

**RESTRUCTURING STRATEGIES ON EMPLOYEE JOB
SATISFACTION AT THE NAIROBI CITY COUNTY,
KENYA**

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DECLARATION

This research project is my original work and has not been submitted for examination to any other University.

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This Research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my wife and my children, Lorna, Laura and Joy, from you I draw my inspiration and strength.

ABSTRACT

The aim of this study was to determine the impact of restructuring strategies on employee job satisfaction in Nairobi City County. The study employed descriptive research design for it portrays an accurate profile of situations. The study focused on all sectors of Nairobi City County and a census sampling method was conducted. The study used a semi structured questionnaire to collect primary data. Data analysis was done to establish whether or not restructuring strategies affect employee job satisfaction. The responses were coded to facilitate statistical analysis by use of descriptive statistics which consisted of mean scores and standard deviations. Tables were used to present the data. There was a strong positive correlation of 0.86 between job satisfaction and government policy. There was also a positive correlation between job satisfaction and downsizing of 0.38 while the correlation between job satisfaction and operation change was 0.76. The results also showed that downsizing and restructuring are not statistically significant at 5% level. Government policy has a positive and significant effect on job satisfaction. The model explains 85% of the variability in job satisfaction. Hence the model fits very well on the data. The Durbin-Watson statistic indicates that the problem of multi-collinearity is not severe. There is negative relationship between downsizing and job satisfaction ($t=-1.3106$, $p=0.3203$). Conclusion was drawn that downsizing efforts apprehended by Nairobi City County are not profitable and efficient and do not achieve the expected results. It was also concluded that government policy on restructuring are in essence to restructure viable organization and liquidate nonviable ones, restore the health of the financial sector, and create the conditions for long term economic growth. The study recommended that downsizing should employ a technique of selecting surviving employees who can work well under stress and get motivated easily. The study further recommended that government policies should mediate where there was lack of bank capital, excessive negotiating power by either debtors or a lack of incentives for Nairobi City County to work out debt problems and to boost employee's morale. Nairobi City County was usually very busy place; some respondents showed some signs of declining the researcher's advances by failing to cooperate fully as expected, citing that they are having a tight schedule

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ABBREVIATIONS AND ACRONYMS

SPSS - Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Restructuring is the corporate management term for the act of reorganizing the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs. Other reasons for restructuring include a change of ownership or ownership structure, demerger, or a response to a crisis or major change in the business such as bankruptcy, repositioning, or buyout. Restructuring may also be described as corporate restructuring, debt restructuring and financial restructuring (Norley, Lyndon; Swanson, Joseph; Marshall, Peter, 2010).

Bartunek (2001) stated that the basic nature of restructuring is a zero sum game. Strategic restructuring reduces financial losses, simultaneously reducing tensions between debt and equity holders to facilitate a prompt resolution of a distressed situation. A company that has been restructured effectively will theoretically be leaner, more efficient, better organized, and better focused on its core business with a revised strategic and financial plan. If the restructured company was a leverage acquisition, the parent company will likely resell it at a profit if the restructuring has proven successful. Restructuring involves a repositioning of an organization's strategic focus. The process entails the organization changing key internal structure(s), so that it is better able to meet its present and evolving needs (Bohrstedt, 2009). In many instances, the restructuring is precipitated by an unexpected, emergency crisis or event that forces the organization to respond quickly to prevent a threat to its very survival, such as a bankruptcy or insolvency.

In fact, an organizational restructuring in the absence of such a crisis can result in activities that produce higher levels of strategic value, which can substantially mitigate, if not entirely prevent, the emergency from arising in the first place. While true that political and socio-economic variables are clearly outside of most organizations' ability to influence; this does not mean there is nothing that can be done (Brass, 2004). Organizations that are willing to take Gandhi's sage advice can substantially decrease, and even eliminate, being forced to undertake rushed restructures that may be necessary to confront a present danger, but also severely impinge long term value and growth. Organizations that remain open to change and engage in periodic internal reviews and strategic restructurings will consistently flourish in changing environments and be well positioned for long term growth.

1.1.1 Concept of Strategy

The top management of an organization is concerned with the selection of a course of action from among different alternatives to meet the organizational objectives. The process by which objectives are formulated and achieved is known as strategic management and strategy acts as the means to achieve the objective. Strategy is the grand design or an overall 'plan' which an organization chooses in order to move or react towards the set of objectives by using its resources. Strategies most often devote a general programme of action and an implied deployment of emphasis and resources to attain comprehensive objectives. An organization is considered efficient and operationally effective if it is characterized by coordination between objectives and strategies (Bartunek, 2001). There has to be integration of the parts into a complete structure. Strategy helps the organization to meet its uncertain situations with due diligence.

Without a strategy, the organization is like a ship without a rudder. It is like a tramp, which has no particular destination to go to. Without an appropriate strategy effectively implemented, the future is always dark and hence, more are the chances of business failure.

However, strategy has entered in the field of management from the military services where it refers to apply the forces against an enemy to win a war. The Greeks felt that the strategy making is one of the responsibilities of the Army General. This concept today adopted even in the business. For instance, strategy is to determine and communicate a picture of enterprise through a system of major objectives and policies. Strategy is concerned with a unified direction and efficient allocation of an organization's resources. A well made strategy guides managerial action and thought. It provides an integrated approach for the organization and aids in meeting the challenges posed by environment. Strategy can simply be put as management's plan for achieving its objectives. It basically includes determination and evaluation of alternative paths to an already established mission or objective and eventually, choice of best alternative to be adopted (Brass, 2004).

1.1.2 Job Satisfaction

Job satisfaction can be indicative of work behaviors such as organizational citizenship, and withdrawal behaviors such as absenteeism, and turnover (Aristovnik and Jaklič, 2013). Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and

job performance are directly related to one another is often cited in the media and in some non-academic management literature. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Robertso Birch & Cooper, 2012)

According to Gibson (2003) job satisfaction is simply how content an individual is with his or her job, in terms of individual aspects or facets of jobs, such as nature of work or supervision. However, Burnes (2004) indicated that it is not simplistic but also multidimensional psychological responses to one's job. In addition, Coyne and Sujit Balakrishnan (2004) noted that job satisfaction measures vary in the extent to which they measure feelings about the job or cognitions about the job. Therefore Robertso Birch, and Cooper (2012) concluded that job satisfaction has a multidimensional face.

According to Arvey, Bouchard, Segal, & Abraham (2009), job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be one dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges

the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs.

Whether it is at the national, industry or organizational levels, restructuring has gained currency as a strategic decision to realign internal structure with changing macro environmental factors. Faced with more competitive markets and greater demands on costs controls, organizations and businesses are taking the fast track to cost cutting by downsizing, reorganizing their divisions, streamlining their operations, and closing down unprofitable divisions. Changes that are introduced in an organizational restructuring will affect the employee's job satisfaction given the potential for uncertainty that may accompany such changes (Staw and Cohen Charash, 2005). There is a need to better understand the consequences of organizational restructuring and consider some of its potential side effects on the work environment. Employees in a post restructuring context are understandably wary about the future direction of the organization and their roles within it.

1.1.3 Counties in Kenya

The counties of Kenya are geographical units envisioned by the 2010 Constitution of Kenya as the units of devolved government. The powers are provided in Articles 191 and 192, and in the Fourth Schedule of the Constitution of Kenya and the County Governments Act of 2012. The counties are also single member constituencies for the election of members of parliament to the Senate of Kenya and special women members of parliament to the National Assembly of Kenya. As of the 2013, general elections, there are 47 counties whose size and boundaries are based on the 47 legally recognized Districts of Kenya. Following the re-organization of Kenya's National administration,

Counties were integrated into a new national administration with the National Government posting County Commissioners to represent it at the Counties (Constitution of Kenya 2010)

County Governments are responsible for: county legislation outlined in article 185 of the Constitution of Kenya, executive functions outlined in article 183, functions outlined in the fourth schedule of the constitution of Kenya, functions transferred from the national government through article 187 of the constitution of Kenya, functions agreed upon with other counties under article 189 (2) of the Constitution of Kenya, and establishment and staffing of a public service under article 235 of the Constitution of Kenya (Constitution of Kenya 2010). The devolved government, proposed during the making of the new constitution, is primarily geared towards involving the people in governance and allowing better supervision and implementation of policies at the grass root level

The county Government constitutes of a county assembly and county executive. The responsibilities of the county assembly include exercising the powers of enacting laws at the county level, acting as an oversight instrument on the county executive and approval of plans and policies for smooth operation and management of resources and county institutions. Even at county level, democratic principles are observed. The people elect the members of the county assembly at Ward level. Additional slots are reserved for nominations (Constitution of Kenya 2010). This ensures that membership is well distributed by gender, marginalized groups and persons with disability. The county assembly is headed by a county Speaker who by law is not supposed to be a member of the assembly. The county executive on the other hand is charged with the responsibility of exercising executive power at the county level, implementing laws for administration

of the county as well as carrying out other executive functions of the county. The county executive gives the people an opportunity to be more actively involved in law making. The county executive is led by a governor who is directly elected by the people at the county level.

1.1.4 Nairobi City County

County Governments are responsible for County Legislation outlined in Article 185 of the Constitution of Kenya, Executive functions outlined in article 183, functions outlined in the fourth schedule of the constitution of Kenya, functions transferred from the national government through article 187 of the constitution of Kenya, functions agreed upon with other counties under article 189 of the Constitution of Kenya, and establishment and staffing of a public service under article 235 of the Constitution of Kenya.

The Nairobi City County is the creation of the Constitution of Kenya 2010 and successor of the defunct City Council of Nairobi. It operates under the auspices of the Cities and Urban Areas Act, The Devolved Governments Act and a host of other Acts. The Nairobi City County is charged with the responsibility of providing a variety of services to residents within its area of jurisdiction. These include the services that were hitherto provided by the defunct City Council and the ones that have been transferred from the national government, (Gakuo, 2005).

The vision of the county is to be a city of choice to invest, work and live in and the mission statement is to provide affordable, accessible and sustainable quality services, enhancing community participation and creating a secure climate for political, social and

economic development through the commitment of a motivated and dedicated team. Its core values include accountability, transparency, excellence, accessibility, integrity, responsiveness, equity and team work (wambua, 2009).

Gakuo (2005) stated that City Council of Nairobi was responsible for providing services such as housing, healthcare facilities, primary education, emergency response, waste collection, water and sanitation among other services. Most residents however, feel that the city's ability to provide services was deteriorating and the local government was not effective enough in reducing corruption and poverty. Some vices related to corruption included informal settlements mostly slums and illegal structures mushrooming in the city, Land grabbing, water shortages in the city due to inadequate supplies, uncontrolled dumping of waste, ghost employees, street urchins, influx of Street Hawkers and shameful fights and brawls by Councilors' at Council meetings. A history of corruption scandals has faced almost all the Nairobi City Council Mayors.

1.2 Research Problem

According to Hackman et. al. (2006), the primary motive for laying off employees is to reduce company labor expenses. Often, companies try to downsize employees at the high end of the pay scale if capable, lower paid employees are available to pick up the slack and union agreements don't prevent it. Labor usually is one of the highest costs companies incur in business operations. Cutting jobs is therefore one of the quickest ways to significantly lower costs. Despite this benefit, Sinclair et. al. (2005) suggested that downsizing is not a move of desperation, but a way of reducing wasted expenditures on paying employees who add little value to the organization. Regular job analysis by

human resources helps organizations keep track of what each position produces and adds to the organization. Redundancy of roles or employees whose jobs are outdated based on current organization objectives, layoffs might be best strategy.

However, Government intervention in business affairs keeps consumers and the public safe from a wide range of dangers, in addition to bringing in vital tax revenue from the nation's largest earners corporations (Arvey et. al. 2009). Regulation also allows employees to work with a measure of trust for the safety of restructuring. Although there are still incidents in organizations, government regulators act quickly to remove threats from the work place. Regulations exist to protect employees, consumers and the public from the actions of businesses as well as addressing issues such as workplace discrimination, service safety and environmental pollution (Robertso et. al. 2012).

Furthermore, efficient organization operations are a vital tool in achieving competitive advantage in the daily contest for customers. For instance, when productivity increases, product costs decline and product price can be reduced. Similarly, as better production methods are developed, quality and variety may increase (Torrington and Hall, 2013). Operational change strategy binds the various operations decisions and actions into a cohesive consistent response to competitive forces by linking firm policies, programs, systems, and actions into a systematic response to the competitive priorities chosen and communicated by the corporate or business strategy. In simpler terms, the operations strategy specifies how the firm will employ its operations capabilities to support the business strategy. Operations strategy has a long term concern for how to best determine and develop the firm's major operations resources so that there is a high degree of

compatibility between these resources and the business strategy. Very broad questions are addressed regarding how major resources should be configured in order to achieve the firm's corporate objectives. Some of the issues of relevance include long-term decisions regarding capacity, location, processes, technology, and timing (Torrington et. al, 2013)

The study revealed that the firms practice restructuring as a strategy because employee job satisfaction enhance organization image. To the best knowledge of the researcher, no study has been done on the subject of the effect of restructuring strategies on employee job satisfaction by the Nairobi City County. A knowledge gap therefore exists and it is this gap that the researcher seeks to fill through this study.

1.3 Research Objective

To determine the impact of restructuring strategies on employee job satisfaction in Nairobi City County.

1.4 Value of the Study

This study would benefit Nairobi City County management to understand better on how restructuring strategies affect employee job satisfaction. The findings of the study would also be used by the Nairobi City County to benchmark while setting standards for employee job satisfaction.

The research would also enlighten other stakeholders on the effects of restructuring strategies on employee job satisfaction, creating in them awareness and the interest of

ensuring stability of their respective institutions. The study would also benefit future researchers, scholars and academicians wishing to study restructuring strategies in related issues.

The study would also help the government policy makers in designing policies related to restructuring labor resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlights the relevant literature, information and other studies carried out in the field of organizational restructuring by various institutions, scholars, and researchers and provide detailed discussion on theoretical review, empirical review, research gaps and conceptual framework.

2.2 Theoretical Review

Organizational restructuring is usually influenced by various theories which were developed by different scholars and authors. Although all the theories are necessary, they may or may not apply (be considered) jointly during a restructuring process. Outlined below are key theories considered in this study which are seen to greatly affect organizational restructuring by various organizations

Cognitive Restructuring Theory

Maslach (2013) indicated that cognitive restructuring is a useful technique for understanding unhappy feelings and moods, and for challenging the sometimes-wrong "automatic beliefs" that can lie behind them. As such, you can use it to reframe the unnecessary negative thinking that we all experience from time to time. Bad moods are unpleasant, they can reduce the quality of your performance, and they undermine your relationships with others. Cognitive restructuring helps you to change the negative or distorted thinking that often lies behind these moods. As such, it helps you approach situations in a more positive frame of mind.

Cognitive restructuring is a psychotherapeutic process of learning to identify and dispute irrational or maladaptive thoughts known as cognitive distortions, such as all-or-nothing thinking (splitting), magical thinking, filtering, over-generalization, magnification, and emotional reasoning, which are commonly associated with many mental health disorders (Bennett, 2011). Cognitive Restructuring (CR) employs many strategies, such as Socratic questioning, thought recording and guided imagery and is used in many types of therapies, including cognitive behavioral therapy (CBT), and rational emotive therapy (RET). A number of studies demonstrate considerable efficacy in using CR-based therapies

2.3 Relationship between Restructuring Strategies and Job Satisfaction

Organizational restructurings are becoming more and more common and typically result in the layoff of large numbers of employees (Allen, 2006). The result has been a changing of the nature of the employment relationship. In the past workers could count on the security of long term employment, while companies could rely on a loyal, semi permanent workforce. However, for many reasons, including the increasing globalization and competitiveness of the world economy, employment relationships are becoming increasingly temporary (Bennett, 2011). Certainly, most organizations would prefer to avoid restructurings altogether. However, restructuring may help the efforts of an organization to provide a positive environment for diversity. During times of stability, individuals in dominant groups may consistently be able to find or create positive Person-Environment fits, and may do so at the expense of individuals in other groups. However, a restructuring may disrupt this process.

Job satisfaction has been used as a measure in many different kinds of research (Judge & Church, 2000), perhaps because it lends itself well to quantification or numerical analysis most workers are able to accurately or at least consistently rate their satisfaction with their jobs or aspects of their jobs on a numeric scale. Given the increasing emphasis on diversity within organizations (Burke et.al. 2008), differences in job satisfaction between groups of individuals. Ideally, the organization would prefer that all identifiable groups of individuals were roughly equally satisfied this would provide evidence that the organization enjoyed a non discriminatory, equal opportunity environment. In fact, one measure of the degree to which an organization has provided a positive environment for diversity might be the absence of differences in job satisfaction between groups of individuals.

2.4 Empirical Review

Empirical review highlights the relevant literature, information and other past studies carried out in the field of organizational restructuring by various authors.

2.4.1 Downsizing

In today's competitive world, organizations are striving to survive. They are not only cutting their expenses, but also started economizing their structure by reducing employees. The concept of downsizing has not been very old; it all started in 1980's for the first time and become an unfortunate fact for life of many employees throughout the globe. Allen (2006) encouraged employees to always be prepared for job mobility especially when their organizations are going for mergers, acquisitions, takeovers and downsizing. The concept of downsizing got its actuality majorly after continuous organizational changes. A research by Bennett (2011) proved that in America, within 3

years almost 20 percent employees were laid off from their jobs. Then in 2008-2009, due to recession, global layoffs were at its peak. Due to low demands and more supplies, most of the organizations have to reduce their production, leading to less number of workforce required, unfortunately the fate of many employees ensued them to be looking for new jobs.

In most of the developing countries, downsizing is not only solution for any radical change. According to a survey by Maslach (2013), approximately 68 percent of all the downsizing, restructuring and reengineering efforts apprehended in organizations throughout the world are not profitable and efficient and do not achieve the expected results. Instead in most of the cases downsizing results in tremendous fallout in all areas of the productivity including low employee morale, high level of absenteeism, cynicism and turnover among most of the employees. Moreover, Pakistan is facing huge economic downturn. Internal and external debts, regional disparity, massive unemployment, low markup structure and deteriorating law and order situation are all working against the economic revival in Pakistan. So in all these circumstances, it will be a huge attrition for surviving employees if their subordinates are drawn away by a policy of downsizing.

Since organizations throughout the world downsize to reduce cost, they only select those surviving employees who can work well under stress, are workaholic and get motivated easily. The attitude of the employees changes the most. The remaining employees are the base of the organizational sustainability. For this reason organizations make sure that they aid recovery, fuel efficiency, boost morale, and minimize the effect of workplace mistrust (Bennett, 2011). Downsizing is a phenomenon which refers to intentional reduction by management of organizations mainly with a focus of improving the overall

performance of the organization. Bruvold & Comer (2008) researched the after effects of downsizing and proved that the victims have extremely bad feelings about downsizing since they are laid off. But this tragedy does not end here; many researches proved that survivors of downsizing are also severely influenced.

In most of the cases inefficiency in productivity and high level of turnover and absenteeism is what organization gets in result for downsizing (Burke et.al. 2008). Allen (2006) identified that the downsizing in firms negatively impact survivors' attitudes by declining organizational commitment and increasing job turnover. Another similar research proved that downsizing leads to low morale and poor job satisfaction in employees leading to short job tenure by survivors.

Bennett (2011) found that downsizing led the employees of the organization feel unnoticed and disregarded. Survivors in downsized organization mostly complain that in most of the managerial decisions, their interests have been overlooked (Bruvold et. al. 2008). This resulted in negative perception by employee who would continuously think that it was an unequal treatment by organization (Bennett, 2011). Survivors don't trust the management's sources of communication and consider information transferred to them to be incomplete. Bruvold et. al. (2008) examined the time period employees feel the effects of downsizing and highlighted that negative impression do not improve too quickly. He also concluded that downsizing result in stress, fatigue, sadness and depression mainly due to extra workload. Overload of work and employee's relationship with upper management can significantly measure the number of turnovers (Allen, 2006). Clearly it can be judged that higher level of downsizing leads to low commitment.

2.4.2 Government Policy

According to Maslach (2013), restructuring made necessary by a financial crisis is one of the most daunting challenges faced by economic policymakers. The government is forced to take a leading role, even if indirectly, because of the need to prioritize policy goals, address market failures, reform the legal and tax systems, and deal with the resistance of powerful interest groups. The objectives of large scale restructuring are in essence to restructure viable corporations and liquidate nonviable ones, restore the health of the financial sector, and create the conditions for long term economic growth.

For instance, restructuring on a large scale is usually made necessary by a systemic financial crisis defined as a severe disruption of financial markets that, by impairing their ability to function, has large and adverse effects on the economy. Experience has shown that large scale corporate restructuring requires the government to take a leading role so as to establish priorities, limit the economic and social costs of crisis, address market failures, and deal with the obstructions posed by powerful interest groups. The government's role in corporate restructuring is highly country specific owing to its complexities, social consequences, and involvement of different elements of society. Thus, there are relatively few overarching operational principles or obvious ways to organize the policy choices, especially in comparison with other structural policy areas such as capital account liberalization and labor market reform (McKinley et. al. 2014).

Furthermore, Paine et.al (2006) indicated that government mediation between corporations is warranted if creditors are unwilling or unable to lead corporate restructuring. Reasons may include a lack of bank capital, excessive negotiating power by either debtors or creditors, or a lack of incentives for corporations to work out debt

problems. These can prolong restructuring and result in avoidable costs and even the unnecessary liquidation of debtors. To avoid these pitfalls, the government mediates informally or in a more structured framework. Perry, James & Raincy, (2008) argues that government mediation framework is appropriate if corporate restructuring is limited in scope and the environment supportive. This approach offers flexibility and adaptability, but requires a credible government mediator, macroeconomic stability, and the appropriate regulatory setting all of which are attributes of the United Kingdom where the London Approach has been successful. This approach has proven to be less useful when there are a great many creditors, especially foreign creditors.

2.4.3 Operational Change

A change of position within the same organization will likely mean a change in status and a change of the content of the job. Desirable tasks may be gained or lost, which means that different employees in the same organization have to deal with very different types of organizational change in terms of how it affects them personally. For some, the changes are likely to give rise to stress. In work and organizational psychology; several models of stress and strain exist with somewhat different focus. There is the transactional model, imbalance between demands and resources, by DeLamater (2012). The status associated with a position can be said to be related to access to resources and opportunities to influence events in the organization (Emmert & Taher, 2012). Transitioning to a lower level in the organization, for instance by no longer being a manager, would likely mean having less autonomy and less discretion in how to best cope with reorganization (Emory & Cooper, 2011).

While the transactional model places a lot of weight on the individual's perception of situation, the demands control model by Golembiewsk et. al. (2008) is somewhat more structural. The imbalance of demands and possible courses of action is what may cause significant strain for the individual both psychologically (Hogg, 2007). If there is a perception of autonomy and control over one's own situation, it has been shown over and over again in research studies, even great challenges pose less of a risk to the individual. It is likely, then, that feeling in charge of one's destiny within an organization may affect psychological factors such as satisfaction, and physiological factors such as health. Choosing a path for oneself and then getting what one has chosen is likely to foster such feelings of control.

While the aforementioned models of stress focus mostly on capability to meet demands or exert influence over the environment/situation, in Goyder (2012) model the imbalance of effort and reward is central, and thus, one might say, a sense of being unfairly treated. One's efforts depend on the external environment such as work and on one's own ambitions. The rewards can for instance be social status, career opportunities, money, or appreciation from others. According to Kervin (2012), job loss and job instability have been associated with perceived lack of rewards, or insufficient rewards, as have forced occupational changes and downward transitions. It is plausible then that managers who feel that they did not obtain their desired positions after restructuring would also feel inadequately rewarded, in line with the effort/reward imbalance model. An organizational change can be stressful in and of itself, especially as new demands are introduced and personal control over the change may be small.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section is blueprint of the methodology used by the researcher to find answers to the research questions. It comprised of research design, survey study, sample size and sampling procedure, data collection, data analysis and presentation. This section also explains how data was analyzed to produce the required information necessary for the study.

3.2 Research Design

The study employed descriptive research design for it portrays an accurate profile of situations (Saunders et al. 2009). This study was designed to describe the characteristics of interest to the researcher. This study adopted a descriptive design. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way (Bryman, 2011). It was designed to gain more information about variables within a particular field of study. Its purpose is to provide a picture of a situation as it naturally happens (Burns and Grove, 2007).

The objective was stated clearly and a clear definition of the population was given. The instrument for data collection was tested for validity and reliability which is necessary for descriptive studies (Kothari, 2004). The descriptive research design established the relationship between restructuring strategies and employee job satisfaction and establishes the effectiveness of restructuring strategies criteria and the impact of restructuring strategies on employee job satisfaction of an organization.

3.3 Survey Study

The population of the study was Nairobi City County employees based in Nairobi region. The study focused on 150 section heads from various sectors that formed the target population for this study. The study was based at the Nairobi County headquarters hence various section heads was used for the purpose of this study. Nairobi sub-counties were also be chosen. A sample was drawn from the targeted 150 section heads from the main headquarters.

3.4 Sample and Sampling Method

Stratified random sampling was employed in carrying out the study. Kothari (2004) notes that stratified random sampling is a process of selecting respondents using well defined strata. In this study, the departments formed the strata. Simple random sampling was used to select individuals from the strata. Mugenda and Mugenda (2003) defines simple random sampling as a process of selecting respondents without any particular sequence where all subjects in the study population have an equal chance of being selected.

3.5 Data Collection

Primary data was collected for this study. Primary data was collected by administering a semi structured questionnaire. This type of questionnaire used both closed and open ended questions. Closed questions had predetermined answers and collected quantitative data while open ended questions gave the respondents freedom to give answers thus obtained qualitative data. The use of questionnaires ensured collection of data from many respondents within a short time and respondents were free to give relevant information because they are assured of their anonymity (Mugenda and Mugenda, 2003). Secondary data on the other hand was collected through review of both empirical and theoretical data from books, journals, dissertations, magazines and the internet.

3.6 Data Analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies and the information was displayed by use of bar charts, graphs, pie charts, inferential statistics and regression analysis. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS to communicate research findings. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. This clearly demonstrated how the respondents expressed their opinions on the effects of corporate restructuring on employee job satisfaction at Nairobi City County.

The functional relationship was showed by using the multiple regression equation which takes the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$$

Where:

Y = Employee job satisfaction

X₁ = Downsizing

X₂ = Government policy

X₃ = Operational change

Correlation models specifically Pearson correlation was used to measure the degree of association between different variables under consideration and multiple regression analysis was used to estimate the causal relationships between the chosen variables. Correlation was used to measure the degree of association between different variables under consideration.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data findings, interpretation of research results, and summary of statistics as well as examines the relationship between the variables.

4.2 Summary Statistics

This presents the summary of the mean, median, standard deviation, skewness, kurtosis and probability of the data analyzed.

Table 4.1 Descriptive Statistics

	Job satisfaction	Downsizing	Government policy	Operation change
Mean	1062.320	10.433	15.207	2153.167
Median	989.750	7.900	14.350	2096.000
Maximum	2614.200	18.900	20.600	3203.000
Minimum	210.200	4.500	13.300	1066.000
Std. Dev.	831.604	6.283	2.715	907.936
Skewness	1.1224	0.5760	1.582	0.067
Kurtosis	3.223	1.533	3.832	1.445
Jargue-Bera	1.273	0.870	2.675	0.609
Probability	0.529	0.647	0.262	0.737
Sum	6373.920	62.600	91.240	12919.00
Sum Sq. Dev.	3457829.	197.373	36.841	4121743.

Source: Survey Data (2015)

Table 4.1 shows the results of descriptive statistics. Skewness, kurtosis and the Jargue-Bera were 1.1, 3.2 and 1.2 respectively. Therefore Skewness, kurtosis and the Jargue-Bera statistics shows that the data is normally distributed. Moors (1986) stated that kurtosis of any univariate normal distribution is 3. It is common to compare the kurtosis of a distribution to this value. Distribution with kurtosis less than 3 are said to be platykurtic and the normal distribution has a skewness of zero. Kurtosis measures the flatness of the distribution and the normal distribution has a kurtosis of 3. The normal distribution is a symmetric distribution with well behaved tails in skewness. This is indicated by the skewness of 1.

4.3 Downsizing, Government Policy, Operational Change and Job Satisfaction

This presents relationship between the variables of the study and their strength as well as the nature of their relationship.

Table 4.2 Results of Correlation Analysis

	Job satisfaction	Downsizing	Government policy	Operation change
Job satisfaction	1.000000	0.381652	0.865333	0.763753
Downsizing	0.381652	1.000000	0.764892	-0.050369
Government policy	0.865333	0.764892	1.000000	0.511401
Operation change	0.763753	-0.050369	0.511401	1.000000

Source: Survey Data (2015)

Table 4.2 shows the results of correlation analysis. There was a strong positive correlation of 0.86 between job satisfaction and government policy. There was also a positive correlation between job satisfaction and downsizing of 0.38 while the correlation between job satisfaction and operation change was 0.76.

The finding commensurate with empirical result which generally confirmed positive relationship according to Maslach (2013), organization restructuring is closely linked to employee job satisfaction and restructuring has a direct impact on employee job satisfaction. Nairobi City County needs to appreciate the importance of the relationship between the drivers of restructuring and the linkage between employee job satisfaction dimensions.

4.3.2 Results of Regression Analysis

This measures the strength of the relationship between the variables of the study.

Table 4.3 Results of Correlation Analysis between job satisfaction, downsizing, government policy and operational change

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Downsizing	-77.31828	58.99134	-1.310672	0.3203
Government policy	388.5613	158.6891	2.448569	0.1341
Operational change	0.078509	0.305998	0.256567	0.8215
C	-4208.757	1358.562	-3.097950	0.0903
Results of Model Fitness				
R-squared	0.940034	Mean dependent var		1062.320
Adjusted R-squared	0.850084	S.D. dependent var		831.6044
S.E. of regression	321.9887	Akaike info criterion		14.62163
Sum squared resid	207353.4	Schwarz criterion		14.48280
Log likelihood	-39.86489	F-statistic		10.45068
Durbin-Watson stat	1.421770	Prob(F-statistic)		0.088587

Source: Survey Data (2015)

The results of the regressions are provided in Table 4.3. Table 4.3 shows that downsizing and restructuring are not statistically significant at 5% level. Government policy has a positive and significant effect on job satisfaction. The model explains 85% of the variability in job satisfaction. Hence the model fits very well on the data. The Durbin-

Watson statistic indicates that the problem of multi-collinearity is not severe. There is negative relationship between downsizing and job satisfaction ($t=-1.3106$, $p=0.3203$).

The study showed a multiple linear regression analysis to determine the relationship between the beta of the firm and the independent variables. The regression equation was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$$

The result was the same with previous studies which showed that government policy has a positive effect on employee job satisfaction according to McKinley et. al. (2014), government policy is closely linked to employee job satisfaction and the government policy has a direct impact on employee job satisfaction. The Governor needs to appreciate the importance of the relationship between government policy and the employee job satisfaction.

4.3.3 Results of Analysis of Variance

This presents the test for signing the differences of all the study variables mean from normal population and equal variances.

Table 4.4 Results of analysis of variance

Model		Sum of Squares	Mean Square	F	Sig.
1	Regression	29.707	9.902	10.45	.052
	Residual	23.524	2.614		
	Total	53.231			

Source: Survey Data (2015)

The results obtained from Table 4.4 indicate that more than half (53.23) of the variation in job satisfaction is explained by each independent variable. This indicates that there is a moderate relationship between independent variables and job satisfaction of national police service commission. The adjusted R^2 was 85% and F statistics had a value of 10.45. This infers that organization restructuring had a positive relationship with job satisfaction in national police service commission. Hence there was a relationship between downsizing, government policy and operation change.

The finding commensurate with empirical results which generally showed positive relationship according to Raincy (2008), downsizing, government policy and operations change is related to employee job satisfaction and downsizing, government policy and operations change has a direct impact on employee job satisfaction. The county needs to appreciate the importance of the relationship between downsizing, government policy and operations change and the linkage between employee job satisfactions.

4.4 Discussion of Findings

There was a strong positive correlation of 0.86 between job satisfaction and government policy. There was also a positive correlation between job satisfaction and downsizing of 0.38 while the correlation between job satisfaction and operation change was 0.76. The results also showed that downsizing and restructuring are not statistically significant at 5% level. Government policy has a positive and significant effect on job satisfaction. The model explains 85% of the variability in job satisfaction. Hence the model fits very well on the data. The Durbin-Watson statistic indicates that the problem of multi-collinearity is not severe. There is negative relationship between downsizing and job satisfaction ($t=-1.3106$, $p=0.3203$).

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4.5 Summary of Results

The results of this study showed that there was a positive relationship between government policy and employee job satisfaction. This attributed to job promotions, sponsorship for further training and employees benefits.

The study also found a positive relationship downsizing and employee job satisfaction. However, the other factors led to an increase in the Nairobi City County restructuring could be used to improve service delivery and maintenance of properties.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary and conclusions of the study. It also discusses the recommendations and the limitations of the study.

5.2 Summary of the Study

The study aimed at the effect of restructuring strategies on job satisfaction at the Nairobi City County. The study employed both primary and secondary data. Primary data was collected through a survey using a questionnaire. The study employed a stratified sampling technique to select the respondents in the survey.

While descriptive statistics were employed to analyze primary data, correlation analysis and regression analysis were employed in the analysis of secondary data. Regression analysis proceeded due to the small sample size. The positive relationship between job satisfaction and government policy could be attributed to the positive impact on the development and maintenance of high job satisfaction. Most employees were reluctant to be productive since the Nairobi City County is perceived to be tribal. The level of service rendered to the public by the Nairobi City County does not represent value for job satisfaction

The study sought to establish whether downsizing affect job satisfaction at national police service commission. The findings revealed that majority (40%) of respondents said that downsizing affect job satisfaction to large extent, 25% of respondents indicated that downsizing affects job satisfaction to large extent while 20% of respondents stated that downsizing affect job satisfaction moderately. It was concluded that downsizing leads to

poor workmanship, poor succession planning and demoralized staff which ultimately affect job satisfaction.

The project sought to find out whether government policy affects job satisfaction. The findings showed that majority (52%) of respondents strongly agree that government policy affect job satisfaction, 25% of respondents agree that government policy affect job satisfaction while 14% of respondents were neutral that government policy affect job satisfaction It was concluded that government policy affect job satisfaction since it impede creativity, flexibility and innovativeness on the job.

The study sought to establish whether operational change affect job satisfaction at national police service commission. It was established that majority (57%) of the respondents agree that operational change affects job satisfaction, 27% of respondents strongly agree that operational change affect job satisfaction while 9% of the respondents were neutral. It was concluded that majority of the respondent agree that productivity affect job satisfaction. Employee job satisfaction was affected by level of productivity where individuals feel utilized and appreciated when assigned duties appropriately. Employee retention also involves individuals who are motivated when appreciated with bonuses and allowances thus increasing staff productivity.

5.3 Conclusion

Several conclusions were drawn from the findings of this study. First, downsizing efforts apprehended by Nairobi City County are not profitable and efficient and do not achieve the expected results. Instead in most of the cases downsizing results in tremendous fallout

in all areas of the productivity including low employee morale, high level of absenteeism, cynicism and turnover among most of the employees.

Secondly, government policy of restructuring are in essence to restructure viable corporations and liquidate nonviable ones, restore the health of the financial sector, and create the conditions for long term economic growth.

Thirdly, it was also concluded that operational change gave rise to stress in the work place and loss of social network. Fourthly, government policy has a positive effect on job satisfaction and this could be attributed to the development and maintenance of high job satisfaction. The higher the job satisfaction the better the government policy.

5.4 Recommendations

Based on the findings of this study and conclusions drawn; the researcher recommends that the Nairobi City County should consider implementing the following suggestions in order to overcome the challenges faced in their restructuring strategies.

5.4.1 Downsizing

The study recommended that downsizing should employ a technique of selecting surviving employees who can work well under stress and get motivated easily. For this reason Nairobi City County should make sure that they aid recovery, fuel efficiency, boost morale, and minimize the effect of workplace mistrust.

5.4.2 Government Policy

The study further recommended that government policies should mediate where there was lack of bank capital, excessive negotiating power by either debtors or creditors, or a

lack of incentives for Nairobi City County to work out debt problems and to boost employee's morale. These can prolong restructuring and result in avoidable costs and even the unnecessary liquidation of debtors. To avoid these pitfalls, the government should mediate informally or in a more structured framework.

5.4.3 Operation change

It was also recommended that operation change promote decisions that have large effect on turnover intention in a sample of management of Nairobi City County. On top of the strain of change in itself there was, for some managers, frustrated aspirations when they do not get to continue as managers even though it is their expressed will to do so. Years of effort spent in order to obtain a promotion, but resulting in failed aspirations has long been known to be a frequent risk among victims of premature myocardial infarction. In light of this, managers who are demoted as a result of restructuring are likely to experience the organizational change more negatively than others, something that manifested itself in impaired health as well as lower job satisfaction and higher turnover intention.

5.5 Limitation of the Study

Nairobi City County was usually very busy place; some respondents showed some signs of declining the researcher's advances by failing to cooperate fully as expected, citing that they are having a tight schedule. However, to counter this challenge, the researcher overcame this by requesting the respondents politely so that they can participate in this study. There was bureaucracy in getting approval to carryout research in the organization. Written approval was sought from the Governor of the county and this resulted in time delays. Following the bureaucratic nature of their officers and availability of the

respondents, it was tricky to gain access to the respective individuals capable of providing the material facts. To solve this situation, the researcher complied with the much documentation needed and be flexible to the timings of the respondents.

The perception of the respondents was a major limitation since most of the respondents did not take the study seriously and ended up giving misleading information which interfered with the data reliability and validity. To overcome this limitation the researcher gave the explanation as to why the study was being done and made them understand the benefits they would get from the study. Confidentiality and sensitivity of the study was a major limitation since many respondents held information due to high level of suspicions and lack of trust where they thought that the study aims to use the findings against their job undertakings. To overcome this limitation, the researcher gave a letter from University of Nairobi assuring them that the study was conducted only for academic purpose.

5.6 Suggestion for Further Research

This study focused on effects of restructuring strategies on employee job satisfaction at Nairobi City County. Further research could be carried on the influence of restructuring strategies on employee job satisfaction at Nairobi City County in Kenya; there are other restructuring strategies that are different from the ones identified in this study which include change management.

Future studies should also set aside adequate time to conduct interviews and search the secondary sources of data available at the Nairobi City County.

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APPENDIX I: QUESTIONNAIRE

This questionnaire has been designed to collect information on the impact of restructuring strategies on employee job satisfaction in Nairobi City County, please read carefully and answer them as honestly as possible. The information gathered will be used purely for the purpose of academic research and will be treated with utmost confidence.

Instructions

1. Tick appropriately in the box () or fill in the space provided.
2. Feel free to give further relevant information to the research.

PART A: RESPONDENT'S PROFILE (Please tick appropriately)

1. What is your level of education?

Secondary College University

2. Please tick your department

Finance IT

Environment Public service

Health

Others, please specify.....

3. How long have you been in this organization?

Less than 1 year 6 to 10 years

1 to 5 years 11 and above

PART B: DOWNSIZING

5. Do you think that downsizing affect employee job satisfaction in Nairobi City County?

Yes No

6. To what extent does downsizing affect employee job satisfaction in Nairobi City County?

To a very large extent large extent Moderate extent Low extent

Not at all

Please explain your answer

.....
.....

PART C: GOVERNMENT POLICY

7. Do you think that government affect employee job satisfaction in Nairobi City County?

Yes No

8. To what extent does government policy affect employee job satisfaction in Nairobi City County?

Very large extent Large extent Moderate extent Low extent

Not at all

Please explain

.....
.....

PART D: OPERATIONAL CHANGE

10. Do you think that operational change affects employee job satisfaction in Nairobi City County?

Yes No

12. To what extent does operational change affects employee job satisfaction in Nairobi City County?

Very large extent Large extent Moderate extent Low extent Not at all

13. Please explain your answer