

**BUSINESS PROCESS RE-ENGINEERING AND PERFORMANCE OF
PUBLIC SERVICE COMMISSION, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

I certify that the project submitted is my original work and has not been submitted to any other institution for credit. Without the express written consent of the researcher or/and Kenyatta University, the document shall not be duplicated.


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The research project was developed by the student with my permission as the University's supervisor.

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DEDICATION

The project is dedicated to my immediate family, who helped me tremendously by providing moral support, which enabled me to pursue this course.

ACKNOWLEDGEMENT

I praise God for blessing me with the curiosity to learn new things and, more importantly, for protecting me and keeping me well. Dr. Reuben Njuguna, my supervisor, has been really helpful and patient with me as I've worked on my project.

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ACRONYMS AND ABBREVIATIONS

BPR	Business Process Re-engineering
IT	Information Technology
OS	Open Systems
PSC	Public Service Commission
RBV	Resource Based View
ROI	Return on Investments
SPSS	Statistical Package for Social Science

OPERATIONAL DEFINITION OF TERMS

Business Process: This is a set of tasks that are carried out by an organization with an aim of achieving its organizational objective and mandate.

Business Process Re-engineering: A process of fundamentally re-thinking and the radically re-designing of business processes to achieve organizational objectives.

Organizational performance: This is a measure of a firm's achieved outcome compared to the expected output.

Employee Training: This refers to the assessment of the skills possessed by the employees before an organization implements business process re-engineering.

Organizational Structure (OS): This refers to the way responsibilities and power is distributed, and how the work procedures are executed by the members in an organization.

Performance: The ability of the organization to attain key objectives in a year.

Technology: This is a systemized use of physical facilities in the process of producing goods and services.

Change Management: This is a systematic approach and application of tools, resources and knowledge in handling change.

ABSTRACT

The business environment in all industries is increasingly facing a host of challenges because of the rising customer expectations, globalization effects and technological advancements. Business process re-engineering (BPR) is a process based on a fundamental re-thinking and the radical re-designing of business processes with an aim of achieving rapid progress while focusing on service delivery, quality, cost reduction and the overall performance of an organization. The purpose of this study was analysing the BPR implementation and performance of Public Service Commission (PSC), Kenya. The objectives were: to examine the extent to which organizational structure, information technology, change management and employee training affects performance in the PSC, Kenya. The study was anchored on Resource Based View, Open Systems, Kurt Lewin's Change Model and Dynamic Capabilities theories. The study employed a descriptive research approach, with questionnaires used to collect data and the data analysed using SPSS software. Both descriptive and inferential statistics were used in the analysis. 12 Top Management, 80 Senior Management 222 Technical Cadre and 98 Skill Operational Cadre. The sample size was 202 respondents. The researcher employed structured questionnaires as a means of collecting data from the study participants. The survey was pilot tested for reliability and validity. Twenty people, or 10% of the total sample size, were selected at random from the Commission's membership to fill out the surveys. The study found that organizational structure significantly effects changes in performance of PSC, Kenya. The study found that Information Technology significantly affects performance of PSC, Kenya. The study found that change management significantly affects organizational performance. The study concluded that employee training insignificantly affects performance of PSC, Kenya. The study findings concluded that knowledge, skills and ability obtained through training significantly affected productivity. The study demonstrated that the effective implementation of organization structure and change management played a significant role in the development of a valuable information technology system, leading to enhanced organizational performance. The study recommends that public sector organizations that intend to improve service delivery should drastically change the business processes since it will result to business process improvements and service delivery. The study recommends that it is imperative for top management in the public sector to maintain their support and dedication towards Business Process Reengineering (BPR) by effectively allocating and directing the required resources. The responsibility of coordinating training programs for officers engaged in national government functions at the county level should always lie with the County Human Resource Advisory Committee.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The business climate in all industries is increasingly facing a host of challenges due to the competitive pressures which are ever increasing rapidly because of the rising customer expectations, globalization effects and technological advancements (Khosrow-Pour, 2019). Therefore, for organizations to sustainably engage in business, it is mandatory that they adopt performance improvements in their work processes. Organizations that do not undertake frequent re-organization, gradually start descending the path of imminent collapse (Murphy & Marshall, 2021). Based on this fact, the last two decades have witnessed firm re-organizations in their effort to enhance efficiency and improve on performance. Organizations are compelled to undertake radical measures in their work processes since the improvement of product and service delivery does not guarantee survival in business environment (Akingbade, 2014).

According to Grant (2016), firms use BPR as a way to drastically improve performance on critical procedures that impact both customers and the broader organization. To illustrate, Omid and Khoshtinat (2016) suggest that BPR can serve as an effective mechanism to reduce costs and cycle times, eliminate unproductive practices, and streamline the workload of employees involved in such practices. Furthermore, BPR enhances quality through the reduction of the work fragmentation and establishment of vibrant process ownership, hence, employees are assigned responsibility in accordance with their work output, and their performance can be evaluated through timely feedback (Zahoor *et al.*, 2015). Moreover, BPR has a significant capacity to enhance productivity by minimizing

process duration and expenses, improving quality, and increasing customer satisfaction. However, it typically requires a substantial transformation in the organizational structure. (Mukwakungu *et al.*, 2019). Consequently, the implementation of BPR is a complicated undertaking that necessitates benchmarking against various success factors to ensure its successful execution (Ozcelik, 2010).

Globally, organizations have taken measures to cut down on the organizational layers while eliminating activities which are regarded as unprofitable through two critical areas; the redesigning of a functional organization to come up with systems that are cross-functional and the utilization of technology to enhance the distribution of information and streamline decision-making procedures (Rigby, 2015). According to Mohamed and Elaheh (2014), business entities in the United States have carried out redesign function on teams that are cross-functional which has enhanced service delivery. The redesigning has been necessitated by the dynamic competition, changes in technology, and fluctuations in demand, disruptions experienced in supply chain as a result of both natural and man-made disasters which affect the operations of organizations (Mohamed & Elaheh, 2014).

In North America, close to one fourth of the 300 BPR projects have failed. This constitutes about 70% of the reengineered projects (Camarinha-Matos & Afsarmanesh, 2013). The said BPR projects failed to meet the expectations in terms of customer service, reduction of cost, process timelines and quality. However, with experience it has been discovered that technology is a BPR enabler (Mlay *et al.*, 2013).

On a regional scale, several organizations in Africa have implemented BPR

projects. The observed system weakness resulted from the attempt to streamline and reengineer the processes at departmental levels in an effort to enhance performance (Gouranourimi, 2012). The BPR differs from other change management methods through the application of continuous process improvement techniques through the introduction of innovations which lay emphasis on the work process improvement (Ensermu & Moorty, 2013). The implementation of BPR projects in Ethiopia have led to improved operational performance in commercial banking in the public sector (Khalid, 2013).

According to Wong (2013), BPR forms the basis of performance improvement in organizations in Ghana. BPR initiatives ensure that every process within an organization is operational. It focuses on the entire enhancement of performance as opposed to a single aspect. Consequently, BPR gives firms a competitive advantage among its business competitors. BPR serves to align human resources, growth and expertise with the organization's strategic goals and objectives, hence ensuring work efficiency (Wong, 2013).

Locally, several organizations have implemented BPR on which several studies have been based. Abuto (2015) made an assessment of the BPR approach in strategic changes at the Kenya Revenue Authority (KRA) and reported that several benefits had been secured. Magutu *et al.* (2010) investigated the competitive edge in the market acquired by Wrigley Company courtesy of BPR. The study established that Wrigley Company was better placed than its competitors. Majority of the studies conducted have focused on financial and revenue collection institutions but not on recruitment organizations.

1.1.1 Business Process Re-engineering

Business Process Reengineering (BPR) entails a thorough and significant

reorganization of business processes. This reorganization is rooted in a fundamental reassessment of these processes, with the objective of achieving swift advancements while prioritizing service delivery, quality, cost reduction, and overall organizational performance (Mohapatra, 2013). Business Process Reengineering (BPR) is a cross-functional technique that requires the endorsement and collaboration of all departments within a business. The Business Process Reengineering (BPR) idea focuses on enabling firms to improve their operational efficiency and strengthen their customer engagement. Furthermore, it has been seen that the use of this approach leads to a decrease in the duration required for the introduction of novel products and services, while simultaneously emphasizing the importance of cost-effectiveness, quality, and customer happiness (Low et al., 2015).

Business Process Reengineering (BPR) enables firms to increase their operational capabilities by identifying and analyzing critical business processes, subsequently redesigning them to achieve substantial improvements and gain a competitive edge (Bhaskar & Singh, 2014). The advent of technical advancements has facilitated the process of globalization, enabling firms to engage with individuals worldwide who possess sophisticated demands and preferences (Goi, 2017). As a result, this phenomenon has given rise to new market relationships characterized by a lack of predictability and intense competitiveness within the commercial landscape (Islami et al., 2020). Hence, it is essential for businesses to adopt a strategic business approach that enables them to effectively navigate evolving business landscapes, particularly in light of the substantial expenses associated with performing commercial operations.

Rigby (2015) emphasizes the significance of organizational leaders formulating innovative approaches to corporate operations that effectively reduce costs and optimize profitability. The Business Process Reengineering (BPR) methodology posits that firms must undergo a comprehensive restructuring of their fundamental business processes in order to achieve swift advancements in production, quality, and cycle times (Mohapatra, 2013). According to Nadeem and Ahmad (2016), the re-engineering of a firm involves a comprehensive reevaluation of the current planning process, with the aim of enhancing customer value, by essentially beginning over. The Business Process Reengineering (BPR) approach posits the idea that the current processes in an organization are ineffective and proposes the implementation of entirely new processes, with a specific emphasis on the development of these new processes (AbdEllatif et al., 2018). The implementation of the new business process suggests that the organization will be capable of enhancing its service and product offerings, elevating overall quality, and ensuring the contentment of both employees and consumers (AbdEllatif et al., 2018).

McLagan (2012) defines the concept of "organizational structure" as a framework that outlines the processes and methodologies used to achieve an organization's goals. Various techniques include rules, tasks, and functions. Moreover, the flow of information inside an organization is influenced by the organizational structure across several hierarchical levels. In a centralized organizational structure, decision-making authority flows hierarchically from higher-level positions to lower-level positions. In contrast, the process of decision making under a decentralized organizational framework involves the dispersion of authority across several levels within the business (Boone et al., 2020).

According to Orlikowski (2012), organizations have implemented substantial

changes to their organizational structures, operational procedures, and cultural norms as a result of adopting and using contemporary information technology. The objective behind these alterations is to optimize the advantages connected with these technological advancements. Nevertheless, the expeditious progression of technology often results in a diminished longevity for several information technology (IT) systems, hence compelling firms to reconstruct and enhance their current systems in order to align with market requirements. Regrettably, the results of these endeavors have sometimes been unsatisfactory. Presently, the global landscape is characterized by an unprecedented proliferation of technical developments, with the rate of technological progress exhibiting a notable acceleration.

Change may be seen as a sequence of actions that facilitate the advancement of the developmental process inside an organization. Organizational change refers to the implementation of novel advancements, technical modifications, and the reorganization of operational processes (Dincer et al., 2018). Organizational change encompasses a wide range of transformations, including those related to technology, operations, strategy, and purpose. Buckley et al. (2015) assert that change management is a methodical process that involves the use of tools, resources, and expertise to effectively navigate and address change. Change management is the process of recognizing and implementing corporate strategies, technology, processes, and structural redesign to effectively respond to internal and external changes in the company environment. According to Korir et al. (2012), the effective implementation of necessary procedural, technical, and organizational improvements in change management requires a collaborative effort among leaders.

The provision of staff training is a crucial element after the implementation of a new system inside a company, since failure to do so may impede the attainment of desired outcomes (EL Hajjar & Alkhanaizi, 2018). Employee training is a crucial component in the implementation of Business Process Reengineering (BPR). The alterations brought about by BPR in organizational processes need the provision of adequate skills to employees to effectively perform their job responsibilities (Chogo, 2013). To ensure a successful implementation of Business Process Reengineering (BPR), it is essential that the personnel participating in the process get comprehensive training in many elements pertaining to BPR. These components include technology, communication, and tools (Roztockki & Weistroffer, 2013).

1.1.2 Organizational Performance

Tomal and Jones (2015) describe organizational performance as the achieved outcome compared to the expected output of an organization. The dynamic business environment and globalization has resulted in a cut throat global business environment (Islam *et al.*, 2019). Consequently, due to the competitive environment and new market advancements, organizations must be in a position to respond to the challenges encountered which otherwise portend their survival. Hence, it is mandatory that appropriate measures and practices should be put in place that boost and regenerate their results, compelling them to quantify their performance with an aim of maintaining their stability (Gabcanova, 2012).

According to (Azhar, 2015), the performance of an organization can be evaluated based on product and service quality, customer satisfactions, innovations and workers' relationships. Covey and England (2012) noted that organizations hold significant influence in the daily lives of individuals, and those with exceptional

performance can contribute to a country's economic prosperity. The dynamic business environment and increased competition has caused a challenge of achieving and maintaining high performance for many organizations (Jones & George, 2010).

More frequently, organizational performance is evaluated in terms of effectiveness and efficacy (Singh *et al.*, 2015). One can evaluate the performance of an organization through a combination of fiscal and non-fiscal metrics. The fiscal metrics include profits, Return on Investments (ROI) and costs (Dhliwayo, 2016). On the other hand, non-financial indicators of performance include customer satisfaction, quality of products/services, product/services delivery, business market share, learning and innovation (Rajapathirana & Hui, 2018). Attaining organizational efficiency is a key objective to many organizations since it is closely associated with the reduction of cost. Despite the emphasis being laid on cost reduction, well performing organizations lay their focus on satisfying their customers. An organization can attain this by delivering high-quality products and services (Singh *et al.*, 2015).

1.1.3 Public Service Commission (PSC), Kenya

The Public Service Commission is an autonomous governmental entity that predates Kenya's independence. It was created in 1954, making it the oldest Commission legally recognized in the country. The establishment and incorporation of the Commission is stipulated in the Kenyan Constitution, specifically under Article 233. The Commission is constitutionally empowered to ensure the provision of competent human resources, promote good governance, and achieve the effective and efficient delivery of excellent services to the general public. The Public Service Commission (PSC) of Kenya is committed to

effectively managing, motivating, rewarding, and directing human resources in order to ensure significant and dependable enhancements in the public service sector. This dedication aims to develop a globally competitive public sector. The Public employment Commission (PSC) is committed to achieving this objective by consistently examining the terms and conditions of employment, enhancing skills, and investing in the overall human resource competences that prioritize citizen-focused service delivery.

According to the Constitution of Kenya (2010), the Commission is accompanied by a Secretariat that is headed by the Chief Executive Officer. The Secretariat is composed of nine distinct Directorates, which are as follows: Corporate Services, Finance and Planning, Compliance and Quality Assurance, Human Resource Management and Development, Recruitments and Selection, Establishment and Management Consultancy Services, Board Management Services, Performance Management and Service Delivery Improvement, and Legal Services (Strategic Plan, 2019-2024).

1.2 Statement of the Problem

The ever-changing and fast-paced nature of the business environment has necessitated firms to consistently modify their operations in order to maintain their relevance and long-term viability (Groza & Ragland, 2016). Business Process Reengineering (BPR) is a comprehensive and interdisciplinary approach that encompasses all essential organizational processes, hence contributing to the overall performance of a company. Hence, the viability of firms within a competitive milieu necessitates the implementation of comprehensive overhauls to their business processes. The current body of knowledge on Business Process Reengineering (BPR) mostly originates from private sector organizations, which

possess inherent distinctions from public sector entities. Contemporary organizations are now confronted with a dynamic business climate that is marked by intense rivalry and elevated client expectations. Given the dynamic nature of the commercial landscape, it is evident that public sector companies have also been impacted. As a result, corporations are facing difficulties in satisfying the demands of a knowledgeable society within a rapidly changing commercial environment.

The successful implementation of BPR may be hindered if it does not align with the strategic goals, business processes, and management requirements. This will impede the potential for its continued existence. Omid and Khoshtinat (2016) argue that while significant advancements have been made in the field of Business Process Reengineering (BPR), only a limited number of firms have successfully implemented a model that effectively helps them reach their desired goals. Therefore, the effective implementation of Business Process Reengineering (BPR) continues to pose a significant problem for several firms, particularly those operating within the public sector. When adopting Business Process Reengineering (BPR), a business strategically identifies the critical processes that are fundamental to its operations and endeavors to improve and optimize those processes.

How BPR adoption has influenced public sector performance has seldom been the subject of empirical research. To learn how commercial banks in Nairobi County reacted to the introduction of BPR procedures, Muema (2019) conducted an investigation. The impact of BPR on the productivity of the Pharmacy and Poisons Board was studied by Naibei (2017). Mwale (2019) looked on the efficiency and effectiveness of BPR processes at the leading Kenyan commercial banks. Kavita

(2018) looked at the effects of BPR on property investments in Nairobi County. Therefore, the purpose of this study is to investigate the effect of BPR on the efficiency of Kenya's Public Service Commission (PSC).

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to investigate the effect of Business Process Re-engineering on performance of Public Service Commission in Kenya.

1.3.2 Specific Objectives

- i) To evaluate the effect of organizational structure on performance of Public Service Commission in Kenya.
- ii) To determine the effect of information technology on performance of Public Service Commission in Kenya.
- iii) To assess the effect of change management on performance of Public Service Commission in Kenya.
- iv) To assess how employee training affected on performance of Public Service Commission in Kenya.

1.4 Research Questions

- i) What are the effects of organizational structure on performance of Public Service Commission in Kenya?
- ii) What are the effects of information technology on performance of Public Service Commission in Kenya?
- iii) What are the effects of change management on performance of Public Service

Commission in Kenya?

- iv) What are the effects of employee training on performance of Public Service Commission in Kenya?

1.5 Significance of the Study

Findings from this study would help public sector organizations interested in adopting BPR better understand how this strategy is used to improve service delivery in the public sector. The results of this research would help public agencies improve their efforts to adopt BPR. The study's findings would be useful to operations management experts since they detail the difficulties of applying change management strategies in government agencies as well as their rewards and the criteria essential to their success. The findings served as a foundation for further in-depth examinations of BPR's potential applications in the future.

1.6 Scope of the Study

Only the Kenyan Public Service Commission (PSC) at Commission House, Harambee Avenue in Nairobi was included in this investigation. The Kenyan Public Service Commission (PSC) consists of Commissioners and a Secretariat who offered sufficient information for the study. The impact of organizational structure, change management, IT, and personnel training on PSC performance was the primary focus of this research.

1.7 Limitations of the Study

Participants' busy schedules prevented them from completing surveys on time. Some participants showed reluctance in providing information they see as secret, which impaired the reliability of the findings, they opted to provide only partial or ambiguous responses. Despite their hectic schedules, the respondents gave a full

week to fill out the survey provided by the researcher. Information given by participants was kept confidential and used only for academic purposes.

1.8 Organization of the Study

The first chapter provides context and explains the study's motivations, objectives, research questions, importance, limitations, and structure. The conceptual framework, theoretical underpinnings, and empirical investigations are discussed in chapter two. Ethical concerns, data collecting processes, data analysis, and presentation are all covered in detail as well as the research design, population of interest, sampling strategies, sample size, instruments, pilot study, and data collection procedures in the third chapter. Chapter four covers results presentation and discussion. Chapter five covers summary of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The theoretical review, empirical literature, research gaps and the conceptual framework are presented in this chapter. The chapter also captures the research gaps identified in the study.

2.2 Theoretical Review

The study presents the different theoretical frameworks that serve as the basis for the current study. Specifically, the Open Systems, Resource-Based View, Kurt Lewin's Change Model, and Dynamic Capabilities theories are discussed.

2.2.1 Open Systems (OS) Theory

The Open Systems Theory was first proposed by Ludwig (1967). The OS theory provides a definition of the concept of a system whereby every system is made up of a combination of different parts making them interdependent. Lawrence, Lorsch and Thompson (2011), affirm that organizations are made up of interconnected subsystems. Consequently, any change in a single unit affects the other units which results to changes in the overall organization performance. They further pointed out that organizations operating in stable and predictable environments can experience more productivity and efficiency when they assume a conventional hierarchical structure.

Lai, et al. (2017) asserted that the elements within a hierarchical structure are mutually dependent, such that the operation of one component is reliant on the others. The system's constituents may exhibit either tight or loose coupling, with the former referring to a high level of interdependence between the components and the latter indicating a looser, more tenuous interconnection between the

smaller units. On an organizational level, different organizations are interdependent to one another. However, the interdependence is made possible by permeable borders which allow organizations to receive and export materials for their survival.

Open systems theory encompasses three distinct levels of observation: the environment, the social system within the organization, and the individuals who comprise it. This holistic approach can be traced back to the theory's origins, which emerged from an effort to foster interdisciplinary communication. Organizations that are exposed to rapid changing technologies and market conditions are more likely to have better performance when they embrace technology in their daily operations. This theory is in support of the first objective in determining how performance is affected by the structure of the organization of PSC, Kenya.

2.2.2 Resource Based View (RBV) Theory

The RBV Theory proposed by Penrose in 1959 postulates that organizations can acquire resources which offers them a competitive advantage. The theory analyses a firm's resources to provide an understanding on how firms can attain a sustained competitive edge. RBV emphasizes the firm-specific attributes that confer superior performance and competitive advantage and are not easily replicable (Barney, 1986; Hamel & Prahalad, 2012). Such resources may entail high levels of experiential learning, a significant shift in the organization's culture, or resources that are not easily transferable or purchased in the market, which renders them unique to a particular organization. These resources are difficult to emulate by competitors.

According to RBV, an organization is a conglomeration of human resources, tangible assets, and organizational resources (Barney, 1991). Resources owned by organizations that are of high value, scarce and not easily imitated and substituted provide the major point of competitive advantage for sustained top performance (Barney, 1991). Barney (1986) argues that the unique resources in possession of an organization must allow it to operate in ways that would result in higher sales volume, cost reduction, higher profit margins and other areas that contribute to the organizations' financial advantage. Resources are beneficial when they enhance the organization's capability of conceiving and implementing strategies that improve the organizations' performance (Barney, 1991).

Over time, the RBV theory has shifted focus from market to firm perspective in an effort to provide an explanation of the variations in organization performance. The theory thus alludes that organizations which can suitably combine their resources and capacities are better placed in gaining a competitive advantage compared to other organizations. The RBV theory thus provides fundamental management lessons that are canonical reference points (Penrose, 2013). The RBV theory is used in this study since the re-engineering concept may be linked directly to the BPR theory. This suggests that specific resources that are exclusive to an organization can be used to improve its competitiveness and ultimately enhance performance. This study theorizes that PSC, Kenya's resources can be configured and used to improve performance of PSC, Kenya. The second and fourth objectives of the research are to assess the impact of IT and staff training on PSC's productivity in Kenya, hence this hypothesis is in accordance with those goals.

2.2.3 Kurt Lewin' Change Model Theory

The Kurt Lewin's change model theory was first proposed by Lewin in the beginning of the 1950s which provided a framework for understanding organizational change. According to Lewin (1950), change involves three steps namely: unfreezing, change and refreezing. The initial stage of the change process, known as "unfreezing," entails readying the organization for the anticipated change by dismantling the current situation before establishing an alternative operational approach (Cumings et al., 2016). To accomplish this, three strategies are employed: increasing the driving forces to encourage individuals to move away from the current state; decreasing the restraining forces that hinder progress towards the desired state; and combining both approaches (Bridgman, 2016). The process of changing the status quo involves challenging the beliefs, conduct, values and attitudes which define an organization at a given moment, thoroughly examining and modifying the current basics as they may not meet the required sustainability standards (Sarayreh et al., 2013). The process of preparing people for change entails involving them in problem identification, suggestion of solutions, building trust and appreciating the value of change (Cumings et al., 2016).

Once the unfreezing phase is completed, the change phase is initiated. According to Bridgman (2016), during the change stage, individuals begin resolving their ambiguity and begin believing and acting in ways that support the new norm. Hussein et al. (2016) argues that a shift from unfreezing to change phases is not instantaneous. Employees have to understand how the change will be to them before accepting the change. The next stage is the refreezing stage and this stage is important since it ensures that the adopted change is sustainable (Kamnski, 2011). According to Shirley (2013), the external evidences of readiness of refreezing

include reliable job descriptions and an organization chart that is steady. Ogochi (2018) states that the best method for implementation of refreezing phase is the institutionalization and reinforcement of new outlines in the policies and processes. This theory underpins the third objective of evaluating change management influence on PSC, Kenya performance.

2.2.4 Dynamic Capabilities Theory

The DC theory which was an extension of RBV theory which compensated for the RBV shortcomings in providing an explanation to sustainable competitive edge and improved performance within a dynamic setting. Teece et al. (1997) describe "dynamic capabilities" as a firm's ability to perform tasks proficiently, assimilate, develop, and alter intrinsic and extrinsic competencies to adapt to a constantly changing business environment. The DC theory is founded on the concept that the current business landscape is marked by intense rivalry (Bartai, 2014).

According to Morgan (2012), dynamic capabilities are created when individuals and teams apply their knowledge and skills in obtaining, combining and transforming the available resources within an organization. Therefore, for organizations to attain and sustain superior performances, there is a need to continuously strive to rearrange their internal capabilities and resources (Ndanu, 2014). Within the framework of this research, the dynamic capabilities refer to the public service ability to continuously redesign, renew and reform its resources in responding to a fast and dynamic market with an aim of attaining and sustaining a competitive advantage. PSC Kenya will be capable of enhancing their dynamic capacities by reorganizing their existing resources to attain maximum efficiency through the process of BPR.

2.3 Empirical Review

Several studies on BPR have been done both internationally and locally. The subsections covered are information technology and performance, organizational structure and performance, change management and performance, and training and performance.

2.3.1 Information Technology and Organizational Performance

Firms must robustly reengineer and enhance the business process as a coping strategy to the new restraints and in addition they must respond adequately in addressing the emerging challenges (Groza & Ragland, 2016). BPR's major purpose is to completely analyse and rebuild business processes, leading to substantial and long-term improvements in quality, effectiveness, cost, and service (Brabandt, 2019). A business process is regarded as a commodity flowing through a system. A process focused approach offers an opportunity of formally re-engineering or radically reducing the activities required in carrying out a process, often with the aid of information technology (Alvesson & Sveningsson, 2016). IT has contributed immensely in the realization of the overall re-engineering process. In order to achieve a smooth information flow, the adoption of IT enhances the integrating of several functional areas (Baporikar, 2018).

Information technology forms the core component of Management of Information Systems (MIS) in a firm. MIS is responsible in the planning of organizational resources and information systems with an aim of providing to organization decisions (Karim, 2011). Management systems provide support to managerial activities in an organization hierarchy while offering major indices during the process (Brabandt, 2019). Adoption and use of ICT systems has an effect on the productivity of the human resources.

The process of effective decision making, it is necessary to allocate adequate time, be precise, and utilize information that is relevant. Passing information to the middle level managers and other employees on the decisions arrived at and operational strategies are an important aspect of successfully implementing BPR. Thus, IT assists in breaking down barriers of communication occurring between the different departments, empowering of line workers, and thus activating process re-engineering. The senior managers often regard IT as a probable point of competitive advantage (Bourgeois, 2016). The purpose of BPR is to enhance business processes, leading to enhancements in information quality, decision-making processes, and overall organizational performance (Ghosh & Skibniecoski, 2010). Organizations that implement BPR bolstered by IT enjoy the benefits of reduced costs.

Implementing process redesign results in the execution of identical work processes as before but now with fewer persons in terms of workers and supervisors thus cutting down on the cost. Therefore, an organization with an intention of improving operational efficiency must implement BPR (Ramirez et al, 2010). IT has been applied in improving efficiency in communication between departments in organizations, shortening of business processes, hence reducing cost of production. Therefore, many organizations have invested in IT to improve efficiency and profitability in business activities which translates to improved performance (Oncioiu, 2019).

Through an online survey, Khan et al. (2020) explored the function of organizational learning as a mediating variable in the interaction between IT and organizational success in knowledge-intensive firms in Pakistan. According to the

findings, organizational learning was a bridge between IT and organizational performance.

Kimani (2015) undertook a research study at Population Services Kenya to assess how information technology (IT) affects the organization's performance. Data for the study were acquired using semi-structured electronic questionnaires and a descriptive survey methodology. The findings demonstrated a positive association between IT adoption and overall organizational effectiveness.

Chege (2016) researched how information and communication technology (ICT) affects the fiscal performance of financial firms in Meru County. A census survey approach was employed and utilized questionnaires to gather data. The study results indicated that automating the budgeting process and revenue collection influenced the financial management of the financial institutions in Meru County.

2.3.2 Organizational Structure and Organizational Performance

The constantly evolving nature of the business landscape has made it mandatory for organizations to structure or restructure. Stephen and Timothy (2012) asserted that structural decisions such as reconfiguring a certain organization arguably remain to be the fundamental decisions that can be taken. Affirming this point, Nelson and Quick (2011) assert that the organization structure enables an organization to perform its functions within the environment where it is setup.

The achievement of organizational success is contingent upon achieving a harmonious equilibrium between the organizational framework and the external milieu. Empirical research undertaken by Maduenyi et al. (2015) explored the ramifications of organizational structure on the performance of firms in Nigeria. The study uncovered a discernible correlation between the two variables. In

another study, Onono (2018) delved into the effects of organizational structure on performance at General Electric Africa. According to the research's findings, an organization's structure can influence how fast and efficient decisions are reached, impacting the organization's overall success.

Ogbo et al. (2015) undertook a study to analyse how organizational structure affects Nigerian Technical and Service companies' performance. The survey method was employed, utilizing questionnaires to gather relevant data. The study's results revealed that a decentralized organizational structure in Technical and Service firms facilitated improved and well-informed decision-making processes. Also, the study revealed that routine tasks affected employee productivity both negatively and positively.

According to Borjas (2012), every organization has a more or less formal structure which comprises of tangible and frequently present features that assist to define the behaviour of its members. Organization structures combine a system of roles and connections and usually assist in guaranteeing that combined effort is clearly systemized to attain identified ends. Organizational structures can either promote or hinder the performance of a given organization and this depended on the effectiveness of supervisory activities and workflow which influences productivity.

Awino's (2015) cross-sectional study aimed to explore the possible link between performance and organizational structure in Kenyan large-scale manufacturing enterprises. According to the study results, the organizational structure, when combined with the return on assets, had no significant effect on the return on performance.

Similarly, Ngeiywa (2018) studied how the performance of firms dealing with electrical installations operating in Kapenguria, West-Pokot Sub- County, Kenya were impacted by different organizational characteristics. The study included various predictor variables, such as organizational personnel, organizational structure, change management practices, and organizational culture, with the performance of the organizations serving as the outcome variable. The findings revealed that the organizational structure and the change management tactics adopted impacted the organizations' success.

2.3.3 Change Management and Organizational Performance

Cheworei (2017) analysed change management's influence on the United Nations performance. The investigation concluded that change management improved organizational effectiveness. Change management has been associated with an organization's performance in relation to it having a superior competitive advantage and response to environmental changes. Changes become crucial for organizations to fully utilize current and future opportunities, together with handling threats within their business environment (Rinaldi et al., 2015).

Ziemba and Oblak (2015) investigated the influence of change management on information systems programs in Polish public institutions. They found that technology plays a significant role in driving change within organizations, making effective change management essential for successful information systems projects. The primary goal was the determination of the critical factors that contribute to successful change management, including mitigating resistance, allocating sufficient resources, obtaining top management support, communicating effectively, fostering stakeholder collaboration, and offering effective training.

According to the researchers, these determinants substantially impact the success of change management in public institutions.

Gathoni (2016) explored how strategic change management impacts the success of Kenyan public institutions of higher education. The study focus was efforts on change management planning and visionary leadership. According to the study, visionary leadership is critical to successful strategic change management programs in institutions of higher education.

Murungi (2017) examined the application of change management and its impact on accomplishing an organisation's strategic plans at the Pan African Christian University in Kenya. The research discovered that successful change management implementation was crucial for Pan African Christian University to accomplish its strategic goals. Furthermore, the study discovered that effective strategy execution, monitoring, and adaptability were critical in the institution's development and progress.

2.3.4 Training and Organizational Performance

According to Bourgeois (2016), organizations should carry out assessment of the skills set held by their employees as they plan on implementing BPR. Training will contribute to employee retention in addition to boosting their morale by motivating them. The line managers and supervisors in an organization must be involved in employee training so that everyone is conversant with the BPR system that is introduced. For an organization to improve its performance and employee morale there must be continuous employee education and training. A better competitive edge is attained when an organization takes its employees through duration of employee training and management (Yadav et al., 2018). This research will seek to

show how training as a BPR aspect affects performance in the Public Service Commission.

Cooney et al. (2012) examined the impact of quality management coupled with employee training on organizational performance of New Zealand and Australian manufacturing companies. The study used mail survey to collect data and targeted 2,000 respondents, 1,000 respondents from each country. The findings of the study indicated that employee training together with total quality management significantly impacted organizational performance.

Ogabi (2018) examined how training impacted business performance in Nigeria. The research concentrated on how the performance of employees, as affected by training, contributed to the company's overall success. The micro-finance banking sub-sector was considered. The study findings revealed that knowledge, skills and ability obtained through training significantly affected productivity. Furthermore, the study revealed that training increased the employee dedication to their organization.

2.5 Conceptual Framework

The conceptual framework considers BPR implementation as a critical component of improved performance. According to this framework, BPR implementation was determined by organizational structure, information technology, change management and employee training.

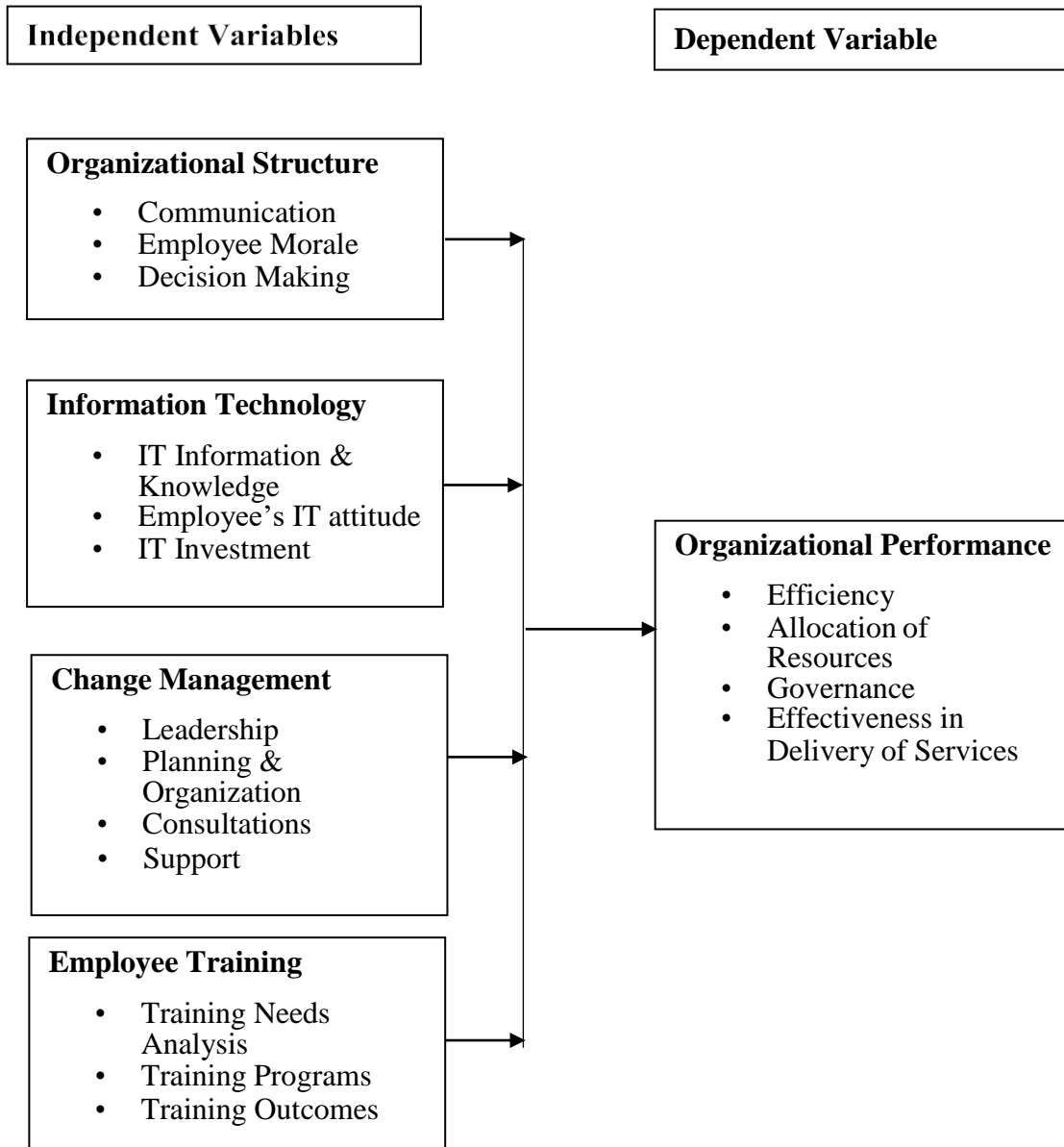


Figure 2.1: Conceptual Framework

Source: Reviewed Literature

This study investigates how introducing BPR methods affects PSC Kenya's performance. The outcome variable of the research is PSC's organizational performance, which is measured by cost reduction, efficiency, and cycle time reduction. The predictor variables are: organizational structure (measured by communication, employee morale and decision making), information technology (measured by IT Information & Knowledge, Employee's IT attitude and IT Investments), change management (measured by leadership, planning & organization,

and consultations) and employee training (measured by training needs analysis, training programs and training outcomes).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology applied by the researcher to conduct the study is hereby described. The research design, population, sample and sampling methodologies, research tools, procedures for data gathering, pilot study, and techniques for data processing are discussed.

3.2 Research Design

This is the systematic approach and techniques utilized in collecting and analysing data pertaining to research variables (Creswell & Creswell, 2018). Leavy (2017) contends that research design serves as a framework devised to elicit responses to the research queries. The research employed a descriptive research approach to gather pertinent data that was used to assess the connection between BPR and PSC performance. Descriptive research design was appropriate since it provides an accurate and systematic description of the phenomenon under study and does not lead to manipulation of variables (Leavy, 2017).

3.3 Target Population

Neelankavil (2015), defined target population the complete set of persons or items within a particular population that holds relevance to a research investigation. The target population constituted employees from the Public Service Commission (PSC). Currently PSC has 412 employees in total who were considered for the research. The target population comprised of Top Management, Senior Management, Technical Cadre and Skill Operational Cadre. Table 3.1 below shows the categorization.

Table 3.1: Target Population

Designation	No. of Officers	Percentage
Top Management	12	2.9
Senior Management	80	19.4
Technical Cadre	222	53.9
Skill Operational Cadre	98	23.8
Total	412	100

(Source: Public Service Commission Strategic Plan, 2019 – 2024)

3.4 Sample Size and Sampling Technique

To get the sample size, the study used the formula for sample size calculation developed by Israel (2009).

$$n = \frac{N}{1+N(e^2)}$$

Where N = Population Size

n = Sample Size

e = Precision level (Sampling error, expressed in percentage

± 5%

Therefore,

$$n = \frac{412}{1+412(0.05^2)}$$

$$= \frac{412}{2.03}$$

$$= 202$$

Thus, the sample size was 202 respondents. To establish the sampling ratio,

the sampling size is divided by population size, $202/412 = 0.49$. From each, 49% of the employees were selected as indicated in Table 3.2.

Table 3.2: Sample Size

Designation	Target Population	Sample Ratio	Sample Size
Top Management	12	0.49	6
Senior Management	80	0.49	39
Technical Cadre	222	0.49	109
Skill Operational Cadre	98	0.49	48
Total	412	0.49	202

(Source: Author, 2022)

3.5 Data Collection Instruments

The researcher employed structured questionnaires as a means of collecting data from the study participants. Their use is advantageous since they are economical, provide standard responses based on the same questions hence their reliability and the data collected is easily analysed (Ekinci, 2014). Self-administered questionnaires made it possible for the respondents to have adequate time (one week) to respond to the questions at their convenience.

3.6 Data Collection-Procedure

Participants in the research were handed questions in person at the Commission on the Public Service. In order to get a higher response rate from the participants, the survey responses were left with them and collected a week later. Respondents were able to take time out of their hectic schedules to fill out the surveys. University and NACOSTI (National Council of Science, Technology, and

Innovation) approval letters were requested before data collecting began. The researcher provided respondents with a concise explanation of the study's goals and instructions on how to complete the survey.

3.7 Pilot Testing

The survey was pilot tested for reliability and validity. The person conducting the study conducted this to check whether the surveys can be completed in the allotted time and if the questions can be understood by the respondents. Twenty people, or 10% of the total sample size, were selected at random from the Commission's membership to fill out the surveys.

3.7.1 Validity of Research Instruments

The term "validity" is used to describe the accuracy with which a given notion may be measured (Drost, 2011). According to Mugenda & Mugenda (2008), validity assesses the extent to which a study's findings reflect the phenomena being studied in the actual world. Content validity, construct validity, and criteria validity were the three main types of validity. Concerned with whether or not the subject of the research was effectively covered by the instrument used. The capacity to deduce anything about the topic being studied from test results is what concept validity is all about (Drost, 2011).

3.7.2 Reliability of Research Instruments

When we talk about anything being reliable, we're referring to the consistency with which several items and researchers produce the same results throughout time. In essence, it shows how consistently and reliably results from different assessment tools tend to be. As Maruyama and Ryan (2014) put it, dependability boils down to regularity. Cronbach's alpha was used to determine internal consistency, with a significance level of $\alpha=0.05$ and a reliability criterion of 0.70.

The dependability of the research equipment was improved by the student when appropriate.

3.8 Data Analysis and Presentation

Data was primarily gathered via the use of questionnaires, and analysis was performed in SPSS v26. Means, standard deviations, frequencies, and percentages were all part of the descriptive statistics analysis (Kothari, 2009). The impact of the predictor variables BPR on PSC performance were assessed using a multiple regression analysis. At the 0.05 level of confidence, the findings were deemed significant if and only if the significance values are less than 0.05. The analysis of variance (Kothari, 2009) was used to evaluate significance.

The multiple regression analysis model specification was as follows

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \varepsilon$$

Where: Y= Performance

X_1 = Organizational Structure

X_2 = Information Technology

X_3 = Change Management

X_4 = Employee Training

α_0 = Constant

ε = Margin of Error

3.9 Ethical Considerations

Prior to commencing the study, the investigator acquired the necessary clearance to continue with the research. Approval to carry out the study was sought from NACOSTI, while an introductory letter from Kenyatta University was secured to

furnish the study's participants with a brief summary of the research's intent. During the research, ethical principles were upheld which include respecting the respondents, being just and kind (Iltis, 2018). Privacy of the respondents was guaranteed through confidentiality, anonymity and informed consent and using the information provided by the respondents strictly for research purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The research results were presented in the chapter using the study objective as a guide. The next subsections include tables and figures showcasing the study's findings. Utilizing descriptive methods like means, standard deviation, and frequencies, data was presented. To determine the relationship between the variables, inferential statistics (correlation and regression analysis) were used. To make analysis and understanding of results easier, data was presented in charts and tables.

4.2 Response Rate

The study's sample size consisted of 202 participants. Consequently, the researcher distributed 202 questionnaires to a randomly chosen group of respondents from a selection employee's from Public Service Commission (PSC). A total of 179 questionnaires were fully completed and returned, while 23 questionnaires were not returned. The response rate of 88.6% achieved in this study was considered satisfactory, as it aligns with the recommendation put forth by Mugenda and Mugenda (2003) that a response rate exceeding 50% is desirable for a descriptive study. In a similar vein, Babbie (2004) posited that the analysis and publication of return rates at the level of 50% can be deemed acceptable, while a rate of 60% can be considered good, and a rate of 70% can be regarded as very good.

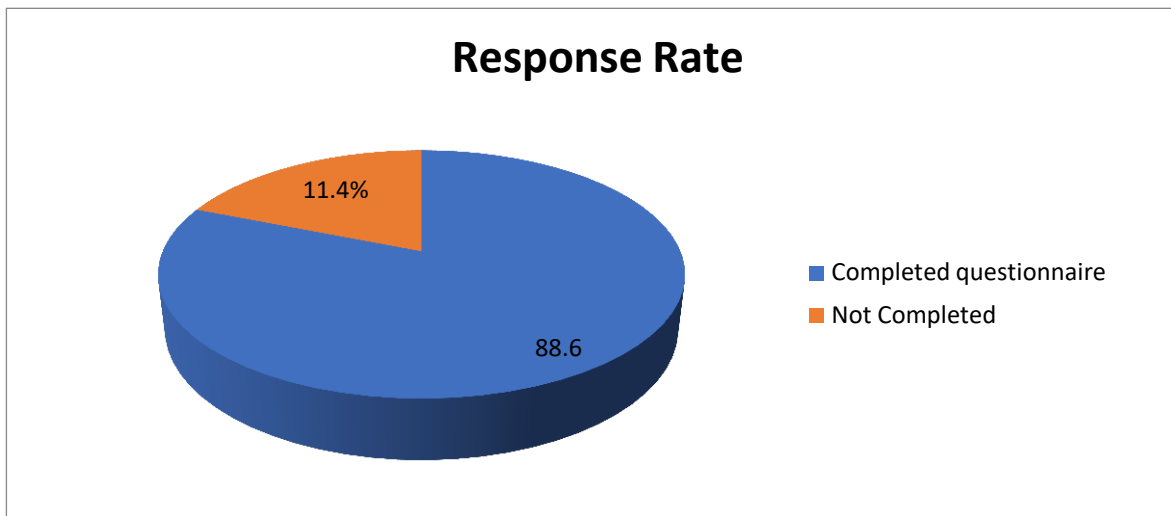


Figure 4.1 Response Rate

Source: Researcher (2023)

4.2 Reliability Tests

Table 4.1 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 20 respondents which represented 10% of the sample size.

Table 4.1 Reliability Score

Constructs	Cronbach Score	No of Items	Remarks
Organizational Performance	0.767	07	Reliable
Organizational Structure	0.790	13	Reliable
Information Technology	0.801	11	Reliable
Change Management	0.812	12	Reliable
Employee Training	0.778	06	Reliable

Source: Researcher (2023)

From the findings, the coefficient for organizational performance was 0.767, Cronbach's alpha coefficients for organizational structure was 0.790, Cronbach's alpha coefficients for information technology was 0.801 while Cronbach's alpha coefficient for change

management was 0.812. This implied that these were greater than 0.7 thresh hold for this study.

4.3 Demographic Characteristics

This section presents the findings of the study pertaining to the demographic characteristics of the respondents. The variables under examination encompass the gender of the participants, their highest level of educational attainment and their duration of work experience.

4.3.1 Gender of the Respondents

This section presents the findings pertaining to the gender of the respondents. The results were presented in Figure 4.2. In order to gain a more comprehensive comprehension of the research demographics pertaining to both the overall population and the specific sample, the study inquired about the gender of the participants. According to the data presented in Figure 4.2, it can be observed that 63% (113) of the participants were identified as male, while the remaining 37% (66) were identified as female. The gender distribution within the sampled population was proportional to the number of male and female employees employed in the corresponding state corporations. The study aligned with Halvorson's (2012) research, which posited that gender equity refers to the equitable treatment of individuals based on their specific needs, regardless of their gender. This may encompass the provision of equitable treatment, which can either entail identical treatment or treatment that, while distinct, is deemed comparable in terms of the rights, benefits, obligations, and opportunities conferred.

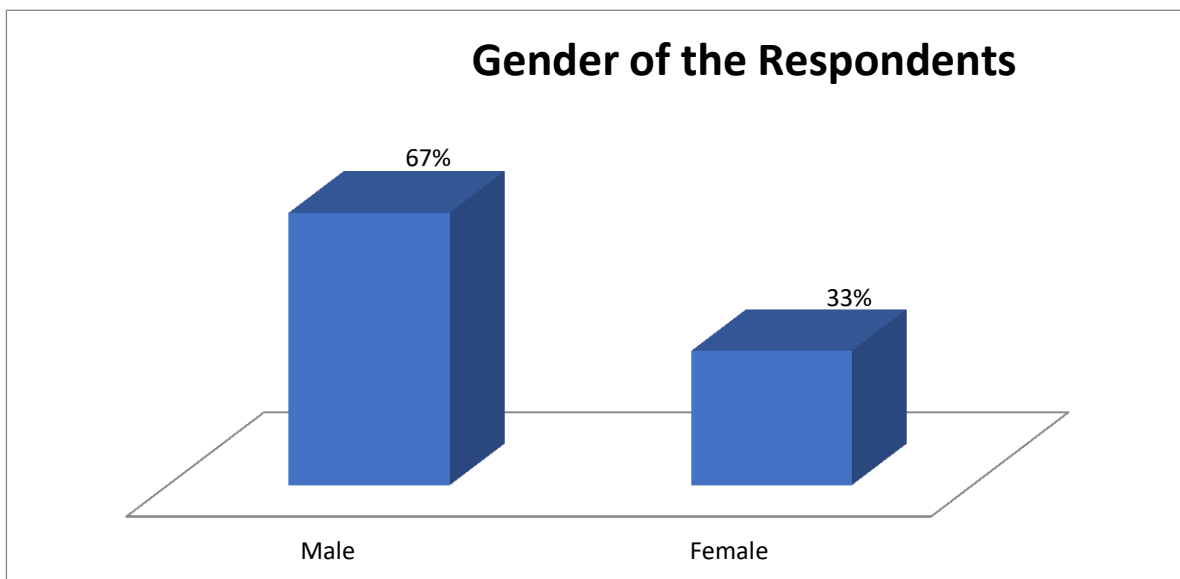


Figure 4.2: Gender of the Respondents

Source: Researcher (2023)

4.3.2 Education Level

This section provides an overview of the educational attainment levels among individuals employed in PSC. The educational attainment varied across a spectrum from diploma to PhD. The study results were presented in Table 4.2.

Table 4.2 Education Level

	Frequency	Percent
Diploma	7	3.9
Degree	101	56.4
Masters	70	39.1
PhD	1	0.6
Total	179	100.0

Source: Researcher (2023)

According to the data displayed in Table 4.2, a significant proportion of the participants possessed a bachelor's degree (56.4%) and master (39.1%). The combined total of these two categories accounted for 94.5% of the participants. Only 3.9% of the respondents possessed a diploma certificate, while a mere 0.6% held a PhD qualification. This suggests

that a significant proportion of individuals working as top managers, skill operational cadre and technical officers in PSC possessed either a master or a bachelor's degree, as well as a solid understanding of business reengineering process in Public Service Commission.

4.3.4 Work Experience

The section presents the results on work experience of the respondents working in the targeted PSC. The results on work experience were presented in Table 4.3.

Table 4.3 Work Experience

	Frequency	Percent
Less Than 3 Year	8	4.5
3 to 6 Years	14	7.8
7 to 10 Years	61	34.1
More Than 10 Years	96	53.6
Total	179	100.0

Source: Researcher (2023)

From the findings, 4.5% of the respondents had worked at PSC for less than 3 years, 7.8% had worked for duration of 3 to 6 years, 34.1% had worked for a period of 7 to 10 years, and 53.6% had worked for more than 10 years. This is a clear indication that most of the respondents had worked long enough in Public Service Commission of Kenya, and were well experienced to answer question on business reengineering process and performance of PSC. The finding in this study are in line with those of Wanjagi, (2013) that Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.

4.5 Descriptive Analysis Results

This section presents the descriptive findings pertaining to the items utilized in the questionnaires. The study employed statistical measures such as percentages, mean, and standard deviation to illustrate the viewpoints of the participants regarding different statements. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of „moderate extent“ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

4.5.1 Organizational Structure

The first objective of this study was to assess the impact of organizational structure on performance of PSC in Kenya. In this study, a set of seven statements was employed to assess the impact of organizational structure on the significance attributed to performance. The findings pertaining to the assessment of organizational structure were presented in Table 4.4.

Table 4.4 Descriptive Results on Organizational Culture

	Mean	Std. Dev
The employees are aware of plans of reengineer processes	2.7486	.59816
There are poor communication systems to inform the management of challenges.	4.0000	.50000
Failure to define organizational objectives negatively affects the performance of an organization.	3.8492	.35889
Organizational resistance to change does not affect the performance of an organisation.	3.8949	.38889
The IT projects and new business processes are intended to better serve clients	3.8792	.45789
The users are involved during the development of an IT project and new business process.	4.1162	.54523
Aggregate Score	3.7354	0.4533

Source: Researcher (2023)

The results in Table 4.4 indicates that to great extent the organizational structure supported the performance of PSC as represented by an aggregate mean of 3.73 and Stdev=0.45. This was evidenced and supported by a mean closer to 4.0 corresponding to agree in the likert scale and low variance reflected in the standard deviation of 0.45. The findings additionally indicated that the respondents agreed that there was poor communication systems to inform the management of challenges (M=4.0, Stdev=0.5). However, majority of the respondents disagreed that employees were aware of plans of reengineer processes (M=2.75, Stdev=0.598). The respondents agreed that failure to define organizational objectives negatively affects the performance of an organization (M=3.84). The result also indicated that PSC resistance to change does not affect the performance of an organisation (M=3.89) and the IT projects and new business processes were intended to better serve clients (M=3.88, Stdev=0.46). Moreover, the users were involved during the development of an IT project and new business process

(M=4.11, Stdev=0.55). The constantly evolving nature of the business landscape has made it mandatory for Public Service Commission to structure or restructure. Stephen and Timothy (2012) asserted that structural decisions such as reconfiguring a certain organization arguably remain to be the fundamental decisions that can be taken. Affirming this point, Nelson and Quick (2011) assert that the organization structure enables an organization to perform its functions within the environment where it is setup.

The empirical research undertaken by Onono (2018) supported that organization's structure can influence how fast and efficient decisions are reached, impacting the organization's overall success. Ogbo *et al.* (2015) study's results revealed that a decentralized organizational structure in Technical and Service firms facilitated improved and well-informed decision-making processes. According to Borjas (2012), every organization has a more or less formal structure which comprises of tangible and frequently present features that assist to define the behaviour of its members. Organization structures encompass a framework of roles and relationships that typically facilitate the effective coordination of collective endeavors towards predetermined objectives. The impact of organizational structures on organizational performance is contingent upon the efficacy of supervisory activities and workflow, which in turn affect productivity.

4.5.2 Information Technology

The researcher additionally aimed to determine the impact of Information Technology (IT) on performance within the context of the PSC. Information Technology (IT) plays a crucial role in enhancing the efficiency, effectiveness, coordination, and integration of organizational processes. The findings of the analysis are displayed in Table 4.5 provided.

Table 4.5 Descriptive Statistics on Information Technology

	Mean	Std. Dev
Management systems provide support to managerial activities in an organization hierarchy	3.7162	.55123
IT assists in breaking down barriers of communication occurring between the different departments.	3.5615	.58215
IT improves efficiency in communication between departments.	4.1972	.50139
The organization's previous business process was adequate.	3.3631	.42222
You usually proceed with care while launching a new initiative.	4.3631	.48225
You often exercise prudence prior to embracing novel IT initiatives.	4.0600	.49225
The new IT project may result in staff layoffs.	4.0408	.52044
Your contribution to the organization would be unnecessary with the new IT project.	4.4441	.49995
The IT projects are intended to better serve clients.	4.4600	.47652
Aggregate Score	3.9003	0.5074

Source: Researcher (2023)

The findings in Table 4.5 supports that IT was key in many departments and execution of various processes as supported by an aggregate mean of 3.9003 and standard deviation of 0.5074. Majority of the respondents agreed that management systems provide support to managerial activities in an organization hierarchy (M=3.71, STD Dev=0.55). The results further indicated that IT assists in breaking down barriers of communication occurring between the different departments within the PSC (M=3.56, STD Dev=0.58). Majority of the respondents agreed that IT improves efficiency in communication between departments (M=4.19, STD Dev=0.50). Majority of the respondents agreed that they usually proceed with care while launching a new initiative and often exercise prudence prior to embracing novel IT initiatives as represented by a mean of 4.36 and 4.06. However, majority of the respondents argued that the new IT projects resulted to

staff layoffs. Moreover, majority of the respondents opined that IT projects are intended to better serve clients as represented (M=4.44, STD Dev=0.48). This implies that PSC has undertaken substantial investments in order to enhance its information technology system and operational procedures. This is consistent with the findings of Soi (2017), which revealed that the Teachers Service Commission has made substantial investments in a range of ICT technologies. Firms must robustly reengineer and enhance the IT as a coping strategy to the new restraints and in addition they must respond adequately in addressing the emerging challenges (Groza & Ragland, 2016). IT has contributed immensely in the realization of the overall re-engineering process. In order to achieve a smooth information flow, the adoption of IT enhances the integrating of several functional areas (Baporikar, 2018).

The study supports Brabandt (2019) that adoption and use of ICT systems has an effect on the productivity of the human resources. Thus, IT assists in breaking down barriers of communication occurring between the different departments, empowering of line workers, and thus activating process re-engineering. The senior managers often regard IT as a probable point of competitive advantage (Bourgeois, 2016). The study agrees with Khan *et al.* (2020) that organizational learning was a bridge between IT and organizational performance. Further, Chege (2016) results indicated that automating the budgeting process and revenue collection influenced the overall organizational performance.

4.5.3 Change Management

The primary motivation for an organization to initiate a change process is to enhance its overall performance or the manner in which it delivers services. The researcher aimed to

investigate the effect of the change management implemented by the Commissions on their performance.

Table 4.6 Descriptive Results on Change Management

	Mean	Std. Deviation
The organization's mission was revised before undertaking BPR.	3.0777	.49875
The users were aware of plans to Re-engineer processes.	3.3631	.66765
The users were involved during the development of the IT project.	2.7408	.52044
All user requirements for the new project were comprehensively collected.	2.7111	.55510
There was/is adequate management support for any new project.	3.0408	.47530
Aggregate Score	2.9867	0.5434

Source: Researcher (2023)

The aggregate mean score of 2.9867 and standard deviation of 0.5434 clearly indicates that the process of change management was not effectively planned and executed by Public Service Commission in Kenya. The findings indicated that the organization's mission was moderately (M=3.0777, STD Dev=0.49875) revised before undertaking BPR. Majority of the respondents agreed that a fair number of users were aware of plans to Re-engineer processes (3.3631, STD Dev=0.668). However, the results indicated that the users were not involved during the development of the IT project (M=2.7408) and all user requirements for the new project were not comprehensively collected (M=2.71, Std dev.=0.56). Moreover, there was moderate management support for any new project as represented by a mean of 3.04 and standard deviation of 0.48. There is evident of ineffective organizational change management in PSC in Kenya characterized by insufficient planning, communication, support, or management. The proposed change in PSC at the workplace is met with significant

disapproval. This implies that ineffective change management poses a significant risk when it is characterized by severity, such as extremely deficient management practices, duration, such as long-term implementation, or frequency, such as recurrent occurrences.

The findings were supported by Cheworei (2017) that change management has been associated with an organization's performance in relation to it having a superior competitive advantage and response to environmental changes. Changes become crucial for organizations to fully utilize current and future opportunities, together with handling threats within their business environment (Rinaldi *et al.*, 2015). Further, Ziemba and Oblak (2015) found that technology plays a significant role in driving change within organizations, making effective change management essential for successful information systems projects. Additionally, Gathoni (2016) supported that visionary leadership is critical to successful strategic change management programs in public sector. The study discovered that effective change management, monitoring, and adaptability were critical in the institution's development and progress.

4.5.4 Employee Training

The Kenya Vision 2030 is a strategic plan for the development of the nation, with the objective of cultivating a highly skilled, advanced, and internationally competitive labor force capable of delivering high-quality services to all segments of society. The study sought to establish the effect of employee training of performance of Public Service Commission in Kenya

Table 4.7 Descriptive Results on Employee Training

	Mean	Std. Deviation
The users were trained to use the IT project and any new business process in the PSC.	3.6443	.49999
Training contributes to employee retention.	4.3003	.56439
A better competitive edge is attained when an organization takes its employees through training.	4.4411	.46543
Training imparts the necessary skills that the employees will require to effectively execute their work.	4.5544	.23335
Training programs have contributed to better performance.	4.2209	.32470
Training programs are detailed and learner friendly.	3.9577	.54375
Client service has improved courtesy of the training programs at the PSC.	3.7444	.44481
Aggregate Score	4.1233	0.4395

Source: Researcher (2023)

The study results indicate that employee training was effectively done in Public Service Commission in Kenya as indicated by a mean of 4.1233 and low standard deviation of 0.4395. The study established that PSC training focuses on addressing identified gaps in performance. Consequently, training activities were designed with the objective of closing these gaps and enhancing the overall effectiveness and quality of service. A mean of 3.64 and standard deviation of 0.4999 however, indicated that the users were moderately trained to use the IT project and any new business process in the PSC. Additionally, majority of the respondents agreed that training contributed to employee retention, better competitive edge, improved skills to executive tasks and improved performance as represented by mean of 4.3, 4.44, 4.55 and 4.22 respectively. Further, the results indicated that training programs in PSC were detailed and learner friendly and client service has improved courtesy of the training programs at the PSC as represented by a mean of 3.96 and 3.74 respectively. This

suggests that there is a consistent provision of training to employees regarding the modifications in business processes, which could potentially impact the delivery of services in the PSC. This statement aligns with the findings of Goksoy *et al.*, (2012), which suggest that the successful implementation of a reengineering initiative is contingent upon the prior reskilling and retraining of workers who are directly involved in operating the new process.

The study results agrees with Bourgeois (2016) that organizations should carry out assessment of the skills set held by their employees as they plan on implementing BPR. Training will contribute to employee retention in addition to boosting their morale by motivating them. A better competitive edge is attained when an organization takes its employees through duration of employee training and management (Yadav *et al.*, 2018). Further, Ogabi (2018) agreed that knowledge, skills and ability obtained through training significantly affected productivity. In the same context, the Public Service Commission acknowledges the significance of adequately trained personnel in facilitating improved service provision, thereby contributing to the holistic advancement of our Nation. Hence, there exists a heightened necessity for educational, training, and developmental endeavors aimed at providing public service personnel with novel and pertinent proficiencies and capabilities to effectively administer services. Through delegation, the Commission has tasked Ministries, Departments and Agencies (MDAs) with the responsibility of training and development and performance management of staff in those MDAs.

4.5.5 Performance of Public Service Commission

The Public Service Commission (PSC) encompasses the establishment and termination of governmental positions, the allocation of proficient personnel, the advancement of sound governance, and the assurance of efficiency and efficacy in

delivering high-quality public services. The indicators of performance of PSC in Kenya were efficiency, effectiveness of service delivery and allocation of proficient personnel presented in Table 4.8.

Table 4.8 Organizational Performance

	Mean	Std. Dev
Ability to perform services dependably and accurately	2.3712	.48410
The PSC effectively delivers service to all government sections	2.7719	.49254
The establishment and termination of governmental positions are fairly executed	2.9008	.58217
There is effective allocation of proficient personnel to all ministries and departments	3.0134	.57317
We have witnessed the advancement of sound governance	2.9359	.42386
Aggregate Score	2.7986	0.5111

Source: Researcher (2023)

The results of the study as presented in Table 4.8 indicates on average the performance of PSC was below the average as indicated by low aggregate mean of 2.7986 and standard deviation of 0.5111. Majority of the respondents agreed that there is low ability to perform services dependably and accurately in PSC (M=2.37, STD Dev= 0.484). Majority of the respondents agreed that the PSC ineffectively delivers service to all government sections (M=2.77, SD=0.49). The study further indicated that the establishment and termination of some governmental positions were unfairly executed (M=2.90, STD Dev=0.58). Majority of the respondents agreed that there was fair allocation of proficient personnel to all ministries and departments (M=3.0134, STD Dev=0.57317). Additionally, majority of the respondents argued that they have witnessed the stagnation of sound governance in PSC (M=2.9359, STD Dev=0.42386). The Public Service Commission bears the responsibility of facilitating

human resource development, fostering efficiency and effectiveness in service delivery, and overseeing various other human resource functions within the public service sector. The respondents thus argued that the Commission must be committed to the advancement of a dedicated, efficient, and citizen-focused public service comprised of public servants whose performance is optimized and whose potential is fully realized through suitable, comprehensive, and sufficient training at all tiers.

4.6 Inferential Analysis

This section presents the correlation and regression analysis results based on 95% confidence interval.

4.6.1 Correlation Analysis

The correlation results were based on Pearson Correlation. The correlation coefficient ranged from +1 to -1. The values close to +1 indicated a strong positive correlation between variables and the values close to -1 indicated a strong negative correlation between variables. The values close to zero (0) indicated a weak or no correlation between variables. The interpretation of the results was based on 5% significance level.

Table 4.9 correlations

		OS	IT	CM	ET	OP
OS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	179				
IT	Pearson Correlation	.486**	1			
	Sig. (2-tailed)	.600				
	N	179	179			
CM	Pearson Correlation	.219**	-.076	1		
	Sig. (2-tailed)	.503	.309			
	N	179	179	179		
ET	Pearson Correlation	.198**	-.097	.695**	1	
	Sig. (2-tailed)	.508	.195	.090		
	N	179	179	179	179	
OP	Pearson Correlation	.529**	.572**	.651**	.620**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	179	179	179	179	179

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2023)

The correction was used to test the relationship between the variables. The results also replicated that the correlation between organizational structure and organizational performance indicates that there was positive significant correlation between the two variables with coefficient correlation of 0.529 and sig <0.05. The results show that the correlation between Information Technology (IT) and organizational performance indicates that there was a positive significant correlation between the two variables with coefficient correlation of 0.572.

The results shows that the correlation between change management and organizational performance indicates that there was a positive significant correlation between the two variables with coefficient correlation of 0.651. The results showed that the correlation between employee training and organizational performance indicates that there was a positive significant correlation between the two variables with coefficient correlation of 0.620.

4.6.2 Regression Analysis

A multiple linear regression analysis was done to examine the relationship of the independent Variables with the dependent variable. The R was the correlation coefficient and it explained the nature and strength of relationship between Business Process Re-Engineering (BPR) and organizational performance. The R^2 was the coefficient of determination which explained the variability of the dependent variable when the independent variables changes.

Table 4.10 Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.836	.832	1.45046

a. Predictors: (Constant), OS, IT, CM, ET

Source: Researcher (2023)

The model summary table shows that four predictors (organizational structure, information technology, change management and employee training) explained 83.20% of change organizational performance implying that the remaining 16.8% of the variation in performance in PSC could be accounted for by other factors not involved in this study.

This shows that the variables are very significant therefore need to be considered in any effort to improve on performance in public service commission.

Table 4.11 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1868.970	4	467.243	222.090	.000 ^b
	Residual	366.069	174	2.104		
	Total	2235.039	178			

a. Dependent Variable: OP

b. Predictors: (Constant), OS, IT, CM, ET

Source: Researcher (2023)

The Analysis of Variance (ANOVA) statistics in Table 4.11 measure whether the variability observed between the variables was significant. The ANOVA results were, $F = 222.090$, $\text{Sig } 0.00 < 0.05$, meaning that the variance was significant which means that the model proposed is significant in explaining the relationships. Therefore, the adopted Multiple Linear Regression model well predicted the dependent variable and fits to model the data.

Table 4.12 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.652	2.198		5.302	.000
	Organizational Structure	.405	.173	.087	2.345	.020
	IT	1.375	.090	.553	15.273	.000
	Change Management	3.581	.560	1.972	6.395	.000
	Employee Training	-2.318	.547	-1.305	-4.239	.123

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

The regression model was represented below;

$$Y = 11.652 + 0.405X_1 + 1.375X_2 + 3.581X_3 + \varepsilon$$

The results indicated that organizational structure had positive significant effect on changes in organizational performance ($\text{sig}=0.000<0.05$). The findings indicated that taking all other independent variables to zero, a unit increase in organizational structure would lead to 0.405 unit changes in performance of Public Service Commission in Kenya. The study supported Ogbo *et al.* (2015) that decentralized organizational structure significantly affects organizational performance. In addition, Borjas (2012), established that organization structures significantly promote performance of a given organization. Similarly, Ngeiywa (2018) findings revealed that the organizational structure significantly affected organizations' success.

The study results in Table 4.12 indicated that Information Technology (IT) had a significant positive effect on performance of Public Service Commission in Kenya. The result indicated that 1.375 unit changes in performance were as a result of a unit change in IT. Khan *et al.* (2020) study agreed that information technology significantly influences organizational performance. Further, Kimani (2015) found that Information Technology (IT) affects the organization's performance and the findings demonstrated a positive association between IT adoption and overall organizational effectiveness. Further, Chege (2016) established that Information and Communication Technology (ICT) significantly affects organizational performance. The result in table 4.12 indicates that change management had a significant effect on performance of Public Service Commission in Kenya. The result indicates that a unit change in change management would result to 3.581 unit changes in performance of Public Service Commission in Kenya. The study agrees with Ziamba and Oblak (2015)

that change management on information systems plays a significant role in driving change within organizations, making effective change management essential for successful information systems projects. Additionally, Gathoni (2016) found that change management planning significantly affects organizational performance. Further, Murungi (2017) study discovered that effective strategy execution, monitoring, and adaptability were critical in the institution's development and progress thus change management significantly affected organizational performance.

However, the study results indicated that employee training had insignificant effect on performance of Public Service Commission in Kenya. The study disagrees with Cooney *et al.* (2012) that employee training together with total quality management significantly impacted organizational performance. Further, Ogabi (2018) examined how training impacted business performance in Nigeria. The study findings revealed that knowledge, skills and ability obtained through training significantly affected productivity.

CHAPTER FIVE

SUMMARY OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summarized results based on the study objectives. In addition conclusion was made based on the inferential analysis results. Further, recommendations on policy and practice were guided by the specific study objectives.

5.2 Summary of the Study

The first objective of this study was to assess the impact of organizational structure on performance of PSC in Kenya. The findings additionally indicated that the respondents agreed that there was poor communication to inform the management of challenges. However, majority of the respondents disagreed that employees were aware of plans of reengineer processes. The respondents agreed that failure to define organizational objectives negatively affects the performance of an organization. The result also indicated that PSC resistance to change does not affect the performance of an organisation and the IT projects and new business processes were intended to better serve clients. Moreover, the users were involved during the development of an IT project and new business process.

The researcher additionally aimed to determine the impact of Information Technology (IT) on performance within the context of the PSC. Information Technology (IT) plays a crucial role in enhancing the efficiency, effectiveness, coordination, and integration of organizational processes. Majority of the respondents agreed that management systems provide support to managerial activities in an organization hierarchy. The results further indicated that IT assists in breaking down barriers of communication occurring between the different departments within the PSC. Majority of the respondents agreed that IT improves efficiency in communication between departments. Majority of the

respondents agreed that they usually proceed with care while launching a new initiative and often exercise prudence prior to embracing novel IT initiatives. Moreover, majority of the respondents opined that IT projects are intended to better serve clients as represented. This implies that PSC has undertaken substantial investments in order to enhance its information technology system and operational procedures.

The third objective aimed to investigate the effect of the change management implemented by the commissions on their performance. The findings indicated that the organization's mission was moderately revised before undertaking BPR. Majority of the respondents agreed that a fair number of users were aware of plans to Re-engineer processes. However, the results indicated that the users were not involved during the development of the IT project and all user requirements for the new project were not comprehensively collected. There is evident ineffective organizational change management in PSC in Kenya characterized by insufficient planning, communication, support, or management. The proposed change in PSC at the workplace is met with significant disapproval. This implies that ineffective change management poses a significant risk when it is characterized by severity, such as extremely deficient management practices, duration, such as long-term implementation, or frequency, such as recurrent occurrences.

The study sought to establish the effect of employee training of performance of Public Service Commission in Kenya. The study results indicated that employee training was effectively done in Public Service Commission in Kenya. The study established that PSC training focuses on addressing identified gaps in performance. Consequently, training activities were designed with the objective of closing these gaps and enhancing the overall effectiveness and quality of service. Additionally,

majority of the respondents agreed that training contributed to employee retention, better competitive edge, improved skills to executive tasks and improved performance. Further, the results indicated that training programs in PSC were detailed and learner friendly and client service have improved courtesy of the training programs at the PSC. This suggested that there is a consistent provision of training to employees regarding the modifications in business processes, which could potentially impact the delivery of services in the PSC.

The Public Service Commission (PSC) encompasses the establishment and termination of governmental positions, the allocation of proficient personnel, the advancement of sound governance, and the assurance of efficiency and efficacy in delivering high-quality public services. Majority of the respondents agreed that there was low ability by PSC to perform services dependably and accurately. Majority of the respondents agreed that the PSC ineffectively delivers service to all government sections. The study further indicated that the establishment and termination of some governmental positions were unfairly executed. Majority of the respondents agreed that there was fair allocation of proficient personnel to all ministries and departments. Additionally, majority of the respondents argued that they have witnessed the stagnation of sound governance in PSC.

The Public Service Commission bears the responsibility of facilitating human resource development, fostering efficiency and effectiveness in service delivery, and overseeing various other human resource functions within the public service sector. The respondents thus argued that the Commission must be committed to the advancement of a dedicated, efficient, and citizen-focused public service comprised

of public servants whose performance is optimized and whose potential is fully realized through suitable, comprehensive, and sufficient training at all tiers.

5.3 Conclusions

The study concluded that organizational structure significantly effects on changes in performance of public service commission in Kenya. The study concluded that Information Technology (IT) significantly affects performance of Public Service Commission in Kenya and therefore, there is a positive association between IT adoption and overall organizational effectiveness. The study concluded that change management significantly affects performance of performance of public service commission in Kenya.

The conclusion was that change management on information systems plays a significant role in driving change within organizations, making effective change management essential for successful information systems projects. The study concluded that employee training insignificantly affects performance of Public Service Commission in Kenya. The study findings concluded that knowledge, skills and ability obtained through training significantly affected productivity.

5.3 Recommendations of the Study

Based on the findings the study recommended the following;

The study demonstrated that the effective implementation of organization structure and change management played a significant role in the development of a valuable information technology system, leading to enhanced organizational performance. Therefore, it is recommended that the organization implement a reengineered strategy that incorporates the adoption of technology in order to enhance service quality and increase efficiency.

Consequently, it is recommended that the government take measures to ensure that the services provided in all government offices are also accessible through mobile platforms, thereby improving accessibility for all customers. The study indicates a necessity for enhancing business change processes in order to effectively utilize automated technology, drawing insights from the impact of business process re-engineering on public service delivery. Consequently, there will be an expansion of service delivery paradigms aimed at reducing redundancy and non-value-added activities. The study also recommends that the PSC management should provide enabling technological systems that fit newly redesigned business processes for effective public service delivery.

The study recommends that public sector organizations that intend to improve service delivery should drastically change the business processes since it will result to business process improvements and service delivery. The study recommends that it is imperative for top management in the public sector to maintain their support and dedication towards Business Process Reengineering (BPR) by effectively allocating and directing the required resources. The study additionally suggests that public sector organizations should allocate adequate financial resources and employ competent personnel to facilitate the necessary process changes aimed at enhancing service delivery.

The responsibility of coordinating training programs for officers engaged in national government functions at the county level should always lie with the County Human Resource Advisory Committee. The committee should engage in discussions and make decisions regarding training and development issues in accordance with the Constitution, policies, and other guidelines provided by the Public Service Commission. The submission of CHRAC recommendations for approval and implementation should be directed to the appropriate Cabinet Secretary.

5.5 Suggestion for Further Study

The study also suggests the necessity of conducting qualitative research that focuses solely on the perspectives of managers or employee performance in Public Service Commission (PSC). This approach would provide more comprehensive information about the variables under investigation. Additionally, the study suggests the necessity of incorporating or examining intervening variables and moderating variable in the research.

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APPENDIX I: INTRODUCTORY LETTER

Dear Sir/Madam,

REF: REQUEST TO CARRY OUT RESEARCH ON BUSINESS PROCESS RE-ENGINEERING (BPR) AND PERFORMANCE OF PUBLIC SERVICE COMMISSION, KENYA.

The purpose of this study is to determine the effect of BPR on the operational efficiency of PSC, Kenya as part of my Master of Business in Administration (Strategic Management) program at Kenyatta University. I request for your assistance by filling-in the questionnaire as you deem appropriate. The replies to the survey will be confidential and purely for research purposes. You can get a completed draft of the work by making a request.

We would greatly value your assistance. Thank you in advance.

Yours Faithfully,

Kariuki Rose Njeri
D53/OL/21331/2012

APPENDIX II: QUESTIONNAIRE

Please mark the relevant box [] or complete any required blanks to respond to all questions in each section.

Section One: Background Information

1. What is your gender?

Male [] Female []

2. Indicate your education level

Diploma []

Graduate []

Post Graduate []

PHD []

Other(specify).....

3. For what duration have you worked for the PSC, Kenya?

Less Than 3 Year []

3 to 6 Years []

7 to 10 Years []

More Than 10 Years []

Section Two: Organizational Structure

4. Please rate the following statements in regard to how organizational structure effects performance in the Public Service Commission (PS, Kenya) . A score of 1 indicates strong disagreement, 2 moderate disagreement, 3 uncertainty, 4 agreement, and 5 strong agreement.

Statements	1	2	3	4	5
	S.D	D.	N.S	A	S.A
The employees are aware of plans of Reengineer processes					
There is poor communication systems to inform the management of challenges.					
Failure to define organizational objectives negatively affects the performance of an organization.					
Organizational resistance to change does not affect the performance of an organisation.					
The IT projects and new business processes are intended to better serve clients					
The users are involved during the development of an IT project and new business process.					

Section Three: Information Technology

5. Please rate the following statements on the effect of information technology on PSC, Kenya’s performance.

Statements	1	2	3	4	5
Management systems provide support to managerial activities in an organization hierarchy					
IT assists in breaking down barriers of communication occurring between the different departments.					
IT improves efficiency in communication between departments.					
The organization's previous business process was adequate.					
You usually proceed with care while launching a new initiative.					
You often exercise prudence prior to embracing novel IT initiatives.					
The new IT project may result in staff layoffs.					
Your contribution to the organization would be unnecessary with the new IT project.					
The IT projects are intended to better serve clients.					

Section Four: Change Management

6. Please rate the statements relating to change management in the PSC, Kenya.

Statements	1	2	3	4	5
The organization's mission was revised before undertaking BPR.					
The users were aware of plans to Re-engineer processes.					
The users were involved during the development of the IT project.					
All user requirements for the new project were comprehensively collected.					
There was/is adequate management support for any new project					

Section Five: Employee Training

7. Please rate the following statements on how employee training affects performance in the PSC?

Statement	1	2	3	4	5
The users were trained to use the IT project and any new business process in the PSC.					
Training contributes to employee retention					
A better competitive edge is attained when an organization takes its employees through training.					
Training imparts the necessary skills that the employees will require to effectively execute their work					
Training programs have contributed to better performance.					
Training programs are detailed and learner friendly.					
Client service has improved courtesy of the training programs at the PSC.					

Section Six: Organizational Performance

Statement	1	2	3	4	5
Ability to perform services dependably and accurately					
The PSC effectively delivers service to all government sections					
The establishment and termination of governmental positions are fairly executed					
There is effective allocation of proficient personnel to all ministries and departments					
We have witnessed the advancement of sound governance					

8. Suggest ways to improve the performance at PSC?

.....

.....

.....

.....

.....

.....

Thank you.

APPENDIX III: APPROVAL LETTER OF RESEARCH PROJECT



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 21st June, 2023

TO: Kariuki Rose Njeri
C/o Business Administration Dept.

REF: D53/OL/21331/2012

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 14th June, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Business Process Re-Engineering and Performance of Public Service Commission, Kenya**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Reuben Njuguna
C/o Department of Business Administration
Kenyatta University

AM/Inn

APPENDIX IV: NACOSTI PERMIT



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION



RESEARCH LICENSE

Ref No: 597780

Date of Issue: 02/July/2023



This is to Certify that Ms.. Rose Njeri Kariuki of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: BUSINESS PROCESS RE-ENGINEERING AND PERFORMANCE OF PUBLIC SERVICE COMMISSION, KENYA for the period ending : 02/July/2024.

License No: NACOSTI/P/23/27498

597780

Applicant Identification Number

Walter Wambui

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION



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