AN ASSESSMENT OF THE INFLUENCE OF PROVINCIAL ADMINISTRATION REFORMS ON SERVICE DELIVERY IN CENTRAL IMENTI DISTRICT, KENYA

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI

2013

DECLARATION

I declare that this is my original work and has not been presented in any institution of higher learning for a degree or any other award.

Signature…… Date……...

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This research project report has been presented for examination with my approval as the University supervisor.

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DEDICATION

With love, this project report is dedicated to my wife Charity, sons Nelson, Hiram and Mcgeorge, who remind me every day how important it is to remember to do my assignment. Thank you for your unending love and support.

ACKNOWLEDGEMENTS

I am greatly indebted to my supervisor Dr. Cecilia Ritho for inspiration, devotion, guidance, and assistance in writing this Research Project Report. I am highly indebted to her for tirelessly guiding and providing professional advice throughout the report writing process. My profound thank you goes to resident lecturer Mr. Chandi Rugendo and all my classmates for encouragement and mentorship that has enabled me reach this far. Special thanks go to Mr. Samuel Kimiti District Commissioner Imenti Central District for allowing the research to take place without hindrance in the district. To my group discussion members, thank you for supporting me enormously throughout the writing process. To my employees, special thank you goes to you for always reminding me that I have unfinished business in the study room. Finally, my thank you goes to my lecturers for making me get focused at all times.

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LIST OF ABBREVIATIONS AND ACCRONYMS

CMI- Chartered Management Institute

D.C – District Commissioner

D.O – Divisional Officer

GOK-Government of Kenya

NEPAD- New Partnership for African Development

NGO -Non Governmental Organization

O&E- Organization and Efficiency

P.A- Provincial Administration

P.C – Provincial Commissioner

RBM- Result Based Management

ABSTRACT

Governments in Africa have over years focused on the reforms of public service. Past research that had addressed these reforms were overwhelming and that issues that had been ignored before within the political circles like competence, performance and integrity are now the main topics of debates within and across political parties. Other research had noted that despite structural reforms governments were still facing complaints from the public regarding poor service delivery in the Public sector. This study examined the influence of provincial administration reforms on service delivery in Imenti Central District, Kenya. Since the District is divided into three divisions, the study assessed the influence of reforms from the point of the District Commissioner, The divisional district officers, the chiefs and assistance chiefs. The study examined the influence of training, motivation work place conditions and employee relations. A sample of 63 officers was selected for this study; however the study was able to collect 97% of the questionnaires from the respondents. Descriptive survey research design was employed and data collected by use of questionnaires. Descriptive statistics was used to analyze data and interpretation of findings was done by use of frequency tabulations. The findings of the study showed that training, motivation, employee relations and working conditions had an influence on the service delivery among Provincial Administration officers. The study revealed that employee relations had a negative influence on service delivery. The study recommends that the government should provide training especially on dispute resolutions as the study as established that training affects service delivery among provincial administrators. The government should also link remuneration to performance in order to motivate the provincial administrators. The study also recommends better communication channels between juniors and their supervisors as the study has shown that communication is a key component to service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Kauzya & Balogon (2007) observed that several countries' in Africa had implemented governance and public service reform measures. These measures according to Kauzya and Balogon (2007) had spread to various political dimensions; from the way governments were elected and changed, through the working of the executive, legislative and judicial branches of the government to the role of the civil society in holding state functions to accounts. These reforms had not been constrained to just the expansion of the political arena but had moved to also revitalize the public service.

Among the measures that had been taken to revitalize governance institutions as raised by Bologun (2003) are; abolition of one party rule, legalization of multi-party competition, organization and conduct of both presidential and legislative elections, enhancement of the policy analytics, budget reviews and general oversight of capacities of legislatures, consolidation of the independence of judiciary, empowerment of civil bodies among others. Bologun (2003) added that the African countries had also established anti-corruption bodies to contain grand corruption in public offices. These countries had also strengthened the enforcement and monitoring mechanisms of these anti-corruption bodies.

Kauzya & Balogon (2011) highlighted that in efforts of meeting the demand for 'democracy dividends', the governments in Africa had over years focused on the reform of public service. They observed that the evidence and results of these reforms were overwhelming and that issues that had been ignored before within the political circles like competence, performance and

integrity were the main topics of debates within and across political parties. Kauzya & Balogon (2011) made an observation that career service in these public bodies was gradually being reconfigured into de-politicized and professional institutions. Ntukamazina (1999) added that the public service reform programmes implemented in the last ten years shows that now African leaders are more attached to professionalism and performance in the public service sector.

The scope, direction and impact of public service reforms vary from country to country as raised by Kauzya (2003). However many of the reforms programmes had common elements which include; Resuscitation of basic cultures of public service with a dimension of professionalism, integrity, competence, accountability and responsiveness of the service; review of personnel policy and practices; rationalization of pay and grading structures and the introduction of performance and productivity related pay; labor redeployment and redundancy management; introduction of customer care initiatives; improvement of records and information management system; implementation of anti-corruption measures (Kauzya,2003).

Provincial administration as explained by Oyugi (1994) was established by colonial powers as an instrument of the country whose activities included general representation of the executives' authority at the local level, coordination of the state's activities in the field and chairing committees at the grassroots. During these colonial times Provincial administration was used to suppress any form of political opposition as well as maintain law and order. He further highlighted that, the Provincial Administration then evolved to the former order with the Provincial Commissioner as the head of the Province, the District Commissioner as the head of the District, the District Officer as the head of Division, Chiefs and Assistant chiefs in that order. The mandate of Provincial administrators' is to include development coordination over and above the maintenance of law and order.

The Government of Kenya Constitution (2010) Article 174, emphasizes on promoting democratic and accountable exercise of power; to give powers of self-governance to the people and to enhance participation of people in the exercise of powers of the state in making decisions that affect them and to facilitate decentralization of state organs, their functions and services from the capital of Kenya.

Before the reforms as explained by Mbai (2003), provincial administrators in Kenya followed orders from their superiors without questioning even when the orders were detrimental to the public interest. This upward accountability was therefore exploited by the superiors to suppress those opposed to their policies and therefore the history of provincial administrators' personified repression, dictatorship, impunity and authoritarianism. However, Akech (2010) explained that the Constitution drafted in 2010 reversed this situation by giving the role of coordinating government programmes to the Central Executive Committee headed by the governor. He pointed out that the transfer of executive powers from a central government bureaucrat was to inculcate a culture of accountability among provincial administrators.

There had been attempts to reform the Provincial Administration in Kenya to remove the colonial mentality and make it to conform to the needs of the current society. This had been possible through trainings and seminars on attitude change and good governance aimed at totally reforming the institution and ensure it fully embraced the principle of good governance and the rule of law (Mbai, 2003). The National Government Coordination Act (2013) had enhanced provincial administration responsibilities to include coordination of matters between the central

government and county government. Therefore it was vital to evaluate the influence of provincial administration reforms on service delivery.

1.2 Statement of the problem

Various reform initiatives had been undertaken to make provincial administration a professional institution that adheres to the rule of law and the principle of good governance. According to Bagaka (2011) constitution working paper, "Restructuring the Provincial Administration: An Insider's View" from a constitutional perspective, the organization of a devolved government is a political issue, while the practical organization and implementation of policy are administrative issues. Bagaka (2011) further points out that; for the administrative role to succeed, the provincial administration must be structured as the main centre for the coordination of matters between the central and county governments.

The Kenyan government, as explained by Kirui (2011) had taken concrete measures to promote innovation by improving the provincial administration service ethics and accountability. In addition, the African Public Service Charter that was adapted in 2001 provided an impetus towards the construction of the ethics infrastructure to make it achieve contemporary standards of good governance. According to GOK (2007) provincial administration being the most visible component of the government plays a central role in delivering government services to the population. Therefore a well-focused administrative staff was an important component to stimulate development. Cherry (1996) added that public administration must be guided by values and principles which administrators should adhere to in executing their duties which include promotion of high standards of professionalism, effective use of resources and equitable provision of services among others.

The reform initiatives in the Provincial administration had undoubtedly produced changes as explained by K.I.A (2004).These reforms include; reform in the management practices, in addressing governance and corruption, addressing security among others. However, according to New Partnership for Africa's Development (NEPAD) report, most of these initiatives were likely to fall short in improving service delivery to the public which include coordination of government activities, maintenance of law and order and conflict resolution (Addedeji, 2003)

Research on reform and service delivery of provincial administration was limited within the Kenyan context. It was therefore in respect to this background that the researcher studies the influence of provincial administration reforms on service delivery in Imenti Central District.

1.3 Purpose of the study

This study examined the influence of provincial administration reforms on service delivery in Imenti Central District.

1.4 Objectives

The general objective of this study were to establish the influence of provincial administration reforms on service delivery in Imenti Central District

The specific objectives were:

i. To examine the extent to which staff training influences service delivery by provincial administrators in central Imenti District.
ii. To assess how workplace conditions influence service delivery among provincial administrators in Central Imenti District.
iii. To assess the extent to which the level of motivation influences service delivery among provincial administrators in Central Imenti District.

iv. To assess how employee relations influence service delivery by provincial administrators in Central Imenti District.

1.5 Research Questions

This research answered the following questions

i. To what extent does staff training influence service delivery by provincial administrators in central Imenti District?

ii. How do workplace conditions influence service delivery among provincial administrators in Central Imenti District?

iii. To what extent does motivation level influence service delivery among provincial administrators in Central Imenti District?

iv. How do employee relations influence service delivery by provincial administrators in Central Imenti District?

1.6 Significance of the study

This study may be beneficial to policy makers in developing programmes that aim towards improving governance in the Provincial Administration. This study may inform the readiness of the central government to integrate the current provincial administration reforms in line with the devolved government structures as envisaged in the Kenyan constitution. It may also be useful to Provincial administrators in identifying the various ways they could make use of such programmes to improve their service delivery to the public. The information from this study may create a base for further research hence may be useful to future researchers.

1.7 Scope of the study

The study focused on the Provincial administrators and was conducted in Imenti Central District thus allowing adequate and intensive data collection.

1.8 Assumptions of the study

This study made the following assumptions: All the respondents were well versed with the provincial administration reforms and that provincial administrators in Imenti Central had experience some level of training.

1.9 Limitation of the study

The sampling frame of the study only covered Imenti Central District to generalization of the findings. The respondents at first presented some resistance in answering questions due to fear that the responses may be shared with their superiors. To solve this, the researcher explained to the respondents that the study was wholly for academic purpose and assured them of confidentiality of their responses.

1.10 Definition of significant terms

Provincial Administration- The government structure at the provincial level that brings government administration closer to the people.

Training- Impacting knowledge and skills through education, on the job training, demonstration among others.

Motivation- The force that pushes an individual to do what one does.

Employee Relations- Communication and relationship between employees and employers.

Service Delivery – This refers to the level of dissemination of government policies which include conflict resolution, maintenance of law and order, mobilization of local resources and coordination of government business.

Working Condition – This was the state of the place in which political administrator's work which includes the housing conditions, provision of transport, the working hours and the overall office environment.

1.11 Organization of the study

This study was organized in five chapters. Chapter one is composed of the introduction which comprises the background to study, the statement of the problem, the purpose of the study, the objectives of the study, research questions, significance of the study, limitation of the study, scope of the study and definition of significant terms. Chapter two is based on literature review with the introduction, overview of provincial administration, reforms, service delivery, training , work place conditions, motivation and finally employee relations. Chapter three dealt with research methodology which was broken into research design target population sampling procedure and methods of data collection it dealt with validity and reliability of data collection methods of data analysis and presentation. Chapter four dealt with analysis, presentation and interpretation while chapter five gives a summary of the findings, discussions and recommendations for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviewed the literature related to the provincial administration reforms from a global perspective and narrow it down to the Kenyan situation with a special emphasizes on Imenti Central District. This will capture both empirical and theoretical literature that has been written in regard to the area of this study.

2.2 Overview of Provincial Administration

In Kenya the concept of Provincial Administration (P.A) can be traced back in the colonial times; pre independence periods. In this time the main emphasis was on law and order and was meant to provide favorable environment for the political domination, economic exploitation and socio-cultural subjugation on the Africans by the colonial rulers. Provincial Administration was therefore the administrative department of the colonial government under the governor and his advisors (Okumbe 1999). After independence it was necessary to change the administrative structure that was created by the colonialist to a more flexible structure that could accommodate the needs of a newly independent state.

The role of Provincial Administration (P.A) in the colonial era according to Moi (1986) was to maintain law and order. He defined P.A as a system by which the central government ensures that its authority and attendant service reach the people and are accepted and utilized by them especially in the rural scenario. He gave the role of P.A as a nation building, security provision and modernization department. This therefore shows a shift of P.A from maintenance of law and order to development administration. The department's functions have evolved and its operations

restructured over time so that currently, it provides a framework for quick interpretation, dissemination and implementation of government policies. The department oversees the administration, development and security of all provinces, districts, divisions, locations and sub-locations.

In order to meet the needs of the people at the local level, the government must be personalized as one individual who is accessible, sympathetic, understanding and authoritative. It is this concept of the role of the government which The P.A is designed to satisfy. PA provides a representative of the government authority from the village level leading up through a simple and well understood hierarchy of Assistant Chiefs, Chiefs, Divisional Officers, District Commissioners (DCs) and Provincial Commissioners (PCs) to the president himself (Cherry,1996).

The level at which a public institution embraces service delivery to the people demands as explained by Oluwu (1999) is a very important aspect of governance which signifies the legitimate exercise of state authority. However in the government this has not been happening and poor service delivery remains a major setback towards achieving goals set up by the government.

According to Administrative Officers operation manual (2007) administrative officers must move with tandem with contemporary public services reforms initiatives in transforming themselves into proactive results-oriented actors in search of customer satisfaction and value for money. They must embrace the government's strategy for performance improvement in the

public service whose fundamental tools include service charter, service delivery benchmarks, performance standards and measurement as well as objective performance appraisal.

2.3 Service delivery of provincial Administration

A report by KPMG Kenya (2011) showed that for the last three decades, the role and institutional disposition of Kenya has been questioned, and the public sector has been under pressure to adopt private sector orientations. Most governments in the developing world have therefore been undertaking public sector management reforms, to adapt and improve to meet the demands and expectations of today's citizens and to be more efficient. This includes working with NGOs and other non-state actors in the delivery of public services.

Several Governments have been working to examine goals, missions, functions and structures of government offices. In these exercises, it has been noted that the change in mission and goals is leading to changing the role and functions of government. It has also been recognized that a good structure, mission and vision alone does not automatically ensure effective and efficient delivery of service. This is because it is being noted that despite structural reforms several governments are still facing and meeting complaints from the public regarding poor service delivery. In the Provincial Administration these complaints include: The standard of service; the costs of service; agony gone through to get the service; lack of transparency in service provision; widespread practice of "rent seeking" among provincial administrators; request for payment and or other favors before rendering service commonly known as "kitukidogo" in Kenya; lack of service; poor public and customer relations by public servants (Njiru, 2008).

Research shows that there is a relationship between work methods and performance in service delivery. It is imperative that for the Provincial Administration to deliver the desired outputs, it needs to strive to look or encourage better ways of performing the delivery process.

The civil service may not necessarily directly deliver the service, but much as a matter of policy and good governance it should develop or approve benchmark processes that are effective and efficient in delivery of services by Provincial Administrators (Aketch, 2010).

2.4 Provincial Administration Reforms

Most African countries are actively pursuing reforms of their public and civil services which are sum up to the concept of a "new paradigm" of public service, emphasizing on the role of public sector managers in providing high quality goods and services that citizen's value. Governments are striving to reduce the total cost of government expenditure without falling in standards of service delivered. Hence the emphasis of the reforms has shifted from a predominant concern for only macro-economic policies to including managerial and structural changes within the civil service, NGOs and private sector. In particular one of the major features of these managerial and structural reforms is the realignment between those core functions of the State which are predominantly concerned with policy advice and co-ordination by the civil service, and those functions which are concerned with the delivery of vital services or products to the public.

By January, 2000 most African Governments had initiated Civil Service Reform Programmes mainly through Organization and Efficiency (O&E) reviews. These reviews started a process of rationalizing the roles and structures of the Government Ministries and independent departments including Provincial Administration. The overall goal of these reforms was to improve the efficiency, effectiveness of the Civil Service.

The Reform Agenda in Kenya was enacted by the Government when the Result Based Management (RBM) approach was introduced. This was to guarantee resourceful administration of the Public service is achieved and to acquire the driving force for the broader Public Service, reforms are being embarked on in order to improve performance and service delivery. The reform strategies the government has adopted since 2003 in order to improve service delivery in the public service including in the Provincial administration include: Rapid Results Approach; Performance Contracting; Citizen Service Delivery Charters; transformative Leadership, Values & Ethics and Institutional Capacity Building among others (GOK ,2008).

2.4.1 Staff Training and Service Delivery

Training is a process of providing junior employees with specific knowledge and skills in order to enable them to perform their work tasks effectively (Okumbe, 2004). Training is a major need if organizations have to survive in a rapidly changing world where radical thinking and relations of their employees, is a widely held paradigm (Keini & Chelanget, 2011). In addition, training and development is the field that involves activities that aim at making performance of individuals and groups better. Training and development encompasses three main activities; training, education and development which in most cases are considered synonymously (Garava et al, 2005). Education is regarded as a prime mover of the socio-economic development of countries and it accounts for as much as 20% of the annual GNP of developing countries (Robertson, 1985). This is based on the observation that education improves the productive value of human beings by imparting knowledge, skills, attitudes and behavior traits referred to as human, social and cultural capital (Higlis, 2008).

Thompson (1963) found out that education makes people more capable of producing services while World Bank (1996) noted that human capital development increased skills and capabilities of all people in the society by accumulating human capital which facilitates a flow of ideas and information to the masses and increase their awareness of possibilities and choices before them. Chelagat & Keino (2011) however warned that, training must have a purpose which can only be defined if the learning needs of the organization, groups or individuals within it have been systematically identified and analyzed. They pointed out that there are many different training and development methods; on-the job training, informal training, classroom training, internal training courses, life coaching, mentoring, training assignments and tasks, behavior development training among others. This study will seek to identify the training methods available for provincial administrators and how it influences their service delivery.

Training includes aspects such as ethics and morality, attitude and behavior; leadership and determination as well as skills and knowledge (Patrick and Bruce, 2000) Training develops people and improves performance and raises morale. It also improves the health and effectiveness of the organization and productivity of the business (Harrison, 2005). Training enhances the cognitive abilities of workers hence enabling them to perform tasks more efficiently. The current knowledge based economy requires a work force that not only possesses the work skills pertinent to a particular trade but also the skills that were traditionally reserved for specific trades. Like communication, processing, critical thinking, problem solving skills are demanded of all workers (World Bank, 1980). In order to survive today's competition workers have not only to diversify their skills but also to enrich them with prominent skills necessary to perform varied tasks in the global work environment (Changilwa & Munya, 2010)

2.4.2 Work place conditions and Service Delivery

Working conditions refers to the working environment and aspects of an employee's terms and conditions of employment. Therefore work place conditions cover matters such as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Payment is also an important aspect of working conditions (Brenner, 2004). The workplace therefore entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Minke, 2010) physical environment as an aspect of work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. A large number of work environment studies have shown that workers are satisfied with reference to specific work space features. These feature preference by users are very important to their productivity and workspace satisfaction (Karasek & Therell, 1990).

According to Canadian Centre for Communication (2003) an effective work place communication is a key to cultivation of success and professionalism. It's stated that a company that communicates throughout the workplace in an effective manner is more likely to avoid problems in completing daily procedures and is likely to create stronger morale and a more positive attitude towards work. Hughes (2007) in a survey reported that nine out of ten workers believed that a workplace quality affects the attitude of employees and increases productivity. Chandraseker (2011) confirmed that unsafe and unhealthy workplace environment in terms of inappropriate lighting; poor ventilation, excessive noise etc. affect workers' productivity and health of workers. People working under inconvenient conditions end up with low performance and face occupational health diseases causing high absenteeism and turnover (Roelofsen 2002).

Wells (2000) stated that work place satisfaction has been associated with job satisfaction. He said that in recent years employees comfort on the job determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity.

Brenner (2004) asserted that the ability of employees in an institution to share knowledge through the system depends on the conditions of their work environment. The study however showed that executives from the various institutions disclosed that many organizations do not fully control their physical work environment to enable increased collaboration, innovation and improved work effectiveness. The research by Brenner (2004) observed that workers are more productive in well facilitated work environment and that the quality of comfort derived from the work environment determines the level of satisfaction and productivity of workers.

Government officials, business leaders and unions have been negotiating for fair and equitable employment standards for workers in the public sector including the Provincial Administration. Such standards are aimed at protecting the rights of these workers, foster positive workplace environments and create proactive relationships between executives, employees and, ultimately, benefit the bottom line of any business. For example, work-life balance policies that entail flexi-time, time-offs, annual leave and parental leave which is unpaid time from work to care for a child or to make arrangements for a child's welfare, are critical in any organization. According to Beardwell and Claydon (2007) work-life balance is the effort of attaining equilibrium between work and non-work requirements of life that mutually exist. The Chartered Management Institute (CMI, 2006) sees flexible working systems as an effective instrument that organization can use to retain the best employees and to encourage improved performance.

2.4.3 Motivation and Service Delivery

Motivation as explained by Adair (1996) is the sum of all that moves a person to action. These motives are mixed and they range from conscious to unconscious motives. He said that motives are essential for actions but are not sufficient in them and therefore this study will find out how motivation of Provincial administrators improve service delivery.

Motivation is a rationale for doing a certain task as described by Armstrong (2006). He said that motivation is one of the factors that influence people to behave in a certain way. The three components of motivation as listed by Arnold (1991) are direction; what a person is trying to do, Effort; how hard a person is trying to do something and Persistence; how long a person keeps trying. Motivating oneself is all about setting the direction independently and then taking a course of action to ensure that one gets there. People are motivated when they think a course of action is likely to lead to attainment of a good and a valued reward that satisfies their needs (Purcell, 2013).

Well motivated administrators are those with clearly defined goals who take actions that they expect will assist them to achieve these goals that they set. Such people are self-motivated and as long as this means they are going in the direction to achieve what they should to achieve, then this is the best form of motivation (Elizabeth, 2007) There are two types of motivation as identified by Herzberg (2009); Intrinsic motivation which is the self-generated factors that influence people to behave in a particular way. These form of motivation include; responsibility which is a feeling that the work that one does is important and having control of one's own resources; anatomy which is the freedom to act, use and develop skills and abilities; interesting and challenging work and opportunities for advancement. The second type of motivation as

illustrated by Herzberg (2009) is extrinsic motivation which means motivation attained from what is done to or for people. It includes rewards like increased pay, praise, promotion or punishment.

Motivation according to Rodley (2011) is the process of initiating and directing behavior. He said that an individual develops and sustains behavior when he finds it rewarding to do so. As far as an industrial organization is concerned, an employee is motivated to carry out duties assigned to him to the extent that doing so satisfies his personal needs. He pinpointed that, it has been long recognized that individual needs are complex and unstable with considerable reliance having been placed on financial incentives as a motivating device. In recent years according to Rodley (2011) there has been disillusionment with the effectiveness of financial incentives and following the theoretical assumptions by Abraham. H Maslow, attention has been directed to the need to place greater emphasize on intrinsic rewards to traditional extrinsic rewards.

Armstrong (2006) said that employees are more likely to be motivated if they work in an environment in which they feel valued for what they are and what they do. According to Adams (1988) satisfied employees usually work hard; this implies that employees are grateful for being given a satisfying job and shows gratitude by complying with employer's wishes or rather, if the worker is satisfied he or she is inevitably enthusiastic and therefore produces at a high rate. Brown (2003) added that the effort that employees put in at work will obviously affect the level of performance they attain and the service they extend to the customers.

2.4.4. Employee Relations and Service Delivery

The definition of employee relations has broadened over time and is still in the process of evolving. He said that individual level of employee relation is associated with the rise in individual rights, individual norms and aspirations, psychological contracts, personal grievances and information rights (Lamm, 2002). Sagie (2002) pointed out that for the organization to perform better, it is important that the employees are comfortable with each other, share a good rapport and work in close coordination towards a common objective. This is because according to Sagie (2002) people feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden.

According to Harvard school (2002), it is important that the management promotes healthy employee relations at the workplace in order to extract the best out of each individual staff. They pointed out that competition is essential in business, but it should not promote negativity or any kind of enmity among the employees. Moreover, a healthy relation among employees promotes a positive ambience at the work place and employees feel happy and satisfied at work which leads to improved service delivery. I n such cases, employees look forward to going to office daily and they also work hard to realize their team's as well as organization's goals.

Employee Relation Strategy as defined by Wardy (2010) is the intention of the organization to change ways in which the organization manages its relationship with employees and their trade unions. He explained that the main goal of employee relations, is to build a stable and cooperative relationship with employees in order to minimize conflict with the objective of achieving commitment through employee involvement and communication process, and to develop mutuality which is; a common interest in achieving the organizations goals through the

development of organization cultures based on shared values between management and employees. Pattanayk (2003) discussed the approaches of employee relations strategy in terms of traditional partnership also known as power sharing. In this case, the organization decides what it wants to do, and employees are expected to fit in and employees only exercise power by refusing to cooperate.

Maintaining healthy employee relations in an organization as discussed by Sagie (2002) is a pre-requisite for organizational success. He pointed out that, strong employee relations are required for high productivity at work and for employee satisfaction. According to Sagie (2002) employee relations generally deal with avoiding and resolving issues concerning individuals which might arise and influence the work scenario. Strong employee relations depend upon healthy and safe work environment, involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in service delivery level. In addition, good employee relations imply that employees feel positive.

2.5 Conceptual framework

The conceptual framework highlights the relation between independent variables that determine service delivery which is the dependent variable. The identified independent variables in the conceptual framework are staff training, motivation, work place conditions and employee relations. The researcher identified the political setting as the intervening variable and the government policy as the moderating variable that influences service delivery but the researcher has no control over them.

2.5 Conceptual framework

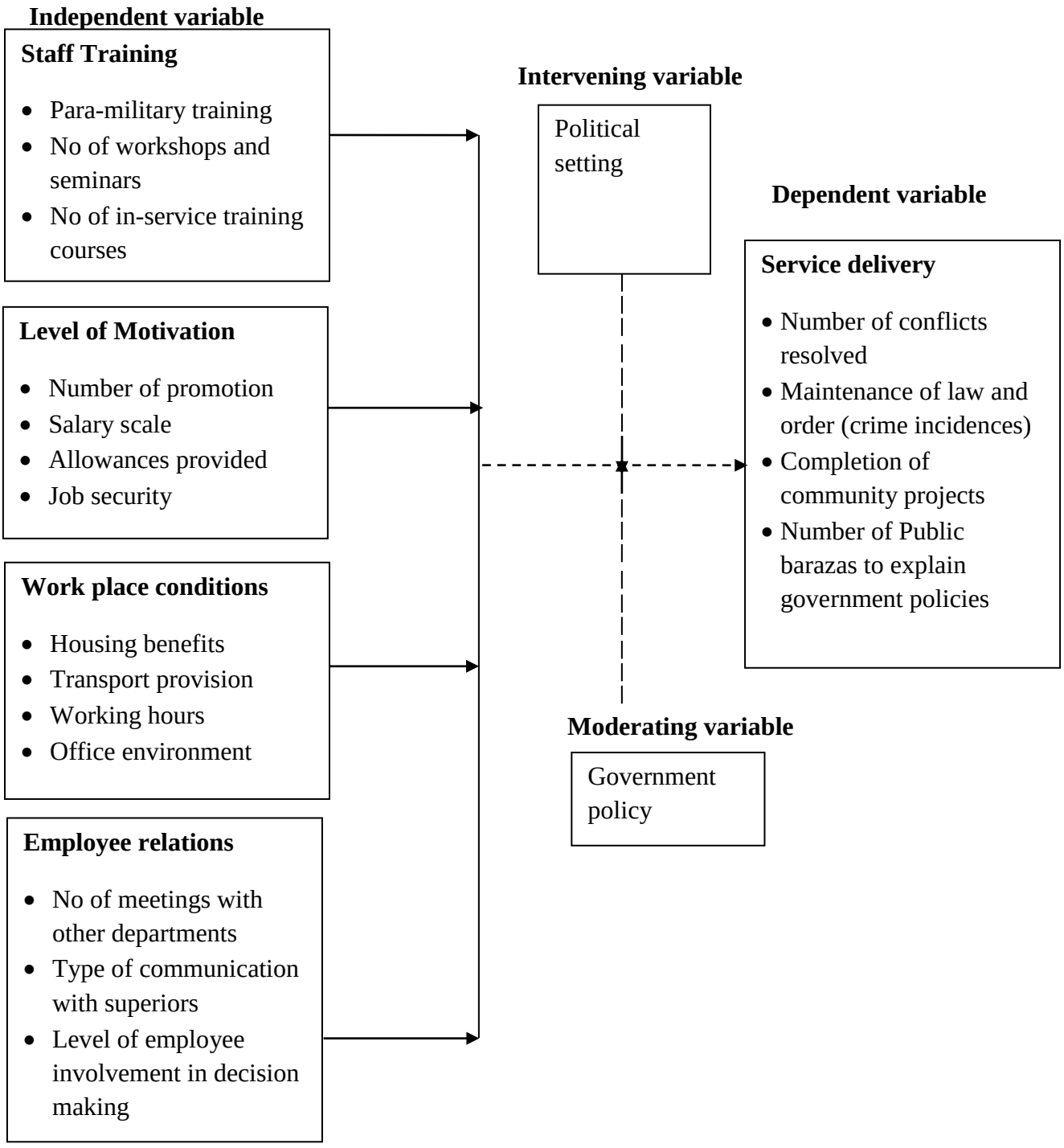

Figure 1 Conceptual framework (Author, 2013)

2.5.1 Explanation of Conceptual framework

Independent Variables include; training, motivation, employee relations and work conditions. Training involves; Para-military training, workshops, seminars and in-service training courses. Motivation is concerned with; Promotion of employees, Salary scale paid to employees; allowances paid to employees and job security. The concept of employee relations is measured by; meetings held with other departments, the nature of communication and the level of employee involvement in decision making and finally work conditions are measured by; housing benefits provided to staff, transport offered to employees, the work-life balance and office environment in which staff works. The dependent variable of this study is service delivery which is measured by; the number of conflicts resolved; maintenance of law and order (crime incidences); completion of community projects and the number of public barazas held to explain government policies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explores the research design, research methodology, the population that was targeted by the researcher, the population frame, data collection method as well as data analysis techniques used in the study.

3.2 Research Design

The study adopted a descriptive survey design which was described by Mugenda and Mugenda (1999) as the process of collecting data with the aim of answering questions concerning the status of the subject under study as it is. Kothari (1993) added that descriptive study is an examination of a situation; describing, analyzing and reporting conditions that exist or that existed.

This study applied the research design since the study intends to generate information on the influence provincial administration reforms on service delivery in Imenti Central District within the last ten years.

3.3 Target Population

The study targeted all the Provincial Administrators in Imenti Central District; these include 18 Chiefs and 59 assistant chiefs making a total of 77 respondents as indicated in table 3.1.

Table 3.1 Target Population

Division	Number of chiefs	Number of Assistant chiefs
Abothuguchi Central	7	17
Abothuguchi East	7	14
Abothuguchi West	4	28
Total	**18**	**59**

(Source: Imenti Central, 2012)

3.4 Sampling Procedure

This study applied a stratified random sampling to sample number of chiefs and the number of assistant chiefs, taking the three divisions as the strata. Mugenda and Mugenda (1999) explained that, where time and resources permit, a researcher should take a sample as big as possible. To compute the sample size for chiefs the researcher used the formula explained by Israel (1992) as shown below;

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

Where n = sample size

N = Target population

e = Acceptable error (5% for this study)

When substituted in the formula above, the sample for chiefs was:

$$n = \frac{18}{1 + 18 \text{ x}0.05\text{x}0.05}$$

n = 9.94

$n_h = (Nh/N^*)n$

Where:

n_h= Sample of the stratum

N_h= Population of the stratum

n = Total Sample size (9.94)

N= Total Population (18)

For example for Abuthuguchi Central:

$n_h = (7/ 18) * 9.94$

= 3

The same formula was used to compute the sample size of assistant chiefs.

This sample size was distributed as follows;

Table 3.2 Sampling frame

Division	**Population of chiefs**	**Sample of chiefs**	**Population of assistant chiefs**	**Sample of assistant chiefs**
Abothuguchi Central	7	3	17	15
Abothuguchi East	7	3	14	12
Abothuguchi West	4	2	28	24
Total	**18**	**8**	**59**	**51**

The study will purposively select the Dc and 2 Dos as key informant for triangulation. Their mandates are rather wide because they supervise chief and assistants chiefs.

3.5 Data Collection Methods and Procedures

This research used both qualitative and quantitative data. The researcher collected data by the assistance of research assistants who offered assistance to respondents with any form of disability that hindered them from successfully filling the questionnaire.

3.6 Research Instruments

Data was collected by use of self-administered questionnaires which was developed by the researcher. The questionnaire had both open ended and close ended questions to enable the researcher to get greater insight into the feelings, decisions and thinking of the respondents.

An introductory letter from the University authorizing the research to be undertaken was used by the researcher to assure the authenticity of the study.

3.7 Instruments Validity.

Data validity is the degree to which the outcome of a study represents the actual situation under study. To achieve content validity the researcher had to seek assistance from the experts who were the university supervisors and amendments were made to as advised (Mugenda and Mugenda, 1999).

3.8 Reliability of Instruments

Bryman and Bell (2003) pointed out that reliability of a research instrument is the degree to which the research instruments yields consistent results of data after trials. The researcher applied test-retest method on the questionnaire. This was done by selecting 2 chiefs and 2 assistant chiefs that were not included in the initial sample randomly, from the accessible

population and used to carry out the pilot study of the questionnaire before the questionnaire was administered.

3.9 Data Analysis and Presentation

After data was collected, the researcher organized the data and coded the question items. The coded data was then tabulated by use of Statistical Package for Social Sciences (SPSS). Descriptive statistics (i.e. cross tabulations) and quantitative data analysis (i.e. categorization classification) to explore the relationship between the independent variables and service delivery was employed. The findings were presented inform of tabulations and charts.

3.10 Summary of the Chapter

Descriptive survey research design was used for this study. The target population was 81. The study used proportional sampling techniques and purposive sampling to obtain the sample that had the required information. The total sample was 63 respondents. In data collection questionnaires, content analysis of reports was used. The study employed test-retest techniques to test the reliability of instrument to be used. An official letter of introduction from the University of Nairobi to the Office of President was applied for.

The questionnaires were administered to the Dc, Dos, Chiefs and assistant chiefs. Finally the study utilized SPSS computer software for data analysis.

Table 3.3 Operationalization of variables

Objective	**Variable**	**Indicator(s)**	**Data collection method**	**Measurement Scale**	**Data Analysis**
Service Delivery by provincial administrators.	Dependent variable Service delivery.	-Number of conflicts resolved. -Maintenance of law and order (crime incidences). Completion of community projects. -Number of Public barazas.	Questionnaire	Nominal Interval Nominal	Descriptive statistics
To examine the extent to which training influences service delivery.	**Independent variable** Training.	-Para-military training. -No of workshops and seminars. -No of in-service training courses.	Questionnaire	Nominal Nominal Nominal	

To investigate how workplace conditions influence service delivery.	**Independent variable** Workplace conditions.	-Housing benefits. -Transport provision. -Working hours. -Office environment.	Questionnaire	Ordinal Ordinal Nominal Ordinal	Descriptive statistics
To find out the extent to which the level of motivation influences service delivery.		**Independent variable** Motivation.	-Number of promotion -Salary scale -Allowances provided -Job security	Ordinal Interval Interval Ordinal	Descriptive statistics
To investigate how employee relations influence service delivery.	**Independent variable** Employee relations	-No of meetings with other departments -Type of communication with superiors -Level of employee involvement in decision making	Questionnaire	Nominal Ordinal Ordinal	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides summary of the data collected. The chapter is organized in sections; first the questionnaires response return rate, followed by the findings as per the objectives of the study. The findings are explained using percentages and figures in tabular form and in descriptions form. The questionnaires were divided into sections. Section A focused on respondents' personal information on demographic variables and Section B focused on the dependent variable while Section C focused on the independent variables.

4.2 Questionnaire Return Rate

The total number of questionnaires delivered to the respondents was 63 out which 61 which are 97 % were returned. This rate of return was considered adequate according to Dilliman (2000). There were different groups of respondents sampled in the study**.** The sample was derived from Dc, Dos, Chiefs and assistant chiefs as shown in table 4.1.

Table 4.1 Questionnaire Return Rate

Designation	**Questionnaires distributed**	**Questionnaires returned**	**%**
DC	1	1	100
DO	3	2	67
Chiefs	8	8	100
Assistant Chiefs	51	50	98
Total	**63**	**61**	**97**

The respondents' questionnaire return rate of 97% may be said to be successful. However, Dc and Dos were not analyzed among the chiefs and assistant chiefs as they were considered as crucial informants.

4.3 Demographic data of the respondents

Demographic data of respondents which is presented in this section includes; gender representation, designation and the duration of service in that particular designation.

4.3.1 Gender

Gender distribution of the respondents is presented in Table 4.2

Table 4.2 Gender of the respondents

	Frequency	**Percentage**
Male	41	67.2%
Female	20	32.8%
Total	**61**	**100.0%**

Out of 61 respondents, 67.2% were male while 32.8% were female. The findings of the study shows that male had a bigger percentage than females for those who participated. Gender was used to ensure that both genders were represented.

4.3.2 Designation of respondents

The study sought to find out the designation of the respondents, and the results were as shown in table 4.3.

Table 4.3 Designation of the respondents

Designation	Frequency	Percent
DC	1	1.6%
DO's	2	3.3%
Chiefs	8	13.1%
Assistant Chiefs	51	82.0%
Total	61	100%

The findings showed that majority of the respondents were assistant chiefs at 82%.

4.3.3. Duration of service in the designation

The researcher wanted to find out how long the respondents had worked in that particular designation. This was important in order to range their understanding of the activities in the particular level. The findings are in table 4.4.

Table 4.4 Duration of service

Duration	Frequency	Percent
Less than one year	3	4.9
1-5 years	8	13.1
More than 5 years	50	82.0
Total	61	100

The findings showed that majority of the respondents (82%) had served for at least more than 5 years while only 4.9% had served for less than year. This is long enough for the respondents to have enough knowledge on the designation.

4.4 Service Delivery

This section presents the findings on; dispute resolution by the provincial administration, meetings held and the respondents' opinion on reforms in the Provincial Administration.

4.4.1 Number of disputes solved in the last one year

The researcher wanted to find out how many disputes the officers had solved in the last one year. The findings are summarized in table 4.6.

Table 4.5 Dispute Resolution

How many disputes have you solved so far

	Frequency	Percent	Valid Percent	Cumulative Percent
none	3	5.1	5.1	5.1
less than 5	2	3.4	3.4	8.5
5-10	12	20.3	20.3	28.8
11-20	4	6.8	6.8	35.6
more than 20	38	64.4	64.4	100.0
Total	59	100.0	100.0	

The results showed that at least 20.3% of the respondents had solved 5-10 disputes while only 4 (6.8%) of the respondents had not solved any dispute yet. A majority at 64.4% had solved more than 20 disputes in the last one year.

4.4.3 Meetings Held

The study sought to find out whether the respondents held meetings with staff that they supervise. The results showed that 100% of the respondents did hold meetings. The researcher further sought to find out how frequently they held meetings, and the results were as shown in table 4.6

Table 4.6 Meetings Held

how frequently

	Frequency	Percent	Valid Percent	Cumulative Percent
daily	11	18.6	18.6	18.6
weelky	20	33.9	33.9	52.5
monthly	28	47.5	47.5	100.0
Total	59	100.0	100.0	

The findings showed that at least 28 (47.5%) of the respondents held meetings at least monthly,20(33.9%)and11(18.6%)daily .This compares fairly well with the Dc and Dos who indicated that they hold meetings mainly on monthly basis.

4.4.4. Opinion on Provincial Administration (P.A) Reforms

The study sought to find out the opinion of the officers on the P.A reforms. The findings are summarized in table 4.7.

Table 4.7 Opinion on Provincial Administration Reforms

IN your opinion do you think that there has been a change in your work since the beginning of the provincial administration reforms

	Frequency	Percent	Valid Percent	Cumulative Percent
Reformed	57	96.6	96.6	96.6
No reforms	2	3.4	3.4	100.0
Total	59	100.0	100.0	

The findings showed that majority of the respondents (96.6%) felt that there was a change in their work since the beginning of the P.A reforms. While only (3.4%) felt that there was no change at all. This is in line with the findings from the Dc and Dos response was 100% that there was reforms in PA.

4.5. Training

The respondents were required to indicate whether they had attended paramilitary training, seminars, workshops and any other form of training.

4.5.1 Paramilitary training

The study sought to investigate whether the respondents had attended military training which is one of the provincial Administration reforms requirements. The findings were as shown in table 4.8. Attendance of paramilitary training.

Table 4.8 Paramilitary training

have you attended any paramilitary training

	Frequency	Percent	Valid Percent	Cumulative Percent
Attended	48	81.4	81.4	81.4
Not attended	11	18.6	18.6	100.0
Total	59	100.0	100.0	

The findings showed that majority of the respondents (81.4%) had attended paramilitary training while 18.6% of them had not.

4.5.2 Attendance of seminars

The researcher asked the respondents whether they had attended any seminars that were provided by their employer in the last one year. The results are summarized in table 4.9

Table 4.9 Attendance of seminars

have you attended any seminar provided by your employer in the last one year

	Frequency	Percent	Valid Percent	Cumulative Percent
Attended	45	76.3	76.3	76.3
Not attended	14	23.7	23.7	100.0
Total	59	100.0	100.0	

The findings showed that 76.3% of the respondents had attended a seminar provided by the employer in the last one year while about 23.7% said that they had not.

4.5.3 Attendance of training

The study required the respondents to indicate whether they had attended any training provided by the employer in the last one year. The findings were as illustrated in table 4.10

Table 4.10 Attendance of workshops

have you attended any workshop provided by your employer in the last one year

	Frequency	Percent	Valid Percent	Cumulative Percent
Attended	44	74.6	74.6	74.6
Not attended	15	25.4	25.4	100.0
Total	59	100.0	100.0	

The results showed that majority of the respondents (74.6%) had attended training while 25.4% had not attended any workshop in the past one year.

4.6 Work place conditions

On this section, the respondents were required to indicate on allowances provided at the work place, hours of work and the general work place environment.

4.6.1 Employer provision of housing allowance

The study sought to find out whether the employer provided housing allowance to the officers. The results were as shown in table 4.11

Table 4.11 Analysis of house allowance

does your employer provide housing allowance

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	56	94.9	94.9	94.9
no	3	5.1	5.1	100.0
Total	59	100.0	100.0	

Almost all of the respondents (95%) confirmed that they were receiving house allowance from their employer while a marginal (5 %) claimed they were not.

4.6.2 Hours expected to be at work place

The study wanted to find out how many hours the respondents spent at work. This was necessary in estimating whether the respondents had work-life balance. The findings are summarized in table 4.12.

Table 4.12 Frequency of working hours

how many hours are you expected to be at your work place

	Frequency	Percent	Valid Percent	Cumulative Percent
not defined	7	11.9	11.9	11.9
less than 8 hours	1	1.7	1.7	13.6
8-10 hrs	21	35.6	35.6	49.2
more than 10 hrs	30	50.8	50.8	100.0
Total	59	100.0	100.0	

The findings showed that majority of the respondents (50.8%) worked for more than 10 hours while 12% said that the hours they worked was not defined.

4.6.3 Conducive Work Environment

The study wanted to find out whether the respondents felt that their work environment was conducive or not. The results were summarized in table 4.13

Table 4.13 Conducive work environment

	Frequency	**Percentage**
Conducive	36	59
Not conducive	23	41
Total	**59**	**100**

The findings showed that at least 59% of the respondents felt that their working environment was conducive while only 41% felt that it was not.

4.7 Motivation

In this section, the study sought to find out respondents satisfaction with their salaries, the likelihood of getting promotion at their place of work and job security.

4.7.1 Net salary scale

The study wanted to find out the category of the respondents' net salary and findings are summarized in table 4.14.

Table 4.14 Net salary

what is your net salary scale

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 10000	5	8.5	8.5	8.5
10000-30000	21	35.6	35.6	44.1
more than 30000	33	55.9	55.9	100.0
Total	59	100.0	100.0	

The findings showed that majority of the respondents (55.9%) were earning above Kshs. . 30,000 net salaries while only (8.5%) was earning less than Kshs. 10,000

4.7.2 Satisfaction with salary

The study sought to investigate whether the respondents felt satisfied with the amount of salary that they earned. The findings are illustrated in table 4.15.

Table 4.15 Satisfaction with salary

do you find your salary satisfying

	Frequency	Percent	Valid Percent	Cumulative Percent
satisfied	7	11.9	11.9	11.9
Not satisfied	52	88.1	88.1	100.0
Total	59	100.0	100.0	

The findings showed that most of the provincial administrators (88.1%) in Imenti Central District felt that the salary they were receiving was not satisfactory while a further 11.9%

felt that the salary they received was satisfactory. This goes against the Dc and Dos views that they were happy with their salaries.

4.7.3 Likelihood of getting a promotion

The study wanted to find out how likely it was for the Provincial Administrators to get a promotion at their place of work. The findings are summarized in table 4.16.

Table 4.16 Likelihood of promotion

what is your likelyhood of getting promotion in your work

	Frequency	Percent	Valid Percent	Cumulative Percent
Very likely	9	15.3	15.3	15.3
neutral	48	81.4	81.4	96.6
not likely	2	3.4	3.4	100.0
Total	59	100.0	100.0	

The results revealed that 3.4% of the respondents felt that it was quite unlikely to get a promotion at their work place while 81.4% felt that there was an equal chance of getting a promotion as it is not to. This shows there is a lot of uncertainty regarding promotions. This view was supported by the Dc and the Dos.

4.7.4 Job security

The study wanted to find out whether the respondents felt that their jobs were secure or not. The findings are illustrated in table 4.17.

Table 4.17 Job security

how would you think your job is secure

	Frequency	Percent	Valid Percent	Cumulative Percent
Secure	21	35.6	35.6	35.6
Not secure	38	64.4	64.4	100.0
Total	59	100.0	100.0	

A majority 64.4% of the respondents felt that their job was not secure as opposed to those provincial administrators in Imenti Central District who felt that their jobs were secure (35.6%).

4.8. Employee Relations

This section explored the interaction of Provincial departments with other government departments, the mode of communication at work and participation in decision making at the work place.

4.8.1 Interaction with other government departments

The study sought to investigate whether the provincial administrators has any work interaction with other government departments. The findings are summarized in table 4.18.

Table 4.18 Interaction with other government departments

do you have close work interaction with other government departments

	Frequency	Percent	Valid Percent	Cumulative Percent
interacted	22	37.3	37.3	37.3
Not interacted	37	62.7	62.7	100.0
Total	59	100.0	100.0	

The findings revealed that the majority of the respondents (62.7%) said that they had no work interaction with other government departments with only (37.3%) of them agreeing that they had work interaction. However the DC and Dos said that they interact frequently.

4.8.2 Communication with superiors

The study sought to find out the mode of communication of the Provincial Administrators with their superiors. The findings are summarized in table 4.19.

Table 4.19 Mode of communication with superiors

how would you classify communication with your superiors

	Frequency	Percent	Valid Percent	Cumulative Percent
top to bottom	25	42.4	42.4	42.4
bottom to top	23	39.0	39.0	81.4
side -side	11	18.6	18.6	100.0
Total	59	100.0	100.0	

The results showed that an equal proportion (42.4%) of the respondents said that the communication was top bottom and Bottom top and only (18.6%) claimed that it was side to side.

4.8.3 Decision making involvement

The study wanted to find out whether the respondents participated in decisions making at their work place. The findings were as shown in table 4.20.

Table 4.20 Decision making

are you involved in decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	involved	47	79.7	79.7	79.7
	Not involved	12	20.3	20.3	100.0
	Total	59	100.0	100.0	

The findings showed that most of the respondents (79.7%) said that they were involved in decisions making with a further (20.3%) of the respondents claiming that they were not involved in decision making process.

4.9 Relationship Analysis

This section presents the findings of the relationship between; training, motivation, work place conditions and employee relations with service delivery of Provincial administrators.

4.9.1 Training and service delivery

The study conducted a cross-tabulation in order to examine the extent to which training influenced service delivery by provincial administrators in Central Imenti District. The findings are shown in table 4.21.

Table 4.21 Cross tabulation between training attendance and Dispute Resolution

How many disputes have you solved so far * have you attended any training provided by your employer in the last one year Cross tabulation

			have you attended any training provided by your employer in the last one year		
			Yes	no	Total
How many disputes have you solved in the last 1 year	none	Count	3	0	3
		% within have you attended any training provided by your employer in the last one year	7.9%	.0%	5.1%
	less than 5	Count	2	0	2
		% within have you attended any training provided by your employer in the last one year	5.3%	.0%	3.4%
	5-10	Count	10	2	12
		% within have you attended any training provided by your employer in the last one year	26.3%	9.5%	20.3%
	11-20	Count	2	2	4
		% within have you attended any training provided by your employer in the last one year	5.3%	9.5%	6.8%
	more than 20	Count	21	17	38
		% within have you attended any training provided by your employer in the last one year	55.3%	81.0%	64.4%
Total		Count	38	21	59
		% within have you attended any training provided by your employer in the last one year	100.0%	100.0%	100.0%

The findings revealed that 55.3% of the respondents who had attended trainings solved disputes in their workplace frequently which reduced with the training duration. We note an increase in dispute resolution speed to those who have attended some training as opposed to those provincial administrators who have not .We thus can conclude that training increases service delivery among provincial administrators in Central Imenti, Meru County.

4.9.2 Staff training and meeting attendance

The study conducted a cross tabulation to find out the relationship between staff training and meetings attendance. The findings are as shown in table 4.22.

Table 4.22 Staff training and meeting attendance

Do you hold meetings with staff working under you * have you attended any training provided by your employer in the last one year Cross tabulation

			have you attended any training provided by your employer in the last one year		
			yes	no	Total
Do you hold meetings with staff working under you	yes	Count	33	21	54
		% within have you attended any training provided by your employer in the last one year	86.8%	100.0%	91.5%
	no	Count	5	0	5
		% within have you attended any training provided by your employer in the last one year	13.2%	.0%	8.5%
Total		Count	38	21	59
		% within have you attended any training provided by your employer in the last one year	100.0%	100.0%	100.0%

Up to 86.8% of those provincial administrators who have attended training provided by their employers hold meetings with staff working under them as compared to 13.2% of those who have not undergone any training. We suggest these meeting are work- based meetings and help in enhancing efficiency in service delivery. We therefore again can conclude based on this finding that training enhances service delivery.

4.9.3 Work place conditions and meeting attendance

This section presents the finding of the relationship between workplace conditions and holding meetings as a variable of service delivery of provincial administrators. The findings are summarized in table 4.23.

Table 4.23 Housing allowance and holding meetings with staff

Do you hold meetings with staff working under you * are you given any allowance in your work Cross tabulation

			are you given any allowance in your work		
			yes	no	Total
Do you hold meetings with staff working under you	yes	Count	11	43	54
		% within are you given any allowance in your work	100.0%	89.6%	91.5%
	no	Count	0	5	5
		% within are you given any allowance in your work	.0%	10.4%	8.5%
Total		Count	11	48	59
		% within are you given any allowance in your work	100.0%	100.0%	100.0%

All the provincial administrators in Imenti Central District said that they are provided with housing allowance and also hold meetings with staff working under them. However 89.6% said that they are not given allowances in their work yet they hold meeting.Thus holding meetings with junior staff is not as a result of whether their seniors are provided with allowances or not. We therefore conclude that working conditions does not affect service delivery among provincial administrators in Imenti Central District.

4.9.4 Working hours and Holding meetings

The study wanted to find out the relationship between the number of hours the officers were required to work and how often they held meetings. The findings are summarized in table 4.24.

Table 4.24 Holding meetings and working hours

How many hours are you expected to be at your work place * do you hold meetings with staff working under you Cross tabulation

			do you hold meetings with staff working under you		
			Yes	no	Total
how many hours are you expected to be at your work place	not defined	Count	7	0	7
		% within do you hold meetings with staff working under you	13.0%	.0%	11.9%
	less than 8 hours	Count	1	0	1
		% within do you hold meetings with staff working under you	1.9%	.0%	1.7%
	8-10 hrs	Count	21	0	21
		% within do you hold meetings with staff working under you	38.9%	.0%	35.6%
	more than 10 hrs	Count	25	5	30
		% within do you hold meetings with staff working under you	46.3%	100.0%	50.8%
Total			54	5	59
			100.0%	100.0%	100.0%

About 46.3% of the respondents who hold meetings with their junior staff revealed that they are supposed to be in the office for more than 10 hours. This may explain why actually they hold meetings with their junior staff because they have more time in the office. We can therefore conclude here that more time in the office would lead to better service delivery as junior staff are well updated through regular meeting in the office.

4.9.5 Level of motivation and service delivery among provincial administrators in Central Imenti District

Table 4.25 Dispute resolution and Salary satisfaction

How many disputes have you solved in the last one year * do you feel that the allowance is enough Crosstabulation

			do you feel that the allowance is enough		
			Yes	no	Total
How many disputes have you solved so far	none	Count	2	1	3
		% within do you feel that the allowance is enough	8.7%	2.8%	5.1%
	less than 5	Count	0	2	2
		% within do you feel that the allowance is enough	.0%	5.6%	3.4%
	5-10	Count	4	8	12
		% within do you feel that the allowance is enough	17.4%	22.2%	20.3%
	11-20	Count	1	3	4
		% within do you feel that the allowance is enough	4.3%	8.3%	6.8%
	more than 20	Count	16	22	38
		% within do you feel that the allowance is enough	69.6%	61.1%	64.4%
Total		Count	23	36	59
		% within do you feel that the allowance is enough	100.0%	100.0%	100.0%

Majority of respondents(64.4%)felt that their salary was satisfying and reported a high rate dispute resolution. The frequency of dispute resolution increased with level of salary satisfaction. We thus can strongly associate financial gain to service delivery among

Provincial Administrators in Imenti Central District. Hence better service is likely to come with better motivation.

4.9.6 Dispute resolution and Job security

The study sought to explore the cross tabulation between how the officer felt about the security of their jobs and how often they solved disputes. The findings are summarized in table 4.26.

Table 4.26 Dispute resolution and job security

How many disputes have you solved so far * how would you think your job is secure Crosstabulation

			how would you think your job is secure		
			Yes	no	Total
How many disputes have you solved so far	none	Count	0	3	3
		% within how would you think your job is secure	.0%	7.9%	5.1%
	less than 5	Count	1	1	2
		% within how would you think your job is secure	4.8%	2.6%	3.4%
	5-10	Count	5	7	12
		% within how would you think your job is secure	23.8%	18.4%	20.3%
	11-20	Count	0	4	4
		% within how would you think your job is secure	.0%	10.5%	6.8%
	more than 20	Count	15	23	38
		% within how would you think your job is secure	71.4%	60.5%	64.4%
Total		Count	21	38	59
		% within how would you think your job is secure	100.0%	100.0%	100.0%

Majority, 60.5% of those respondents who felt that their job is not secure reported a high rate of dispute resolution. Based on this research we cannot therefore associate job security to service delivery among provincial administrators in Imenti Central District.

4.9.7 Holding meetings and job satisfaction

The study carried out a cross tabulation in order to find out the relationship between job satisfaction of officers and the frequency of holding meetings at their work place. The findings are summarized in table 4.27.

Table 4.27 Meetings and salary satisfaction

Do you hold meetings with staff working under you * do you find your salary satisfying Cross tabulation

			do you find your salary satisfying		
			yes	no	Total
dou hold you hold meetings with staf working under you	yes	Count	7	47	54
		% within do you find your salary satisfying	100.0%	90.4%	91.5%
	no	Count	0	5	5
		% within do you find your salary satisfying	.0%	9.6%	8.5%
Total		Count	7	52	59
		% within do you find your salary satisfying	100.0%	100.0%	100.0%

All of those respondents who don't hold meetings with staff working under them also don't find their salary satisfying.90.4% of those respondents who also don't find their salary satisfying were able to hold meeting with staff working under them. Only 9.6% of the

respondents who do not find their salary satisfying were able to hold meetings with their junior staff. Clearly there is an association between remuneration and service delivery hence we again can claim that motivation (remuneration) affect service delivery among Provincial Administrators in Imenti Central District.

CHAPTER FIVE

SUMMARY OF FINDINGS DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the study findings and provides discussions on practice policy conclusion and recommendations on Provincial Administration Reforms

5.1.1 To examine the extent to which training influences service delivery by provincial administrators in Central Imenti District

From the findings in chapter four we realize that 55.3% of those provincial administrators who have attended training solves their disputes more frequently as opposed to those who have not which stands at 44.7.%.A further 81.0% solves disputes coming from public in their work . We note an increase in dispute resolution speed to those who have attended some training as opposed to those provincial administrators who have not. We thus can claim that training increases service delivery among provincial administrators in Meru Central.

Majority 46.3% of those provincial administrators who have attended training provided by their employers hold meetings with staff working under them.The frequency increases with higher training. We suggest these meeting are work-based meetings and help in enhancing efficiency in service delivery. We therefore again can claim based on this finding that training enhances service delivery.

We further note an increase in the rate of holding public sessions with higher training. This again shows training has positive effect on service delivery hence we conclude that based on this study, training influences service delivery by provincial administrators in Central Imenti District.

This is in line with the observations made by World Bank (1996) that training improved the cognitive ability of employees and therefore it is an important component in increasing the skills and capabilities of staff. This was further supported by Thompson (1963) that training made people work well and produce better services.

5.1.2 To investigate how work place conditions influence service delivery among provincial administrators in Central Imenti District

About 90.4% of the provincial administrators in Imenti Central District claim that they are provided with housing allowance and also the same group claim to hold meetings with staff working under them whereas 9.6% of the provincial administrators who hold meetings with their staff working under them don't receive any house allowance. Further, all the provincial who are provided with housing allowance do not hold meetings with their staff. Thus holding meetings with junior staff is not as a result of whether their seniors are provided with housing allowance or not. We therefore conclude that working conditions does not affect service delivery among provincial administrators in Imenti Central District. This observation refutes the observation made by Chapins (1995) who observed that effective work place conditions led to achievement of results and enhanced meeting of expectations.

Majority 46.8% of the respondents who held meetings with their junior staff said that they are supposed to be in the office for more than 10 hours. They may explain why actually they hold meetings with their junior staff because they have more time in the office. We can claim here that more time in the office would lead to better service delivery as junior staffs are well updated through regular meeting in the office.

Up to 53.3% of those respondents who said that their work life balance is just fine reported a daily service delivery rate. This compares favorably with 66.7% of those respondents who reported a weekly service delivery rate and claim their work life balance was just fine. We therefore are unable to link work life balance to service delivery based on this research and conclude that it does not affect service delivery. Thus one may be thinking that he/she is spending much time at work yet deliver service to the public effectively and vice versa. Beardwell and Cladon (2007) were however able to find out that work-life balance is important for improved performance among employees.

5.1.3 To find out the extent to which the level of motivation influences service delivery among provincial administrators in Central Imenti District

Only 16.7% of the respondents felt that their salary was satisfying and reported a daily service delivery rate.100% of those who felt that their salary was not sufficient reported a weekly service delivery rate and a further 100% of those who felt that their salary was not sufficient reported yearly service delivery rate. We thus can strongly associate financial gain to service delivery among Provincial Administrators in Imenti Central District. Hence better service is likely to come with better motivation. This conclusion supports the findings by

Armstrong (1991) who found out in this study that people felt more motivated if they are appreciated financially for the work they do. Whereas motivated staff were then expected to perform well.

Majority, 60% of those respondents who felt that their job is not secure reported a daily service delivery rate. None of those respondents who reported a weekly service delivery felt that their job is secure. Based on this research we cannot therefore associate job security to service delivery among provincial administrators in Imenti Central District.

All of those respondents who don't hold meetings with staff working under them also don't find their salary satisfying.90.4% of those respondents who also don't find their salary satisfying were able to hold meeting with staff working under them. Only 9.6% of the respondents who find their salary satisfying were able to hold meetings with their junior staff. Clearly there is an association between remuneration and service delivery hence we again can claim that motivation (remuneration) affect service delivery among Provincial Administrators in Imenti Central District.

5.1.4 To investigate how employee relations influence service delivery by administrators in Central Imenti District

About 52.1% of the respondents who claimed that the mode of communication in their work place was side-to-side also held meetings with their junior staff. This means that communication between juniors and seniors affects service delivery among Provincial administrators in Imenti central District. Further, 70% of those respondents who felt that communication was top-to-bottom did not hold meetings with staff under them perhaps just

follow what their seniors do, This again affects service delivery hence we can conclude that employee relations influences service delivery by provincial administrators in Central Imenti District. This therefore supports the claim made by Canadian centre for communication (2003) that an effective work place communication is a key to cultivation of success and professionalism.

Up to 80.4% of the respondents felt that the communication between their superiors was on both sides held public sessions for public to put their complaints and comments, this is because the provincial administrators were confident their issues coming from grass root would be channeled to the right person irrespective to the rank.66.7% of those respondents who felt that the mode of communication was top-to-bottom never held sessions for public to put their complaints and comments we associate this the fact that these respondents may not be confident about some issues coming from the public as well as being not sure of who to raise the matter with, This in effect would affect service delivery. Hence to this end we claim that employee relation influences negatively service delivery by provincial Administrators in Central Imenti District. This conclusion refutes the findings of Sagie (2002) who found out that better employee relations was a key to success and better performance at the work place.

5.2 Conclusion of the study

Better training especially on dispute resolutions mechanism should be enhanced as the study has established that this affects positively service delivery among the administrators in Imenti Central District.

The study fails to associate house allowance and work life balance as a factor of work place conditions and service delivery but associates sufficient time in office to efficient service delivery. We recommend further studies to establish if this assertion would hold at a given level of significant.

Evidently, better motivation leads to better service delivery hence a need to maximize on this finding if better service delivery is desired among the provincial administrators in Imenti Central District.

5.3 Recommendation of the study

The study finds that better communications between juniors and their seniors and vice versa is a key component for better service delivery hence we recommend that this should also be enhanced for maximum service delivery among the provincial administrators in Imenti Central District.

5.4 Suggestions for further study.

i. Further study can be conducted on the influence of paramilitary training on service delivery.

ii. Influence of formal training on service delivery by provincial administrators.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Kindly tick where appropriate.

SECTION I: General Questions

1. What is your gender? Male [ ] Female [ ]
2. What is your designation? D.C [ ] D.O [ ] Chief [ ] Sub- chief [ ]
3. How long have you served in that position?

   Less than one year [ ] 1- 5 years [ ] More than 5 years [ ]

SECTION II: SERVICE DELIVERY

1. How often do you solve a dispute coming from the public in your place of work?

   Daily [ ] Weekly [ ] Monthly [ ] quarterly [ ] yearly [ ]

2. How many disputes have you solved so far?

   None [ ] Less than 5 [ ] 5- 10 disputes [ ] 11-20 disputes [ ] More than 20 disputes [ ]

3. Do you hold meetings with staff working under you?

   Yes [ ] No [ ]

4. How frequently?

Daily [ ] Weekly [ ] Monthly [ ] quarterly [ ] yearly [ ]

5. Do you hold sessions for public to put across their complaints and comments?

   Yes [ ] No [ ]

6. If yes. How often?

Daily [ ] Weekly [ ] Monthly [ ] quarterly [ ] yearly [ ]

7. How often do you get to serve a client?

Daily [ ] Weekly [ ] Monthly [ ] quarterly [ ] yearly [ ]

8. In your opinion, do you feel there has been a change in your work since the beginning of the Provincial Administration Reforms?

   Yes [ ] No [ ]

9. Kindly explain why

SECTION III: Provincial Administration Reforms

A. TRAINING

1. Have you attended any Para-military training?

   Yes [ ] No [ ]

2. Have you attended any seminars provided by your employer in the last one year?

   Yes [ ] No [ ]

3. If yes, how many seminars have you attended?

   1-3 [ ] 4-6 [ ] 7-9 [ ] 10- 12 [ ] more than 12 [ ]

4. Have you attended any workshops provided by your employer in the last one year?

   Yes [ ] No [ ]

5. If yes, how many workshops have you attended?

   1-3 [ ] 4-6 [ ] 7-9 [ ] 10- 12 [ ] more than 12 [ ]

6. Have you attended any training provided by your employer in the last one year?

   Yes [ ] No [ ]

7. How often do you get trained in your place of work?

   Very often [ ] Often [ ] Just often [ ] Not so often [ ] Never [ ]

B. WORK-PLACE CONDITION

1. Does your employer provide housing allowances?

   Yes [ ] No [ ]

2. How would you rate your housing allowance?

   Very good [ ] Good [ ] Neutral [ ] Not so good [ ] Bad [ ]

3. Are you able to access transport to your workplace easily?

   Yes [ ] No [ ]

4. Please elaborate on the above.

   _____

   _____

5. How many hours are you expected to be at your work place?

   Not defined [ ] Less than 8 hours [ ] 8- 10 hours [ ] More than 10 hours [ ]

6. How would you rate your work-life balance?

   Excellent [ ] Good [ ] Just fine [ ] Poor [ ] Very poor [ ]

7. Do you think your work environment is conducive?

   Yes [ ] No [ ]

8. Please elaborate

   _____

C. MOTIVATION

1. What is your net salary scale?

   Less than Kshs.10, 000 [ ] Kshs. 10,000 – Kshs 30,000 [ ] More than Kshs. 30,000 [ ]

2. Do you find your salary satisfying?

   Yes [ ] No [ ]

3. What is your likelihood of getting a promotion in your work?

   Very likely [ ] Neutral [ ] Not likely [ ]

4. Are you given any allowances in your work?

   Yes [ ] No [ ]

5. If yes, what type of allowances?

   _____

   _____

6. Do you feel that this allowance is enough?

   Yes [ ] No [ ]

7. How would you think your job is secure?

   Yes [ ] No [ ]

D. EMPOYEE RELATIONS

1. Do you have any close work interaction with other government departments?

   Yes [ ] No [ ]

2. If yes, how often do you interact?

   Very often [ ] Often [ ] Just often [ ] Not so often [ ] Never [ ]

3. What is the mode of communication between employees within your work place?

   _____

   _____

4. What is the mode of communication between employees and your employer within your work place?

   _____

   _____

5. What is the mode of communication with your supervisors?

6. How would you classify communication with your superiors?

   Top- bottom [ ] Bottom- Top [ ] Side-side [ ]

7. Are you involved in decision making in your work place

   Yes [ ] No [ ]