

**FACTORS INFLUENCING PERFORMANCE OF CHILDREN HOMES IN
KITUI CENTRAL DISTRICT, KITUI COUNTY - KENYA**

BY

MULI BEATRICE SAKI

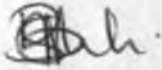
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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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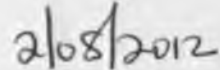
DECLARATION

This research project report is my original work and has not been presented for an academic award in any other university.



Muli, Beatrice Saki

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Date

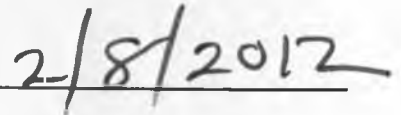
This research project report has been submitted for examination with my approval as the university supervisor.



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Date

DEDICATION

This study is dedicated to my parents that are my father Mr. Joel Muli Munuve, my mother Mrs. Tabitha Ndunge Muli and my late mother in-law Mrs. Naomi Mwelu Ndunda.

ACKNOWLEDGEMENTS

I am grateful to my supervisor Mrs. Angeline Mulwa for her tireless concern in offering quite helpful inputs and guidance to me in the process of developing my research project report.

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ABBREVIATIONS AND ACRONYMS

A.I.C	African Inland Church
AIDS	Acquired Immune Deficiency Syndrome
ASAL	Arid and Semi-Arid Land
BOG	Board of Governors
EMIS	Educational Management Information System
GOK	Government of Kenya
HIV	Human Immune Virus
OVC	Orphaned and Vulnerable Children
KCBS	Kenya Central Bureau of Statistics
KCD	Kitui Central District
KCSE	Kenya Certificate of Secondary Education
MOE	Ministry of Education
NGO	Non-Government Organization
PTA	Parents Teachers Association
UNESCO	United Nations Educational Scientific and Cultural Organization
UNICEF	United Nations' Children's Fund

ABSTRACT

Aim of studying performance of children homes in Kitui Central District was to assess the relationship between the factors that influence the performance of children homes operations relative to the general performance of standardized organizational operations. The study was guided by the following objectives; to establish the extent to which decision making influence performance of children homes, to establish how conflict resolution process influences the performance of children homes, to establish the extent to which provision of basic necessities influences performance of children homes, to determine how financial accountability influences performance of children homes and to establish the extent to which staff motivation influences performance of children homes in the target study location. The research findings and recommendations may aid in further research on the topic as well as evaluate the merits and demerits of running children homes' projects.

A descriptive survey design was used as the research methodology in this study in which factors influencing performance constituted the independent variables while performance of children homes constituted the dependent variable of the study. Non-probabilistic purposive sampling approach was used to select the two children homes. The two children homes selected were the (*Thome wa Klisto*) and the (*African Inland Church Mulango*). This selection was purposive because the two homes were well established thus their performance could be assessed against as well as being comparable to performance of standardized organizational operations. Purposive sampling was used to select the manager and close support staff in each of the administrative bodies of these children homes.

A questionnaire for both the children homes' managers and subordinate staff was used for collection of data. The questionnaire was structured with closed-ended items only. Pre-testing of the questionnaire was conducted by means of a pilot study where the University of Nairobi lecturers ascertained the validity and spilt-half method was used to establish the reliability. Collected data were analyzed using descriptive statistics and the results were discussed. The findings were presented using frequency distribution tables, percentages and mean values from the 5-point likert rating scale range of (1-2-3-4-5).The study findings revealed that the influence of decision making, conflict resolution,staff motivation,financial accountability,provision of basic needs had impact on the performance of children homes.

The study conclusions were that the children homes provide safety nets for the growth and development of some children who would have otherwise lacked adequate care, social and moral development as well as social amenities like health and education services. It was therefore recommended that it was imperative to ensure improvement in the performance of the current children homes establishments. Finally suggestions for further studies were recommended so as to offer further study cases for comparisons.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A manager is the person who is vested with formal authority over an organization or one of the organization's subunit (Berridge & Brodie, 1998). Management is concerned with the optimum attainment of organizational goals and objectives with and through other people, therefore, effective communication is vital to maintain cordial relations, devise strategies, make decisions, and implement actions (Gibson, 2009). Therefore, management affects the entire organization by providing direction. The management of children homes plays an important role in the daily live activities for the Children in these homes (Weisman, 2011). Children homes are either publicly or privately owned set homes for children who either have no parents (Orphans) or cannot get adequate support from the parents or guardian who should take care of them as they grow (Gibson, 2009).

In addition the management of children homes affects the homes' general operations through performance of staff duties in the administration of those employed to work with the children (Weisman, 2011). Staff in children homes affects the daily lives of the children including their daily activities, schooling, and attitudes. There is research evidence that shows that effectively managed children homes are much more likely to have effective working staff which in turn create a positive and condusive home environment for the residents (the children) (Polster, 1985).

Past studies have shown that the opposite is also true in that; if children homes are inefficiently managed, the effect filters down to all residents affecting the delicate and innocent children. In the 21st century, a much more common situation is that the children

homes are for children who do have at least one parent and sometimes have two parents available (Gary Hamee (2000). However, such parents are often dealing with their own problems, such as drug addiction, financial difficulties or other reasons that they cannot care for their children.

The parents sometimes retain parental rights, meaning they hope to recover their children once their fortunes turn around, while others give up their parental rights, meaning that the children may be adopted by other new parents (Gary Hamee, 2000). Whether the children really have no parents of their own or their parents have assigned all their parental rights to the state, children homes also attempt to find new parents who can care for these children so that they might grow up in a more traditional family unit framework (Gary Hamee, 2000).

Staff members at children homes are typically the most influential in the residents' (the children) lives. As the children homes' management set the policies and guidelines, it is the staff that implements and works every day with the residents ((Polster, 1985). It is the staffs that demonstrate the overall philosophy of the home. Therefore, staff morale is important to the overall running of the Children's Home, because the quality of staff members provided is directly related to the morale of the staff. The happier the staffs are, the better they work and the better life becomes for the residents (Sinclair & Gibbs 1998). All of these managerial factors affect the success and/or failure of the performance in management of the children homes which affects the children's holistic growth and development (Polster, 1985).

Some features of children homes are static and therefore are rarely changed such as buildings, while others, such as management, are more dynamic and therefore subject to change with change of the manager's personal and/or professional administrative characteristics (Weisman, 2011). Application of principles of management as a practice in running children homes have

brought several administrative points of consideration into managing these homes namely: policies guiding the start, funding, and maintenance of living standards for the children. Therefore in managing children homes the following management aspects must be considered: the level of managers' control to avoid high handedness, funding and financial resources accountability, training for professional children's management skills and application of acceptable procedures of effective management (Berridge & Brodie, 1998).

Many factors, acting together create a suitable children homes environment that should have been safe for the children living in these homes, but unfortunately not all homes succeed. Reform and change is a constant aspect of management in any organization, reforms and changes are expected in the administration of children homes. Change is and continues to be a necessary force in management. In the management of children homes there are both the supervisors and supervisees. But among the supervisees there are those who have long been seeing organizational change as partly good as well as those who have been seeing it as partly bad (Sinclair & Gibbs, 1998).

To harmonise the varied opinion of change from the various staff members, Governments should create laws and bills to protect the children who live and grow in the children homes and also make their lives better. The Government should regulate the qualifications and training of staff members employed in these homes in as far as working with less fortunate children is concerned (Polster, 1985). In a children homes situation, lack of planning means the lack of orderly employment of resources for specific infrastructure, human resources and others for the desired outcome. Such children homes may not perform well in terms of the entire management towards achieving their goals and their short/long-term objectives (Gary Hamee (2000). Thus in as far as planning is concerned, what matters is a clear vision based on the best available physical evidence and defensible assumptions of what seems possible to

accomplish within the constraints of a given set of circumstances (Weisman, 2011). Some of the children homes in Kenya may each be assisting more than 200 children aged 1-to 22 years old, who need clothes, shelter, food and education. Before joining the Children's Homes, many of them usually face problems in life either in urban streets or in other lonely situations [GOK: (Vision 2030-strategic plan blueprint), 2010]. More often than not many of them have no homes, no families, no education and no healthcare.

However, even at the children homes they may still face profound challenges because the management still lacks the capacity to provide for all their basic and critical needs [GOK: (Vision 2030 blueprint), 2010]. Therefore, even at the children homes some of these children spend nights on the floor, with little food, medical care, some walk bare-footed and partially naked. Some attend informal school lessons in mud-walled and non-equipped classrooms. Some are forced out of school due to lack of school fees (Gary Hamee (2000).

Indeed, each day is a real struggle for survival in some of the Kenyan children homes (Gibson, 2009). Most of these children homes rely on well-wishers for financial support to operate, and with no reliable donor funding after the implementation of structural adjustment programmes (SAPs), these homes are expected to face even more management challenges due to inadequate financial resources (Gibson, 2009). It is against this background knowledge that this study will investigate the factors influencing performance of children homes in Kitui Central District, Kitui County, Kenya.

1.2 Statement of the Problem

It had been alluded to in the study's background information that children homes are diverse, demanding and complex institutions with both positive and negative managerial aspects. Managerial functions are of significance in any organization that hopes to succeed or achieve

the aims of its establishment. The main challenge facing management of children homes in Kenya is inadequate staff, but the employment of additional professional caregivers would continue to strain the already strained Homes' limited financial resources (GOK, 2010). This is a research gap identified in this study. For a child's physical and mental development, it requires care in regard to physical, mental, moral and social development.

Despite efforts to improve lives of children, social indicators continue to show decline in social and economic welfare of children as a result of poverty, conflict, HIV/AIDS, and war (Gibson, 2009). The extended family network that traditionally used to support orphans has collapsed due to urbanization, poverty and other socio- economic factors, therefore children homes have provided protection for such children. Every day the children homes' management, staff and children face new issues and revisit the old ones.

Therefore, the multiplicity of problems to be resolved in the children homes is a research gap that had been identified in this study. However, there were no two children who are alike; each child had different circumstances and required a different managerial approach (GOK, 2010). One of the most challenging and rewarding aspects in the management of children homes is making a positive difference in the life of each child. But this was a research gap in this study. It was against this background that this study assessed the factors influencing performance of children homes in Kitui Central District, Kitui County, Kenya.

1.3 Purpose of the Study

This study aimed at investigating the factors influencing performance of children homes in Kitui Central District, Kitui County, Kenya.

1.4 Objectives of the Study

This study was guided by the following objectives:

- i. To establish the extent to which decision making process influences the performance of children homes in Kitui Central District.
- ii. To determine how the process of conflict resolution influences the performance of children homes in Kitui Central District.
- iii. To establish the extent to which provision of basic necessities influences the performance of children homes in Kitui Central District.
- iv. To identify how financial accountability process influences the performance of children homes in Kitui Central District.
- v. To establish the extent to which staff motivation influences the performance of children homes in Kitui Central District.

1.5 Research Questions

The study was guided by the following research questions:

- i. To what extent does decision making process influence the performance of children homes in Kitui Central District?
- ii. To what extent does conflict resolution process influence the performance of children homes in Kitui Central District?
- iii. To what extent does provision of basic necessities influence the performance of children homes in Kitui Central District?
- iv. To what extent does financial accountability process influence the performance of children homes in Kitui Central District?
- v. To what extent does staff motivation influences the performance of children homes in Kitui Central District?

1.6 Significance of the Study

Children should grow up in a family environment or in an atmosphere of happiness, love and understanding which offers a full harmonious development of their personality. Despite efforts to improve lives of children, social indicators continue to show decline in social and economic welfare of children as a result of poverty, conflict, Human Immune Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), and war. Given that the extended family network that traditionally used to support orphans has collapsed due to urbanization, poverty and other socio-economic factors, children homes have provided alternative protection that these children would have missed. The study on the factors influencing performance of children homes has the potential to guide policy makers to understand the challenges inherent in implementing this management program for exemplary results in less developed sectors like children homes in Kenya. The findings of this study may aid in children homes appreciating this new management approach against outdated traditional management models.

1.7 Delimitations of the Study

The study sought to investigate the factors influencing performance of managerial practices of children homes in Kitui Central District, Kenya. The researcher was delimited to the target population which included the managers and staff of the selected children homes in Kitui Central District. The findings of this study may contribute to existing literature of management approach in the children homes. The research findings may be useful for comparison with other related studies on the institutions that would be or not directly funded by the State.

1.8 Limitations of the Study

Limitations of the study were; some of the children homes' staff may be unwilling to participate due to lack of understanding of the purpose of the study. Therefore, the questionnaire was author handled, through personal administration and collection from the participants.

1.9 Definition of Significant Terms

Children homes- refers to either publicly or privately owned set homes for children who either have no parents (Orphans) or cannot get adequate support from the parents or guardian who should take care of them as they grow (Gibson, 2009).

Management- in this study is the process by which people, technology, job tasks, and other resources are combined and coordinated to effectively achieve organizational objectives.

Management functions- in this study refer to a group of related management activities contributing to a larger action management.

Performance- in this study refers to a management measure that provides the feedback that keeps the planned target goals on track.

Plan- in this study is defined as the performance of the selected children homes that is to be measured

Planning- in this study is a continuous process that requires constant feedback about how the current strategies of the children homes are working.

1.11 Organization of the Study

This study was organized into five chapters. Chapter one was the introduction which consists of the background to the study; statement of the problem, purpose and objectives of the study, research questions; significance, delimitations, limitations and assumptions of the study, definition of operational terms and organization of the study. Chapter two was on the literature

review organized according to the objectives of the study and the conceptual framework of the study at the end of the chapter.

Chapter three was the research methodology; research design, target population, sampling procedures and sample size, research instruments, data collection procedures and data analysis plan. logistical and ethical considerations of the study and the operational definition of the study variables was tabulated at the end of chapter three.

In the fourth Chapter was the data analysis, interpretation and presentation and finally the fifth Chapter was on the summary of the study, discussions of the findings, conclusions of the study and recommendations of the study and suggestions for further research were made.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review, which is organized in the following subheadings; influence of decision making process on the performance of children homes, influence of conflict resolution process on the performance of children homes, influence of provision of basic necessities on the performance of children homes, influence of financial accountability on performance of children homes, influence of staff motivation on the performance of the children homes. A conceptual framework for the study is presented at the end of the chapter.

2.2 Influence of Decision Making on Performance of Children Homes

Basic organizational functions of management are based on a common philosophical approach (Weisman, 2011) which is centred on the development and clarification of missions, policies, and objectives of the organization. Establishment of the formal and informal organizational structures as means of delegating authority and sharing responsibilities, the setting of priorities and reviewing and revising objectives in terms of changing demands of the organization, maintaining effective communications within the staff, with other groups, and with the larger community (Ivanevich, Donnelly & Gibson, 1992), selecting, motivating, training, and appraising staff, securing funds and managing budgets, evaluating accomplishments and being accountable to staff and to the community at large (Weisman, 2011).

Planning in management involve outlining philosophy, policy, objectives, and resultant things that need to be accomplished in specified time frames, and the techniques for accomplishment. Organizing in management involve establishing the structures and systems through which the activities are operationalized, arranged, defined, and coordinated in terms of some specific objectives (Ivanevich et. al., 1992). Staffing in management involve the fulfillment of each of

the personnel functions, which includes selecting and training staff and maintaining favourable working conditions. Directing in management involve making decisions, embodying decisions in instructions, and serving as the leader of the organization. Coordinating in management involve interrelating the various parts of the work in the organization. Reporting in management involve the process of keeping those to whom one is responsible, including both staff and public, informed. Budgeting in management involves the process of making financial plans, maintenance of accounts and management control of revenue, and keeping costs in line with the set organizational objectives (Waldron, 1994).

The main strategy of children homes should be to enhance project sustainability through material, moral, and community voluntary support. The children homes should comprise of a well trained management and subordinate staff that should effectively manage the project (Gibson, 2009). The running of the children homes project requires the recruitment of suitable and qualified project officer who should act as community mobilizer in the surrounding areas (Gibson, 2009).

A strategic plan defines the performance to be measured, while performance measurement provides the feedback that keeps the strategic plan on target (Ivanevich et. al., 1992). The connection between the strategic plan and performance measurement strengthens the two processes (Ivanevich et. al., 1992). The Kenyan Government has adopted the private sector's strategic planning approach to help set priorities and allocate scarce resources in a changing environment [GOK; (vision 2030), 2010]. Too often, however, public-sector strategic planning is an event or worse, just a document, because a State's Strategic Plan is presented with much fanfare and then just fades away. Or an agency prepares a strategic plan to meet executive or legislative mandates but does not use the plan to direct agency activities (Gibson, 2009). In a democratic style of management, the children homes Manager believes that the all staff should

be involved in decision-making processes (Myers & Rittner 2001). Decisions are arrived at after consultation with the staff, and even with the children. A democratic style allows freedom of thought and action within the framework of the mission and objectives of the organization. Available skills and talents can be used optimally through delegation and a sense of belonging, as well as promoting creativity and a higher degree of staff morale (Myers & Rittner 2001).

This style is based on the belief that where people are committed to the service of ideas which they have helped into framing, they exercise self-control, self-direction and were motivated (Zmora, 1994). All these ideas promote job interest and encourage both staff and children to set their own targets and find the best way of achieving their innate set targets. But democracy may not always work very well, when, for example, there is a lack of clarity as to how binding decisions were reached it may lead to failure of the achievement of the set goals (Wells, 1993).

2.3 Influence of Conflict Resolution on Performance of Children Homes

Managing challenging behaviour in children homes can be a very tricky business if the manager does not know how to handle challenging behaviour among stressed and disgruntled children in these children homes (Weisman, 2011). Challenging behaviour in children can be very frustrating and embarrassing especially when it happens in public. Most children home managers tend to ignore the behaviour hoping it will go away and others just put up with it not knowing what else to do about it. But realistically no children home manager would want his/her child to misbehave. All parents would of course want their children's negative behaviour to stop (Weisman, 2011). Children home managers should encourage and teach children good behaviour by preventive methods, since, prevention against children's negative behaviour is better than its cure (Scott, Gagnon & Nelson, 2008). Basically it is better to

prevent this misbehaviour from developing than it is to stop it from happening. To do effective prevention against children's misbehaviour, there is need for children home managers to encourage these children daily and teach them aspects of good behaviour both in school and at the children home's societal level (Scott, et. al., 2008). Children home managers' patience towards challenging behaviour in their institutions is important. If children home managers lose their patience with children, it is perhaps the worst possible thing they can do (Nelson-Gray, Mitchell, Kimbrel, & Hurst, 2007). This is because the children can see how the managers are acting and will almost always mimic such behaviour (Zmora, 1994).

However, managing challenging behaviour in children in this way definitely does not work in eliminating the negative behaviour, if anything infact it leads to later behavioural problems among children. So if children home managers lose their temper and lash out by hitting these children the chances are that these children will begin to hit others also as they think it is acceptable because they have seen their caregivers do it to them (Nelson-Gray, et. al., 2007).

When managing challenging behaviour in children trying one need to take a proactive approach (Nelson-Gray, et. al., 2007). A perfect example of acting proactively in an attempt to solve a behavioural problem is to not give in to your child when they cry in an attempt to get their own way. One can try to ignore the behaviour or distract the behaviour, but definitely one should not give in to the problem behaviour as this will show the children that if they cry enough for what they want they will finally get it (Dunst & Kassow, 2004). Children depend on the grownups to demonstrate how to act. Children don't automatically know how to behave in the world (Dunst & Kassow, 2004). They learn it from their parents and other people around them. Managing challenging behaviour in children is pretty easy once you have the right knowledge. There is no such thing as a bad child and every child with help can learn to behave appropriately. There is a great guide on parenting. Parenting is about learning how to

stop misbehaviour and children tantrums for all their ages (Dunst & Kassow, 2004). In many countries, the government usually runs children homes but some private organizations also run the children homes (Ivanevich, et al., 1992). The goal of the institutions of children homes is to create a safe and beneficial environment for children to grow in, as an alternative to the foster care system or private adoption systems. Children homes also protect children from being targeted by human traffickers who may sell them into slavery. Many children homes are run by non-profit organizations whose directors do not receive extensive benefits or high salaries (Ivanevich, et al., 1992).

A child's development while living in children homes depends heavily on the assistance of qualified adults. In order to help the children in care of children homes these institutions tend to work with an extensive staff of caregivers (Zmora, 1994). Some children homes employ professionals like social workers, psychologists, kitchen workers and custodians. Staff members should be available 24/7 hours/days to ensure proper care and safety for the children (Zmora, 1994).

Many individuals and groups have voiced serious concerns about children homes. The way in which they are run has been criticized, as well as the hiring methods for staff members (Ivanevich, et al., 1992). Since children are often targets of predators, it is important for background checks to be run on all staff members as part of the interviewing process. Children have suffered neglect or abuse in children homes therefore negatively affecting their development and outlook on life (Dunst & Kassow, 2004).

2.4 Influence of Provision of Basic Needs on Performance of Children Homes

Almost all children in children homes are there through no fault of their own. Most of the children who live in the children homes are between the ages of five and eighteen years. Some

had parents, but for one reason or another they are unable to provide adequate child care (Zmora, 1994). Not all children are parentless, though that is certainly true for many others. The parents of some are too poor to meet the families' basic needs, while others suffered from debilitating illnesses or injuries (Pelaez-Nogueras, & Gewirtz, 1995). As evidenced by Mrs. Ewing, many children homes began following the American Civil War. Many of the surviving soldiers who were returning from the war were severely injured or otherwise impaired and unable to care for their families. Various groups, in Ohio and across the country, established homes for the children of these soldiers to receive care (Pelaez-Nogueras, & Gewirtz, 1995).

Managers of children homes are painfully aware of the need for revision and development of the new skill sets held by today's high performers in management. If change in management is not handled correctly, it can be more devastating than ever before (Storey, 2009). High performers in management reflect, discover, assess, and act. They know that a new focus on connecting the heads, hearts, and hands of people in their organization is necessary. Astute managers know what needs to be done but struggle with how to do it. Quite often they prefer to consider themselves as teachers or communicators rather than managers (Storey, 2009).

The cost of supplying energy is one of the highest bills each children homes face in the developing world (Storey, 2009). Common resources such as food, school books, school supplies, uniforms, shoes, sports equipment, access to counseling and transportation is constantly lacking. Children grow out of or wear out common items like clothing and toys, and each school year new items is needed. Children homes directors lack knowledge of how to attract support and exposure to their efforts or they lack the time to do it as it is time taken away from caring for the children (Storey, 2009). The children homes organizations also accommodate children with conflict of law and they are referred to as the Children's Department of the government. These homes also respect varying religions, cultures and work

in the spirit of United Nations Commission on Rights of Children (UNCRC) towards promoting the rights of the child in safeguarding their future (Solomon & George, 1999). The children homes also carters for children from infancy to slightly above eighteen years of age and even youth in empowering them for their future after leaving this children homes (Patterson, 2002). The services provided by the children homes is based on the home's four principles in offering protective non-discriminative services to orphans and vulnerable children (OVC); children's right of participation, children's right of survival and earning life requirements and children's right of equal access to development opportunities (Wegar, 2000).

Thus, it offers the four categories of basic human necessities to these children under the: OVC-survival rights (food, clothing, shelter), OVC-development rights (education, vocational training, spiritual nourishment (Wegar, 2000), OVC-protection rights of (healthcare services, harmful practices, guidance and counselling) and OVC-participation rights in (children clubs, sports, recreational activities) just to mention a few and any other need that may arise (Wegar, 2000).

2.5 Influence of Financial Accountability on Performance of Children Homes

The children homes should provide quarterly reports and expenditure returns with various partners in the project implementation as evidence of prudent financial accounting transparency (Bush, 2003). Many of the existing staff are not properly trained and due to the instability of pay. The management does not invest in long term stay at the children homes. Lack of transparency in managing the children homes makes it difficult for donors and benefactors to see where their funds is helping and how they can create long term change as opposed to short term relief.

An integrative model of relationships among managerial, factors and financial performance was developed and tested using data from 112 banks (Bush, 2003).The results suggested that

the intensity with which banks engage in planning process has a direct, positive effect on banks' financial performance, and mediates the effects of managerial and organizational factors on banks' performance (Bush, 2003). The major challenges in the management of children homes are on how to pay for the cost of education for the children after they leave primary schools (Njeru and Orodho, 2003). At the moment paying for one university student and one in the Teacher Training College is a herculean task. There is equally the concern for the feeding of these children. Many people would easily take for granted the positive things that life has offered like a family, an education and a place to call home (Nyongesa, 2007).

Although there were Free Primary Education and Free Tuition Secondary Education Programmes in Kenya, many destitute children in the country's children homes still lacked the opportunity to go to formal schools due to lack of other basic requirements like school uniform and books (Njeru and Orodho, 2003). Past studies suggest that children homes leadership often involves low-level managerial tasks such as budget maintenance or the ordering of supplies ((GoK Kamunge Report, 1988; Karagu, 1982)) and possibly this leadership model might not be well-positioned to facilitate the required changes in the children homes institutions (Njeru and Orodho, 2003).

There has been a big dilemma in the way children homes' managers handle financial management function, which creates financial instability affecting all stakeholders such as the staff and the children (Njeru and Orodho, 2003). This situation has also been exacerbated by the fact that most of the children homes' managers might not have trained on how to handle public finance before taking over the management posts, because it is usually on voluntary basis (Nyongesa, 2007). However, the current public finance management demand that the children homes' managers must acquire financial expertise so that they can no longer depend

on common sense and character alone, a finance supported management development is needed (Nyongesa, 2007).

2.6 Influence of Staff Motivation on Performance of Children Homes

Motivation is a complex phenomenon. Several theories attempt to explain how motivation works. In management circles, probably the most popular explanations of motivation are based on the needs of the individuals (Marshall, 1992). The basic needs model, referred to as Content Theory of Motivation, highlights the specific factors that motivate an individual.

Although these factors are found within an individual, things outside the individual can affect him or her as well. In short, all people have needs that they want satisfied: Some are primary needs, such as those for food, sleep, and water needs that deal with the physical aspects of behaviour and are considered unlearned. These needs are biological in nature and relatively stable (Ivanevich, et al., 1992). Their influences on behaviour are usually obvious and hence easy to identify. Secondary needs, on the other hand, are psychological, which means that they are learned primarily through experience (Marshall, 1992).

These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways (Ivanevich, et al., 1992). Secondary needs are responsible for most of the behaviour that a supervisor is concerned with and for the rewards a person seeks in an organization. Several theorists, including Abraham Maslow, Frederick Herzberg, David McClelland, and Clayton Alderfer, have provided theories to help explain needs as a source of motivation (Ivanevich, et al., 1992).

The root of the problem of staff demotivation is the poor implementation of management (Sullivan and Lathrop, 2009). Therefore, the managers must learn how to motivate others and build an efficient team. More formally defined, management is the process by which people, technology, job tasks, and other resources are combined and coordinated so as to effectively achieve organizational objectives (Stevenson, 1989). A successful management style depends largely on the children homes Manager's own personality, as well as on his/her training to realise that there is a range of ways of working with different people (Sullivan and Lathrop, 2009). Each particular style of management will affect the organization's tone either adversely or positively. However, no two managers have exactly the same way of doing things; life would become too predictable and dull if they did so (Vyse, 2004).

If a manager is regarded as successful by those whom he or she is managing as well as by society at large, then perhaps he/she might have put into practice almost all forms of school management styles (Vyse, 2004). Although management textbooks may argue for particular styles, in fact some of the famous leaders in the world may display characteristics of the less favoured management styles (Vyse, 2004).

A children homes manager who subscribes to Autocratic style of management determines the homes policy alone and assigns duties to the staff without consulting them. Directives are issued and must be carried out without question and in the prescribed manner (Baron, Boschee and Jacobson, 2008). Where people are coerced, controlled, directed and threatened, individual initiative may be stifled and self-motivation may be discouraged. This style involves very little sense of the leader being accountable to anyone; he or she may do very much what they like. In schools it may lead to low morale amongst both staff and pupils which may, in turn, become the root cause of strikes, riots, and staff turnover (Baron, et. al., 2008). In contingency management style the manager deals with each problem as it arises (Vyse, 2004).

A useful contingency approach is that of the Path-Goal Model, which states that an effective manager clarifies the means or paths by which subordinates can achieve both a high performance and job satisfaction. Staff motivation may be appropriate reward and a focus on paths or behaviours which can lead to the successful job completion. If barriers to staff motivation are removed, the result is better performance by subordinates (Baron, et. al., 2008).

2.7 Conceptual Framework

A conceptual framework shows the relationships of study variables where the independent variables' network with other variables to give the outcome which is the dependent variable as shown in Figure 2.1.

Independent Variables

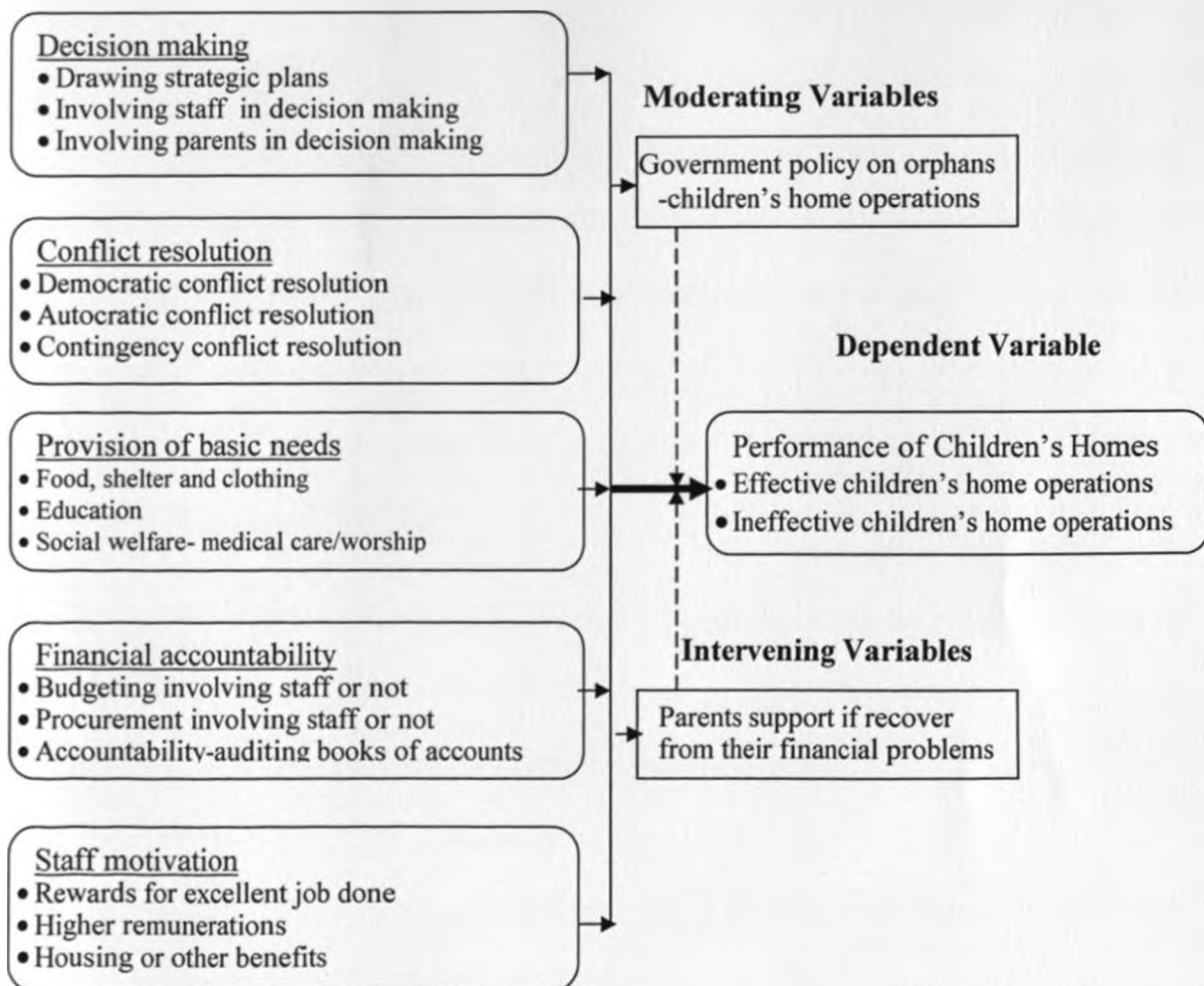


Figure 2.1: Conceptual framework

In the proposed study as shown in Figure 2.1; the Independent Variables are the factors influencing performance of children homes; Intervening Variables are factors that affect the performance of children homes but they have not been considered as Independent Variables and Moderating Variables may increase or reduce the effects on the study outcome as the Performance of children homes representing the study's Dependent Variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology that were adopted in the study organized in the following subheadings: research design, target population, sampling procedures and sample size, research instruments, reliability and validity of the instruments, data collection procedures, data analysis, logistical and ethical considerations and Operationalisation of the study variables.

3.2 Research Design

A descriptive survey research design in quantitative research approach was adopted in this study. A descriptive study is conducted to describe phenomenon as it exists and it is applied where the aim of the study is to identify and obtain information on the characteristics of a particular problem in society (Orodho, 2005). The descriptive survey research design was therefore significant for this study because it could go further in examining a problem more than an exploratory research design would do. That is why it was used for this study to ascertain and describe the characteristics of pertinent issues that were assumed to cause or affect the outcome of a process or continuum of processes in management of children homes.

3.3 Target Population

This study targets 30 workers in both *Thome wa Klisto* and the *AIC Mulango* children homes in Kitui Central District (Ministry of Gender Children and Social Development, 2012). These children home staffs were conversant with performance of children homes.

3.4 Sampling Procedures and Sample Size

Census sampling technique was used for selection of all the 30 workers inclusive of the two managers in the two purposively selected children homes in Kitui Central District. Therefore, the study population was also the sample size of the study and it was 30 workers.

3.5 Research Instruments

A questionnaire was used to collect data. The structured questionnaire for both children homes' managers and staff was developed with closed-ended items only. Closed-ended items attest to consistency and similarity in data elicitation (Orodho, 2005). The closed items also allowed for easy tabulation of the study findings during the presentation of the results after the data analysis process.

3.5.1 Validity Instruments

A research instrument is valid depending on how the data collected is related in terms of how effective the items have sampled significant aspects of the purpose of the study (Orodho, 2005). A pilot study to establish the content validity of the instrument was conducted in Manyumbani children homes in Kitui West District, using the manager and nine other workers, so that they were 10 children homes' Staff for pilot study.

Content validity of the instruments was used to measure the degree to which the items represent specific areas covered by the study. Content validity of the instrument was determined by research methodology experts through looking at the measuring technique and how specific areas (objectives) are covered by the instrument. Lecturers from the University of Nairobi ascertained the validity of the research instrument. The corrections identified on the items were incorporated in the instrument so as to increase its validity.

3.5.2 Reliability of Instruments

To establish the reliability of instruments, a split-half method was used by a means of a pilot study. During the pretest the questionnaire were administered on a random sample of 10 workers from Manyumbani children homes in Kitui West District. Data values were operationalized and split into two equal item number dichotomy of the questionnaire items.

The paired numerical data values were correlated using Pearson Product-Moment Correlation Coefficient. A correlation coefficient value of greater than 0.73 was calculated and used to judge the questionnaire as sufficient and with high pre-test reliability.

3.6 Data Collection Procedures

A research authorization permit was obtained from the Kitui Central District Education Officer, in order to be allowed to collect data for the study. A copy of the permit was submitted to all the Ministry of Gender, Children and Social Development in Kitui Central District. The researcher pre-visited the two selected children homes for familiarization with the respondents. The questionnaire was personally administered to the selected children homes' Staff in their various job categorizations. After filling in data, all of the issued questionnaires were personally collected for data analysis.

3.7 Data Analysis

Data were analyzed using descriptive statistics like frequency distributions; percentages and averages or (mean values = $\sum fx / \sum f$). Statistical tally system was used to generate frequency counts from the responses so as to prepare frequency distributions tables. Percentages were calculated from the 5-point rating likert scale responses out of the total study sample responses per item. Averages or (mean values = $\sum fx / \sum f$) were also calculated for respective items. As a measure of central tendency, the mean values were used to decide on the concentration of responses within the 5-point likert rating scale ranging from 1-to-5, so as to support the calculated percentage responses within the 5-point rater scale in depicting the trend in the study findings. The findings were presented in Frequency Distribution Tables, Percentages, Mean Values = $\sum fx / \sum f$ for each of the five research questions and the explanations of the study findings below each of the Frequency Distribution Tables.

3.8 Logistical and Ethical Considerations of the Study

A research authorization permit was obtained from the Kitui Central District Education Officer, in order to be allowed to collect data for the study. A copy of the permit was submitted to all the Ministry of Gender, Children and Social Development in Kitui Central District. The researcher pre-visited the two selected children homes for familiarization with the respondents.

The study children home respondents were also assured that their identity remained anonymous and that the data they filled in on the questionnaire were kept confidential and it was only used for the purpose of the study. Informed consent for participation was sought from each participant before the questionnaire was administered.

3.9 Operationalization of the Study Variables

To achieve the purpose of this study the following objectives were used: the influence of decision making; the influence of conflict resolution; the influence of provision of basic necessities; the influence of financial accountability and the influence of staff motivation on performance of children homes. A questionnaire for children homes' managers and Staff were used to collect data (see Appendix II). Operationalization of the study variables is as illustrated in Table 3.1.

Table 3.1 Operationalisation of the study variables

Objectives	Variables		Indicator(s)	Measurement	Level of scale	Tools of analysis
	Independent	Dependent				
To establish influence of decision making on performance of children homes	Decision making	Performance of children homes	<ul style="list-style-type: none"> • Planning with staff • Staff involvement in decision making • Parents involvement in decision making 	No. of strategic plans with staff No. of involvement of staff in decision making Parents level of involvement	-Nominal -Ordinal -Interval	Descriptive statistics -Frequency distributions -Percentages -Mean
To determine influence of conflict resolution on performance of children homes	Conflict resolution	Performance of children homes	<ul style="list-style-type: none"> • Democracy in conflict resolution • Autocratic conflict resolution • Contingency conflict resolution 	No. of democratic resolve of conflict No. of Autocratic resolve of conflict No. of Contingency resolve of conflicts	-Nominal -Nominal -Ordinal	Descriptive statistics -Frequency distributions -Percentages -Mean
To establish influence of provision of basic needs on performance of children homes	Provision of basic needs	Performance of children homes	<ul style="list-style-type: none"> • Food, shelter and clothing • Education-cost • Social welfare-medical care and worship 	-Level of adequacy of Food, shelter and clothing -Cost of Education -Cost of Social e.g. medical care e.t.c	-Interval -Nominal -Ordinal	Descriptive statistics -Frequency distributions -Percentages -Mean
To identify influence of financial accountability on performance of children homes	Financial accountability	Performance of children homes	<ul style="list-style-type: none"> • Budgeting involving staff or not • Procurement involve staff or not • Auditing books of accounts 	No. of involvement of staff in budgets No. of involvement of staff in tenders No. of involvement of staff in auditing	-Interval -Nominal -Ordinal	Descriptive statistics -Frequency -Percentages -Mean
To establish influence of staff motivation on performance of children homes	Staff motivation	Performance of children homes	<ul style="list-style-type: none"> • Rewards for excellent job done • High remunerations • Housing or other benefits 	No. of staff rewards excellent job done No. of staff pay hikes No. of staff housed or other benefits	-Interval -Nominal -Ordinal	Descriptive statistics -Frequency distributions -Percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Content in this chapter is data analysis, presentation and interpretation of the study findings. The subtitles in the chapter are arranged according to the objectives of the study. The analyzed data is presented by frequency distribution tables and explanations of the findings in between the tabulated results to enhance elaboration and interpretations of the study results.

4.1.1 Questionnaire Return Rate

Responses were received from the 30 workers in the two children homes in Kitui central district. Therefore, the questionnaire return rate was 100 per cent, and excellent response rate.

4.1.2 Personal Details of Study Participants Children Homes' Staff

Data obtained was analysed and tabulated as shown in Table 4.1.

Table 4.1 Children Home's staff distribution by gender

Gender	Frequency	Percentage
Female	19	63.33
Male	11	36.67
Total	30	100.00

As shown in Table 4.1, there were more female 63.3 percent of the total children homes' workers than were the male workers. The interpretation of this scenario was that in the two children homes, the respondents were female dominated, and this was also the same for the other children homes' respondents in Kitui Central District. However, the respondents's gender had no relationship with the performance of children homes in the district.

The children homes' respondents were asked to indicate their highest level of education. The findings are summarized as shown in Table 4.2.

Table 4.2 Children Homes' respondents distribution by highest level of education

Education level	Frequency	Percentage
Primary	8	26.67
Secondary	12	40.00
Certificate	7	23.33
Diploma	3	10.00
Total	30	100.00

The results illustrated in Table 4.2, shows that the majority 66.7 percent of the children homes' respondents interviewed had their highest levels of education as in between the primary school and secondary school education levels. There were no workers in the children homes who had attained university degrees as their highest level of education. The interpretation was that although, the highest level of education of the children homes' respondents had no significant influence on performance of the children homes, there were more respondents in the primary and secondary levels of education in the children homes, than were in the other levels of either higher than secondary school or lower than the primary school level of education.

The children homes' respondents selected were asked to indicate in years their working experience with children in these homes. The findings were summarized and presented as shown in Table 4.3.

Table 4.3 Children Homes' respondents distribution by working experience in children homes

Working experience in years	Frequency	Percentage
Less than 5 years	3	10.00
Between 6-10 years	12	40.00
Between 11-15 years	10	33.33
Over 16 years	5	16.67
Total	30	100.00

The results illustrated in Table 4.3, showed that the majority of the children homes' respondents interviewed had less than 10 years of working experience in children homes. Although, the working experience in children homes had significant influence on performance of the children homes, there was fewer respondents with more than 10 years of working experience in children homes. The interpretation of the results presented as shown in Table 4.3, was that there were partial elements of poor performance of children homes in Kitui Central District that could have resulted partly due to the inexperienced respondents in the management of the selected homes.

4.2 Influence of Decision Making on Performance of Children Homes

The selected children home respondents were required to indicate as to their level of being in agreement, disagreement (Neutral).

In a 5-point likert rating scale ranked from 1-to-5, they used increasing numerals inversely proportional to the children homes' decreasing level of agreement on the extent to which decision making in management of children homes had influenced performance of the selected

homes as: strongly agree = 1; somewhat agree = 2; neutral = 3; somewhat disagree = 4 and strongly disagree = 5, to rate the questionnaire item's assertion.

In this 5-point likert rating scale a theoretical mean value of 3.0 was determined as a criterion to judge the mean of the items, using the formula $(1+2 +3+ 4+ 5)/5 = 15/5= 3.0$. Therefore, any item with a mean equal to or higher than 3.0 indicated that the respondents somewhat disagreed, while items with means of less than 3.0 but between 2.5 and 2.99 indicated that the respondents were not sure of the assertion given for rating in the questionnaire. However, any item with a mean less than 2.5 was regarded as to point to the fact that the respondents somewhat agreed with the assertion of the particular statement in the particular questionnaire item. The summary of the findings were presented as shown in Table 4.4.

Table 4.4 Influence of decision making on performance of children homes

Responses' distribution by 5-point likert rating scale						
Decision making indicators homes' performance	1	2	3	4	5	Mean
Rate planning done with all respondents consultations(f):	2	4	1	11	12	3.90
Rate respondents involvement in decision making (f):	1	3	2	13	1	4.00
Rate parents involvement in decision making (f):	2	2	5	11	10	3.83

The sum of $(\sum f) = 30$ were used with the sum of $(\sum fx)$, (where $x = 1, 2,3,4,5$ the 5-point scale and f was number of respondents per scale value of x) to calculate the mean values for each of the three indicators of the five research questions. The mean of “rate of planning with respondents calculations” was calculated as $\sum fx/\sum f$, where

$$\sum fx=(1\times 2)+(2\times 4)+(3\times 1)+(4\times 11)+(5\times 12)=117 \text{ and } \sum f= 30 \text{ to give } \sum fx/\sum f= 117/30 = (3.90).$$

The rest of the mean values in the study were calculated in the same way. As shown in Table 4.4, none of the children homes' decision making indicators had a mean of less 3.0. The interpretation of these study findings was that most of the selected children home respondents

were in disagreement with the fact that decision making in the homes' management was done in consultation with other members of respondents. This might have negatively impacted on the intended purpose of the children homes establishment and poorly influenced the performance of the homes' management in achievement of its goals.

A summary of the results from the three indicators of the children homes' management decision making process and how it influenced the performance of these children homes was also given by computing the percentage responses per 1-to-5 point rater and the overall mean value of responses of the three indicators. The data was summarised in Table 4.5.

Table 4.5 Distribution of respondents by decision making indicators in children homes

The 5-point likert scale rating	Frequency (f)	(x)	(fx)	Percentage
Strongly Agree	5	1	5	5.50
Somewhat Agree	9	2	18	10.00
Neutral	8	3	24	8.90
Somewhat Disagree	35	4	140	38.90
Strongly Disagree	33	5	165	36.70
Total	90		352	100.00

As shown in Table 4.5, most 84.50 percent (including the neutral percentage) of the selected children home respondents were in disagreement with the fact that decision making in the children home's management were done in consultation with other respondents members. The sum of the cumulative frequencies of the three indicators where each had a sum of $(\sum f) \times 3 = 90$ was established and used with the sum of $(\sum fx) \times 3$, (where $x = 1, 2, 3, 4, 5$ of the 5-point scale rating and f was the cumulative three times the number of respondents per scale value of x) to calculate the mean values for all the three indicators per research question in the five research questions. The mean was calculated as $\sum fx / \sum f = 352 / 90 = (3.91)$. Since the calculated

mean value was greater than 3.0, the interpretation was that most of the selected children home respondents were in disagreement with the fact that decision making in the children homes' management was done in consultation with other respondents members.

The interpretation of the results from the summary of the three indicators of decision making within the children homes' management shown in Table 4.5 was used to attempt to answer the research question (i), which sought to establish the extent to which decision making in children homes' management was all inclusively involving respondents members. It also sought to establish whether involving respondents members in decision making had any significant influence in the performance of the intended purpose of the establishment of these children homes.

As depicted from Table 4.5, the mean value of 3.91 and with 84.50 percent of the of the children home respondents who were in disagreement that decision making was done in consultation with other respondents members, showed that decision making was not done with all respondents members inclusively involved. This could be said to have had negatively influenced the performance of the intended purpose of the establishment of the children homes as safety nets for children without parents or whose parents are poor to afford any better upkeep for them.

Managers of children homes are aware of the need for revision and development of the new skill sets held by today's high performers in management. If change in management is not handled correctly, it can be more devastating than ever before (Storey, 2009). High performers in management reflect, discover, assess, and act. They know that a new focus on connecting the heads, hearts, and hands of people in their organization is necessary. Astute managers

know what needs to be done but struggle with how to do it. Quite often they prefer to consider themselves as teachers or communicators rather than managers (Storey, 2009).

4.3 Influence of Conflict Resolution on Performance of Children Homes

To elicit information on the extent to which conflict resolution process in children homes' management influenced the performance of the selected homes, the children homes' respondent were asked to use a 5-point likert rating scale whose numerical values were in ascending order ranked from 1-to-5 with decreasing strength of their level of agreement as indicated by strongly agree = 1; somewhat agree = 2; neutral = 3; somewhat disagree = 4 and strongly disagree = 5 to rate some indicators of conflict resolution process. The study results were presented as shown in Table 4.6.

Table 4.6 Influence of conflict resolution on performance of children homes

Responses' distribution by 5-point likert rating scale						
Conflict resolution on performance of children	1	2	3	4	5	Mean
Democratic conflict resolution in children homes (f):	6	7	2	10	5	3.03
Autocratic conflict resolution in children homes (f):	2	3	5	11	9	3.73
Contingency conflict resolution children homes (f):	5	4	1	12	8	3.47

As shown in Table 4.6, only one of the children home's democratic conflict resolution in management indicator of influence of conflict resolution in the performance of the homes had a mean of 3.03 which was estimated as 3.0. The other two had means of 3.47 and 3.73. The interpretation of the study findings was that most of the selected children home respondents were in disagreement with the fact that conflict resolution management in these children homes was effectively managed.

A summary of the results from the three indicators of the children homes' conflict resolution management was also computed. The interpretation of the results from the summary of the three indicators of conflict resolution management within the children homes shown in Table 4.7 was used to attempt to answer the research question (ii), which sought to establish the extent to which conflict resolution management in children homes was effectively managed. It also sought to establish whether had any significant influence in the performance of the intended purpose of the establishment of these children homes. The summary of the findings were as shown below.

Table 4.7 Distribution of respondents by conflict resolution indicators in children homes

The 5-point likert scale rating	Frequency	(x)	(fx)	Percentage
Strongly Agree	13	1	13	14.40
Somewhat Agree	14	2	28	15.60
Neutral	8	3	24	8.90
Somewhat Disagree	33	4	132	36.70
Strongly Disagree	22	5	110	24.40
Total	90		307	100.00

As shown in Table 4.7, many 70.00 percent (including the neutral percentage) of the selected children homes' respondents disagreed with the fact that conflict resolution management in the children's home management was effectively managed. The sum of the cumulative frequencies of the three indicators ($\sum f = 90$) was established and used with the sum of ($\sum fx$) the cumulative sum of the products of three times the number of respondents per scale value of (x) to calculate the cumulative mean value for all the three indicators in research question (ii). The mean was calculated as $\sum fx / \sum f = 307/90 = (3.41)$. Since the calculated mean was greater than 3.0, the interpretation of the study findings was that most of the selected children home

respondents were in disagreement with the fact that conflict resolution management among the children homes' management was effectively managed.

As depicted from Table 4.7, the mean value of 3.41 and with 70.00 percent of the of the children home respondents who were in disagreement with the fact that conflict resolution management among the children homes' management was effectively managed, showed that conflict resolution management was poor in these children homes. This could be said to have had negatively influenced the performance of the intended purpose of establishing these homes as safety nets for orphans and children from poor families who could not afford their upkeep.

Managing challenging behaviour in children homes can be a very tricky business if the manager does not know how to handle challenging behaviour among stressed and disgruntled children in these children homes (Weisman, 2011). Challenging behaviour in children can be very frustrating and embarrassing especially when it happens in public. Most children home managers tend to ignore the behaviour hoping it will go away and others just put up with it not knowing what else to do about it. But realistically no children home manager would want his/her child to misbehave. All parents would of course want their children's negative behaviour to stop (Weisman, 2011). Children home managers should encourage and teach children good behaviour by preventive methods, since, prevention against children's negative behaviour is better than its cure (Scott, Gagnon & Nelson, 2008). Basically it is better to prevent this misbehaviour from developing than it is to stop it from happening. To do effective prevention against children's misbehaviour, there is need for children home managers to encourage these children daily and teach them aspects of good behaviour both in school and at the children home's societal level (Scott, et. al., 2008). Children home managers' patience towards challenging behaviour in their institutions is important. If children home managers lose their patience with children, it is perhaps the worst possible thing they can do (Nelson-

Gray, Mitchell, Kimbrel. & Hurst, 2007). This is because the children can see how the managers are acting and will almost always mimic such behaviour (Zmora, 1994).

4.4 Influence of Provision of Basic Needs on Performance of Children Homes

To elicit information of the study that sought the extent to which provision of basic needs in children homes' management had influenced the performance of the selected homes. The children home respondentss were asked to use a 5-point likert rating scale to rate their level of agreement with how the indicators of provision of basic needs had influenced the performance of their homes for the orphanage and poor children. The results were presented as shown in Table 4.8.

Table 4.8 Influence of provision of basic needs on performance of children homes

Responses' distribution by 5-point likert rating scale						
Provision of basic needs indicators in children homes	1	2	3	4	5	Mean
Adequate food/shelter /clothing in children homes (f):	6	7	4	8	5	2.97
Meeting the cost of education in children homes (f):	1	3	1	11	14	4.07
Cost of social needs care in children homes (f):	3	1	3	12	11	3.90

As shown in Table 4.8 above, only one of the children home's provision of basic needs' indicators namely provision of adequate food, shelter and clothing among the children was rated with a mean value of 2.97, which was less than 3.0, but it was in between 2.5 and 2.9. The interpretation was that the children home respondentss were neutral as per this indicator. The other two of the children home's provision of basic needs' indicators namely provisions in meeting the cost of education and the cost of social needs care of these children had mean values of 4.07 and 3.90 which were greater than the hypothetical mean value of 3.0 of the study. The interpretation of these study findings was that most of the selected children home respondentss were in disagreement with the fact that it was easy to meet the cost of education

and the cost of social needs care for all the children inside these children homes. A summary of the results from the three indicators of the children homes' provisions of basic needs indicators in children homes on the influence of the performance of the homes was also determined. This was done by calculating the 1-to-5 likert rater scale percentages and mean value of the research question (iii). The summary of the findings were presented as shown in Table 4.9.

Table 4.9 Distribution of respondents by Provision of basic needs indicators in children

homes

The 5-point likert scale rating	Frequency(f)	(x)	(fx)	Percentage
Strongly Agree	10	1	10	11.10
Somewhat Agree	11	2	22	12.20
Neutral	8	3	24	8.90
Somewhat Disagree	31	4	124	34.50
Strongly Disagree	30	5	150	33.30
Total	90		330	100.00

As shown in Table 4.9, most 77.80 percent (including the neutral percentage) of the selected children homes' respondents disagreed with the fact that the children homes' provisions of basic needs to all children was adequately met. This was interpreted to have had negatively influenced the performance of the purpose of the establishment of these homes.

The sum of the cumulative frequencies of the three indicators where each had a sum of $(\sum f) \times 3 = 90$ was established and used with the sum of $(\sum fx) \times 3$, (where $x = 1, 2, 3, 4, 5$ of the 5-point scale rating and f was the cumulative three times the number of respondents per scale value of x) to calculate the mean value for all the three indicators in the research question (iii). The mean was calculated as $\sum fx / \sum f = 330 / 90 = (3.67)$. Since the calculated mean was greater than 3.0, the interpretation of the study findings was that most of the selected children home

respondents were in disagreement with the fact that the provision of basic needs for children was adequate.

As depicted from Table 4.9, the mean value of 3.67 and with 77.80 percent of the children home respondents who were in disagreement with the fact that the provision of basic needs in children homes was adequate for all the children in these homes, showed that the management was inadequate in providing for the basic needs to the poor and orphaned children in their homes. This could be interpreted to have had negative influence on the performance of the purpose for which these children homes were established. The homes were started to serve as safety nets for the children from poor families who could not adequately afford the upkeep of their children and the Orphaned and Vulnerable Children (OVC) as a result of the death of their parents due to HIV/AIDS or others collected from among the street children.

Almost all children in children homes are there through no fault of their own. Most of the children who live in the children homes are between the ages of five and eighteen years. Some had parents, but for one reason or another they are unable to provide adequate child care (Zmora, 1994). Not all children are parentless, though that is certainly true for many others. The parents of some are too poor to meet the families' basic needs, while others suffered from debilitating illnesses or injuries (Pelaez-Nogueras, & Gewirtz, 1995).

The cost of supplying energy is one of the highest bills each children homes face in the developing world (Storey, 2009). Common resources such as food, school books, school supplies, uniforms, shoes, sports equipment, access to counseling and transportation is constantly lacking. Children grow out of or wear out common items like clothing and toys, and each school year new items is needed. Children homes directors lack knowledge of how to attract support and exposure to their efforts or they lack the time to do it as it is time taken

away from caring for the children (Storey, 2009). The children homes organizations also accommodate children with conflict of law and they are referred to as the Children's Department of the government. These homes also respect varying religions, cultures and work in the spirit of United Nations Commission on Rights of Children (UNCRC) towards promoting the rights of the child in safeguarding their future (Solomon & George, 1999).

The children homes also carters for children from infancy to slightly above eighteen years of age and even youth in empowering them for their future after leaving this children homes (Patterson, 2002). The services provided by the children homes is based on the home's four principles in offering protective non-discriminative services to orphans and vulnerable children (OVC); children's right of participation, children's right of survival and earning life requirements and children's right of equal access to development opportunities (Wegar, 2000).

Thus, it offers the four categories of basic human necessities to these children under the: OVC-survival rights (food, clothing, shelter), OVC-development rights (education, vocational training, spiritual nourishment (Wegar, 2000), OVC-protection rights of (healthcare services, harmful practices, guidance and counselling) and OVC-participation rights in (children clubs, sports, recreational activities) just to mention a few and any other need that may arise (Wegar, 2000).

4.5 Influence of Financial Accountability on Performance of Children Homes

To bring out information that sought to reveal the extent to which financial accountability in children homes' management influenced the performance of these homes. The children homes' respondents were asked to rate some of the statements used as indicators of financial accountability on performance of children homes using a 5-point likert rating scale ranked from numerals 1-to-5 with increasing numerical value with decrease in their level of agreement as indicated by strongly agree = 1; somewhat agree = 2; neutral = 3; somewhat disagree = 4 and

strongly disagree = 5. The collected data were grouped according to the 5-point rater numerical values from 1-to-5 to get the frequency distributions and the three mean values according to numerical values from 1-to-5 were calculated as shown in the Table 4.10.

Table 4.10 Influence of financial accountability on performance of children homes

Responses' distribution by 5-point likert rating scale						
Financial accountability indicators in children homes	1	2	3	4	5	Mean
Respondents consultations in budgeting for children homes (f):	0	1	4	13	12	4.20
Respondents involvement in procurement in children homes (f):	1	2	3	11	13	4.10
Respondents involvement in auditing in your children homes (f):	1	1	2	14	12	4.17

As shown in Table 4.10, all the mean values were greater than the hypothetical value of 3.0, whose interpretation was that most of the selected children home respondentss were in disagreement with the fact that financial accountability in the children homes was done in full respondents inclusive consultation. The interpretation of the study findings was that financial accountability partial negative influence on the performance of the children homes in Kitui Central District.

A summary of the results from the three indicators of the financial accountability in the management of the children homes influence of the performance of these homes was also compiled by calculating the percentages of the cumulative frequencies under each of the 5-point numerical values from the first one 1- through upto the last one-5 across the likert rater scale and the mean value of the three indicators in the research question (iv). The summarized percentages and the average values computed for the entire objective of the study on the impact of the financial accounting management on the performance of these children homes. The analysed results were presented as shown in Table 4.11.

Table 4.11 Distribution of respondents by financial accountability indicators in children homes

The 5-point likert scale rating	Frequency	(x)	(fx)	Percentage
Strongly Agree	2	1	2	2.20
Somewhat Agree	4	2	8	4.50
Neutral	9	3	27	10.00
Somewhat Disagree	38	4	152	42.20
Strongly Disagree	37	5	185	41.10
Total	90		374	100.00

As shown in Table 4.11, most 93.30 percent (including the neutral percentage) of the selected children homes' respondents disagreed with the fact that financial accountability in the management of children homes was done in inclusive respondents consultation. The interpretation of the failure to have involved all children home respondents' inclusive consultation in the financial accounting management meant that there was negative influence on the performance of the purpose of the establishment of these homes. The cumulative sum of the frequency (f) of responses in the three indicators according to the 5-point rater scale numerical values (x) (where $x = 1,2,3,4,5$) was established as ($\sum f = 90$), which was used with the cumulative sum of products of f and x as ($\sum fx$), to calculate the all the three indicators mean value for research question (iv).

The mean was calculated as $\sum fx / \sum f = 374 / 90 = (4.16)$. Since the calculated mean was greater than 3.0, the interpretation of the study findings was that most of the selected children home respondents were in disagreement with the fact that the financial accountability in the management of children homes was done in all respondents inclusive consultative process.

As depicted from Table 4.11, the mean value of 4.16 and 93.30 percent of the children home respondents who were in disagreement with the fact that the financial accountability in the management of children homes was done in all respondents inclusive consultative process, showed that the management was failing in offering transparent financial accountability in these homes. This was interpreted to have had negative influence on the performance of the purpose for which these children homes were established.

4.6 Influence of Respondents Motivation on Performance of Children Home.

To draw out information on the extent to which respondents motivation in children homes' management had influenced the children homes' performance in Kitui Central District, Kenya. The selected children home respondents were asked to rate the indicators of how respondents motivation in children homes' management had influenced the performance of the homes. They used a 5-point likert rating scale that was ranked from 1-to-5 in increasing order inversely proportional to decreasing levels of agreement with the indicators of respondents motivation., The summary of the findings were presented as shown in Table 4.12.

Table 4.12 Influence of respondents motivation on performance of children homes

Responses' distribution by 5-point likert rating scale						
Respondents motivation indicators in children homes	1	2	3	4	5	Mean
Respondents rewards for excellent job done in Children home	(f): 8	7	4	6	5	2.77
Respondents pay hikes for motivation in children homes	(f): 1	2	2	12	13	4.20
Respondents benefits for motivation in children homes	(f): 3	1	5	10	11	3.47

As shown in Table 4.12, most of the selected children home respondents were in disagreement with the fact that respondents motivation had any significant positive impact on performance of children homes. It was only one indicator on respondents rewards for excellent job done whose mean value was 2.77 which was less than 3.0. This meant that it was in between their agreement and/or their disagreement with the indicators of respondents motivation in impacting on the performance of children homes. The performance of the children homes were judged by their respondents's readiness to achieve the intended purpose to help in the upbringing of the otherwise destitute children like orphans, street children, or children whose parents were poor to afford their upkeep.

The interpretation of the study findings shown in Table 4.12 was that respondents motivation was partially used in the children homes' management which had a negative impact on the efficiency in the performance of these children homes. The summary of the results were presented as shown in Table 4.13.

Table 4.13 Distribution of respondents by respondents motivation indicators in children homes

The 5-point likert scale rating	Frequency	(x)	(fx)	Percentage
Strongly Agree	12	1	12	13.00
Somewhat Agree	10	2	20	11.00
Neutral	11	3	33	12.00
Somewhat Disagree	28	4	112	31.00
Strongly Disagree	29	5	145	32.00
Total	90		322	100.00

As shown in Table 4.13, most 75.00 percent (including the neutral percentage) of the selected children homes' respondents disagreed with the fact that respondents motivation had any significant positive impact on performance of children homes. The interpretation was that the partial use of respondents motivation in the children homes' management had some negative impact on the efficient performance of these homes, meaning that the partial use of respondents motivation negatively influenced the performance of the entire establishment of the children homes.

The cumulative sum (Σ) of the frequency (f) of responses in the three indicators according to the 5-point rater scale numerical values (x) (where $x = 1,2,3,4,5$) was established as 3×30 , to give ($\Sigma f = 90$), which was used with the cumulative sum Σ of the products of f with the x as (Σfx), to calculate the mean value for all the three indicators in the research question (v). The mean was calculated as $\Sigma fx / \Sigma f = 322 / 90 = (3.58)$. Since the calculated mean was greater than 3.0, the interpretation of the study findings was that the partial use of respondents motivation in the children homes' management had some negative impact on the efficient performance of these homes.

As depicted from Table 4.13, the mean value of 3.58 and 75.00 percent of the children home respondents who were in disagreement with the fact that respondents motivation had any significant positive impact on performance of children homes. Most of the selected children home respondents were in disagreement with the fact that there was effective respondents motivation towards improvement of performance of the children homes. This was interpreted to have had negative influence on the performance of the purpose for which these children homes were established.

The root of the problem of respondents demotivation is the poor implementation of management (Sullivan and Lathrop, 2009). Therefore, the managers must learn how to motivate others and build an efficient team. More formally defined, management is the process by which people, technology, job tasks, and other resources are combined and coordinated so as to effectively achieve organizational objectives (Stevenson, 1989).

A successful management style depends largely on the children homes Manager's own personality, as well as on his/her training to realise that there is a range of ways of working with different people (Sullivan and Lathrop, 2009). Each particular style of management will affect the organization's tone either adversely or positively. However, no two managers have exactly the same way of doing things; life would become too predictable and dull if they did so (Vyse, 2004).

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is mainly on the summary, conclusions and recommendations of the study. The chapter is organized according to the following subheadings: summary of the study, conclusions of the study, recommendations of the study and suggestions for further studies on the factors influencing performance of children homes and also on the management effectiveness of the children homes establishments in Kenya, African countries and the rest of developing countries.

5.2 Summary of the Findings and Discussions

This study was on the factors influencing the establishment, management and performance of children homes in Kitui Central District, Kitui County, Kenya. The aim of studying the performance of children homes in Kitui Central District was to assess the relationship between the factors that influence performance of children homes operations relative to the general performance of standardized organizational operations.

The study was guided by the following objectives; to establish the extent to which decision making influence performance of children homes, to establish how conflict resolution process influences the performance of children homes, to establish the extent to which provision of basic necessities influences performance of children homes, to determine how financial accountability influences performance of children homes and to establish the extent to which respondents motivation influences performance of children homes in the target study location.

A descriptive survey design was used as the research methodology in this study in which factors influencing performance constituted the independent variables while performance of

children homes constituted the dependent variable of the study. Non-probabilistic purposive sampling approach was used to select two children homes. Two children homes were selected out of the seven homes in Kitui County for this study, using purposive selection method because the two homes were well established thus their performance was assessed against or comparable to performance of standardized organizational operations.

Purposive sampling was used to select 30 of these children home respondents including the manager and his/her close managerial subordinate respondents in each of the administrative bodies of the two children homes. A questionnaire for both the children homes' managers and subordinate respondents was used for collection of data. The questionnaire was structured with closed-ended items only. Pre-testing of the questionnaire was conducted by means of a pilot study where the University of Nairobi lecturers ascertained the validity and split-half method was used to establish the reliability.

The data obtained from the collected data in the returned questionnaires were analyzed using descriptive statistics like percentages and mean values, and the explanations of the results were also given. The findings were presented using frequency distribution tables, percentages and mean values from the 5-point likert rating scale range of (1-2-3-4-5). The study findings were used to draw the following conclusions and recommendations of the study.

Despite the efforts to improve lives of children, social indicators had continued to show decline in social and economic welfare of some disadvantaged orphaned and vulnerable children as a result of poverty, family conflicts, HIV/AIDS, and inter-intra country civil wars. The extended family network that was traditionally used to support orphans has collapsed due to the emergence of the modernized nuclear family systems, urbanization, poverty and other socioeconomic factors.

The HIV/AIDS affects the society at all levels and compels orphans to live under despicable, sub-human conditions where some take care of their young ones. Girls resort to child - prostitution and becoming house maids while boys resort to living in the streets after dropping out of school. After losing their parents, the orphans not only lack people they can trust but also lack people they can relate to for their psychosocial and economic needs and moral growth and development. Thus these children might suffer social stigma together with those who can tell them right moral values if the children homes are mismanaged and stop to function.

If the children homes were effectively managed, they 'the homes' should be able to provide safety nets for such orphaned and vulnerable children in the society. This research project report's recommendations might help or aid in providing the opportunity for further research on the need to support children homes as well as in evaluating the merits and demerits of running children homes' projects.

5.3 Conclusions of the Study

Based on this study findings of and reviewed literature on the establishments and management of children homes the following conclusions were drawn: it was recognized that children occupy unique and privileged positions in the society. Therefore, for the full harmonious development of these children's personality, they should grow up in a family environment or in an atmosphere of happiness, love and understanding.

For a child's physical and mental development, they require care in regard to physical, mental, moral and social development. However, due to high poverty index in kitui central district and death of parents caused by HIV/AIDS pandemic, which cumulatively has left many children

without care takers or as orphans, these services are not guaranteed for all orphaned and vulnerable children (OVCs).

To this end the children homes were found to provide safety nets for the growth and development of some of these children who would have otherwise lacked adequate care, social and moral development as well as social amenities like health and education services. It was therefore found to be imperative to ensure improved performance of the current children homes establishments.

The effective management of children homes would seek to achieve the following objectives: to provide the basic needs including food, clothing, shelter for the children. The homes also seek to let the children get their basic education in primary schools. To provide for the social and economic rights of these children and also to rehabilitate street children and to solicit for funds to support the members' contribution in providing the basic needs to the children.

To engage in awareness lobbying and advocacy programme for the advancement of the right of the child. The main children homes' management strategy should be geared towards enhancing the homes' project sustainability through material, moral, and community voluntary support. To provide supervision through a continuous process of monitoring and evaluation of the children homes project can only be sustained and effectively carried out with the donor funding. The supervision and evaluation of specific components of the children homes project is the responsibility of the manager.

5.4 Recommendations of the Study

Based on the findings of this study and review of related literature on the establishments of children homes and their management, that would be intended to ensure improved performance of these homes I (Author) have made the following recommendations: a children homes

project would deal with the poverty of orphans and others who live in the slums and rural areas in Kenya. The situation of most of the Kenyan young people has remained very critical due to the socio-economic, cultural, and traditional and development circumstances, natural disasters, armed conflicts, exploitation and hunger.

Population of children in Kenya is rising at an alarming rate with no or very little corresponding increase in socio-economic and education facilities. Most children in Kenya are beaten or sexually abused by parents, ravaged beyond their years by hard living conditions. Drug abuse, life on the street, war, and being stricken with AIDS are common struggles against diseases and poverty.

It is in pursuit of human and universal responsibility that the establishment of children homes is now hereby highlighting the plight of the Kenyans living in hard conditions within the slums. seeking help, donations, aid and grants from the well-wishers, organizations and various charities in the world in order to enable the establishment of a day care and rehabilitation centre for girl children, orphans and street children here in Kenya.

The children homes should offer an opportunity that would enable the children beneficiaries to acquire quality free education and life skills that they need in order to afford them a quality life and emancipate themselves from poverty, diseases, ignorance, dependency and war within

5.5 Suggestion for Further Studies

To further offer areas of comparison and further literature related to the management and their poor families or non-existence of any family performance of children homes I (author) have suggested further studies on factors influencing performance of children homes. This further study results would offer further insights on the extraneous factors that might have had some

impact which are equivalent to those of the independent variables of this study and therefore provide further study analysis for comparison of the research report results.

A further study on the effectiveness of children homes' management in line with the purpose for which these establishments were put up in Kenya, African Countries and the rest of the Developing Countries, would be useful in providing literature and further literature on the intrigues of the need and process of establishing these homes as public and private entities.

The management styles of the public children homes as well as the private children homes need further research scrutiny in form of comparative studies, since this would provide literature on the stakeholders' interests in the two kinds of the children homes' establishments. It would also help in finding out why the government or the public has been reluctant in putting up the orphanages in Kenya, Africa and the rest of developing countries.

Further studies on financial accountability in management of children homes within the context of developing countries would be useful in providing literature on the need for leaders being held responsible for the finances they spend on behalf of either the government or donor agency in fulfilling the purpose for which the children homes were established.

A further study on human resource management and respondents involvement in children homes management would be useful in providing literature on the need for effective leadership and accountability to the followers to help in boosting the performance of the children homes in developing countries.

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APPENDICES

APPENDIX I: Transmittal letter

Muli, Beatrice Saki

P.O Box 32-90200-Kisasi

8th April, 2012

The Respondents

Kitui County

Kitui

Dear Sir/Madam,

REF: TRANSMITTAL LETTER

This questionnaire is made to collect data on the factors **influencing performance of children homes in Kitui Central District, Kitui County, Kenya**. I congratulate you for having been selected to participate in this study. I am a Post graduate student at the University of Nairobi (Kitui Campus) pursuing a Master of Arts Degree in Project Planning and Management. As part of the requirements for the award of this degree I am conducting a study on the factors influencing performance of children homes in Kitui Central District, Kitui County, Kenya. I hereby request you to co-operate and assist me in completing this questionnaire. Your information will only be kept confidential and only used for the purpose of this study to uphold privacy. I am very grateful for your co-operation.

Thank you,

Yours faithfully,

Signature-----

Muli, Beatrice Saki

APPENDIX II: Questionnaire for children homes' Manager and Respondents

A. Self introduction

1. Gender

- a) Male ()
- b) Female ()

2. What is your highest professional qualification?

- a) No schooling ()
- b) Primary education ()
- c) Secondary education ()
- d) Certificate ()
- e) Diploma ()
- f) Bachelors Degree ()
- g) Masters Degree ()
- h) PhD ()

3. State your working experience in children homes.

- a) Less than 5 years ()
- b) Between 6 - 10 years ()
- c) Between 11-15 years ()
- d) Over 16 years ()

B. Questions on Factors Influencing Performance of children homes

Carefully read each of the following statements and decide how strongly you agree or disagree with each on the factors influencing Performance of children homes using to the given 5-point likert rating scale key below.

Key: 1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Rate the factors influencing the performance of children homes	Responses				
	1	2	3	4	5
Decision Making Process on Performance of children homes					
5. Rate the fact that planning is done with respondents consultations					
6. How do you rate respondents involvement in decision making process					
7. Rate the parents level of involvement in decision making in children homes					
Conflict Resolution Process on Performance of children homes					
8. Rate the fact that democratic Conflict Resolution is used in Children's Home					
9. Rate the fact that autocratic Conflict Resolution is used in children homes					
10. Rate the fact that contingency Conflict Resolution use in Children's Home					
Provision of Basic Needs Process on Performance of children homes					
11. Rate the level of adequacy of Food, shelter and clothing in Children's Home					
12. How do you rate meeting the Cost of Education in your Children's Home					
13. Rate meeting the Cost of Social needs e.g. medical care in children homes					
Financial Accounting Process on Performance of children homes					
14. Rate the fact that there are respondents consultations in budget of Children's Home					
15. How do you rate respondents involvement in procurement of Children's Home					
16. Rate the respondents involvement in auditing in your children homes					
Respondents Motivation Process on Performance of children homes					
17. Rate the fact that respondents rewards for excellent job done are given in Children's Home					
18. How do you rate respondents pay hikes for motivation in your Children's Home					
19. Rate the respondents housed or other benefits for motivation in your Children's Home					

Thank you for your co-operation