

**UNIVERSITY OF NAIROBI**

**A NEEDS ANALYSIS FOR THE RETRENCHED CIVIL  
SERVANTS IN KISII DISTRICT**

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## **DEDICATION**

This work is dedicated to my children Adrian and Warren, my husband Sam Ondieki and My mother Mary Ratemo for the firm foundation she laid for me at Rapogi Girls Boarding School. And so, forever I will cherish Education, as a fountain that nourishes.

# DECLARATION

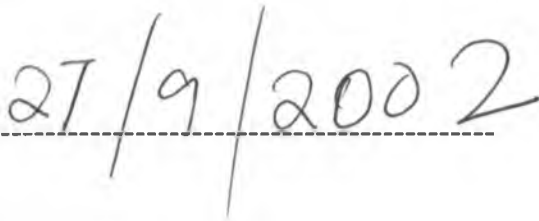
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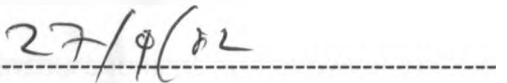
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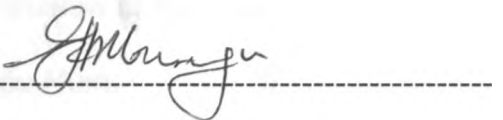


Dr. Ocharo

Date




Signature



Prof. Mburugu

Date



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Mokaya the District Personnel Officer and the then Kisii District Commissioner,

Mr. Warfa, I thank you all.



## **ABSTRACT**

The study addresses the needs of retrenched civil servants in Kisii Central District - Kenya. Retrenchment was the staff right sizing exercise carried out in all government ministries as part of the World Bank conditionality on the civil service reform programme. In the year 2001, over 48,829 civil servants had lost their jobs.

Since the massive civil servants down sizing programme, a problem has emerged in society. The government carried out the retrenchment exercise with little knowledge on the effects on the retrenchees and the wide spill over effects on the society. The retrenchment hence prompted the investigation of the unexplored economic and social dimensions impact of retrenchment on the victims. In order to understand the phenomenon of retrenchment, the Rational Choice Theory and the Structural Functionalism theory was used.

The broad objective of the study was to find the needs of retrenched workers. The specific objectives therefore focused on training offered by the government and its relevance, the perception of retrenchees towards job loss, determination of their specific needs and adjustment to their unemployed status. Lastly, the objective of determining possibilities of getting alternative jobs was looked at.

In this study, a methodology was developed to identify the needs of retrenched civil servants. Central Kisii District was selected purposively. A snow balling procedure was used to sample the respondents based on age, gender and cadre. A sample size of 60 was used out of the 475 retrenchees in Kisii in the year 2000. The data collecting instrument was a questionnaire with open and closed questions, key informants and a focused group discussion was also used to collect data as well as desktop research. The units of analysis were both male and female retrenchees of all available cadres. In data analysis both quantitative and qualitative methods were used. In qualitative data narratives were used while in quantitative data analysis, summary measures of frequencies and percentages were applied.

The major findings of the study indicated that 93% of the retrenchees had dependants to support in school and that they were in shock and disbelief, however, 13.3% had gotten alternative employment and have taken the misfortune and decided to move on with their lives. The retrenchment package was perceived by 65% of the respondent as inadequate. The training offered by the government in the Districts was viewed as relevant but other needs were expressed by the retrenchees if they have to survive in their post retrenchment lives. The needs varied from social to economic, like finances, health care and social welfare.

In this study various recommendations were made. It was recommended that the government should make clear and adequate policies on retrenchment, measures should be put in place through proper Human Resource Planning and forecasting to avoid sudden job loss. It was recommended that Economic empowerment was necessary through arranged financial assistance in the form of loans, social services and land. The study recommended a further research comparing the needs of the 1993 retrenchment cohort with that of 2001 to assess the impact of time as an intervening variable.

# CHAPTER ONE

## 1.0 INTRODUCTION

### 1.1 BACKGROUND

Prior to Kenya's independence, most of the white-collar jobs were in the hands of the whites. This was mostly because of the racist policies pursued by the colonial government (Webb, 1973). Among others, these policies de-emphasized education for Africans and also put a ceiling in the civil service beyond which Africans were not expected to rise. The attainment of independence by Kenya in 1963 saw an exodus of the Whites back to Europe and this was partly because they feared for their safety (Bottomore 1963). After all, the whites had colonized Africans and at independence, they did not want to be ruled by Africans (Pack 1972).

As a response to the exodus of the whites and also as a measure to strengthen a locally based reliable manpower, the first independent Kenya Government put in place various measures. One such measure was a Kenyanization policy (Johnson et al 1974). This entailed training of Kenyans to take up the jobs previously held by the whites (Hunter 1969). This saw Kenyans trained both locally and abroad.

The first decade of Kenya's independence was characterized by expansion in the Education sector. In particular there was emphasis on the expansion of

secondary and primary education. This was aimed at producing skilled manpower who could be absorbed into the labour market. To get well-paid jobs people had to study and acquire knowledge, skills and right attitude to work because this could enable them to work efficiently and effectively (Republic of Kenya 1976).

The early days of the country's independence were therefore marked by easy availability of and access to jobs for both university graduates and non graduates. The relatively high economic growth rate<sup>1</sup> then also enhanced more job creation. Unemployment then was either non-existent or quite minimal because those who were not employed formally were active in subsistence farming for self reliance.

As education and training opportunities continued to expand, more and more people were completing studies from various training institutions right from polytechnics to universities. Moreover, the government of Kenya guaranteed such people employment. The civil service grew tremendously in size and complexity as the government recruited from technical colleges, teacher training colleges, paramedical and agricultural institutions. This implies that since independence, the civil service has increasingly comprised both graduates and

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<sup>1</sup> Source (Republic of Kenya Dev, Plan 1974-78 pages 95-96) In the early days of independence, economic growth was high. Gross domestic product increased by 6.7 per cent year while in the 2001 analysis growth rate neg. 02

non graduates. In 1964, the workforce was a mere 60,000 but rose to 274,000 in 1991 and 275,283 in 1994 (Republic of Kenya 2000).

The upward trend in the civil service workforce was further accelerated by the freedom given to the ministries to fill lower cadre positions from job Group A-F<sup>2</sup> and ethnicity played a big role at the departmental level (Ongwae JKUAT, 1997). This automatically caused overstaffing. Unlike the public service commission, the departmental based recruitment lacked objectivity. The Public Service Commission of Kenya objectively appoints, disciplines and retires staff under the powers conferred to it by the Public Service Commission (PSC) Act Cap 185 of the Laws of Kenya, by a committee of commissioners. The heads of departments carried out departmental appointments haphazardly, with no emphasis on academic qualifications (Republic of Kenya 1997).

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<sup>2</sup> Job Group A-F are lower/junior positions occupied by non graduates. Most of the occupants are from form 4 downwards and can be recruited at departmental level. Senior positions are from J downwards and academic qualifications as well as experience determine the entry.

With time, the huge workforce became an economic burden which the government could not maintain in terms of space and personal emolument. There were other hidden costs like telephone and electricity costs. The situation deteriorated due to the slow economic growth and rapid population increase so that jobs became scarce (ILO, 1999). Most departments in the civil service became overmanned as the government continued to employ more and more people. This was due to the rise in population and demand for public service (Republic of Kenya 2000). Clay (1996) observes that such huge workforce becomes an economic burden for any government to maintain especially if it is non-performing and finally leads to retrenchment.

This situation was exacerbated by other changes in workplace that have also negatively impacted upon the Kenyan workforce. It has become a global trend that there are great changes in the nature of jobs. For instance, technology is replacing manual jobs and the later are fast disappearing. Keith (1982) observes that one machine can displace up to ten workers and for this reason, labour based industries and work organizations are adopting modern technology to enhance efficiency. In the Kenyan, office automation contributed to the retrenchment of secretaries, copy typists, as few personnel were required to work using computers. To some extent messengers were affected as electronic mail and fax facilities were used.

The re-organization of work as explained by Champy (1994) indicate, that all the resources that an organization has are rationalized so that what is needed is retained and what is not desired is discarded. The issue here is that non performing areas are cut off to save costs and improve efficiency so as to achieve the desired goals. The government of Kenya downsized its work force to improve service delivery to the public in the rationalization programme.

The Kenya Rationalization Programme was a long overdue activity. The downturn in economic growth and job prospects continued in the 1980s and the early 1990s. The public sector had began to dwindle and the job market could not cope with the high rate of school graduates. This coupled with periods of lean economic growth, meant that more and more jobseekers could not get employed. In the 1980s, the Kenyan Government was subjected, to embrace Structural Adjustment Programmes (SAPs) under the aegis of the International Monetary Fund (IMF) and the World Bank who are Kenya's financial leaders (Republic of Kenya 2000).

The rationalization of the civil service became a necessity because of both local and global reasons. Locally, the economy had been mismanaged and resources plundered with impunity for some time (ILO, 1997). The end result was that the government could not meet its loans obligations to its donors and the IMF saw economic reforms as a strategy of economic management in Africa. Among other



strategies and conditions, the Structural Adjustment programme advocated for a freeze in further employment in the country's civil service coupled with rationalization in all ministries and retrenchment of unnecessary workforce. Henceforth, retrenchment became a reality.

The government of Kenya found it inevitable to retrench civil servants, remove price controls and privatize state corporations in order to get donor aid which was earlier suspended on the ground that the Kenyan government was not serious on economic reforms (ILO 1997). To avoid worsening the economic performance due to the suspended aid, Kenya was compelled to start the Civil Service Retrenchment in 1993 (Economic survey 1999). The programme saw 42,132 workers leave service. In the first phase 6,565. In the second phase 25,782 workers left the service and 9,981 people left the service by July 2001 (Republic of Kenya 2000).

## **1.2 PROBLEM STATEMENT**

Redundancy and retrenchment has attracted the attention of researchers, International Organizations and Governments (Robinson 1965; Jahoda 1982; ILO 1999; Decenzo et al. 1988). Specifically, their interest has focused on such issues as work redesign, technological changes and the impact of these and other factors on job loss. For instance some scholars have argued that there is foreseen negative impact of the process of retrenchment which is felt, in the

main, by retrenchees aged between 18 – 50 years (Whites 1983). This is because these are potentially capable people who can work given the opportunity but now face the insurmountable challenge of finding jobs suitable for their past training and experience. The situation raises the issue of training and retraining of the retrenched workers to increase their chances of obtaining alternative employment. Although several studies have been conducted on retrenchment in a number of African countries, (e.g. Uganda see ILO, 1996) none of them has examined the differing effects of retrenchment on different cadres of employees and workers in different occupations in Kenya.

In view of the foregoing arguments, this study attempted to investigate the unexplored economic and social dimensions effects of retrenchment on workers. Moreover, this study is important because retrenchment done in developing countries is unique in that it has been occasioned by external forces such as the International Monetary Fund and World Bank as conditions of economic reforms. This has not been the case in developed countries where reasons for retrenchment have been due to work redesign and business re-engineering not subjected to external forces (Champy 1994). Additionally, developed countries have policies in place that cater for retrenched workers through retraining and reallocating redundant labourers as well as availing redundancy schemes to them (Armstrong, 1993).

Studies conducted in developed countries like Britain indicate that adequate preparation by authorities concerned is vital to prepare potential retrenchees for the eventual loss of jobs (Robertson, 1962). This is so mainly because the retrenchees experience a negative effect of adjusting to a world of unemployment. The retrenchees would still be educating their children in school, preparing their future through investment schemes, and they may not be prepared psychologically to lose their jobs. The older people, especially those over 40 years, may find it much more difficult to get jobs elsewhere, in competition with younger people (Clive 1979). Some people may also be too young to be given an early pension, hence, the need to examine the effect of retrenchment.

The retrenchment programme in Kenya has economic, social and political implications. A paltry KShs. 40,000 was given as severance fee to all workers regardless of their seniority and this may not cater for all cadres adequately. Very little preparation was done and the package was a flat rate which could have been viewed differently across a section of interested parties like, Kenya National Union of Teachers (KNUT), Central Organization of Trade Union (COTU) as well parliamentarians and, hence, the need for the study and ascertain relevant issues arising. The fact that the retrenched workers lost a chance to participate in the life of community and a source of income could lead to psychological problems (Jahoda et al. 1972). On this basis, it was necessary to

determine the needs of the ex-workers to enable them remain economically productive with prospective intervention.

The immediate action the government of Kenya took was to retrain the retrenched but, as Somer (1964) indicates, it is not always recognized that the acquisition of new skills through a retraining programme is in itself a powerful inducement to move out of an area of limited employment opportunities. Kenya's greatest challenge at the moment is unemployment, (ILO 1998) and retraining of retrenched workers may not be the only need if it is not an investment to bear fruit in job placement. Therefore, the study examined the factors, which have not been adequately investigated in previous studies to fill gap in policies regarding retrenchment spheres of life specifically in Kenya. In the background the study was therefore, guided by the following questions:

- (i). What are the variations in different cadres of employees terms of adjustment to the conditions of job loss?
- (ii). How do retrenched perceive their respective retirement package?
- (iii). How relevant was the training conducted by the government to the retrenches?
- (iv). What are the possibilities of obtaining alternative employment for the different across age groups, cadres and occupations retrenched so far?
- (v). What are the perceived needs of the retrenched need in order to lead productive and acceptable lives after retrenchment?

## **1.3 STUDY OBJECTIVES**

### **GENERAL OBJECTIVE**

The Broad Objective of this study was to find out the needs of retrenched civil servants.

### **SPECIFIC OBJECTIVES**

The immediate objectives of the study were:

- (i). To assess the impact of the training programme on different groups of civil servants.
- (ii). To determine the perception of retrenchees towards job loss and severance pay.
- (iii). To determine the specific needs for different cadres of retrenched workers.
- (iv). To investigate the socio-economic statuses of the retrenchees in both pre- and post retrenchees period.
- (V) To investigate the possibilities of getting alternative employment by retrenchees.

## **1.4 JUSTIFICATION OF THE STUDY**

Economic growth of any country is determined by the country's ability to engage its Human Resources in stable jobs (World Bank, 1999). When a country is not able to engage its people in economic activities, the implication is that there is

skill wastage and loss of manpower. Redundancy occasioned by factors beyond the workers' control is bound to affect the victims economically and socially. This is due to job loss which negatively affects the victims not only economically but psychologically and may cause chronic mental distress. (Lampard 1990). Socially the marriages of such redundant workers are affected by immediate or eventual divorce when a spouse loses a job. Their families are also subjected to hard financial times and instability. Psychological problems that go with unemployment may eventually lead to mental breakdown, (Jahoda et al 1972). This statement is true for every person's well being. This study, therefore aimed at providing information and data that can be useful in planning for retrenchment in organizations as a Human Resource Management and Planning Strategy.

Secondly, the retrenchment done in Kenya claims that there was adequate preparation of retrenchees for the eventual loss of their jobs (Kenya, 2000). Other than the sensitization done in June 2000 by departmental heads, and the training programme in the Districts which lasted less than a week, nothing more is documented to ascertain this claims. The training was based on entrepreneurial skills to sustain the victims in post retrenchment period. Training is important to the recipients if it can enable them secure jobs but if not so, then there is no justification. The findings indicated training was relevant to the ex-workers' needs however, it should not be done for the sake of it. This calls for a

training Needs assessment before the commencement of such a programme. It should not be assumed that training is the only need and so it was inevitable for this study to determine objectively the need of the retrenchees.

This study of Retrenchment comes immediately after the government of Kenya effected mass retrenchment in its ministerial and departmental re-organization and rationalization. Retrenchment being a new phenomenon to civil servants in Kenya, there was need to carry out an empirical study in time to determine pertinent issues like advance warning to potential retrenchees, retraining, redundancy schemes and policy in Kenya, in relation to post retrenchment.

Last but not least, a needs analysis of Retrenched worker is a societal concern. Apart from drawing appreciation from policy makers, and intervention programme to reintegrate retrenchees into income generating activities, the study will also be used in comparative studies in future. It forms a basis where shortcomings and strengths can be points of reference in the same study elsewhere. Barbara (1989) affirms this by saying that retrenchment is inevitable in organizations and that it is an effective civil service strategy of improving on quality service delivery and improving cost savings in public service.

## **1.5 THE SCOPE**

In this study, socio-economic issues were investigated and analyzed in regard to retrenched civil servants. In particular the economic status of the ex-worker; the level of satisfaction of the retrenched workers in relation to their retirement package they received; was an area of concern to the researcher. Civil servants who were retrenched were given a retirement package, which the study sought to know the type of investments they engaged their money in, people used money for different purposes but this study sought to know whether they invested the money to buy land or any other property. This study sought to understand whether the civil servants had property before or after retrenchment. The study covered areas concerning the economic activities of the retrenchees and sought to know whether they got other job placements especially after the training they got from the government.

In the social sphere, the study covered issues related to marriage of the retrenchees to determine if they were married or not, if the marriage was before or after retrenchment. The issue of training was an area of concern. Although people received training after retrenchment, some people may have decided to go back to Educational Institutions to further their education. This was an area of concern. Families were affected by the retrenchment and others could have broken up probably, hence the study covered the family stability, especially maintenance of family roles in relation to sex and marriage. Others were affected



psychologically due to the job loss and the study covered the socio-psychological implications of retrenchment in particular the fear of the unknown, stress, negative concept and low self esteem, negative reaction of family members and the community to the retrenchment, loneliness and idleness.

Religion is a very important area in people's spiritual lives and some retrenchees must opted for the church to seek refuge. This was an area covered to understand the role of Religion in retrenchee's lives. Finally the study covered the perceived needs like, finances, counseling, training entrepreneurial and management skills of retirees. This led to the understanding of the specific needs of retrenched workers.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 INTRODUCTION**

This chapter covers the literature review, theoretical framework formulation of hypotheses and the definition of terms.

Retrenchment particularly in developing countries is a new phenomenon. However, it has been done in developed countries and a few developing countries. Pertinent Literature was reviewed from the developed countries and relevant issues applied to Kenya. The developing countries case studies were also reviewed and used to deduce important issues. The Literature review is divided into sections for easier Reference.

#### **2.2 OVERVIEW OF UNEMPLOYMENT**

Retrenchment has been defined as the redundancy occasioned by involuntary loss of jobs through no mistake of the workers concerned. It is any particular circumstance which results in substantial unemployment after one has been engaged in employment (Robinson 1965).

## 2.3 CAUSES OF RETRENCHMENT

The causes of retrenchment are well known but are different between the developing countries and developed countries. Esquire (1946) indicates that in developing countries population growth rates tend to exceed the job creation rate due to poor economic growth. This indicates that when the labour supply exceeds the labour demand compounded with the slow economic growth of the domestic economy there's bound to be redundancy.

In developed countries, retrenchment is occasioned by circumstances beyond the control of workers like technological change which leads to automation of organizations as they move from labour based industries to automated technology services. Handy (1984) indicates that in Europe there are fewer jobs today than there were before. Demand for jobs has consistently exceeded the supply creating an unemployment situation. Keith Roberts (1982) indicates that automation has contributed to redundancies in developed countries and that this is creeping into the developing world. This further suggests that muscle jobs are disappearing and finger-brain jobs are growing at a faster rate. Labour based industries have been replaced by skill based industries and this means that manual jobs of cleaners, messengers, copy typist are being replaced by technology based equipment like computers, dispensers and hovers among others. In an office where six such workers were employed, they become redundant immediately such devices are brought in.

New ways of work, new technology are stirring a revolution in the ways of work today, in the way work is organized in factories, shops, offices and banks. Champy (1994) explains that work re-organization, work re-design, business process re-engineering may result in redundancies. This is because organizations want to make maximum profits and have introduced capital intensive technology which are more efficient. Handy (1985) explains that such redundancies occasioned through capitalist production change society tremendously. He explains further that the tradition of man going to work to support himself has changed to short term employment. No one is really sure of retaining his job on a long term basis and this has affected people of all social groups as jobs have become a scarce commodity.

## **2.4 CIVIL SERVICE REFORM PROGRAMME IN OTHER COUNTRIES**

In 1990, Zambia tried to reform its civil service with some success. Palmer et al (1993) explains that this met a lot of resistance from the victims fearing the risks they would face in the event of losing their jobs. The perceived risks would affect their marriage, stability, their social status in society, their family's basic needs and the education of their children. The Zambian Reform, however managed to downsize its civil service work force by a 20%.

Botswana is often cited as a successful case of civil services reform programme in Africa. It emerged out positively with a rationalization programme to cut down its work force in the central government in 1994. The government wanted to improve the defective civil service system it inherited from the British colonists. It prepared the civil servants through intense training programmes. It objectively selected and retained the most qualified staff with no ethnic links or bias and motivated its workers. The workers who were laid off were adequately prepared through sensitization, and a pay package that could sustain them. Botswana now emerges as one of the most efficient civil service in the Sub-Saharan Africa (Clay 1996).

In Uganda, a retrenchment exercise dubbed as 'Result Oriented Management' was carried out in 1990 and an analysis done by ILO, (1996) indicate that it was very successful. The aim of Uganda was to retain a well paid civil service improved public service delivery and combat corruption through enhanced ethics. This saw Uganda retrench 50% of its civil servants. Retrenched workers were well compensated and trained on small-scale businesses. Finances were availed by IMF through the government to facilitate their activities so that the victims were not subjected to poverty. (ILO, 1996).

In 1996, the Public Service of New Zealand was rationalized. The Public Service workforce was halved in order to address the National economic crisis at that

time due to rising inflation, budget deficits, growing National debt and unemployment (Commonwealth 1996). The Lessons learnt from the retrenchment exercise were that the retrenched workers were prepared adequately to face the post-retrenchment period. Workers who lost their jobs were organized and obtained an employment guarantee for a certain number of days per year. This was called unemployment insurance and so the guarantee ensures employment security and income security. The guarantee is more extensive when employment is provided on demand of workers, and the government meets that by organizing the employment intensive programme.

Some countries like India provide a scheme known as Indian Employment Assurance Scheme which, provides 100 days of employment on demand (Radane 1998) explains that this is a statewide programme based on the explicit recognition of the right to employment expressed in statutory Acts passed in 1978 by the State Assembly. Such schemes to protect worker rights are important to all countries including Kenya. Retrenched workers should be given assurance of employment once in a while.

## **2.5 WELFARE NEEDS OF THE RETRENCHES.**

Administrative reforms are inevitable and Gaiden (1991) explains that such reforms lead to redundancies and unemployment. He says that Britain has made reforms due to the need to limit public expenditure but because of the work

layouts, a social welfare policy has been developed. Edward R, (1987) further explains that social welfare policy has been developed. It explains that social welfare services should not only benefit the contributors to the scheme but to all people who lose employment. In such circumstances, he says that relief bodies should be formed to alleviate poverty levels in the country and improve people's standards of living. The laws of the poor should be made and relief of the poor through charity should also be encouraged. Healthcare facilities were availed so as to enable the unemployed access health services. Provision of health services and Primary healthcare will prolong the lives of the retrenched and those who have no work.

In 1994, retrenchment was done in India in the Hope Pipe Company. The workers were annoyed with the management and took the company to court. The court felt that the sudden termination of employment brought difficulties to the victims. The Supreme Court ruled that the workers be compensated adequately to give them relief to tide over the difficulties caused by sudden termination of employment (Radone 1994). The Labour Laws in India recognize the re-organization in business, but if that leads to retrenchment, an employer has a legal duty to pay the retrenched their dues as compensation for loss of employment. ILO (2000) has done a Labour Report which strengthens the provision of gratuity for redundant workers.

In as much as financial needs of the division, not all people who get retrenched want to remain home and do literally nothing, retrenchment affects all cadres of workers irrespective of their age and some workers still have the potential to perform economically. The sessional paper No. 2 of 1992 of the Republic of Kenya highlights the need to integrate those who are not in formal employment into small business (Juakali) in order to enhance rapid development of the country. This was in realization that job creation had become slow and not every deserving Kenyan would get employment. Retrenchment of redundant workers accelerated the situation. The rural enterprise fund provides a base from which unemployed workers would borrow from to start a business.

Counseling services was also seen as a requisite for the retrenched, Decenzo et al 1988, indicates that guidance and counseling is very important to potential Retrenchees. He argues that counseling prepare individuals to deal with the realities of job loss. Retrenchment has psychological effects as people loose benefits they initially enjoyed like cars, free coffees, transport, sports, et cetra. Jahoda (1982) explains that marital problems are likely to occur if a spouse loses a job. Children have to learn to adjust to do without luxuries they were used to before. Loss of employment also affects the sociability of a person in society and in most cases such people turn to be introverts. They feel psychologically insecure and experience chronic insecurity. Job loss leads to low living standards



because of the financial loss. Fineman (1983) encourages counseling to such workers who have lost their employment and are in difficult circumstances.

Retraining in human resource planning and development is also necessary, since many organizations are experiencing need to have special skills especially in the field of Information Technology. These skills have become a critical area in Human Resource Planning. Human Resource Planning is therefore a pro-active method to help employers prepare for what they need now and in the future. What is not desired is laid off, through retrenchment, out placement and retirement. Retrenchment therefore has become part and parcel of management. (Decenzo et al 1988) and ILO (1998) explores the need to retrain retrenched workers with skills that are relevant to their peculiar situations and society. The report highlights the issue of training and retraining of redundant workers as an effective way of improving the employability of such people by equipping them with relevant skills.

The report points out that market demand for skill is very dynamic and if the retrenched workers can acquire new skills that can enable them get different jobs then the better. The report emphasizes skills to encourage them in entrepreneurship. Affirmative action plays an essential role in overcoming practices that exclude women from equal access to training.

Labour reports from ILO recommend the Kenyan government to carry out training Needs Assessment using Labour market information, employment opportunities and individual preferences. This will require the retrenched employees determine the specific skills they lack and the training they would like to take. (ILO, 1999). This means that the training will be tailored in terms of content and will be more relevant to their needs. Projects may also be started as action plan and interventionist strategy to meet the needs of such workers.

Retrenched workers required many facilities since they were unemployed. Ngugi (1998) explains that small businesses should be encouraged through an enabling environment by improving credit facilities, provision of land and improved infrastructure in rural areas. This statement is true in the Kenyan environment where workers were given a flat rate of KShs. 40,000. Such money can only carry out small transaction and hence small businesses. World Bank (1994) encourages such workers to adjust positively to their unemployment situation by starting up self-help income generating projects, at a micro-level.

The area for social security through National Social Security Fund, the National Hospital Fund provides assistance to workers in old age, early retirement and hospital bills respectively. There is need to make employees who are leaving service understand how such services can be of help to them.

## **2.6 THEORITICAL FRAMEWORK**

In this study, the structural functionalism and rational choice theories have been used to understand the retrenchment phenomenon.

### **STRUCTURAL FUNCTIONALISM**

The perceived needs of retrenched civil servants can best be explained from the perspectives of structural functionalism and structural conflict. Most of the civil servants have had to experience life far within an orderly and predictable system for the duration of time they were employed. Consequently, they fulfilled all the functional requirements expected of them in varying social situations including the family, social clubs, mutual benefits, associations such as credit cooperative societies and community organizations among other settings, (Merton 1957). Thus as long as the form of work they undertook had a pay off that enabled them to meet personal relational and social obligations, the retrenched civil servants felt a sense of being fulfilled and functional in society. Furthermore, as they developed their careers, they fashioned work related interaction upon which they built important social and economic networks. These networks could only be maintained through full employment.

At the personal level, they felt actualized in performing tasks that were largely related to their education and training. Most of the retrenched persons counted on continuing to work till retirement age. However, they have been retrenched when the balance of time remaining before the Normal retrenchment of 55

years, ranged probably between five to ten years. At the family level, they were able to meet household expenses on clothing, food, health and child related expenses on schooling. In addition, they upheld the dignity of a "working father, mother or head of household". At the social level, the civil servants were well integrated with their peers not only being employed but also in work-conditioned commonality of values, attitudes and lifestyle.

When retrenchment occurs, however, the retrenched persons are placed in a conflict situation to the extent that their economic circumstances are adversely affected, besides their hopes and expectations being frustrated. If the retrenched persons are heads of households, they may find it difficult to maintain the economic welfare level of their families. They may also be unable to meet all the health and Educational needs of their children. This situation may create social strains and tensions resulting in domestic quarrels or even desertion. The retrenched person may evaluate himself as out of place with his peers because he cannot sustain the peer group life style after he is retrenched (see Erickson page 42). Consequently, his self-confidence may be weakened resulting in a sense of worthlessness and withdrawal from social interactions. Furthermore the accumulation of frustrations arising from adverse social and economic circumstances, may translate into hostility and anti-social activities directed against formal authorities.

The structural constraints that come up to affect retrenched civil servants often create "social action situation" in which both subjective and objective factors are evaluated with an aim to reduce or eliminate the constraints. According to Max Weber, this "action frame of reference" should proceed by seeking to understand the individual's social situation. In this case, the retrenched persons are in a situation where they no longer perceive themselves as functional to themselves, their families and society at large. The choice of action they take so that they revert to the functional status at the personal and at the social community level will be importantly influenced by their ideas, attitudes, beliefs, motives and goals, which move people to act (Mulkay 1971). Individual choices of action may further depend on characteristics such as a persons age, family size, level of Education, level of income, the duration of employment and so on. Thus knowing the retrenched persons social situation in relation to structural constraints and what sorts of needs they have, it will be possible for the Government to develop a training programme package that would meet the desires of retrenched civil servants.

On the basis of structural functionalism, the assumption is that if there is change in one institution in society, there will be concomitant changes in others. This implies that changes in policy, family, religion and education will not be so radical if there is stability in economy. At the micro-level, it will require the retrenchees

to have invested adequately for smooth settling depending on their previous job positions and salary attached to those job positions.

Society has different structures and functions that require specific standards. Age and sex among others play a significant role in determining different functions accordingly. It is assumed that strenuous activities are done by younger people as opposed to less strenuous ones which are left for the older people. On the basis of this assumption, the retrenchees who were younger could get alternative employment faster than the older ones given that most jobs in third world countries are labour intensive hence requiring one to put in physical energy in most cases. In any case most of the retrenchees were of low cadre where more psychomotor skills are more utilized in comparison to higher job groups where cognitive skills are needed in policy making. (see table 4.4 and 4.5).

Functions in society have inputs and outputs but before one can realize the later the former must be in the process. Skills and knowledge play a significant role in such a process, but in a capital economy, money is a very significant determinant. The retrenched civil servants were trained at the District level with an aim of empowering them with entrepreneurial skills so that they could start up small scale businesses at the micro level and consequently generate income to sustain them in post retrenchment. The assumption here is that, skills and

knowledge are vital in getting alternative employment and starting businesses but capital determines the success of such objectives.

### **RATIONAL CHOICE THEORY**

An excellent way in which to begin any explanation of human action is to suppose that the actor is a rational agent with intelligible goals (Heath 1976).

This explains that in exchange, which is a social interaction, not all actors just rest on the theme of give and take. Others do a cost benefit analysis before entering in an exchange process. Heath writes that the basic idea that follows from the elementary analysis of exchange states that, the less satisfactory are the alternatives to a supplier, the more dependent one is on him, and the higher the price that he will be able to obtain. The more that worker wants advice from a particular expert colleague or the less expert other potential advisors the higher will be the price that will be tolerated if he is rational before deciding whether or not to enter the exchange. This means that the less expert wants status and praise and the more willing others are to accord it, the higher the price the expert will require before entering the exchange.

Heath introduces the concept for Bargaining power that he says will vary according to the alternative sources of supply open to them. The law of personal exploitation is introduced and in a rational choice situation Thibaut (1959) advances the explanation;

- i) You have no services to offer that the other would like in return.

- ii) You cannot obtain the needed services elsewhere.
- iii) You cannot force him/her to give the service.
- iv) You cannot resign to do the service.

The Rational Choice Theory has economic implication in that it's suggested that economies is all about how people make choices. Rational choice approach assumes that men have given wants, goals or utility functions. It is also assumed that these goals cannot all be equally realized due to scarcity. Men must select between alternative courses of action as they do so rationally. (Mulkey, 1971).

The retrenchment exercise can be explained that initially it was done as a social exchange with no profit motive as the government employed a workforce that it could pay comfortably. In the process the burden of paying such a huge civil service became unbearable that the government rationally opted to retrench the workers who had become an economic dead wood. The government opted to lay off workers, contract out it's non core functions in a ministerial rationalization programme because action was the only rewarding alternative.

For the retrenched, loss of employment could have made a negative impact on them. Some of them could have felt the impact less depending on how much land, money and property they had. This is because possessions such as material wealth determines ones economic status. Economic status can also be changed depending on ones choices so that those who make wise choices can multiply



their material wealth and those who make irrational choices may lose what they already possess. Retrenched civil servants who may make wise choices may change their future depending on how they perceive their present situation.

Attitude is very important in making decisions in life. Attitude enables one to make a rational choice and propel himself or herself from one step to another. Since perceptions are pegged on attitude, the retrenched civil servants may have different perceptions on their retrenchment package. The package was a paltry KShs. 40,000 for all cadres of worker. Senior officers may have felt down played in getting a package equal to their juniors. At the same time the juniors may have felt that such a flat rate was fair as all people face life without a constant income, after all conditions for juniors and seniors are homogenous in society. What matters is the choice one makes in whatever circumstance.

## **2.7 DEFINITION OF TERMS**

### **Jua - Kali**

This is a Swahili word meaning 'Hot sun'. It is a term coined in Kenya to mean the informal sector or self-employment.

### **Labour Participation –**

Means the involvement of active population aged between 18 – 55 years in income generating activities both in the Private and Public Sector by men and women.

### **Civil Service -**

This is the government service which employs workers through the Public Service Commission. Those employed by the Public Service Commission become Civil Servants and are paid by the government.

### **Over-staffing –**

Means the over placement of personnel causing an over saturated situation whereby those engaged are unutilized or underutilized in their day-to-day duties.

### **Rationalization –**

Taken from the word "Rationale" here means a critical review of the existing organizational structures and determined optimal staffing levels necessary for quality service delivery. Hence, Ministerial rationalization exercise was

a self-assessment for government functions, structures and processes which led to retrenchment.

**Retrenchment –**

This is the down sizing of staff in an organization to enhance efficiency. The retrenchment exercise in Kenya was to determine the structure and size of the Civil Service appropriate for the performances of core functions and to identify policy priorities of government within affordable budgetary limits. The people who are down sized loose their jobs and in this study are referred to as retrenchees.

**Retrenchee –**

This is a coined word to mean a person who has lost his job through a retrenchment exercise. A retrenchee can also be referred to as ex-worker or Retiree.

**Public Service Commission –**

This is the sole recruiting agent for the government under powers conferred to it by an act of parliament. The PSC Act Cap.185 as of the laws of Kenya.

**psychological Implications** – Stress, negative self-concept and low self esteem.

**Social Implication** – Loss of social status, changes roles in the family, poor health and fatigue.

**Structural Adjustment Programme** – This is a programme set by the World Bank on Sub Saharan region in terms of conditions to be met before the resumption of aid. Among the conditions. Rationalization of the Public Service of Kenya was of major concern. Other conditions are beyond the scope of this study.

**Job Groups** – The Civil Service has two categories of job groups the first and junior cadre of workers include job group A – F. The senior Job Groups start from J upwards and are strictly recruited by the Public Service Commission. The highest Job Group is V.

# **CHAPTER THREE**

## **SITE SELECTION AND METHODOLOGY**

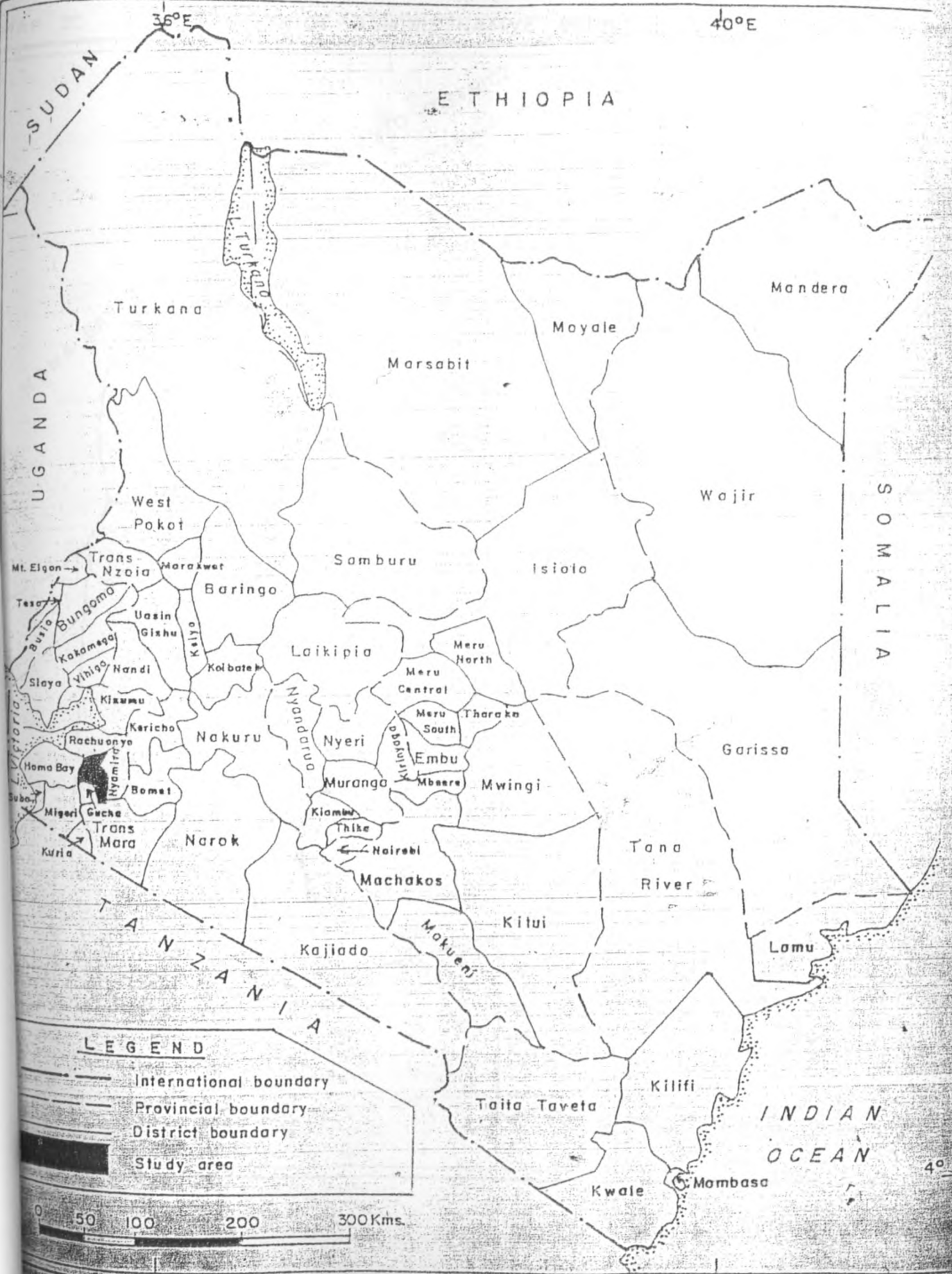
### **3.0 SITE SELECTIONS AND DESCRIPTION**

The study on the needs of retrenched civil servants in Kenya was conducted in Nyanza Province, Kisii Central District, Keumbu Division. Site description is for the purpose of future use especially for those who will make use of the findings either for follow up or for evaluation purposes.

Keumbu division is one of the eleven divisions that make up Kisii district see (i). For administrative purposes, Keumbu is divided into five locations, namely; Kegati, Nyaribari, Keumbu, Kiogoro, Bosongo and Ibeno. There are sub-divisions known as locations which are 19 in total. Keumbu Division is the most populated Division in Kisii District and hence the selection of this site is purposive.

To locate Kisii District in the Kenyan map, it's about 401 kilometres West of Nairobi and 51 kilometres East of Lake Victoria, bordered by Homabay, Rachuonyo, Nyamira and Gucha Districts. It's at the heart of Kisii land (see map II)

MAP I : THE LOCATION OF KISII DISTRICT IN KENYA

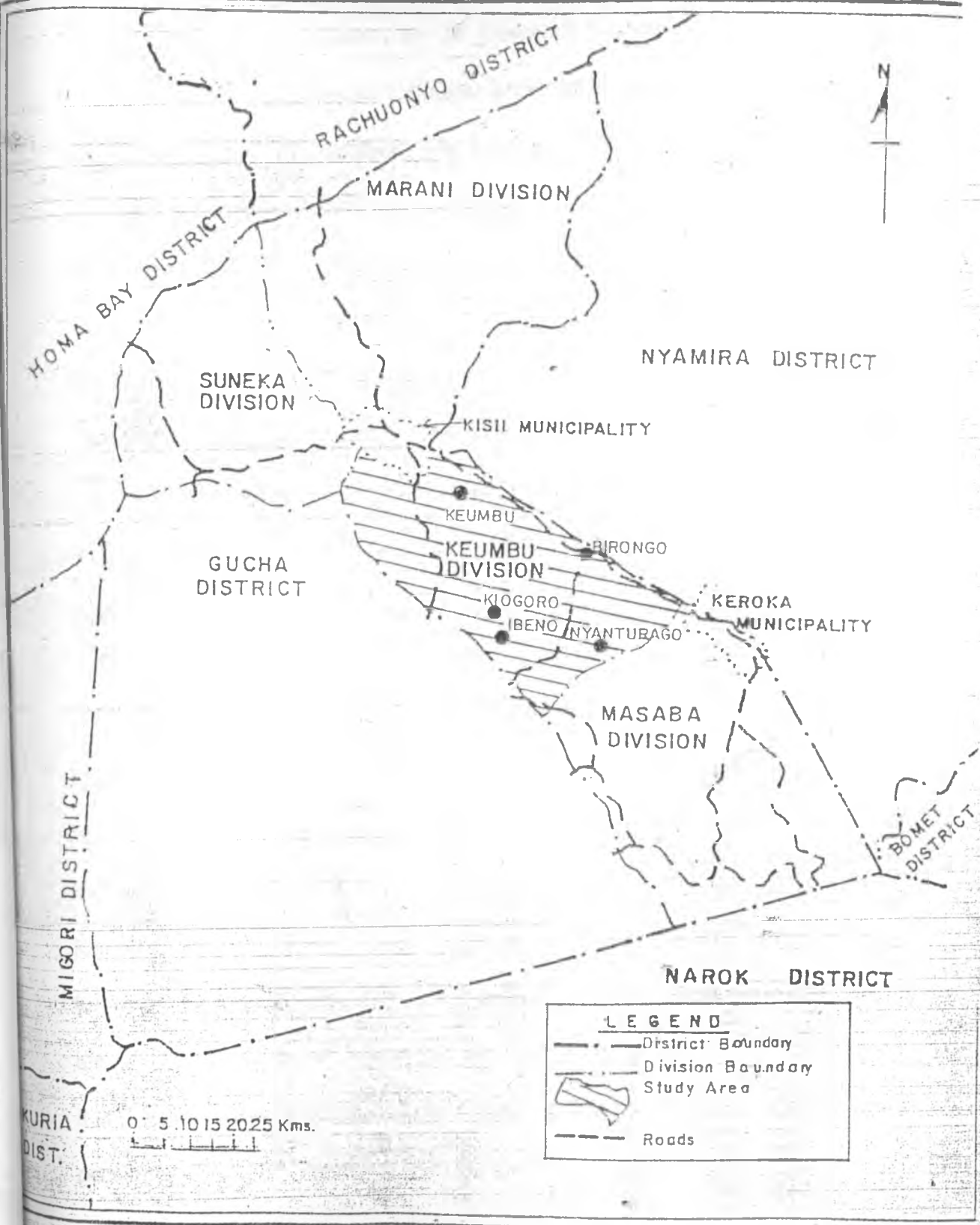


**LEGEND**

- International boundary
- - - Provincial boundary
- District boundary
- Study area



MAP II : KISII DISTRICT ADMINISTRATIVE BOUNDARIES.



### **3.1 (I) THE CLIMATE OF KISII DISTRICT**

Climatic features of Kisii District are as follows; it is generally wet with highland features, hilly and lies between 1500 and 2000 metres above sea level.

There are two main rain seasons. The long rains fall in March, April, May, June, July and August. The short rains fall in October, November and sometimes run to December. Kisii is generally a cool area with average temperatures of 15C.

With ample rainfall, Kisii District is mainly an Agricultural District. Major cash crops include coffee, pyrethrum, tea, bananas, red onions, groundnuts, maize, millet and pineapples. The food crops include maize, bananas, *sukumawiki* (kales) and sometimes it is hard to draw a boundary between cash and food crops.

### **(II) THE INHABITANTS OF KISII DISTRICT**

Kisii District is inhabited by the indigenous Gusii Bantus speaking people however, since the old administration headquarters for all Gusii people was located there, the population has attracted other tribes like the Luos, the Kalenjins and the Kikuyu traders. It is interesting to note that even Asians do lucrative business in Kisii town. Kisii District is densely populated and this has led to land fragmentation leaving families with small strips of land for cultivation, it has shifted the attention of cash crops to food crops to sustain the dense population.



### **(III) THE ROAD NETWORK OF KISII**

The infrastructure facilities in Kisii are very poor and lowly developed. Most of the roads are very rough except a small portion of the road network which is tarmacked, connecting Kisii town to Kericho, Kilgoris, Migori, Kisumu and Nairobi.

### **(IV) EMPLOYMENT PATTERNS OF THE KISII PEOPLE**

The Gusii people are employed formally and informally. Formal employment has placed them civil service jobs and in the private sector. Informally, the Gusii people engage in small scale businesses and sell their produce to various towns. Those who cannot sustain themselves depend on their able relatives working in town. There is a high dependency rate in Kisii and stretches from ones parents, aunts, uncles, inlaws. Generally people are poor and this has heightened the dependency ratio.

### **(V) MAJOR RELIGIONS**

The major religious organizations in Kisii, mainly are Christianity, and very few practice African traditional religion. Christianity introduced Education and medicine as a way of enticing Africans to the Western Religion. Major Mission Schools like Nyanchwa for Seventh Day Adventists, Nyabururu Mission Schools, Cardinal Otunga School were started by the Catholic Missions. The Lutherans concentrated in Itierio but most of the Kisii children got educated in these institutions and finally got jobs, in the civil service and private sectors. These civil

servants who got retrenched went back to their homes and hence Kisii district is indisputable in that it is an excellent catchments area for analyzing the needs of retrenched.

Familiarity with the local culture and dialect for effective communication was a major factor in choosing Kisii District as a case study. The district captures traits of the entire Kenyan society due to its socio-economic and political traits, which match those of other Kenyan regions.

### **3.2 SAMPLING PROCEDURE AND SAMPLE SIZE**

Central Kisii District was selected purposively due to language and familiarity with local terrain and Keumbu Division was selected purposively too because it is the largest division in Kisii District. The respondents were identified through the snowballing sampling procedure.

This was because, the researcher began with the few respondents available, Subsequently the respondents led researcher to other persons who were retrenched and were ready to participate in finding out the needs of the ex-government workers. The recommendation of the next person or unit of analysis was based on gender, age, and cadre. This process went on until the sample size became saturated that was until no more substantial information was achieved through additional respondent or until no more respondents were discovered.

The sample size was 60 out of the 475 retrenched civil servants respective of their age, sex and cadre.

### **3.3 METHODS OF DATA COLLECTION**

A single questionnaire was used (fixed and open ended type). Kohl (1984) states that a questionnaire is a device consisting of a series of questions dealing with some psychological, social and educational et cetra topic(s) sent or given to an individual or a group of individuals with the objective of obtaining data with regard to some problem under investigation. The questionnaire was written in English but it was conducted in English and Ekegusii (Vernacular) for the sake of clarity depending on which language the respondent understood better.

#### **FOCUSED GROUP DISCUSSIONS**

Focused group discussions were used in this case to collect primary data. The local chiefs and assistant chiefs were chosen as respondents, this was due to the fact that, they were perceived to be more knowledgeable because of their positions and age. They played a great role in organizing the retrenchees into FGD. Since they are also gatekeepers for the government and penetrating through them yielded more information and lastly they also provided security.

## **DESKTOP RESEARCH**

Secondary data was used through relevant Literature review.

### **3.4 UNITS OF ANALYSIS**

The units of analysis in this study were to be both men and women of all ages and cadres who were retrenched from the civil service in the last phase, which occurred in the year 2000.

### **3.5 DATA ANALYSIS**

The data collected was analyzed qualitatively and quantitatively. In this case, the quantitative data is in frequencies and percentages. The use of tables is also of great importance. Data was also analysed qualitatively in issues like perceptions, attitudes and opinions because such data is not easily quantified. The hypotheses will be tested qualitatively based on basic assumptions such as the theoretical framework and analysed data.

## **CHAPTER FOUR**

### **4.0 DATA PRESENTATION AND ANALYSIS**

This chapter presents both qualitative and quantitative data on the needs of retrenched civil servants. The respondents' views varied according to age, gender and seniority. The specific items addressed here include age, sex, religion, job groups, current marital status, and level of satisfaction with previous job as civil servants. The Government preparation of retrenchees is evaluated, their last pay level determined, education level, the number of dependants is addressed, and analyses the retrenchees possibility of getting alternative employment in relation to age, the length of notice they got before retrenchment and the response they made to the training programme offered at the District level. In determining their needs the data analyses their perception of the retirement package and how various people invested their retirement benefits.

## 4.1 RETRENCHES AGE

**Table 4.1: Percent Distribution of Retrenchees by Age**

| AGE          | FREQUENCY | PERCENTAGE  |
|--------------|-----------|-------------|
| 21-30        | 05        | 8.3         |
| 31-40        | 05        | 8.3         |
| 41-50        | 30        | 50.0        |
| 51-60        | 20        | 33.3        |
| <b>TOTAL</b> | <b>60</b> | <b>100%</b> |

By the time of research, the total number of retrenchees in the government last phase was 475 in Kisii District. The most affected age group was that between ages 41 and above. This formed over 83% of the total retrenchees. The rest ranging from 21 to 40 only formed only 16% of the total retrenchees. At age 40 is when a person is at his/her prime age with quite a number of needs. At age 21, most people acquire employment and by 30 years they settle down marry, and have children. At age 31 and above most people bear their young children so that by 40 years, the children are in school i.e. primary, secondary but rarely in college. At this time the retrenched worker needs school fees and money for, clothes, books and general up-keep of their children. Most of the interviewees expressed that they were too young to retire.

According to Erikson's eight stages of development, a human being experiences conflict in each stage. This is because each stage is defined by a developmental task or crisis that needs to be resolved in order to continue a healthy pattern of development, (see figure 1 below). In the seventh stage, which is the stage in middle adulthood, the conflict is that of generativity versus stagnation. In

relation to the issue of job loss, a retrenchee stagnate despite the fact that he/she is generating by having children. This is because he will not be creative or producing as he/she used to when employed. Erikson argues that such a person may stagnate and cease to grow. (E. Erikson 1963).

The eight and last stage of development highlights the importance of ego integrity verses despair. For a person who has lost his job, conflict occurs in that when they were engaged in work they had a sense of order and meaning in life as well as a sense of satisfaction with what they had accomplished in their lives. They were integrated to a larger society but with retrenchment, they have despaired and are afraid that they have not led a satisfying or worthy life, which leads to despair.

**Figure (1)**

**A summary of Erikson's eight stages of development**

**Adopted from E. Erikson**

Childhood and society 2<sup>nd</sup> Ed.

New York: Norton 1963 p. 273

IIX

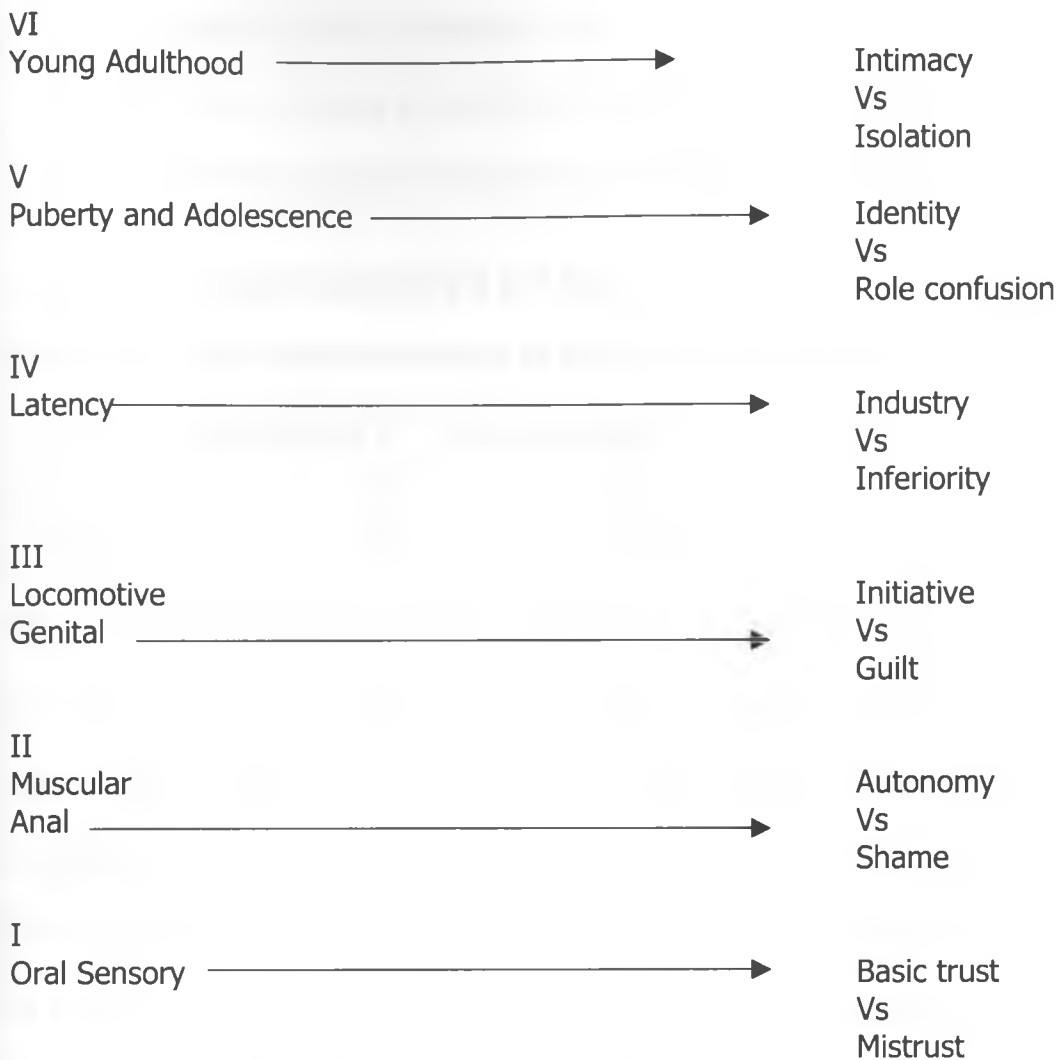
Maturity →

Ego Integrity  
Vs  
Despair

VII

Adulthood →

Generativity  
Vs  
Stagnation



## 4.2 RETRENCHES RELIGION

**Table 4.2: Percent Distribution of Retrenchees by Religion**

| Religion     | FREQUENCY | PERCENTAGE  |
|--------------|-----------|-------------|
| Christian    | 55        | 91.6        |
| Muslim       | -         | -           |
| Other        | 05        | 8.3         |
| <b>TOTAL</b> | <b>60</b> | <b>100%</b> |

The retirees indicated that the majority were Christian. This plays a vital role in spiritual well being of the retirees. It may help them to accept the eventualities



of retrenchment as they reintegrate into society as unemployed people. In religion one has a chance of receiving counseling services and be engaged in various activities to avoid idleness and its concomitant twin problem of stress.

### 4.3 RESPONDENTS BY SEX

**Table 4.3** Percent distribution of Respondents by Sex

| SEX          | FREQUENCY | PERCENTAGES |
|--------------|-----------|-------------|
| Male         | 30        | 50%         |
| Female       | 30        | 50%         |
| <b>TOTAL</b> | <b>60</b> | <b>100%</b> |

The respondents interviewed were exactly 50% of either sex. This was necessary to eliminate the bias in analyzing their needs. In retrenchment the problem of role conflict emerges since in the African society men have distinct roles to play as heads of households, but due to loss of access to productive means, men are forced by circumstances to remain at home, do household chores and take care of children. This role conflict as a result may affect men negatively. Men's loss of status due to retrenchment may trigger abusive behaviors initiated by excessive drinking, wife beating and this is socially disruptive

Women whose husbands have lost jobs, become heads of households. As bread winners, they dig to eke a living and if they are formally employed they reduce their child bearing rate as they have jobs to attend to. They do not perform house chores of washing as they are kept busy at their work places. On the other hand, women who loose their jobs are vulnerable to prostitution hoping to gain income to sustain their families. (Raymond et al 1992)

#### 4.4. RETRENCHES BY JOB GROUPS

**Table 4.4** Percent Distribution of Retrenchees by Job Group

| <b>JOB GROUP</b> | <b>FREQUENCY</b> | <b>PERCENTAGES</b> |
|------------------|------------------|--------------------|
| A-D              | 02               | 3.3                |
| E-G              | 10               | 16.6               |
| H-J              | 47               | 78.3               |
| K and Above      | 01               | 1.6                |
| V                | -                |                    |
| <b>TOTAL</b>     | <b>60</b>        | <b>100%</b>        |

The most affected Retrenchees were in Job Group E-G which composed of Drivers, Clerical Officers, Foresters, Copy Typists, Finance Officers, Agricultural Officers, Artisans. They formed 99% of the total retrenchees. Except for one senior officer in job group K the rest were junior, which implies that the retrenchees were of low cadre and subsequent loss of employment led to loss of security and protection in society, and thus it could plunge them into miserable forms of wage labour and loss of status in society, This may also increase their morbidity.

#### 4.5 RETRENCHES LEVEL OF EDUCATION

**Table 4.5** Percent Distribution of Retrenchees by Level of Education

| <b>LEVEL OF EDUCATION</b> | <b>FREQUENCY</b> | <b>PERCENTAGES</b> |
|---------------------------|------------------|--------------------|
| Primary                   | 02               | 3.3                |
| Secondary                 | 30               | 50.0               |
| College Certificate       | 24               | 40.0               |
| Diploma                   | 04               | 6.6                |

The respondents indicated that 50% of them had only attained secondary level while 3.3% had primary education and 40% had various certificates. Only 4 of

them had Diplomas. This concurs with the civil service retrenchment eligibility criteria of front loading those with minimum qualifications as required by the scheme of service.

#### 4.6 RETRENCHES MARITAL STATUS AFTER RETRENCHMENT

**Table 4.6 Percent Distribution of Retrenchees by their Marital Status**

| MARITAL STATUS | FREQUENCY |           | PERCENTAGE  |
|----------------|-----------|-----------|-------------|
|                | MALE      | FEMALE    |             |
| Single         | 03        | -         | 5.0         |
| Married        | 23        | 26        | 81.6        |
| Separated      | 01        | 01        | 3.3         |
| Divorced       | 01        | -         | 1.6         |
| Widowed        | 02        | 03        | 10.0        |
| <b>TOTAL</b>   | <b>30</b> | <b>30</b> | <b>100%</b> |

Retrenched workers who were married formed 81.6%. Those who were single formed 5% and this indicated that they needed wives to keep them company now that they had lost their jobs and friends were no longer in touch. Those who were separated after they were retrenched, formed 3.3% and this could be due to their spouse's fear of financial constrains. Out of the 60 retrenched workers, 5 of them were widowed and this implies a hefty financial problem and even support of the children without the other partner. In the social dimension, both parents bring up families better but if one had a steady income, he can maintain his family and be kept busy at least to avoid stress related complications.

#### 4.7 RETRENCHES BY AGE OF THEIR CHILDREN

**Table 4.7 Distribution of Retrenchees by the Age of their Children**

| AGE OF CHILDREN  | FREQUENCY | PERCENTAGES |
|------------------|-----------|-------------|
| 1-10             | 06        | 10.0        |
| 11-20            | 26        | 43.0        |
| 21-30            | 10        | 16.6        |
| 31-40            | 15        | 25.0        |
| 41-50            | 0         | 0           |
| Without Children | 03        | 05.0        |
| <b>Total</b>     | <b>60</b> | <b>100%</b> |

Retrenched workers who have children aged between 1-10 years formed 10% of the total retrenchees. This means that 10% of the retrenchees have young families and they have very fragile responsibilities of providing them with basic needs food, shelter and clothing. Those with children aged between 11 and 20 were 43%. Children within such age range of 1-20 are first and foremost dependants who cannot sustain themselves without their parental material support. Children are particularly vulnerable because of their special needs. This implies that retrenched parents may not be able to meet their family obligations adequately.

#### 4.8 RETRENCHES BY CHILDREN CURRENT EDUCATION LEVEL

**Table 4.8 Percent Distribution of Retrenchee by the level of their Children's Education**

| EDUCATION LEVEL    | FREQUENCY | PERCENTAGES |
|--------------------|-----------|-------------|
| Primary            | 23        | 38.3        |
| Secondary          | 27        | 45.0        |
| College/University | 02        | 3.3         |
| Drop Out           | 05        | 8.3         |
| Others             | 03        | 5.0         |

From the data in table above most retrenched workers have their children in primary and secondary that is 36.6% and 45% respectively. Only 2 people had their children in college. However, they still depended on the parent for economic and social support. 83 % of parents indicated that their children have dropped out of school due to school fees.

#### 4.9 RETRENCHES BY NUMBER OF DEPENDANTS

**Table 4.9 Percent Distribution of Retrenchees by the number of Dependants.**

| <b>NO. OF DEPENDANTS</b> | <b>FREQUENCY</b> | <b>PERCENTAGES</b> |
|--------------------------|------------------|--------------------|
| 1-5                      | 56               | 93.3               |
| 6-10                     | 1                | 1.6                |
| More than 10             | 1                | 1.6                |
| None                     | 3                | 5.5                |
| <b>Total</b>             | <b>60</b>        | <b>100%</b>        |

The Respondents indicated that they have dependants who rely on them for support. Surprisingly due to the extend families and social systems in Kisii, 90% of the respondents have dependants with no regular income, this may lead to sour relations with the dependants, break up of what used to be good family relations when the dependants needs are not met. There is Need to sensitize the community on the dilemma of the victims and give them a chance to rise again by providing for themselves. It is also necessary for the extended family members to support the retrenchees emotionally through encouragement to achieve common social goals.

#### 4.10 GOVERNMENT PREPARATION OF RETIREES

**Table 4.10 Level satisfaction of Government Preparation of Retirees**

| <b>INDICATORS</b>     | <b>VERY ADEQUATE</b> | <b>ADEQUATE</b> | <b>NOT ADEQUATE</b> |
|-----------------------|----------------------|-----------------|---------------------|
| RETRENCHMENT BENEFITS | 0                    | 10.0            | 50.0                |
| TRAINING              | 24.0                 | 36.0            | 0.0                 |
| PERIOD OF NOTICE      | 0                    | 5.0             | 55.0                |
| TOTAL                 | 24.0                 | 51.0            | 105.0               |
| CELL REPS             | 13.3                 | 28.3            | 58.3                |
| <b>TOTAL EXPECTED</b> | <b>300.0</b>         | <b>300.0</b>    | <b>300.0</b>        |

In determining the level of preparation by the government for the retrenchees it was found out that the retrenchees needs are not pegged to training only. Remittance of their retrenchment benefits should have been prepared in advance so that they receive them as soon as possible. The government did not sensitize the potential retrenchees about its intentions to downsize the civil service. In its determination of optimal staffing levels with relevant skills required to carry out available workload within the economic ability of the government, it should have informed them on the possible consequences of retrenchment and how to manage such eventualities.

The government sudden termination of service was viewed by 91% as inadequate. This was because the retrenchees were not given notice prior to their retrenchment. Prior notice prepares the victims psychologically to accept what they are about to face and more so it helps them to adjust to their circumstances. Government sensitization of potential retrenchees was viewed as

inadequate by 90% of the respondents. Sensitization retrenchees should have been done by, clearly stipulating the objectives and the content of the civil service reform programme. Secondly, the meaning and purpose of retrenchment to those identified for off loading and front loading and lastly the criteria for retrenchment should have been made clear in the sensitization period to avoid anxiety in the workplace since, such a period is prevailed with non-performance.

#### **4.11 RETRENCHEE'S LEVEL OF SATISFACTION AS A CIVIL SERVANT**

**Table 4.11 Percent Distribution of Retrenchees Level of Satisfaction**

| <b>INDICATOR</b>            | <b>V.GOOD</b> | <b>GOOD</b>  | <b>NOT GOOD</b> |
|-----------------------------|---------------|--------------|-----------------|
| PAY                         | 10            | 33           | 17              |
| STATUS                      | 10            | 40           | 10              |
| TRAINING                    | 20            | 34           | 6               |
| LENGTH OF SERVICE           | 36            | 18           | 6               |
| WORKING CONDITION           | 20            | 30           | 10              |
| <b>CELL TOTAL</b>           | <b>96</b>     | <b>155</b>   | <b>49</b>       |
| <b>TOTAL EXPECTED SCORE</b> | <b>300</b>    | <b>300</b>   | <b>300</b>      |
| <b>CELL REPS%</b>           | <b>32%</b>    | <b>51.6%</b> | <b>16.3%</b>    |

An attempt to find out the level of satisfaction of the civil servants was carried out and the findings indicated that total satisfaction was only of 32%. This implies that, they had lost access to productive means through which they sustained themselves. Indicators pointed out that 56% were satisfied with their work and on the average were comfortable. Job loss may place them in severe jeopardy in that if they were given a choice, they could have preferred to stay at

work. Those who did not enjoy their work were 16.3% and conclusively, the retrenched civil servants were satisfied to work as civil servants. Retrenchment hence may result in negative effects on the physical and mental health of the victims due to the loyalty and attachment they had to their former work.

#### **4.12 RETRENCHES LAST PAY LEVEL**

**Table 4.12 Percent Distribution of Retrenchees Pay Level**

| <b>LAST PAY LEVELS</b> | <b>FREQUENCY</b> | <b>PERCENTAGES</b> |
|------------------------|------------------|--------------------|
| 0-5000                 | 4                | 6.6                |
| 5001-10,000            | 54               | 90.0               |
| 10,000 – Above         | 2                | 3.4                |
| <b>TOTAL</b>           | <b>60</b>        | <b>100%</b>        |

The retrenchees who were interviewed got different salaries when they were in the civil service. The majority got a pay of between 5001 – 10,000 as basic salary, since the highest paid retrenched worker was in job group K. Given the inflation rates and devaluation of the Kenyan shilling, it is generally a poor pay hence low investments for sustenance in post retirement. The cost of living is too high and the Kenyan economy has been poor with a growth rate of 0.3% according to the year 2000 National budget. The pay only created a hand to mouth situation with little to save if any.



#### 4.13 RETRENCEES WITH ALTERNATIVE EMPLOYMENT BY AGE

**Table 4.13 Percent Distribution of Retrenchees alternative employment by age**

| AGE            | FORMAL | INFORMAL  | PERCENTAGE  |
|----------------|--------|-----------|-------------|
| 20-30          | -      | 8         | 13.3        |
| 31-40          | -      | 13        | 5           |
| 41-50          | -      | 1         | 1.6         |
| 51+            | -      | -         | -           |
| NON EMPLOYMENT | 0      | 0         | 80.1        |
| <b>TOTAL</b>   | -      | <b>60</b> | <b>100%</b> |

The retrenches interviewed indicated that the chances of getting alternative employment are slim and opportunities were more available to younger people as out of the 60 respondents only 19.9% had gotten informal employment out of which 13.3% were younger people. It came out clearly that age played a significant role in determining one's chance of obtaining alternative employment.

#### 4.14 THE RESPONSE TO THE GOVERNMENT TRAINING FOR RETRENCHES IN THE DISTRICT

**Table 4.14 Percent Distribution of Response to Government District Training**

| RESPONDENTS BY SEX | FREQUENCY | PERCENTAGES |
|--------------------|-----------|-------------|
| Female             | 30        | 50          |
| Male               | 30        | 50          |
| Non-Attendance     | -         | -           |
| <b>TOTAL</b>       | <b>60</b> | <b>100%</b> |

The response to the Government Training for Retirees in Kisii, Central Division was 100%. It was attended by the 30 men and 30 women who were interviewed. This implied that they got the entrepreneurial skills that the

government had planned for them. The issue was that by the time of this study, one year had elapsed since August 2000, and only 13.3% had gotten alternative employment. The skills acquired therefore had not been fully utilized and may become obsolete if not put into practice immediately.

#### 4.15 RELEVANCE OF THE DISTRICT TRAINING TO THE RETRENCHED WORKERS

**Table 4.15 Distribution of relevance of Training to Retrenchees**

| INDICATOR                            | V.GOOD     | GOOD         | NOT GOOD   |
|--------------------------------------|------------|--------------|------------|
| KNOWLEDGE OF RETIREMENT IMPLICATIONS | 60         | -            | -          |
| WILLINGNESS TO START A BUSINESS      | 50         | 8            | 2          |
| AVAILABILITY OF FUNDS TO INVEST      | 10         | 15           | 35         |
| INVESTMENT OPPORTUNITIES             | 5          | 15           | 40         |
| <b>CELL TOTAL</b>                    | <b>125</b> | <b>38</b>    | <b>77</b>  |
| <b>TOTAL EXPECTED SCORE</b>          | <b>240</b> | <b>240</b>   | <b>240</b> |
| <b>CELL REPS %</b>                   | <b>52%</b> | <b>15.8%</b> | <b>32%</b> |

In the attempt to find out the relevance of the training offered to retrenchees, 52% of them indicated that the training was very good.

There was 100% response on the knowledge imparted to the victims on the implication of retirement. Even though the training came at the last phase of the retirement exercise it was important to tell them on how retrenchment would affect their socio-economic lives. The people showed that they were willing to

start a business and hence the training was very relevant as they were taught on issues pertaining to enterprise and self employment, business investment opportunities, preparation of business plan, business start up process. Management of small business, management working capital in small business, sources of business finance, record keeping, costing, pricing and causes of business failure.

For those who found the training irrelevant, cited lack funds to start own businesses and lack of investment opportunities. For a country that is already experiencing the challenges of unemployment, this could be a difficult venture. Even little opportunities that were there had already been taken up in the form of retail shops and second hand good dealers. From table 4.17, only 16.6% had invested in business. This means that imparting knowledge is one thing and utilizing the knowledge is another.

#### **4.16 RECEPTION OF RETRENCHMENT BENEFITS**

**Table 4.16 Distribution of Reception of Retrenchment Benefits**

| <b>RECEPTION OF RETIREMENT PACKAGE</b> | <b>FREQUENCY</b> | <b>PERCENTAGE</b> |
|--|------------------|-------------------|
| Yes                                    | 46               | 76.6              |
| No                                     | 14               | 23.3              |
| <b>TOTAL</b>                           | <b>60</b>        | <b>100%</b>       |

The public service commission Act (Cap 185) and the pension Act (Cap 189) recommend that government officers like the ones who were retrenched qualify for terminal benefits in accordance with their terms of service, on this basis the government was to pay 3 months salary and a severance fee of 40,000. By the time of this study 76.6% had received their retirement package but 23.3% were still waiting. Despite the fact that those who had not received their benefits were few. It indicates that the government machinery is slow in administering the exercise because of the bureaucracy involved. The follow up of terminal benefits is stressful especially to people who are already experiencing financial constraints due to job loss, and their ability to start up business may be hampered by financial constraints.

#### 4.17 INVESTMENT OF RETIREMENT BENEFITS

**Table 4.17 Percent Distribution of forms of Investment of Retirement Benefits.**

|                   | <b>FREQUENCY</b> | <b>PERCENTAGES</b> |
|-------------------|------------------|--------------------|
| Bank              | 5                | 8.3                |
| Property          | 5                | 8.3                |
| Business          | 10               | 16.6               |
| Consumed & Others | 40               | 64.8               |
| <b>TOTAL</b>      | <b>45</b>        | <b>100%</b>        |

The Retirees indicated that they used their retirement benefits in various ways. A total of 8.3% put their money in the Bank, 8.3% bought property while 41.1% consumed their money in food and self up keep. The rest had not received their benefits and formed 25% of the retrenchees interviewed. This implies that most of the retrenchment benefits were consumed and little remained for future use. This was due to the inadequacy of the package to cover for other needs other than immediate ones like food, shelter and probably school fees for their children.

#### 4.18 RETRENCHES CHURCH ATTENDANCE BEFORE RETRENCHMENT

A)

| Denomination          | <b>FREQUENCY</b> |              |              |
|-----------------------|------------------|--------------|--------------|
|                       | Not at all       | Often        | Very often   |
| Catholics             | 3                | 9            | 12           |
| Adventist             | 9                | 8            | 14           |
| Others                | 5                | -            | -            |
| <b>EXPECTED TOTAL</b> | <b>60</b>        | <b>60</b>    | <b>60</b>    |
| <b>CELL REP %</b>     | <b>28.3%</b>     | <b>28.3%</b> | <b>43.3%</b> |

## B) RETRENCHES CHURCH ATTENDANCE AFTER RETIREMENT

| DENOMINATION          | FREQUENCY |             |              |              |
|-----------------------|-----------|-------------|--------------|--------------|
|                       | NOT ALL   | AT          | OFTEN        | VERY OFTEN   |
| CATHOLIC              |           | 1           | 9            | 12           |
| ADVENTIST             |           | -           | 8            | 21           |
| OTHERS                |           | 1           | -            | 2            |
| <b>EXPECTED TOTAL</b> |           | <b>60</b>   | <b>60</b>    | <b>60</b>    |
| <b>CELL REP %</b>     |           | <b>3.3%</b> | <b>38.3%</b> | <b>58.3%</b> |

In an attempt to find out how the economic status of the retrenchee affects their social, it was found out that church attendance pattern had changed as 25.3% of those who never attended church before are now church going. It was also found out that even those who attended often had increased by 10% while 15% had become very regular church attendants. It can be said that the change in economy as an institution, had an effect in the religious institution as structural functionalism attests that change in one institution has concomitant change in others.

### FOCUSED GROUP DISCUSSIONS (F.G.D.)

Retrenched workers at a personal level expressed problems and indicated that since they got retrenched, they had experienced a myriad of problems such as psychological, sleepless nights, insomnia, anxiety and withdrawal from society. They also expressed that they suffered from poor health and general despair.

They expressed shock and disbelief and said that they are in a dream, and have not woken up to reality.

At family level, the retrenched workers said that their marriages were strained, spouses threatened to quit, and two of the retrenched workers had separated and divorced after retrenchment (Table 4.6). Men expressed that they performed women roles in the family like washing, cooking and digging when their working wives went to their respective places. This role conflict had often generated tension in their families. Men in particular complained of low sexual desires and non performance, as they were pre-occupied with their job loss psychologically. This was evident from constant quarrels between spouses as it was indicated by most of them that in some cases, women are physically abused as men had become violent especially those who were not used to staying with their wives at home for the whole day.

Both men and women stressed that the retirement package was inadequate. The senior cadres just said it was paltry while the other cadres accepted it somewhat. Finances remain the biggest challenge to all the retrenched workers. Some of them had not received their dues up to the day the study was undertaken others had loans to service and were in serious debts.

Children dropping out of school due to lack of school fees was a common phenomenon indicated. Lack of basic necessities such as food and clothing were

cited due to low purchasing power, loss of an income that was regular and now with nothing in the pocket leave alone the closed Bank accounts, which are no longer operational.

The Retrenchee discussed in the groups and indicated that they were dissatisfied with the Government's option of retrenchment simply because they lost their sources of income and venting for their life weighed heavily on them. They indicated that they should have been given advance notice to enable them prioritize their expenditure basing it on their revenue. They could have not taken loans from their co-operative societies or guaranteed their friends for the same. Joblessness status plunged into their life had, led them into depicting escapism behaviors, running away never to return, suicide and alcoholism. As once said we can't run a way from the reality.

At the community level, the retrenched workers had experienced a lot of problems. Relatives who used to visit, no longer did so. Some retrenched workers had been stigmatized and blamed for what happened to them. They were seen as failures and regarded poor performers. Some retrenchees especially the young generation (Youths) had not built houses in the rural areas and had become a laughing stock to the community hence rejected. They had been jerked out of government quarters too. Their problems were so complex that it was sometimes hard to draw a line between social and economic impacts.



Those who started business complained of poor business performance in a strained economy. Most of the retrenchees started retail shops concentrated in the market area, this has caused stiff competition and low turnout, since the businesses are identical in nature and lack variety.

As civil servants of all ages, sex and gender were affected, their immediate needs included financial assistance, health services, counseling services and entrepreneurship training. Most of the retrenched workers indicated that they needed encouragement through psychiatrists to restore their self-image and hence pursue whatever field they could undertake.

The Kisii Development Plan (KDD 1994-96 shows that the land acreage owned by a family in Kisii is declining constantly and by 1992 a family occupies 0.5 acres. There is evident land demarcation and fragmentation, with small strips of land to cultivate. This was evident as the retirees indicated that they needed land, But since, Kisii District is densely populated, land has remained an issue, the land would enable them to grow food crops to sustain their families and sell any extra for an income. Cash crops could also be grown to generate income but this is also subject to availability of land. Most of the retirees are still energetic

### **Testing of basic assumptions.**

From the qualitative expressions of the respondents it was evident that regardless of the retrenches previous job position, all the retrenchees expressed concern about their present state of joblessness and difficulty in adjusting to their current situation. If a section of the employees could have expressed otherwise then it could have been concluded that ones' previous job position influenced ones' adjustment after job loss. In this case, all interviewees were of uncertainty and disillusionment hence ones previous job position had no direct relation to adjustment after job loss.

From the findings of analysed data, it was also found out that in both the formal and informal sector, age played a significant role in determining ones chance of obtaining alternative employment. In deed those who had secured alternative employment were below 40 years while those who were above 40 years, non had gotten alternative employment. Hence the hypothesis was held true that possibilities of obtaining alternative employment was highly influenced by age.

The study also found out that retrenchees perceived their present situation as a blow as they expressed their hopelessness and fear in their present status. Across section of the respondents indicated that economic uncertainty affected the victims atleast psychologically. It was therefore proved that retrenchees

perception to the loss of their respective employment is influenced by their economic status in society.

Evident too was that regardless of previous job position, there was a general expression that, the retrenchment was inadequate. Instead the retrenchees were of the view that the retrenchment package could be measured against individual homes, number of children, number of dependants, ones investments before retrenchment, availability of resources like land and personal needs. The view that ones previous job group had directly influenced his view on the retirement package is not true.

Lastly the study found out that the ability of retrenchees to lead a productive life was dependent on the availability of money. This is because by the time of this study, the respondents had been trained and equipped with skills. See appendix (ii) but they had not been able to start up business of their own. They expressed lack of finance as the greatest impediment in their situation.

## **CHAPTER FIVE**

### **Summary, and recommendations**

#### **SUMMARY**

In this study, the researcher found out that civil servants who were retrenched have various needs. Their needs ranged from social-economic ones to policy areas. Pegged on the major themes of the study. It was indicated that 83% of the retrenchees were aged between 41 and 50. This being a prime age interval, the needs of such people include finances to educate their children, to cater for their basic needs as in food, shelter and clothing.

Religion plays a major role in the spiritual well being of people. In Religion one has a chance of receiving spiritual and material assistance. One can also be engaged in church activities to avoid idleness. This is a positive indication for the retrenchees, as it was. It was found out that 91.6% of the retrenchees were Christians and they needed to join various Religious groups as in Religion one has a chance of receiving.

In this study, both men and women were affected and this has resulted in role conflict in the homes as men stay at home and women go out to work in some homes. This affects the social structure and setting of an African family and may

have negative impact on the stability of the family. There is a need for counseling of the affected groups according to their circumstances.

From the findings, 99% of the retrenchees was composed of junior officers. This implied that they lost their source of income and consequently their status in society. This could plunge them into miserable forms of wage labour to survive and hence needed an interventionist strategy to reintegrate them into society.

The findings indicated that the retrenchees level of education was secondary Education which formed 50% of the total. This means that those with minimum qualifications were front loaded for retrenchment. Such people who have not advanced their education may need further skills, knowledge and attitude in the form of training to make them productive. There is a need for further training to meet specific needs, after a training needs assessment had been done by the civil service.

The marital status of the retrenchees indicated that 81.6% of them were married, 5% of the men were single and needed wives. Those separated formed 3.3% and this happened after retrenchment, most probably due to the perceived fear of financial constraints. The need here was that of guiding and counselling the retrenchees and sensitizing the society to accept them. Change of attitude is

very necessary, as retrenchees should not be seen as outcasts but victims of circumstances beyond their control.

In determining, the age and number of the children of the retrenched civil servants, the findings indicated that 43% of their children were aged between eleven and twenty years (11-20) coupled with the dependants which the study found out to be 93%. The situation implied that the victims were stressed not only to meet their family obligations but to extend their hand to the larger society no matter what their situation is like. The need here is finance, to make ends meet.

In determining the level of satisfaction as civil servants, the retrenchees indicated that 51.6% of them were comfortable with their previous work and this job loss definitely affected them. This indicated that they needed alternative jobs to sustain themselves after having lost something they valued.

The Government prepared retrenchees to meet challenges in post retrenchment. The study found out that 13.3% viewed the preparation as very adequate while on the extreme end 58.3% found it inadequate. The needs indicated were, the retrenchment benefits which were not yet received by many. As for training the respondents were comfortable but the period of notice should have been at least

adequate as over 95% received it as inadequate. There is need for any authority concerned with retrenchment to prepare prospective retrenchees adequately.

In determining the various ways retrenchment benefits were used, the response indicated that 8.3% banked their money, the same percentage bought property and 10% started business. The majority formed 41.6% and had consumed their benefits while 15 people had not yet received. The implication was that the benefits were consumed almost immediately and the victims needed finances to meet their needs. Finance is an all round need and it is not the only one. The study further revealed that the retrenchees had other needs. Which were identified as; need for land to cultivate, medical services to care for preventive and curative diseases, counseling services and social clubs for people to meet and socialize, as they are idle most of the time. This means that; recommendations have to be made.

## **RECOMMENDATIONS**

In this study it was recommended that:

The Government should involve the retirees to determine the specific skills they need as an interventionist strategy. This is by carrying out a training Needs assessment, plan training relevant to their needs to enable the ex-workers take the post retrenchment period with confidence. Insurance of unemployment is an area that the central organization of trade unions should promote as a matter of

policy and welfare. The Government should also allow the civil servants trade unions to operate like it did before it deregistered it in the 1980s, with minimum restrictions as this will enable the unions to bargain for better terms collectively.

The Government as policy makers should spell out clear guidelines understood by all on issues related to job loss. This will prepare the retrenches at least psychologically so that job cuts do not catch people unaware. This is because this study found out that most of the retrenchees were not given adequate notice in regard to their retrenchment hence people went down with shocks and others even attempted suicide.

Since retrenchment, many people have complained of various health problems related to stress like, Insomnia, alcoholism family violence. There is need for the provision of health services such as dispensaries, health centers and hospitals for preventive and curative medicines. In preventive medicine, guidance and counselling by trained and experienced community (social workers) is recommended.

Most of the retrenches suffered low self esteem due to negative self concept. At the same time they were shunned by their friends and neighbours and so the Need for counselors to change their attitude by re-assuring them that retrenchment had to come one day but it is important for the retirees to adjust



as quickly as possible by facing the reality of retired life. This will enable the retiree to have a positive attitude towards life, since life does not always begin and end with formal employment.

Non Governmental organizations should chip in as there is need to for the provision of social activity facilities in the form of clubs, and halls of entertainment so that the retirees can engage in positive leisure activities, hobbies and other community activities to occupy their free time.

In the social dimension retirees should be open about their situation by communicating honestly and freely to their families, play their rightful roles providing for their families in modest so that they do not live beyond what they have. Patience, with family and community members must be observed and restraint so that ugly incidents like domestic violence are not experienced.

It is recommended that the retiree should manage himself/herself by maintaining a healthy body, mind and soul. They should eat healthy meals, exercise and be involved in church activities so as that time is spent well. They need to keep clean, regular medical checks ups to avoid drug abuse like alcoholism and cigarettes. Moral standards must be kept and no sexual pervasiveness especially this time of HIV-AIDS prevalence.

It is recommended that to reduce the economic financial constraints, the retirees should seek alternative employment, invest his retirement benefits in profitable ventures like retail shops, poultry and livestock rearing so that the training they got from the government is made use of and generate money for their families.

At the same time be encouraged to venture into different business types to reduce competition.

The Retirees are recommended to practice proper cash management and utilize their money wisely for the family. It's important for the retiree to have a positive attitude because one cannot cry over spilt milk, hence the reason as to why retrenchment should forget about their past as they focus ahead.

In Government, social welfare policy should be developed and Relief bodies should be formed to assist retrenchees. The retirement policy should also ensure that the period of notice is given in advance and adequate time to enable the prospective retiree plan their time.

There is Need for the government and the private sector to work together and provide a better pension scheme for house workers with clearly spelt out rules and regulations so as to avoid haphazard dish out of a lampsome of Kshs.40,000 flat rate to all retirees given that they had unique pay differentials before retirement.

## **FURTHER RESEARCH**

It is recommended that more studies should be done on this topic of retrenchment especially those that will cover objectives not included in this study. Control groups should also be formed in future research to determine the needs of the 1993 cohort and 2000 cohort with non-retrenched workers in the District to enrich the study.

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**QUESTIONNAIRE FOR THE NEEDS ANALYSIS OF RETRENCHED CIVIL  
SERVANTS IN KENYA – KISII CENTRAL DISTRICT.**

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**GENERAL INFORMATION**

1. *This questionnaire should be filled and completed by the retrenchee with the assistance of the researcher.*
2. *If the space in the questionnaire is not adequate, extra paper can be given free to the satisfaction of the informant.*
3. *This questionnaire is confidential and the information supplied will be treated with strict confidentiality and will be used for academic purposes only.*
4. *Our co-operation will be highly appreciated.*

**SECTION A.**

**BIO-DATA**

1. *Name (NOT A MUST).....*
2. *Sex .....*
3. *Age (Date of Birth) .....*
4. *Religion.....*
5. *Job Group/Designation.....*
6. *Marital status – Indicate year if you fall in (i) (ii) (iii) below.*
  1. *Married – year.....*
  2. *Separated – year.....*
  3. *Divorced – year.....*
  4. *Single – (N/A).....*
7. *Number of children if any indicate their respective ages.*

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8. *Indicate the level of Education of the children currently.*
  - i) *Primary*
  - ii) *Secondary*
  - iii) *College/University*
  - iv) *School dropouts*



9. What is your highest Education level?
- i) Primary
  - ii) Secondary
  - iii) College/University

**EMPLOYMENT**

10. When were you first engaged by the civil service? (Year).....
11. Was it your first employment? I) Yes ii) No  
If No, Indicate where you worked before.....
12. Did you have any other form of income generating business before retrenchment? Yes/No.....
13. For how long were you engaged in the civil service?.....
14. Did you enjoy your work as a civil servant?
- 1. Very much
  - 2. Average
  - 3. Not at all
15. How did you receive the news of your retrenchment?
- i) Good
  - ii) Fair
  - iii) Bad
16. Why did you feel that way?.....
17. Were you given any notice about your retrenchment Yes/No.....
18. What was the length period of the notice?.....
19. What preparation did the government make to prepare you for the eventual loss of your job?  
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20. What do you think of the preparation?
- i) Very adequate
  - ii) Adequate

iii) Not adequate

21. Did you attend the District training programme for retrenched civil servants?

Yes/No.....

If Yes, was the training relevant to your needs as a retrenchee?

Tick one.

A V.GOOD                      B. Good                      C. NOT GOOD

- i) Knowledge of socio-economic retirement implications
- ii) Willingness to start a business
- iii) Availability of funds
- iv) Investment opportunities.

23. Was this amount of money adequate for your financial needs?

- i) Very adequate                      ii) Adequate                      iii) Not adequate

24. (i) Have you received your retirement benefits as promised by the government? Yes/No.....

(ii) Indicate why, if your answer is No.....  
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25. How adequate was your retirement package?

- i) Very adequate
- ii) Adequate
- iii) Not adequate

26. What did you do with your retirement package?

- i) Bank
- ii) Bought property (indicate specifically)
- iii) Any other

27. What problems have you experienced since you got retrenched?

i) Personal level  
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ii) *Family level*

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iii) *Community level*

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28. *What needs do you have to enable you lead a productive life.*

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29. *What future plan do you have?*

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30. *How often did you go to church/mosque before retrenchment?*

- i) *Very often*
- ii) *Often*
- iii) *Not at all*

31. *How often do you go to church/mosque now?*

- i) *Very often*
- ii) *Often*
- iii) *Not at all*

32. *Is your religion of any help to you under your retrenchment situation?*  
*How .....*

**NOTE:**

***I WOULD LIKE TO THANK YOU SO VERY MUCH FOR YOUR TIME AND CO-OPERATION IN FILLING THIS QUESTIONNAIRE.***

***GOD BLESS YOU.***

OFFICE OF THE  
PRESIDENT



MINISTRY OF TOURISM  
TRADE AND INDUSTRY

REPUBLIC OF KENYA

**DIRECTORATE OF PERSONNEL MANAGEMENT  
CIVIL SERVICE REFORM SECRETARIAT**

in conjunction with the

**KENYA INSTITUTE OF BUSINESS TRAINING**

**CERTIFICATE OF PARTICIPATION**

*This is to Certify that*

*participated in a Training Course in Business Management for Retirees*

*from* ..... *to* ....., 2000

**TOPICS COVERED**

- |   |                                   |  |
|---|-----------------------------------|--|
| 1. Socio-economic Implications of Retirement. | 5. Business Start-up Process.     | 10. Record Keeping/Accounting in Small Business. |
| 2. Enterprise and Self-Employment.            | 6. Management of Small Business.  | 11. Costing and Pricing in Small Business.       |
| 3. Business Investment Opportunities.         | 7. Management of Working Capital. | 12. Causes of Business Failure/Success.          |
| 4. Preparation of a Business Plan.            | 8. Marketing in Small Business.   |  |
|   | 9. Sources of Business Finance.   |  |

Programme Director  
Civil Service Reform Secretariat

Principal  
Kenya Institute of Business Training