order to bring about planned change. Therefore the restructuring in the provincial administration should ensure that it seeks to change beliefs, attitudes, values and structure – in fact the entire culture of the organization – so that the organization may better adapt to technology and live with the pace of change.

5.5 Recommendations for further research

This study has investigated the factors the effects of the restructuring on performance of Provincial Administration in Embu County. To this end therefore a further study should be carried out to find out the effects of restructuring on performance of Provincial Administration in the whole country.

Moreover a study should also be carried out in other government sectors to find out if the same results will be obtained.

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KENYATTA UNIVERSITY

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

P.O BOX 43844-00100

NAIROBI, KENYA.

13TH, November 2012

TO WHOM IT MAY CONCERN:

RE: OBUDO MBOGO DANIEL

D53/ OL/ 14710/ 2009.

This letter is to introduce you to the above named person who is our student. He is undertaking research project in partial fulfillment of his Masters of Business Administration (Strategic Management Option)

Topic: The Effects of Restructuring on Provincial Administration performance. Case for Embu County.

Any information given will be treated with strict confidentiality and used for academic purposes only.

Any assistance accorded to him will be highly appreciated

Yours faithfully

Dr. S. M. MUATHE

KENYATTA UNIVERSITY

I am a student pursuing post-graduate studies; Master of Business Administration, Strategic Management Option at Kenyatta University and currently undertaking a research project.

This questionnaire is intended to elicit views on the effects of restructuring of Provincial Administration system (especially the field Provincial Administration, a case of Provincial Administration performance in Embu County).

Your response will be treated with great confidentiality and will be used to find ways to understand the on-going organizational changes.

SECTION A: BACKGROUND OF THE RESPONDENTS

Please indicate the correct option as correctly and honestly as possible by ticking (✓) in the appropriate box on one of the options.

For questions that require your own opinion, please use the space provided. Kindly respond to all items. The information will be treated as confidential. The questionnaire is for academic purpose only.

1. Name (optional).....

2. Gender/ Sex

Male

Female

3. Age:

35-40

41-45

46-50

51-55

56-60

4. Education level of the respondent.

Primary

O-level

Certificate

Diploma

Degree

Post-graduate

Others (please indicate).....

5. How many years have you worked with the Provincial Administration (PA)?

0 – 2 years

3 – 5 years

6 – 10 years

Over 10 years

SECTION B: PERFORMANCE

1. How do you rate the overall performance of Provincial Administration in Embu

County

Very high

High

Moderate

Low

Poor

2. To what extent has restructuring of Provincial Administration affected your performance?

Very great

Great

Little

Not at all

3. Rate the performance of Provincial Administration as it undergoes restructuring?

Very high

High

Moderate

Low

Poor

4. How do you compare your performance after restructuring?

Excellent

Very good

Good

Poor

5. Which among the following impacts of organizational changes does affect most your performance? Use the appropriate scale below for each of the listed.

(Tick where appropriate)

	Most affected	Affected	Least affected
Human Resource Welfare			
Infrastructure Development			
Service Delivery			

6. Rate the level of clear structures in place for restructuring of Provincial Administration

Very high

High

Little

Not at all

If yes, how do you rate the transition?

Most successful

Successful

Least successful

Failure

7. What is your attitude towards your department in as so far as the on-going changes are concerned?

Positive

Negative

Don't know

8. What mode of communication has most been used by your organization to communicate the changes.

Memorandum

Phone calls

Notices

Circulars

Letters

Media

9. Rate the efficiency of the mode of communication employed.

Very effective

Efficient

Moderate

Not efficient

10. Has Provincial Administration provided room for your contribution on the changes?

Fully Partially Not at all

11. In your opinion, give two recommendations that can be given to the government on the on-going restructuring of Provincial Administration

a)

b)

12. Please note any other information of relevance to the study

SECTION C: SERVICE DELIVERY

1. Has the restructuring process affected your service delivery to the Public? Rate the level of the effects.

Very high -5 High -4 Little - 3 Nil - 2 Don't know -1

2. Rate your work morale:

Very high

High

Moderate

Low

3. Do you think the current restructuring is affecting your output performance in terms of service delivery?

Very much

Not Much

Not at all

4. Do you support the on-going restructuring process in the Provincial Administration?

Support

Does not support

Undecided

5. Have you received any Public complain regarding your service delivery?

Occasionally Always er

SECTION D: HUMAN RESOURCE WELFARE

1. Have you ever undertaken any training or courses in the last two years? If yes, state.

Often Rarely Not at all

2. Has restructuring affected your career progression?

Greatly Average Little Not at all

3. Do you feel job-secure with the current restructuring in place? If yes, state.

Very much Much Little Not sure

4. Do you feel the Human Resource Welfare of Provincial Administration has been affected by restructuring? To what extent

Very much Much Not much Not at all

Briefly explain your answer.

To what extent is the Human-resource Welfare of PA affected by restructuring?

Larger

Average

Not affected

SECTION E: INFRASTRUCTURE DEVELOPMENT

1. Rate the level of changes on infrastructure development due to restructuring?

Very high

High

Low

2. Since restructuring started, has the Government allocated you finances for infrastructure: office development, stationary supplies, uniform supply, fuel, airtime. Rate the level of support.

Very high

High

Little

Nil

3. How has restructuring affected infrastructure Development of Provincial Administration? State briefly.

Appendix III: Research budget

Items required and their estimated costs

ITEM NEEDED	PRICE PER UNIT	TOTAL COST (KSH)
1) Hiring personnel/ clerical assistant (2)	Sh. 200 per day per person for duration of 2 weeks. (200*14 days*2)	Ksh. 5600
2) Computer (purchase)	Toshiba	Ksh. 40,000
3) Stationery: - Papers - Pens - Files	Printing paper- 1 ream @ 500/= 1 packet Biro @ 180 4 spring @ 60	500/=

		240
4) Travel expenses. Hiring car	Charged @ Ksh. 2000 for about ten times to visit respondents	Sh. 20,000
5) Subsistence allowances lunches and accommodation costs	Lunches at Sh. 200 per meal. Accommodation at 400/= per night per person	Sh. 200*10 days = 2000 Sh. 400*5 days = 1200
6) over head/ incidental expenses	Ksh. 6000/=	Ksh. 6000/=

<p>7) Cost of typesetting, printing/ binding (4 copies)</p>	<p>At Ksh.40 per page (maximum) 110 pages per copy (Sh.40*110 pages*4 copies)</p> <p>Binding 1 copy with hard cover material @ Ksh. 500 per copy*4 copies</p>	<p>Ksh. 17, 600</p> <p>Ksh. 2000</p>
<p>TOTAL AMOUNT</p>		<p>KSH. 93,820</p>

Appendix IV: Table of Administrative Units, Embu County

NAME OF ADMINISTRATIVE UNIT	DIVISIONS	LOCATIONS	SUB-LOCATIONS
EMBU WEST DISTRICT	2	5	15
EMBU EAST DISTRICT	2	11	33
EMBU NORTH DISTRICT	1	7	24
MBEERE NORTH DISTRICT	4	16	32
MBEERE SOUTH DISTRICT	4	11	24
TOTAL	13	50	128

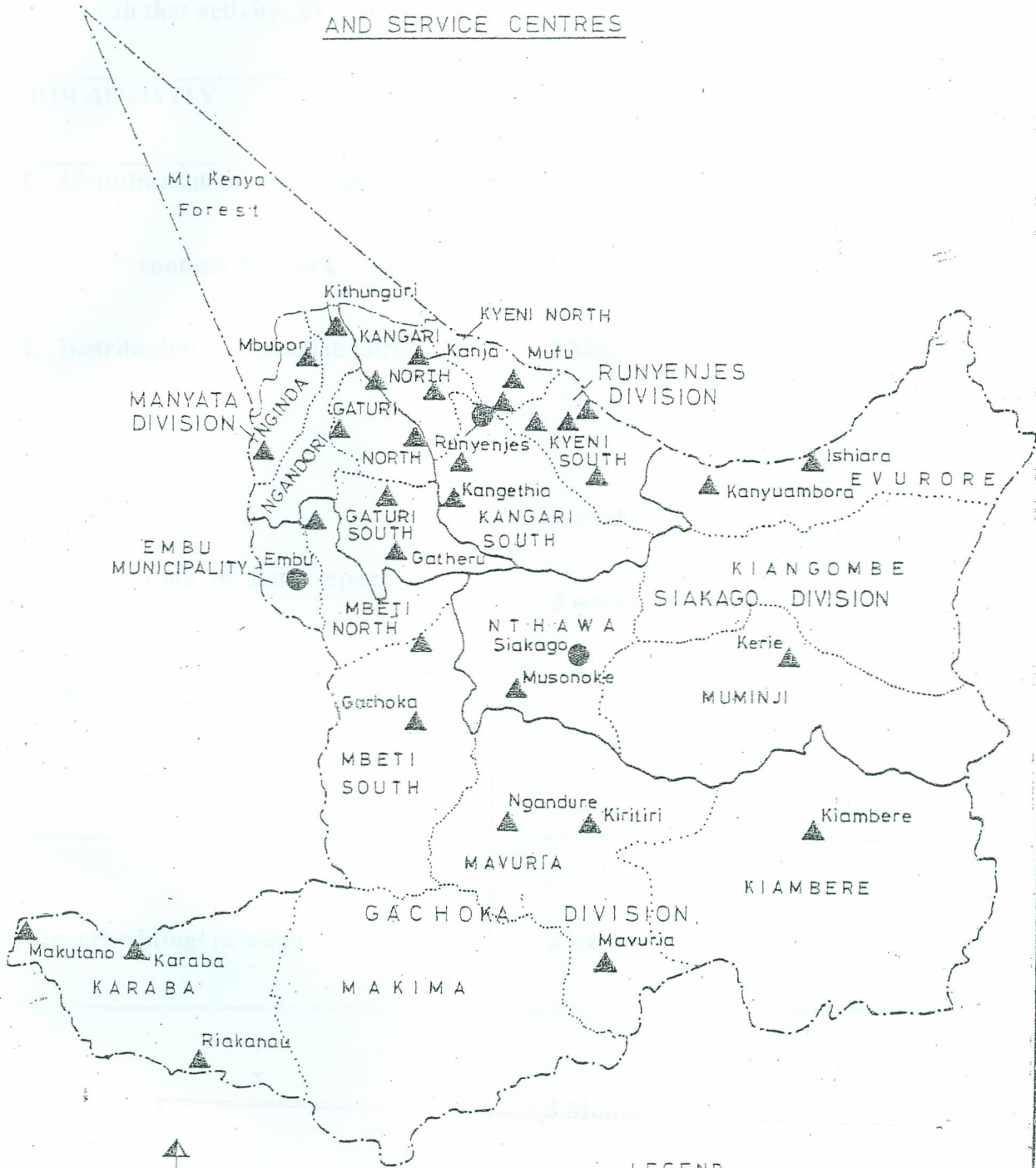
Appendix V: Map of Embu County – Area of study

(See the attached copy)



EMBU COUNTY

ADMINISTRATIVE BOUNDARIES AND SERVICE CENTRES



LEGEND

- District Boundary
- Division Boundary
- Location Boundary
- Forest Boundary

SIKAKAGO --- Division Name
KARABA --- Location Name

- --- Urban Centre
- ▲ --- Rural Centre

Appendix VI: Work plan / Time schedule

To include listing of major activities and corresponding anticipated time period it will take to accomplish that activity, given in months.

MAJOR ACTIVITY	TIME / PERIOD TAKEN
1. Identification of respondents - contact: Network	2 Weeks
2. Distribution Of questionnaires/ data collection	2 Months
3. Data analysis	3 weeks
4. Compilation of data report/ report writing.	3 weeks
5. Report editing/ printing	2 weeks
Total period	3 Months

Appendix VII: Administration units

Embu County has five Districts, thirteen Divisions, fifty locations and one twenty five sub-location.

Embu county: - 2 Divisions

- 5 Locations

- 15 Locations

Embu East: - 2 Divisions

- 11 Locations

- 33 Sub-locations

Embu North: - 1 Division

- 7 Locations

- 24 sub locations

Mbeere South: - 4 Divisions

- 11 Locations

- 24 Sub locations

Mbeere North - 4 Divisions

- 16 Locations