

**AN INVESTIGATION OF THE IMPACT OF
RETRENCHMENT ON SERVICE DELIVERY AT THE
UNIVERSITY OF NAIROBI: A CASE OF STUDENTS'
WELFARE AUTHORITY**

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**A research project submitted in partial fulfillment of the
requirement for the Award of A Masters Degree in Project
Planning and Management of the University of Nairobi**

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DECLARATION

This research project is my original work and has not been submitted for award of a degree in any other University or any other award.

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DEDICATION

I dedicate this work to my husband Mr. Cleophas Mutua Kii whose selfless determination, sacrifice and endless encouragement have inspired my pursuit for my scholarly dreams.

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KIVUVA L.N

LIST OF ACRONYMS AND ABBREVIATIONS

Acronym/ Abbreviation:

SWA	Students Welfare Authority
CAVS	College of Agriculture and Veterinary Sciences
CBPS	College of Biological and Physical Sciences
CEES	College of Education and external studies
CHS	College of Health Sciences
CHSS	College of Humanities and Social Sciences
IMF	International Monetary Fund
PSRP	Public Service reform program
RP	Retrenchment plan
SAP	Structural Adjustment Program
SSA	Sub Saharan Africa
UNDP	United Nations Development Program
UON	University of Nairobi

ABSTRACT

The study was designed to investigate the impact of retrenchment on quality of service delivery at the University of Nairobi Students Welfare Authority (SWA). This is because retrenchment is inevitable due to the depressed economic growth world wide. Companies are reacting to trying economic times by reorganizing administrative departments, and terminating appointments. These retrenchment happenings affect service delivery either positively or negatively.

This study adopted a survey design and used a stratified sampling technique to select 55 males and 38 females to participate in the study. Data were collected by use of questionnaires and interview guides. Since the data was not enormous, it was analyzed mainly by use of descriptive statistics constituting frequencies and percentages by use of by MS Excel 2003.

The findings were presented using frequency tables, pie charts and bar charts.

The results of this study indicate that service delivery at the University of Nairobi has improved. The current employees reported that the working environment had improved because of contracted services and computerization of operations after retrenchment.

It was observed that non-teaching staff at the University of Nairobi were frustrated as the workload had increased after retrenchment while salary had remained unchanged. The study recommends a feedback system on retrenchment to be put in place at the University of Nairobi to serve as a corrective measure to address issues like low morale and frustrations among the remaining employees.

The study further recommends that for retrenchment to be effective, managers need to follow the sequential steps of identifying the need, planning, implementation, monitoring evaluation and feedback. It is recommended that a similar research be carried out to establish the effects of performance contracting and quality management systems on service delivery at the University of Nairobi.

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CHAPTER ONE

INTRODUCTION

This chapter discusses the research problem by highlighting the background; statement of the problem; purpose of the study; objectives; significance; assumptions; scope and limitations of the study; and, definition of key terms.

1.1 Background of the Study

In the Sub-Saharan Africa (SSA), as in other regions of the world, Public Service Reform (PSR) has evolved over time. Apiyo & Omollo (2006) identified three waves of PSR in the region however, these are not explicitly defined; one notes that there is a considerable overlap, some countries still have a pronounced element of the first and/or second wave, while moving into the third wave in their reform programmes. Notwithstanding this, it may be observed that: The first wave occurred in the mid-1980s to mid-1990s. Its distinctive feature was its focus on the restructuring of the public service sector. This has been aptly described as the 'Structured Reform Wave', The second wave was dominant in the late 1990s. Its predominant trait was capacity building, the third wave started around the year 2000, with the particular objective to improve service delivery.

The thrust for the first wave of PSR in the region, as was the case in other developing countries, emerged from the macro-economic and fiscal reforms that were embedded in structural adjustment programmes (SAPs), sponsored by the World Bank and the International Monetary Fund (IMF).

Besides the perceived inadequacies of the first and second waves of PSRPs, the added thrust for the reform programmes in the countries to focus on service delivery improvement originated from five factors, namely: the need to demonstrate early results; public demands for transparency and accountability; the shift to market economies and private sector-led economic growth; influence of “new public management”; and, the need for PSRPs to support sector-wide approaches and pursuit of an integrated systems approach. What followed was a massive retrenchment program as directed by the government.

The directive made all Public Universities to reduce the number of staff to manageable levels. Public Universities Reform Programme became part of the ongoing Public Service Reform which had just been launched for the first time in the year 2000 (Republic of Kenya, 2000). The main objective of this programme was to improve productivity and work performance in the Public Universities. In the short and medium term, the Public Universities Reform Programme sought to reduce University wage bill without compromising quality of service delivery. Instead, the process aimed at:

Improving Universities’ operational efficiency through rationalization of structures and functions, Strengthening capacity Building and Improving operations and maintenance facilities. The directive, like the launch of Public Service Reform, was issued in the year 2000 and the exercise was to be carried out and completed by the year 2001. Public Universities therefore implemented a Retrenchment Plan (RP) aimed at reducing staff by approximately 5,000.

This was to be carried out in three phases. The first phase targeted junior staff (staff in grades I-IV). This was to be followed by the second phase of staff in middle management grades (A-F) and the last phase was to target the senior management. Only the first phase has been effected to date.

The University of Nairobi (UoN), was established by an Act of Parliament (UoN Act 1985), and falls under the Ministry of Higher Education in Kenya (Republic of Kenya, 1985). It is thus among the national public sectors in Kenya. Like other public universities in Kenya, on has undertaken retrenchment of its staff in the quest of being lean and ensuring quality service provision

Before the retrenchment exercise, the University of Nairobi had sections that were over-staffed causing duplication of duties, while others were under Staffed. The University was also characterized with mismatch of staff and tasks to the detriment of efficiency and effectiveness. This in some sections caused competition amongst staff on who was to do what. This left several tasks unattended. In this exercise, the University was to identify its core and peripheral functions and focus on them. The staff identified for retrenchment were to come from over staffed sections, duplicated programmes and functions to be abolished, privatized or contracted out.

Given that there are no known studies done on retrenchment in the University of Nairobi this study seeks to fill the gap in literature by assessing the impacts of retrenchment on service delivery in the University of Nairobi, Kenya.

1.2 Statement of the Problem

The harsh reality of depressed economic growth world wide is hitting Kenya with more than 10,000 workers losing their jobs in the first quota of year 2009. With an economic growth of 1.7 per cent, more of these retrenchments happenings are likely to be seen (Daily Nation, May 2nd 2009 - PP 3)

Telkom Kenya has over the last decade been performing poorly because it has been heavily cannibalized by mobile phone firms and shackled by a bloated workforce, high cost structure, high debt load and a cash flow crunch that prevented it from investing heavily in

infrastructure to guard against competition. As a remedial measure Telkom Kenya retrenched 3000 employees (in phase 1) in May 2004 .The second phase of retrenchment took place in January 2007 and saw 3,200 employees lose their jobs.

After the Rift Valley Railways took over management of the former Kenya Railways in 1st August, 2006, a major retrenchment followed which saw 5,500 employees being retrenched between August to December, 2006.

Retrenchment is a painful exercise to those affected but has to go on. Financial analysts agree that institutions have no option due to the global financial and economic crisis. Many institutions are reacting to trying economic times by reorganizing administrative departments, redeploying personnel and terminating appointments (retrenchment) deemed important. Once these retrenchments happenings take place, service delivery in the institutions is affected either positively or negatively.

Universities are among the affected establishments. The first phase of retrenchment at the University of Nairobi took place in the year 2000.This retrenchment targeted the lower cadre (grade 1-IV), however, there seem to be no reports indicating the impact of the process on the quality of service delivery by the remaining' staff. This study sought to fill up this dearth of useful knowledge.

1.3 Purpose of the Study

The main purpose of this study was to establish the effects of retrenchment on service To assess the quality of service delivery at UoN after the retrenchment exercise delivery in the University of Nairobi, A case of Students Welfare Authority.

1.4 Objectives of the Study

In order to achieve the stated purpose, the study addressed itself to the following specific objectives;

1. To assess the quality of service delivery at UoN Student Welfare Authority after the retrenchment exercise
2. To establish the perceptions of the employees of UoN Student Welfare Authority on service delivery after and before retrenchment.
3. To determine levels of morale on the employees of (UoN) Students Welfare Authority regarding service delivery after the retrenchment exercise.

1.5 Research Questions

This study was guided by the following questions:

1. How is the quality of service delivery after the retrenchment exercise?
2. What are the perceptions of employees of the University of Nairobi on service delivery before and after retrenchment?
3. What is the current level of employee morale at (UoN) regarding service delivery as compared to the period before retrenchment

1.6 Significance of the Study

This study is expected to establish the impact of the first phase of retrenchment on quality of service delivery at UoN and give its recommendations before the second phase is implemented.

The findings of this study shall be useful source of information and reference for managers, administrators, and policy makers particularly if they utilize the resultant recommendations to improve the performance of remaining staff after retrenchment has occurred.

The study also provides additional knowledge that would form a basis for further research on effects of retrenchment on service delivery in public and private sectors of employment.

1.7 Assumptions of the study

The underlying assumptions of the study were:

1. That the instruments used were accurate and appropriate to get appropriate data.
2. That the respondents participating in the study would provide sincere responses to the data collection instruments.
3. That accurate records would be available at the university of Nairobi

1.8 Scope of the Study

This study focused on the support staff (junior staff in grades I-IV) of the University of Nairobi Student Welfare Authority; thus, the geographical coverage was limited to Nairobi area only. This limitation was overcome through methods and instruments of data collection which had been carefully structured for accuracy.

The scope of this study was the effects of retrenchment on the current employees of the University of Nairobi, Student Welfare Authority department. Delimitation of the study was that it did not solicit the views of the customers of the University who may have a clearer picture of current service delivery.

1.9 Limitations of the Study

This study was limited to the University of Nairobi; the results could not be generalized to reflect the entire public sector in Kenya. This was overcome by suggesting other areas of research for example effects of retrenchment in the public or private sector.

Another limitation was that some respondents did not complete the questionnaires fully. This was dealt with by computing the percentages based only on the data provided.

It was not easy to get all the managers in office for interviews even when the appointments had been booked in advance. This challenge was overcome by increasing the number of field work days to ensure that the respondents were found in office.

1.10 Definition a of key terms

For the purpose of this study, the following operational definitions were used:

Effects: Outcome or end product

Effectiveness: The extent to which the required services are provided in the most intended manner.

Efficiency: Providing services in the most cost effective way i.e having the right person

Information System: A frame work for collecting, processing and disseminating information. provide services at the right time.

Morale: Confidence of the non teaching staff after retrenchment

Non-teaching staff: Those employees at the University of Nairobi that do other duties other than teaching e.g secretaries, accountants, cleaners, messengers, drivers, artisans

Perception: View or opinion of the non-teaching staff of the University of Nairobi

- Performance:** Having work done to the satisfaction of the stakeholders.
- Public University:** This refers to state-owned organizations usually meant to serve the public.
- Reforms:** Transformation of the operating systems usually aimed at achieving improved results. It is aimed at making better the current operating system by abandoning operations that do not add value while redressing other areas for improved performance.
- Retrenchment:** An exercise of cutting down the number of employees aimed at cost reduction.
- This cutback of employees is determined by various agreed upon criteria and is aimed in the long term, at improving the quality of services delivered.
- Service delivery:** This ability of the institution to offer services to the clients effectively and efficiently.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature related to the effects of retrenchment on service delivery. It focuses on different studies that are relevant to retrenchment on service delivery. The literature was reviewed from various sources such as books, government documents, internet and newspapers.

The review of literature for this study is presented under the following headings:

The first section covers the background of public service reforms.

The second section covers the implementation of the retrenchment strategy

The third section covers cost and benefits of retrenchment

The last section summarizes the areas covered in chapter two.

2.1.1 First Wave: Structurally-Oriented Public Service Reforms

Public service reform agenda in Kenya sought to make Government affordable and lean through cost reduction and containment measures, especially by way of rationalizing the machinery of Government, divesting non-core operations, retrenching redundant staff, removing ghost workers from the payroll, freezing employment and adopting measures to control the wage bill and other personnel-based expenditures.

The results with the macro-economic and fiscal-driven structural PSR in the five countries were mixed, and varied among countries. Ghana was a pioneer in embarking on World Bank and IMF- sponsored structural reforms, via “Programme for Economic Recovery and

Structural Adjustment” launched in the year 1983. Under this programme, the number of central government employees was reduced from 301,000 in 1986, to 260,000 in 1990.

In Uganda, there was a drastic downsizing of Government during that period. Between 1990 and 1997, the numbers on the Government’s payroll reduced by more than half, from roughly 320,000 to 147,000. The number of ministries was also reduced from 39 to 17. Tanzania, which was about two years behind Uganda in launching serious structural reforms, also reduced its workforce by about 30 percent between 1992 and 1997 from about 355,000 to approximately 270,000.

Furthermore, in both countries, as a measure to control the wage bill, there were successful efforts to monetize in-kind pay benefits and consolidate these and non-salary allowances in a transparent gross salary structure. However, the objective to lower the wage bill was not realized because the reduction in staff numbers was more than offset by real rises in the pay levels. The wage/salary increases were in turn aimed at reversing the steep in the previous decade.

However, in both Kenya and Zambia the pace of implementing structural PSRPs has been comparatively slow and less far-reaching. In Kenya, the retrenchment of public servants through a voluntary early retrenchment scheme, between 1994 and 1996, was reversed through the hiring of teachers. Thus, in a new wave of PSRP in 1990, retrenchment of 42,329 employees (about 10 percent of the total public service payroll) and “restriction of the wage bill to an affordable level” were set as new programme targets. In Zambia, the downsizing of the public service started in earnest only in 1997. From then until the beginning of 2000, the total number in government employment fell from 139,000 to 102,000. Therefore, in both countries, although there was

formal launch of structural PSRPs in the early 1990s, macro-economic and fiscal adjustment-driven reform measures are still major components of the PSRPs.

Generally, the structural PSRPs have had little positive direct impact on delivery of public service (Biller, R.P., 1980). On the contrary, they have in most instances severely constrained both capacity building and service delivery (Behn R.D., 1988). According to staff in organizations that have had retrenchment exercises, reduction and employment freeze have provoked a shortage of skilled professionals and technicians throughout the services, even as the frontline workers needed to sustain and/or improve quality and expand public services in such key areas as education, health and agriculture extensions. Mulwa (2004) found out that the reduction of such semi-skilled support staff as drivers, which for example happened under Kenya's voluntary early retirement scheme, significantly constrained the performance of public service managers.

Another example of structural PSRP measure that negatively impacted on service delivery is cost sharing. In Kenya, prior to commencing the cost sharing policy, gross enrolment in primary education was about 100 per cent (Republic of Kenya 2003). Following an aggressive, albeit, covert policy of cost sharing, through introduction of user-fees and other levies, enrolment by end of 1990s had dropped to about 70 per cent.

Thus many of the gains of structural PSRPs measures have been reversed in many countries. This is particularly noteworthy with the pioneer success cases of Ghana and Uganda. In Ghana, a wage hike in 1992 cancelled out the previous gain of controlling the wage bill, which as a percentage of GDP nearly doubled to 8 percent. Further, by 1996, the size of the public service had risen to 330,000 about a quarter above the level achieved in the late 1980s. In Uganda, public service numbers have also been on the rise since 1998. Also, the measures to

improve transparency of the compensation package are being reversed by the reintroduction of non-salary allowances. Even late comers, such as Kenya, exhibit difficulties associated with sustaining structural PSRP interventions. As earlier indicated the results of initial downsizing were quickly reversed through recruitment of teachers and re-hiring of some of those “erroneously” retrenched such as drivers.

On the whole, the structural PSRPs had little positive impacts on service delivery because, firstly, the programmes’ strategies and interventions generally had little or no direct link to improvements in the services (Apiyo and Omolo 2006). Secondly, some of the interventions, such as the freeze in recruitment directly undermined capacity building for service delivery.

2.1.2 Second Wave: Focus on Capacity Building

The initiatives to shift PSRPs’ focus from cost-reduction and cost-containment (Structural) orientation was: that a weak capacity was the root problem in the poor delivery of public services. This was apparently derived from the perceived success in improving and expanding public service delivery in developing countries in the decade after independence through capacity building interventions. It was therefore assumed that it would naturally lead to improved service delivery.

The key interventions in this second wave of PSRPs included:

Enhancing staff skills. This aspect of the reform perpetuated past practices but there was a heightened sense of the need to give more emphasis to on-the-job and short-term training and to manage technical assistance (TA) differently, Improving management systems and structures: The systems targeted for improvement included those for human resources, financial and information management. Improvement in structures extended in some countries to encompass structural (as contrasted with governance-oriented) decentralization, Restoring incentives and

improving pay: Negative incentives have also been included, i.e., sanctions for non-compliance with new codes of ethical conduct, Improving the work environment: Elements of this have been identified to include rains budgetary allocations for operations and maintenance expenditures, office equipment re-tooling and multi-skilling.

Thus most of the donor-funded PSR projects in the countries launched in the mid-1990s were mainly about capacity building in a more broadly defined sense. The World Bank, for example, provided technical assistance credits to Ghana (1995), Kenya (1994), Tanzania(1993) and Uganda (1995) (world bank, 1995). UNDP was another multilateral agency that actively supported capacity building-based PSRPs in all the countries in the later half of the 1990s. The bilateral donors supporting PSRP projects were also largely involved in capacity building interventions. UK's DFID (then ODA), for example focused much of its support to systems development, especially in financial and human resources management, so that it had such projects in all the countries, except Zambia. Similarly, the Swedish International Development Agency (SIDA) then focused its support on development of financial management systems. It had such projects in Kenya and Tanzania.

Generally, however, the capacity building-oriented PSRPs did not have any perceptible impact on service delivery in the countries. In addition, the capacity building measures were in many instances piecemeal and fragmented. One singularly significant shortcoming was the conspicuous absence of effective pay and incentives reform, which remain critical to sustainable capacity building (World Bank, 1995)

Even in those countries where major downsizing of the public service had taken place, there was limited progress in pay reform thus resulting in failed retrenchment strategy. The resources released from retrenchment were not enough to appreciably lift the low salaries of

public servants. Consequently, morale and discipline in the public service remained low, and unethical conduct in ways of bribery and corruption were on the rise. In the circumstances, service delivery continued to deteriorate in most countries throughout the 1990s (World Bank, 1995). Recognition of this trend is at the heart of the recent and ongoing initiatives to design the third wave PSRPs.

2.1.3 Third Wave: Focus on Service Delivery Improvements

Besides the perceived inadequacies of the first and second waves of PSRPs, the added thrust for the reform programmes in the affected countries to focus on service delivery improvement originated from six factors. These are:

The need to demonstrate early results, Public demands for transparency and accountability; The shift to market economics and private sector-led economic growth; Influence of “new public management”; The need for PSRPs to support sector-wide approaches; and Pursuit of an integrated systems approach.

As elaborated in the next paragraphs, the second to fourth factors are related and reflect a response to global trends that impact on the environment in which the states will be operated in future. The first, fifth and sixth factors present a more strategic approach in the design of PSRPs.

Wave 1 (structural reforms) resulted in severe social and political pains, especially in the downsizing and retrenchment of employees. Consequently, the majority of the public and most political leaders ended up not supporting the reform programmes, and even became quite hostile to it. In the circumstances, both the political and administrative leaders of the PSRP perceived the need to demonstrate early progress in service delivery improvements in order to achieve and/or sustain crucial public and political support for the overall PSRP. In other words, there was an imperative urgency to respond to the shortcomings of past PSRPs. This is precisely what

happened in Tanzania, where the response was the launch of a “quick wins” service delivery improvement programme.

The global political surge in liberalization and pluralism, enhanced democratic environment in the 1990s has provoked a demand for good governance. The voices for transparency, integrity and accountability have demanded of the public service not just improved service delivery, but also demonstrable value-for-money in public expenditures, the fight against corruption in service delivery, the observance of meritocratic principles in human resources management, and greater participation from the civil society. It is such pressures that hastened the introduction of the Result-Oriented Management (ROM) component in the Uganda PSRP in 1997 (World Bank, 1995).

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The collapse of socialist and communist economies in the early 1990s heralded the total shift to market economies (capitalism) and private sector-led economic growth strategies. This paradigm shift in the role of the State was well captured and indeed exploited in the definition of the new vision and mission of the second wave of PSRPs. Generally this trend provoked serious attempts by PSRPs in the affected countries to impact on the role of the State in promoting private sector development and even foreign investment.

In Tanzania, for example, a component of “private sector facilitation” was introduced into the PSRP in 1997. In Ghana, at about the same time, the PSRP design brought in the “Gateway Project” with the explicit objective of supporting the country to be the leading destination of foreign investment on that part of the continent. While a quantitative and independent evaluation of these initiatives is not yet available, the public officials involved are convinced that they are making positive and significant contributions in the delivery of public services to private sector investors.

The so-called “new public management” (NPM) has reached the countries in various strands and forms. In the main, institutional pluralism in the delivery of public services has been embraced in the context of redefining the role of the State. It is in this context that all countries have embarked in some measure of decentralization of the local governments, and corporatisation of public service delivery through establishment of executive agencies. Most countries have launched decentralization cum local government reform programmes.

These programmes have devolution orientation in Ghana, Tanzania and Uganda, and therefore may be expected to have more extensive and profound impact on public service in delivery in the medium-to-long term. Even in countries with limited decentralization measures, such as Kenya, the potential impact on service delivery is discernable. Among the countries, Ghana appears to have pioneered the recourse to the “agency model” in the search for alternative options for improved public service delivery of services. It, for instance transformed its Rural Water and Sanitation Department to an agency in 1994. Today, this agency is considered to be a model for comparatively efficient and effective delivery of rural water and sanitation services in Sub-Saharan Africa (SSA). More recently, all the other countries have embarked on programmes to establish agencies. Among the latter countries, Tanzania has at present the more systematic, comprehensive and active programme that is judged to have significantly impacted on service delivery.

2.2 Implementation of the Retrenchment Strategy.

Appropriate skills, strategies and tactics are needed in implementing and managing retrenchment. This is partly because; retrenchment implies organizational change and change is normally resisted. Biller (1980,) highlights some of the tactics used in carrying out retrenchment as: indicating that there are no losers or winners, no favoritism for special categories of people

who will win all the time, advancing general reasons for cutbacks (that are difficult to challenge), preference to some across-the-board cuts that increase fairness and legitimacy, concentrating on incentives especially for those who remain; having open minded management which is innovative, and involving customers in the search for ideas and problems to solutions. In short, having a corporate strategy is important for successful implementation of retrenchment (Behn, 1980).

Having corporate strategy for example, ensured successful retrenchment and restructuring of the shipping and ship building industry in Sweden during the crisis of the 1970s. In 1988, Behn indicated that to make retrenchment work, there are basic responsibilities of cutback management which include deciding what to cut, maintaining morale, avoiding mistakes, developing support of key constituencies or stake holders, creating opportunities for innovation, attracting and keeping quality people. According to him, retrenchment has stages. These are: assessing economies needed to carry out retrenchment, taking a long term view, development of performance criteria, creating incentives for co-operation, and being compassionate to the stakeholders. Behn (1980, 1988) says that managers should maintain productivity. Retrenchment is dependent on leadership and management. He further asserts leaders must explain the reality, take a long term view, develop a corporate strategy, develop measures of performance, and be passionate or considerate.

Burke (1988) suggests that the manager or consultant should do the following: set goals, participate in decision-making, redesign jobs to improve person-environment fit and orientation programs and programs to manage staff reductions. On a general note, Bentley (1986) listed 3 issues which in effect summarize what has been discussed above to include: redefining the organization's mission, reorganizing the structure, and re-staff/adjusting personnel. These will

help improve retrenchment management. Furthermore, Bennett, et al. (1994) highlighted on the importance of organizational culture during the retrenchment period and recommended the designing of, and implementation of a cultural intervention strategy before and after retrenchment. The conclusion here is that retrenchment must be effectively implemented and managers should have the required skills to do this.

2.3 Costs and Benefits of Retrenchment

Retrenchment has attracted different interpretations and effects (Standing and Tolkman, 1991). It has costs and benefits depending on how it is managed. The need for retrenchment, its planning, implementation and impact are related. Implementation may result in positive or negative consequences and this has implications for employees who are retrenched and those who stay on their jobs. Retrenchment has implications for both organizations, and the country. Feedback about retrenchment effects is necessary whether the effects are positive or negative. Particularly, corrective feedback on consequences is necessary to improve subsequent steps and future retrenchment exercises.

Positive impact implies that the retrenchment exercise is likely to achieve its main objective which is improved quality of service delivery. Baron and Greenberg (1990) argued that for retrenchment to be effective, it needs to follow the sequential steps of identifying the need for change, planning for the change, implementation, evaluation and feedback.

Levine (1984) found that retrenchment results in fiscal stress and human resource shrinkage that causes many difficult problems for government managers. These problems are caused by methods used by managers to cope with the need to retrench. The major problem is decrease of human resource that results from cost cutting measures which brings loss of skills,

energy, morale, commitment, physical and mental health degradation that results from employees withdrawing physically and emotionally.

Biller (1976) is of the view that organizational costs increase as a result of retrenchment due to the package granted on retrenchment and catering for the needs of re-training those retained by the organization. Cascio (1986) supports this view. He says that although lay-offs are intended to reduce the costs, some costs like the severance package, out-of-placement benefit, pension and administrative processing costs may increase. It seems thus likely that the cost bill reduction as an advantage of retrenchment is not attainable in the short run. But even in the long run, its achievement may be bleak. The retained workers are assumed to be more productive and if the Productivity Theory of wages rules, the wages go up pushing the wage bill up (Levine, 1978).

Retrenchment may create demoralization, dampen organizational productivity and increase voluntary retrenchment, discourage the organizations' most talented and productive members who will end up leaving the organizations (Behn, 1980). Standing and Tolkman (1991) warn that the introduction of voluntary retrenchment arrangements may impose considerable financial burdens on the organization. Wilburn and Worman (1980) say that retrenchment threatens one's faith in the value of his contribution to the organization and sense of control over the future. Retrenchment causes industrial unrest. Biller (1980) notes that people whose status, income, and future are dependent on the programs that employ them will inevitably resist the change. This is further enhanced by trade unions, which resist un-called-for layoffs. Wilburn and Worman (1980) say that further resistance may come from members of management who have spent time developing policies and programs and whose end may not be seen. Innovation might be dampened because of retrenchment (Biller, 1980).

Denga (1987) points out that retrenchment of workers inflamed psycho-social problems reduced self-esteem, general irritability, stomach ulcers, tendency to commit crimes, high blood pressure, heart disease, financial emaciation and depression. Such stressful events are not limited to low cadre employees: managers are equally adversely affected. For example, Burke (1988) found that contemporary sources of stress both managerial and professional included organizational retrenchment and decline and future job ambiguity and insecurity.

Russell (1989) investigated responses of administrators and lower personnel to retrenchment in the western culture and concluded that administrators' responses about events leading to cutbacks have been reactive activities that centralize, formalize and increase downward communication and directiveness. These responses intensify the existing problems connected to employee morale, trust, depression and productivity. Cutbacks and cutback management can introduce threatening environments that engage individual and psycho-social actions to intervene between environmental change and pressures and internal organizational response.

Levine (1984) found that organizations facing crisis, for example, reduced resources by implementing cutbacks in personnel and retrenchment cope with and adapt to their environment by unwittingly exhibiting certain crisis-syndrome characteristics. In hard times, most of them tighten controls of expenditure, centralize authority and decision-making, pursue inappropriate strategies that worked in the past, and distort information. These responses affect members and create secondary crises as members try to cope with anxiety. Their working habits may deteriorate filled with resentment, hostility, anger and may develop a sense of dependence and search for a leader to save them. Such crises cause physical and psychological problems in the employees.

Summary

In this chapter, the literature reviewed has emphasized the importance of having the appropriate skills, strategies and tactics needed in implementing and managing retrenchment. Just like a project, retrenchment should be implemented in stages (Baum 1986). The need for retrenchment, its planning, implementation, monitoring, evaluation and feedback are all related. Feedback about retrenchment effects is necessary whether the effects are positive or negative, particularly corrective feedback on consequences is necessary to improve subsequent steps and future retrenchment exercises.

The reviewed literature has also revealed that retrenchment may result in fiscal and human resource shrinkage that causes difficulties to managers. The major problems is decrease of human resource that results from cost cutting measures which bring loss of skills, energy, morale commitment, physical and mental degradation that results from employees withdrawing physically and emotionally hence poor delivery of services. It is evident from the literature reviewed that the objectives of retrenchment which include reducing of the wage bill without compromising quality of service delivery, restoring incentives and improving pay are well intended but may not be attainable in the short run. But even in the long run, its achievements may be bleak. The retained workers are assumed to be more productive and if the Productivity Theory of wages rules, the wages go up pushing the wage bill up. Despite the available literature on the ever-growing need for retrenchment, little has been documented on effects of retrenchment on service delivery. This study intended to fill this information gap by investigating the effects of retrenchment on service delivery at the University of Nairobi.

2.4 Theoretical Framework

The study was buttressed by two theories that were applicable to firms that are looking out for quality service delivery and increased productivity.

These were explained as below:

2.4.1 Taylor's Scientific Management Theory

Nowadays, research in management and organizational theory plays an important part in how business operates. The most influential person of the time and someone who has had an impact on management service practice as well as on management thought up to the present day, was Frederick W. Taylor. Taylor was the first modern efficiency expert in world history.

Around the Twentieth Century, he formalized the principles of Scientific Management and developed a set of ideas designed to get employees in manufacturing industries to produce more output. Taylor contracted with companies to rearrange their production processes to simplify the tasks each employee performed. Instead of doing many different things, workers in Taylorized factories would execute the same simple tasks over and over. The principles of Scientific Management still have an important impact globally and there are still many evidences which show that companies apply the Scientific Management principles in their business operations.

Scientific Management principles operate from three perspectives: systems of rewards for meeting the goals, scientific education and development of the workman and standard method of performing each job.

Taylor stated that the non-incentive wage systems encourage low productivity if the employee will receive the same pay regardless of how much is produced. Taylor's concept of motivation is to institute a system of inequitable pay for workers and a bonus system will create monetary incentives (Wikipedia, 2007).

Secondly, scientifically training is one of the most important principles of Scientific Management. Taylor states that each company should train the workers scientifically rather than passively, leaving them to train themselves. It aims to unearth and cultivate Workmen's endowment, let them have the best performance in their work and obtain the highest efficiency furthest (ibid, 2007).

Taylor's theory is used to relate to the various waves of public sector reform which focused on restructuring the public service, aptly described as the structural reform wave, capacity building and improvement of service delivery. He stated the importance of management commitment and the need for gradual implementation and education.

The facts of this theory guided this study to establish the manner in which retrenchment could be achieved without creating psychological effect on both the management and the workers. According to Taylor, a poorly executed retrenchment process can lead to loss of productivity, low morale, and decreasing economic performance. While it will always be difficult to maintain employee morale during a retrenchment exercise, there is likely to be a better response to a process that appears to be based on clear grounds that employees and their representatives can understand and contribute towards.

Taylor, in his study of scientific management gives ways in which production and quality of service delivery could be improved. At Bethlehem Steel Works, his management style was able to reduce shoveling staff from 500 to 140 while achieving at the same time quality service. It is due to specialization in particular fields that quality of service is achieved.

It is therefore hoped that retrenchment process is guided to ensure the remaining staff are well trained in their fields for improved production while at the same time improving the remuneration of the employees is commensurate with their workload.

2.4.2 Vroom's Expectancy Theory

This theory suggests that individuals are motivated at work to make choices among different behaviors-for example, intensities of work effort. A person may choose to work at a moderate or an accelerated rate. The choice is made by the individual. If a person believes that his or her work effort will be adequately rewarded, there will be motivated effort: a choice will be made to work so that a preferred reward is received. The logic of this theory is that individuals exert work effort to achieve performance that results in preferred rewards. In the public sector effort is not commensurate to rewards. Workers may put effort but the rewards are not forthcoming. This theory may guide retrenchment process to ensure that rewards of the remaining employees are commensurate with their effort.

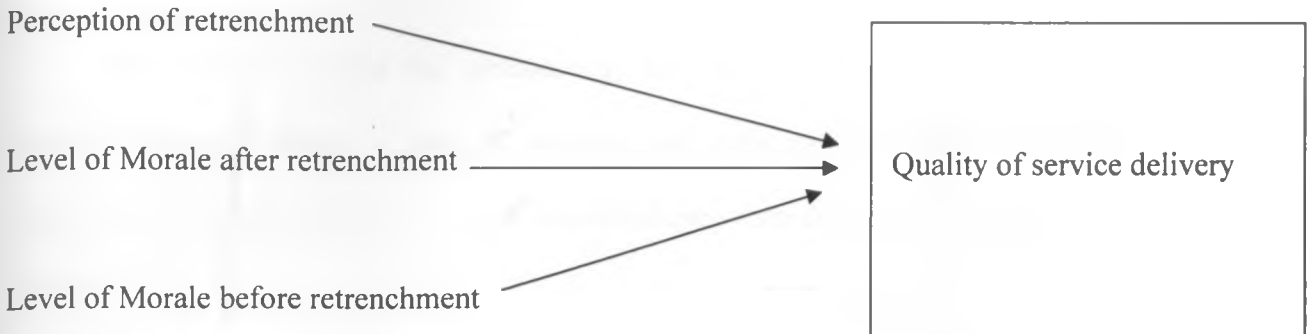
Secondly, the theory may also be used as a reference for the retrenchment criteria used-for example if an organization does not reward its employees adequately, the employees will definitely not deliver the services. Managers may decide to retrench these non-performing employees who in the real sense may be good workers but only lacking motivation. Before any retrenchment criteria is selected, managers should ensure that the employees are well motivated. Well motivated employees in most cases will deliver services well, hence high productivity. Those who do not deliver will then be identified for retrenchment or other corrective measures through performance appraisals. Performance appraisals require standards, information and corrective action.

Thirdly, this theory was used to explain the effects of retrenchment on the performance of employees as the rewarding or non-rewarding of employees has ripple effects on service delivery. Thus the theory can be used to establish the perception of employees towards retrenchment exercise.

CONCEPTUAL FRAMEWORK

Independent variables

Dependent variable



A dependent variable varies as a subject of the independent variable. On the conceptual framework above negative perceptions of the employees will affect the quality of service delivery negatively. Positive perceptions will affect the service delivery positively.

If the morale of the employees is low the services will be affected negatively and vice versa.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to carry out this study. This includes Research design, , unit of analysis and observation, Target population, sample population sampling technique, research instruments, data collection methods Data Analysis methods.

3.2 Research Design

The study adopted a survey design. In this design, respondents were to describe their perceptions about retrenchment, assess their performance in terms of service delivery before and after retrenchment (Mugenda & Mugenda 1999)

Kothari (1990) describes research design as the arrangement of conditions for collection and analysis of data in a manner to combine relevance to the research purpose .A research design facilitates the smooth sailing of the various operations by making research as efficient as possible yielding maximum information with minimal expenditure of effort, time and money.. A survey study was carried out using questionnaires. This was so because the questionnaires were easy to administer and the researcher was able to collect confidential information by hiding the identity of the respondents.

3.3 Unit of analysis

Unit of analysis is defined by Singleton et.al (1988:20) as what or who is analysed in the study. The unit of analysis was the University of Nairobi as a whole; whereas the unit of observation was the non-teaching staff selected from the Students Welfare Authority (SWA)

3.4 Target Population

According to Mugenda and Mugenda (1999) a population refers to an entire group of individuals, events or objects having common observable characteristics. In other words, population is the aggregate of all that conforms to a given specification.

The population of interest was the non-teaching staff of the University of Nairobi. This was so because the non-teaching staffs were the targeted group in the UoN retrenchment exercise phase 1. The total population before retrenchment was 4,973 comprising of 3,190 males and 1,783 females. These figures now stand at a total of 3,434, with 2,129 males and 1,305 females after retrenchment. The tables 3.1 and 3.2 illustrate this.

Table 3-1: Population of Non-teaching staff before Retrenchment

College/Department	Male	Female	Total
Central Administration	946	493	1439
College of Agriculture and Veterinary Science	401	168	569
College of Architecture and Engineering	150	62	212
College of Humanities and Social Sciences	151	148	299
College of Biological and Physical Sciences	164	100	264
College of Health Sciences	288	269	557
College of Education and External Studies	92	66	158
Students Welfare Authority	998	477	1,475
TOTAL	3,190	1,783	4,973

Source: Information & Communication Technology Centre (ICT), Chiromo campus, University of Nairobi (2008).

Table 3-2: Population of Non-teaching staff after retrenchment

College	Male	Female	Total
Central Administration	741	438	1179
College of Agriculture and Veterinary Science	263	126	389
College of Architecture and Engineering	141	66	207
College of Humanities and Social Sciences	139	134	273
College of Biological and Physical Sciences	142	82	224
College of Health Sciences	239	160	399
College of Education and External Studies	93	49	142
Students Welfare Authority	371	250	621
TOTAL	2,129	1,305	3,434

Source: Information & Communication Technology Centre (ICT), Chiromo campus, University of Nairobi (2008)

From the tables 3-1 and 3-2, it was analysed that a total of 1,539 non-teaching staff members were retrenched. This comprised of 1,061 males and 478 females. It was noted that more males were victims of retrenchment than females as the junior grades that were a target of the retrenchment were dominated by males. Such positions included plumbers, security guards, grounds men, carpenters, swimming pool attendants, machine operators, painters among others.

3.5 Sampling procedure

The researcher studied Students Welfare Authority since it was the most affected department of UoN by the retrenchment exercise with 57.9% of its staff population being retrenched.(See table 3-3)

Table 3-3: Population of the retrenched staff per department

College/Departments of UoN	Staff Population before retrenchment	Staff Population after retrenchment	No. of staff retrenched per college	Percentage reduction in staff population	Ranking per college
Central Administration	1439	1179	260	18%	4
College of Agriculture and Veterinary Science	569	389	180	31%	2
College of Architecture and Engineering	212	207	5	2.4%	8
College of Humanities and social Sciences	299	273	26	8.7%	7
College of Biological and Physical Science	264	224	40	15%	5
College of Health Sciences	557	399	158	28%	3
College of education and External studies	158	142	16	10%	6
Students Welfare Authority	1475	621	854	57.9%	1

Source: *Information & Communication Technology Centre (ICT), Chiromo campus, University of Nairobi (2008).*

According to Mugenda & Mugenda 1999, sampling is the process of selecting a number of individuals in a study in a way that the selected individuals represent the large group which they were selected. The purpose of sampling is to secure a representative group which will enable the

researcher to gain information about the population. A sample is a subgroup carefully selected so as to be representative of the whole population with the relevant characteristics.

A random stratified sampling technique was used to select the sample size. According to Oso & Onen (2005) stratified sampling is a technique that identifies sub groups in a population and their proportions selected from each subgroup to form sample .The stratification was in terms of gender. When we sample a population with several strata, we generally require that the proportion of each stratum in the sample should be the same as in the population.

Mugenda and Mugenda (1999) contend that a sample size should be at least 10, to 30 per cent of the entire population. A sample size of 15 % was therefore selected. The choice of 15 % sample size was motivated by the argument by Kerlinger(1986) that the main factor to consider in determining the sample size is the need to keep it manageable enough Stratified sample was obtained by taking samples from each stratum or sub-group of a population.

Stratified sampling was preferred to other sampling methods because of the following reasons are: The cost per observation in the survey may be reduced; Estimates of the population parameters may be wanted for each sub-population and Increased accuracy at a given cost.

Table 3-4: Sample Selection

College/Department	Population	Sample	Female	Male
Students Welfare Authority	621	93(15%)	38(41%)	55(59%)

Source: *Information & Communication Technology Centre (ICT), Chiromo campus, University of Nairobi (2008)*

A sample size of 15% was therefore 93 respondents from the Students Welfare Authority. The 93 employees from SWA were composed of 55 Men and 38 Women as illustrated in

table 3-4

The samples involving gender were calculated using the following formula;

$$= n * P / N$$

Where n = Sample Size,

P = proportion of population included in each stratum

N = whole population

For instance, the males in SWA were calculated as follows;

$$= 371 / 621 * 93$$

$$= 55$$

3.6 Methods of Data Collection

The researcher relied mainly on primary and secondary data. Data refers to all the information a researcher gathers for his or her study (Mugenda 1999). Primary data is that information obtained when a researcher goes to the field (information from the respondents). Secondary data is the information acquired from the research articles for example books. The information was collected by use of the following research instruments:

The study used survey design. The main objective was to investigate the effects of retrenchment on service delivery. Survey research instruments for collecting data were used mainly questionnaires and interview guides (Kerlinger, 1986 ;(Gay, 1981) and Mugenda and Mugenda, 1999). All the basic instruments were developed on the basis of the research objectives and the literature reviewed.

3.6.1 Questionnaires

Questionnaires were used as instruments of data collection. A questionnaire were used because according the Kothari (1985),it is free from bias of the interviewer and is appropriate in obtaining in-depth responses ,is economical in terms of time and money and appropriate in analyzing the feelings interests and motivations of the respondents. The respondents to the questionnaires were the non-teaching staff in the Students Welfare (SWA).The questionnaire had structured questions. This is because structured questions are easier to analyse since they are in an immediate usable form. They are also easier to administer because each item is followed by alternative answer. They are economical to use in terms of time and money. The questionnaire was divided into two sections. The first section consisted of background information which included gender, age, education status and employment status.

The second section generally required respondents to indicate their perception towards retrenchment, levels of morale after retrenchment and recommend the way forward on retrenchment.

3.6.2 Interview guide

An Interview guide was also used to interview selected administrators. Interviews were used because according to Mugenda and Mugenda (1999), they provide in-depth data that may not be possible to obtain using a questionnaire. They also guard against confusing the questions since the interviewer can clarify the questions thus helping the responded to give relevant responses. Interviews are more flexible than questionnaires and they enable the interviewer to adapt to the situation and get as much information as possible. They also yield higher response rates since it is difficult for a respondent not to answer questions or ignore the interviewer.

The interview guides were administered to the administrators because they were known to be very busy and may not have had adequate time to respond to questionnaires.

3.7 Data collection procedure

An authority letter to conduct this study was sought from the College of Education and External Studies of the University of Nairobi. Permission was then sought from the Ministry of Education, as required by Law on research undertaking in Kenya, so that a research permit could be issued to authorize the study to be conducted. Prior to the study, administrators of the University of Nairobi Students Welfare authority were informed of the intended research through formal visits. Appropriate dates and time schedules were arranged when the questionnaires would be administered and interviews conducted. A statement to explain the purpose of the study and the need for cooperation of the staff was made on each questionnaire. This aimed at encouraging honest responses from the staff and high questionnaire return rate as it assured confidentiality.

During the data collection, questionnaires were issued out personally to the non teaching staff at the SWA department of the University of Nairobi. Time was allowed for them to fill the questionnaires as the administrators were being interviewed. A total of 93 questionnaires were administered and 76 were collected back which was 82 percent return rate. Interviews with the administrators were conducted at their offices on the pre-agreed days.

3.8 Validation of Research instruments

Before the research instruments were administered to the sample population, there was need to validate them. According to Frankel and Wallen(1993), validity has in the recent years been defined as the appropriateness, meaningfulness and usefulness of the specific inferences

researchers make based on data they collect. to validate the effectiveness of the research instruments(questionnaires and interview guides), consultations and discussions were done with my university supervisors, experts and colleagues from the Department of Extra Mural studies who scrutinized the instruments and gave objective comments.. This served to ensure that the instruments measured accurately the research characteristics that they intended to measure. The corrections noted were incorporated as much as possible and the instruments fine tuned.

3.9 Reliability of Research Instruments

Reliability is the degree of consistency between two measures of the same thing Mehreins & Lehman (1984). To ascertain reliability of the research instruments a pilot study was conducted at the college of Agriculture and veterinary Sciences. This college was chosen because it was the second ranked on the most affected colleges by the retrenchment exercise at the University of Nairobi. Pilot study was motivated by the desire to identify problems the respondents may encounter in filling the questionnaires and responding to the interview items. The instruments were piloted to eliminate any ambiguity in them and establish the level of language used.. According to Mulusa (1990), the results of the pilot test are used to review the instruments by adjusting the ambiguous items and general phraseology (wording).

3.10 Data Analysis

Data collected by use of questionnaires and interview guides were sorted out and analyzed. Since most of the data were qualitative in nature, data analysis involved the use of MS office Excel 2003. According to Pelosi et al, 1998 quoted in Colin,R(2002), a study with small amount of quantitative data may not require specialist software such as SPSS(Statistical Package for Social Sciences).The data were analysed and presented by use of descriptive statistics such as frequencies ,percentages and charts. According to Gay,(1981),the most commonly used method

of reporting descriptive survey research is by developing frequency distributions, calculating percentages and tabulating them appropriately. Kerlinger(1986) adds that analyzing survey research includes coding, tabulating responses, translating the responses into specific categories, recording them appropriately and computing them using appropriate statistical ways.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents an analysis and interpretation of the data collected to investigate the effects of retrenchment on service delivery at the University of Nairobi. The target population for this study comprised of 93 respondents, which represented 15% of the total population. However, of the 93 questionnaires distributed, 17 were either not returned or were incomplete. The study therefore analysed and presented results from 76 non-teaching staff. Hence the return rate was 81%. The findings are presented using frequency tables, bar charts and pie charts.

The analysed data were presented in three main sections according to the research objectives presented in chapter one. To present and analyse the data adequately, this chapter has been divided into sections. In each section, the responses of all categories of the respondents are analysed and reported. Descriptive statistics were used to present the research findings. In particular, the frequency tables, percentages pie charts and bar graphs have been used to summarize the findings.

4.2 General Information (Characteristics of the respondents)

This section presents a summary of characteristics of the respondents who were sampled for the study. The characteristics were defined by the category of their Gender, their age, position held in the department and duration of working at the University of Nairobi.

4.2.1 Gender

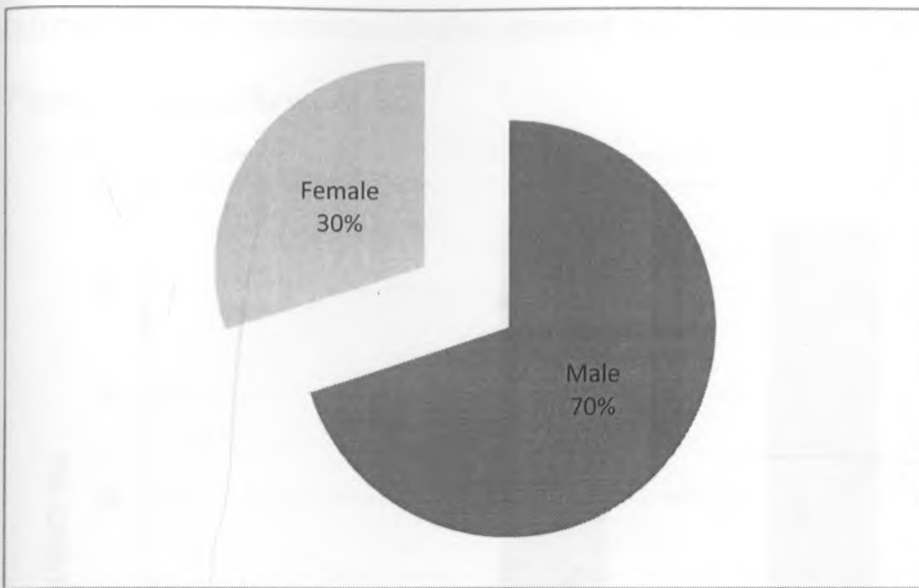
The distribution of the respondents by gender is shown in Table 4-1

Table 4-1: *Distribution of Respondents by Gender*

Category	Frequency	Percent (%)
Male	53	70.0
Female	23	30.0
TOTAL	76	100

The study revealed that the majority of the respondents were males as indicated by 53 (70 per cent), while females were 23 (30 per cent). This information indicates that junior cadres of non-teaching staff in the University of Nairobi was dominated by males. It was observed that this was because of the masculine nature of such jobs that include Security personnel, Drivers, Grounds men, Plumbers, Carpenters, Masons, and Machine operators, among others. This information was also presented using figure 4-1

Figure 4-1: Distribution of Respondents by Gender



4.2.2 Age

The ages of the respondents who participated in the study was considered and is presented in

Table 4-2.

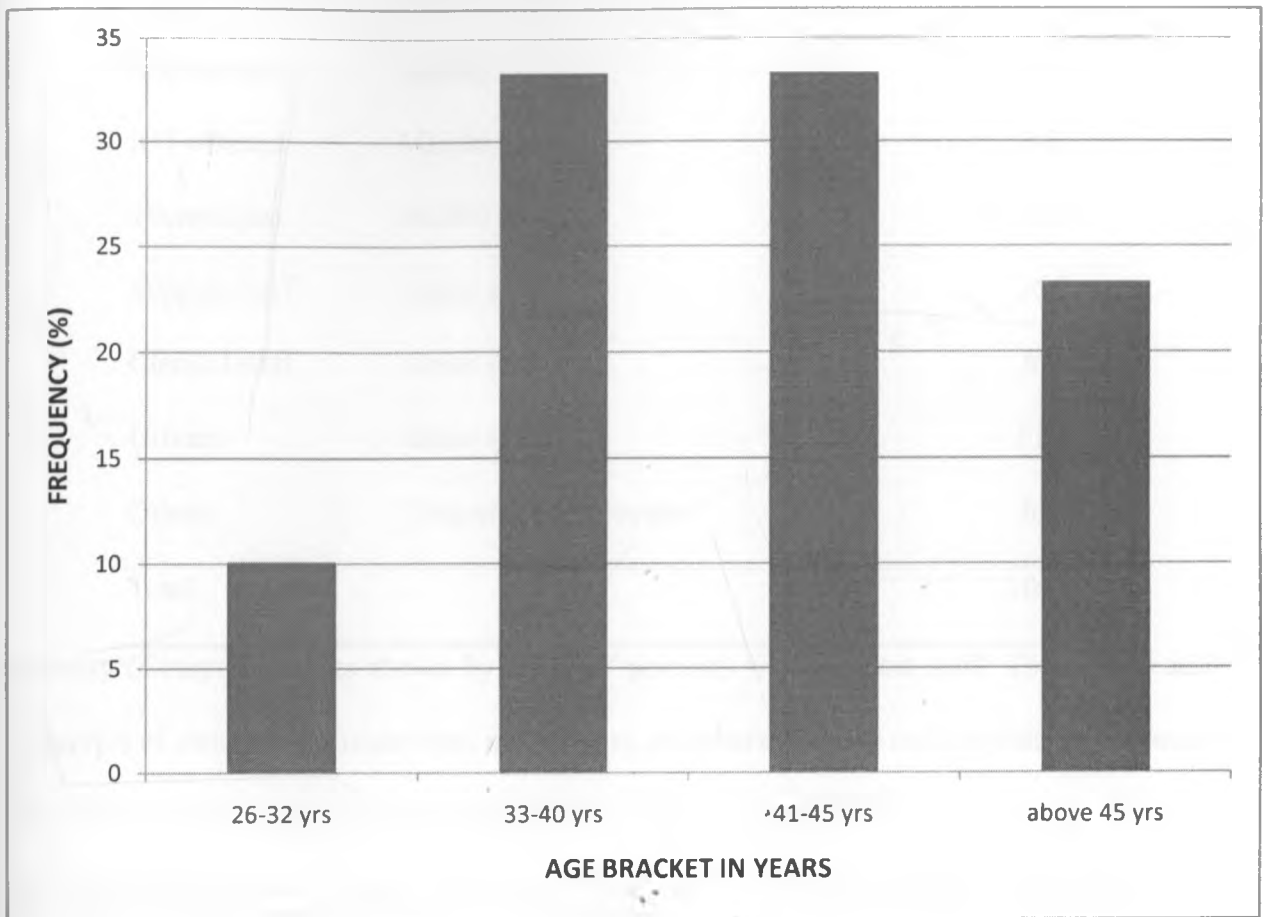
Table 4-2: Distribution of Respondents by Age

Age Group	Frequency	Percent
26-32 years	8	10.0
33-40 years	25	33.3
41-45 years	25	33.3
Above 45 years	18	23.3
TOTAL	76	100

From table 4.2, it was noted that majority of the respondents were in the age brackets 33-40 and 41-45 years representing 25 (33.3 per cent) each. 18 (23 per cent) of the respondents were above 45 years, while 8 (10 per cent) of the respondents were in the age bracket of 26-32 years. It was

observed that majority of the respondents were mature people who were able to give credible information. This information is also presented using a bar-chart (Figure 4-2)

Figure 4-2: Age of Respondents



As shown in figure 4-2 above, the greatest number of respondents was aged between 33-40 and 41-45 years. 10% of the respondents were aged 26-32 years while 18% was aged over 45 years.

4.2.3 Position held in the department

The responses in Table 4-3 were recorded in relation to the position held in the Students Welfare authority Department (SWA).

Table 4-3: Position in the Department

Category	Cadre	Frequency	Percent
Administrators	Senior staff	10	13.3
Secretaries	Middle class	13	16.5
ICT officers	Middle class	3	3.3
Technicians	Middle class	10	13.3
Support staff	Junior staff	20	26.7
Clerical staff	Junior staff	5	6.7
Drivers	Junior staff	10	13.3
Others	Temporary employees	5	6.7
Total		76	100.0

Majority of respondents as shown by 20 (26.7 percent) were support staff. These were staff in categories of cleaners, grounds-men, messengers, plumbers, masons and carpenters. Because the categories were diverse, the researcher found it logical to classify them in one group. Positions of administrators, technicians and drivers constituted 10 (13.3 per cent) each. Secretaries and ICT officers constituted 13(16.5 per cent) and 3(3.3 per cent) respectively. It was observed that the department had workers classified as Temporary. Some of these workers had been in the department for over 10 years and their perception was therefore deemed valuable. This group was therefore classified as others and had 5(6.7per cent) respondents. The study noted that categories of junior and temporary staff had a total of 40 (52 per cent) respondents. This number was considered adequate to give a true picture of employee perceptions on retrenchment as those affected were drawn from these grades.

The other aspect analysed in the study was the duration or period of tenure. This was seen to be important whereby a more informed view of the situation would be presented.

4.2.4 Duration of working at the University of Nairobi Students Welfare Authority

The duration that the respondents worked at SWA was considered, the findings were reported in table 4-

Table 4-4: Duration of working in the University of Nairobi

	Frequency	Percent
Less than 5 years	5	6.7
Between 5-10 years	15	20.0
Between 10-15 years	15	20.0
Over 15 years	41	53.3
Total	76	100.0

From the responses obtained, it was revealed majority of respondents had worked in the University of Nairobi for over 15 years as indicated by 41 (53.3 per cent) of the respondents. 15 (20 per cent) had worked at the university for a period ranging between 10-15 years and the same number had worked at the institution for 5-10 years. Those who had worked at the university for less than 5 years were represented by 5 (6.7 per cent). It was therefore observed that majority of respondents were well versed with effects of retrenchment on service delivery in the organization because they were part of the service delivery team before retrenchment and are part of the current team. This means that the information provided by this group was useful to this study. This information is also presented on figure 4-3.

4.3 Analysis Of The Objectives

In order to meet the set objectives data were obtained through questionnaires and interview guides. Analyses of the data were done and findings presented in form of table and bar charts. A short explanation is given after each table.

The first objective of the study was designed to ascertain the perceptions of employees of the University of Nairobi, Students Welfare Authority towards retrenchment. In order to meet this objective the researcher looked at the following:-The respondent's commitment to the organization before and after retrenchment, The transparency of the retrenchment exercise, Blame on the organization for the retrenchment, Whether the respondents would recommend retrenchment to other organizations

The four aspects above were expected to communicate the perceptions of employees of the University of Nairobi towards retrenchment.

4.3.1 To ascertain Perceptions of Employees of UoN towards retrenchment

4.3.1.1 Respondent's commitment to the organization

Respondents were asked to rate their level of commitment as High, Moderate and low and the findings are as shown in Table 4-5

Table 4-5: Respondent's commitment to the organization before and after retrenchment

Level of commitment	Before Retrenchment		After Retrenchment	
	Number (Frequency)	Percent	Number (Frequency)	Percent
High	25	33.3	51	66.6
Moderate	17	22.2	17	22.2
Low	34	44.4	8	11.1
TOTAL	76	100	76	100

This information revealed that the commitment of the majority of respondents to the organization had increased. 25 (33.3 per cent) of the respondents reported their commitment as high before retrenchment but the number went up to 51(66.6 per cent) after retrenchment. Only 8 (11.1 per cent) reported low commitment after the retrenchment exercise. This is therefore interpreted to mean increased commitment to the organization after retrenchment.

4.3.1.2 Transparency of the retrenchment exercise

Respondents were asked to comment on the level of transparency during the retrenchment exercise. This information was presented in table 4-6

Table 4-6: Was the Retrenchment exercise transparent?

Respondents comments on transparency	Frequency	Percent
Absolutely yes	18	23.3
Not at all	48	63.3
I do not know	10	13.3
TOTAL	76	100

Majority of the respondents (48 (63.3 per cent) as shown in table 4-6 felt the exercise was not transparent. According to them, some hard working employees were laid off and uncooperative lazy ones retained because they were known to senior management. It was therefore a case of “who do you know to survive”. 18 (23.3 per cent) of the respondents reported the retrenchment exercise to have been absolutely transparent. This was because according to them, only those who had certificates in their areas of specialization were retained and therefore it had nothing to do with hard work or team spirit. 10(13.1 per cent) of the respondents simply indicated they did not know. These categories were those who still live in fear of losing their jobs in subsequent retrenchments and would therefore opt not to comment on organizational issues.

4.3.1.3 Blame on the organization for retrenchment

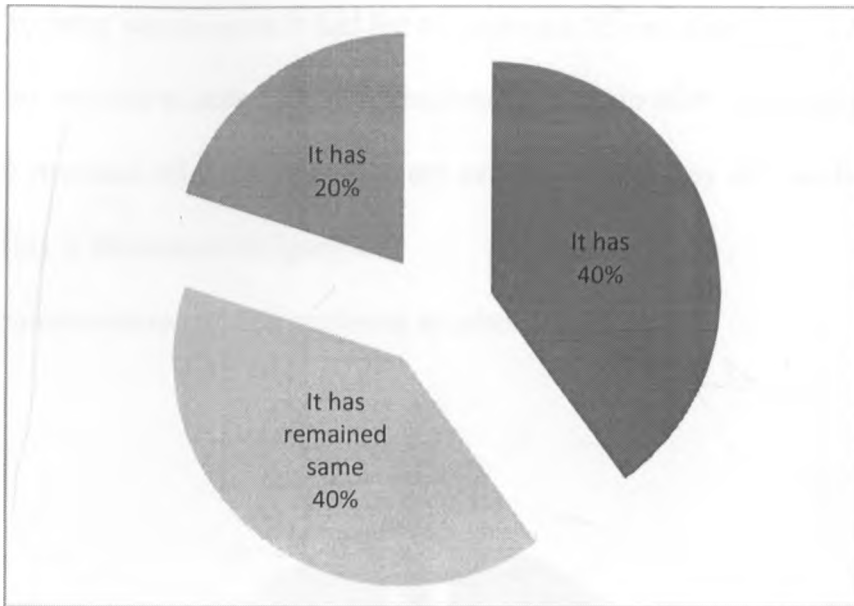
This study sought to investigate whether the employees blamed the organization for the retrenchment exercise. The information obtained was presented on 4-7

Table 4-7: *Blame the on organization for the retrenchment exercise*

Blame on the organization	Frequency	Percent
Not at all	31	41.0
I am not sure	29	38.0
Absolutely yes	16	21.0
Total	76	100.0

41.0 per cent of respondents reported they did not blame the institution at all. This was because, according to them, there was no clear definition of duties and responsibilities of the employees. This led to competition at the work place on who will do what which ended up leaving some jobs undone. Almost the same number of respondents, 29 (38 per cent) were not sure whether to blame the organization or not. This group simply did not want to commit themselves while 16 (21 per cent) absolutely blamed the institution. They attributed this to mass employment that followed after retrenchment. According to them, the same number of employees who were retrenched had been replaced with new recruits. "It therefore made no sense to send people home and bring in others". These findings are illustrated on figure 4.4.

Figure 4-3: Blame on the organization for retrenchment



4.3.1.4 Respondent's recommendations on retrenchment

In order to establish the perceptions of the employees, the researcher further enquired whether the remaining employees would recommend retrenchment to other organizations. The results were presented in table 4.8.

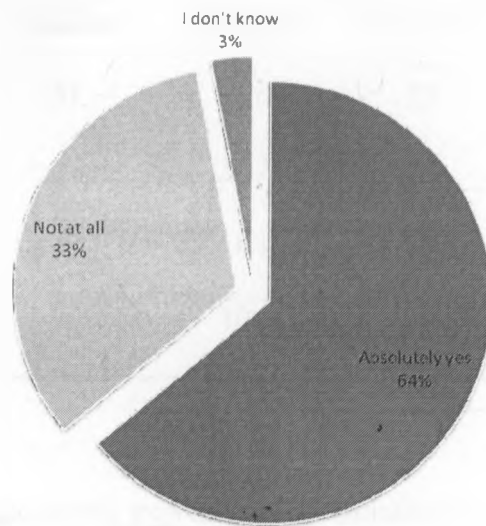
Table 4-8: Would you recommend retrenchment exercise to other institutions?

	Frequency	Percent
Absolutely yes	25	33.3
Not at all	48	63.3
I don't know	3	3.3
Total	76	100.0

Majority of the respondents (63.3 per cent) as shown in table 4.8, said they would not recommend retrenchment to other organizations. According to them the exercise was poorly

implemented and many of their former colleagues suffered, others were reported to have died*. 25 (33.3 per cent) said they would absolutely recommend retrenchment to other organizations. This according to them was because it had led to improved service delivery. 3 (3.3 per cent) said they did not know whether to recommend retrenchment or not to other organizations. These were those who were recruited after the retrenchment exercise hence they did not have any idea on retrenchment. This is illustrated on figure 4-4

Figure 4-4: Recommendation of Retrenchment to other organizations



4.3.2 To determine the level of morale of the UoN employees after the retrenchment exercise.

This was the second objective for the study. In order to achieve this objective, the following was analysed-:

Level of job satisfaction after and before retrenchment, Current workload as compared to the period before retrenchment, Quality of working environment and Change in the employees remuneration after retrenchment.

The above four aspects were expected to bring out useful information on the levels of employee morale after the retrenchment exercise for the purpose of this study.

4.3.2.1 Level of job satisfaction

The respondents were asked to rate their level of job satisfaction as High, Moderate or low after and before retrenchment period. Job satisfaction was seen as an indicator of employee morale.

The results were as shown on table 4.9

Table 4-9: Level of job satisfaction after and before retrenchment

	Before Retrenchment		After Retrenchment	
	Number	Percent	Number	Percent
High	51	66.6	25	33.3
Moderate	17	22.2	17	22.2
Low	8	11.1	34	44.4
Total	76	100	76	100

51 (66.6 per cent) of the respondents expressed high satisfaction before retrenchment while 25 (33.3 per cent) reported high satisfaction after the retrenchment. It was therefore noted that satisfaction was higher before the retrenchment. The respondents attributed high satisfaction before retrenchment to manageable workloads that could allow them get involved in other income generating ventures. The respondents attributed low satisfaction after retrenchment to increased workload and stagnation of salaries. 25(33.3) who expressed high satisfaction after retrenchment noted it was due to improved working conditions and computerization of operations. 17 (22.2 per cent) indicated moderate job satisfaction. They reported that although

working conditions and remuneration was to their perception relatively good, they expected a better package than was being offered.

4.3.2.2 Current workload as compared to the period before retrenchment

The current workload was analysed and compared to the period before retrenchment. The results were presented in table 4-10

Table 4-10: Current workload as compared to period before retrenchment

	Before Retrenchment		After Retrenchment	
	Number	Percent	Number	Percent
Workload heavy	25	33.3	51	66.7
Workload is moderate	34	44.4	17	22.2
Cannot tell	17	22.2	8	11.1
Total	76	100	76	100

The study revealed the current workload in the institution had increased (Table 4-10). 25 (33.3 per cent) reported the workload was heavy before retrenchment. This number doubled having 51 (66.7 per cent) reporting that the workload weighed as heavy after retrenchment. 34 (44.4 per cent) of the respondents felt the workload was moderate in the period before retrenchment while this number reduced to 17 (22.2 per cent) to the period after retrenchment. Those respondents who simply could not tell the difference or did not care what happened had 17 (22.2 per cent) before retrenchment and 8 (11.1 per cent) after retrenchment. These results were interpreted to indicate the workload for the remaining staff had increased. This was evident as in some sections duties performed by 3 members of staff before retrenchment are now managed by one member of staff.

4.3.2.3 Quality of work Environment

Respondents were asked to rate the current quality of work environment as compared to the period before retrenchment. Table 4.11 illustrates the results.

Table 4-11: *Quality of working environment*

	Before Retrenchment		After Retrenchment	
	Number	Percent	Number	Percent
Good	25	33.3	51	66.6
Average	17	22.2	17	22.2
Poor	34	44.4	8	11.1
Total	76	100	76	100

As shown on table 4.11, majority of the respondents 51 (66.6 per cent) reported the working environment had improved after retrenchment. 17 (22.2 per cent) reported the working environment had remained the same, while 34 (44.4 per cent) who had indicated the working environment was poor before retrenchment had the number reduced to 8 (11.1 per cent). This improvement was attributed to cleaning services contracted from private companies that had improved general cleanliness of the institution. It was also noted that gardening, was well done in the university with all the buildings having been painted to give a pleasant picture to the institution. In addition, employees reported that several offices were now supplied with computers and apart from using such computers for official work; they could access the internet. Information about the University was also posted on the website making it easier to get whatever information was needed. Such information included admission details, commencement of courses, available job vacancies at the university, registration of various courses, available rooms

among others. However, those respondents who reported the working environment was average in both cases complained that cleaning services did not extend to individual offices and this therefore was an outside cover up. Majority of these respondents complained only a few members of staff had access to equipment like computers.

4.3.2.4 Adjustments in salaries after retrenchment

Change of salary packages was analysed in this study. This analysis brought out clearly the level of employee morale after retrenchment. The results were presented in table 4-12

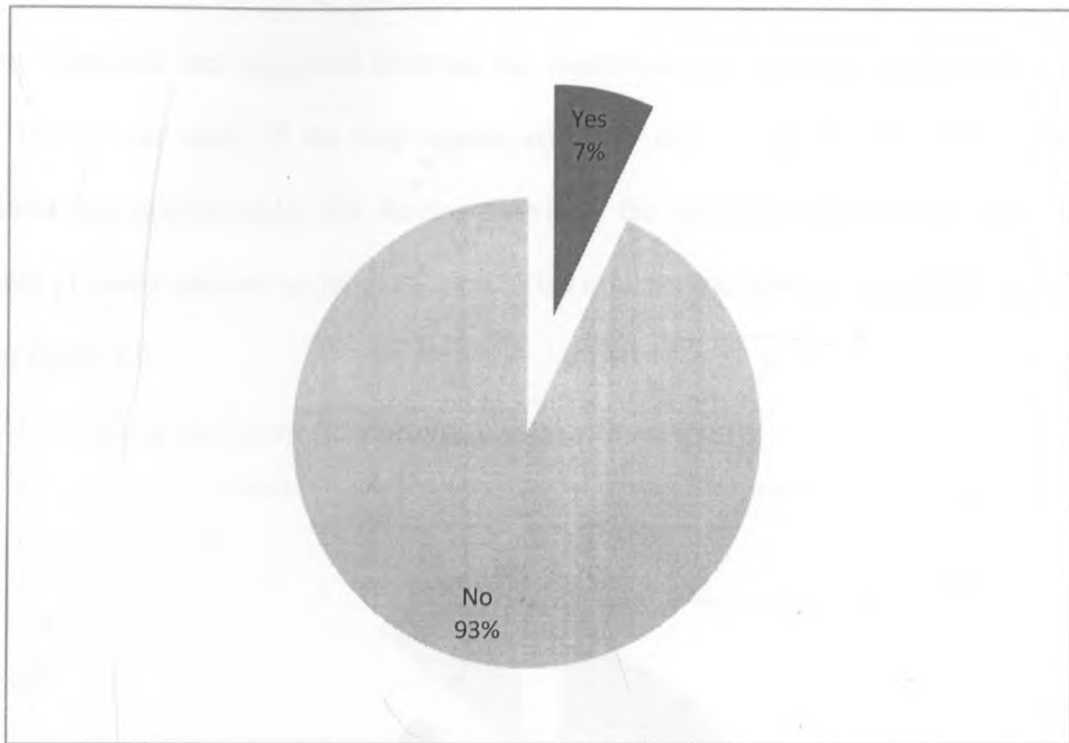
Table 4-12: Was your salary increased after the retrenchment exercise

UNIVERSITY OF NAIROBI
EAST AFRICANA COLLECTION

	Frequency	Percent
Yes	5	6.7
No	71	93.3
Total	76	100.0

Respondents were asked whether their salary had been increased after retrenchment as a result of higher workloads. Majority of the respondents as shown by 71 (93.3 per cent) reported their salary had not been increased despite the reduced staff. However, 5 (6.7 per cent) of the respondents reported that their salary was increased as a result of reduced staff. This group of staff referred to normal annual increment. This information was also presented using the figure 4.5.

Figure 4-5: Increase in Salary because of reduced staff



4.3.2.5 Feelings on salary stagnation

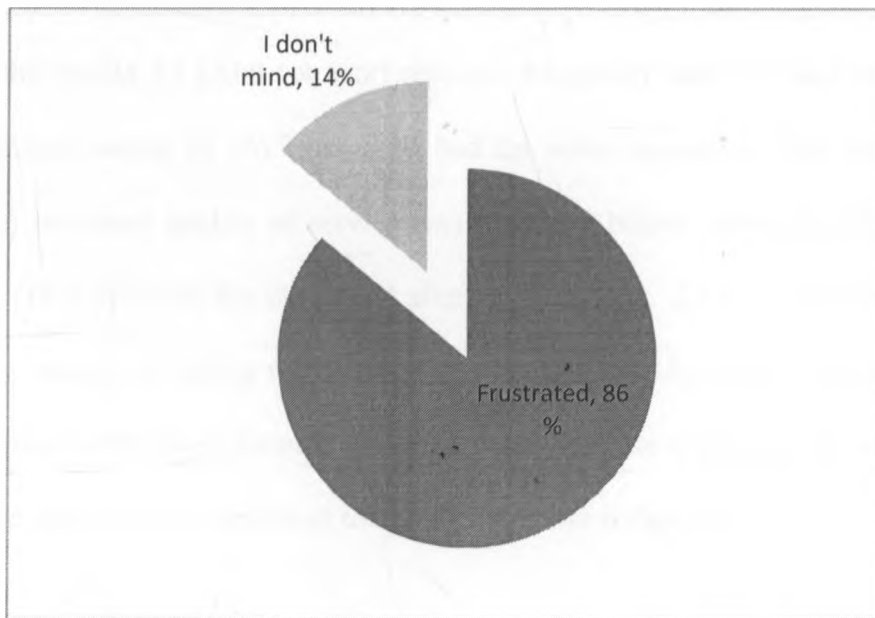
Respondent's feelings on salary stagnation were considered in the study. The results are illustrated on table 4-13

Table 4-13: How do you feel about the salary stagnation?

	Frequency	Percent
Frustrated	65	85.7
I don't mind	11	14.3
Total	76	100.0

Respondents who reported their salary was not increased as a result of reduced staff were requested to state how they felt about it. From the findings, the study revealed that majority of these respondents as shown by 65 (85.7 per cent) were frustrated. This was because it was apparent workload had increased whereas the institution was adamant about increasing their salary. 11(14.3 per cent) of the respondents said they did not mind. This was because they considered themselves lucky for having survived the retrenchment exercise and therefore increment of salary was not an issue to them. This information was also presented using the pie-chart on figure 4.6

Figure 4-6: Feeling on Salary stagnation



4.3.3 To evaluate the quality of service delivery at UoN after retrenchment

In order to meet this objective the following issues were investigated:-

The researcher sought to establish the view of the current employees on service delivery for the periods before and after retrenchment. Respondents were asked to rate the quality of

service as excellent, moderate or poor for the two periods. The results were illustrated on table 4.15 and table 4.16

Table 4-14: How do you view current Quality of service delivery at the university?

Quality of service	Before Retrenchment		After Retrenchment	
	Number	Percent	Number	Percent
Quality of service is excellent	15	20.0	58	76.7
Quality of service is moderate	34	44.4	13	16.6
Quality of service is poor	27	35.5	5	6.6
	76	100	76	100

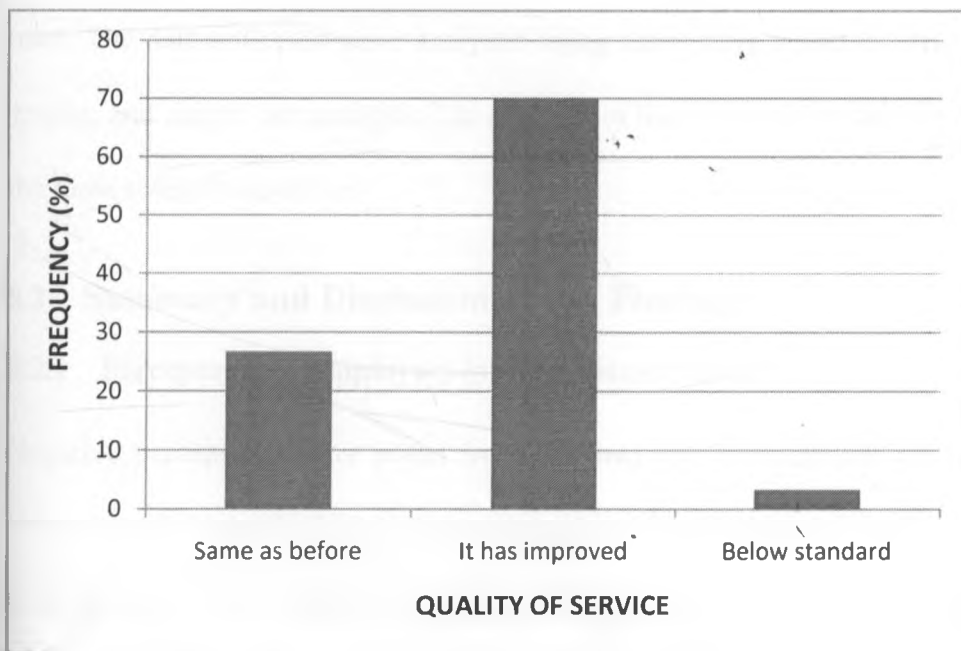
According to the results, 15 (20.0 per cent) reported the quality was excellent during the period before retrenchment while 58 (76.7 per cent) had the same perception after retrenchment. 34 (44.4 per cent) indicated quality of service was moderate before retrenchment. This number dropped to 13 (16.6 per cent) for the period after retrenchment. 27 (35.5 per cent) reported the service to have been poor before retrenchment but the number drastically reduced to 5 (6.6per cent) in the period after retrenchment. These findings indicate quality of service delivery had improved in the institution as compared to the period before retrenchment.

Table 4-15: Quality of service provided by the remaining staff

	Frequency	Percent
Same as before	20	26.7
It has improved	53	70.0
Below standard	3	3.3
Total	76	100.0

The findings in table 4.7 revealed that the quality of service provided by the remaining staff had improved as shown by the majority of the respondents 53 (70 per cent). This is attributed to improved working environment and better equipment, for example, use of computers for room allocation. Nevertheless, 20 (26.7per cent) said that it was the same as before, while 3 (3.3 per cent) reported that it was below standard. This information was also presented using the bar-chart below.

Figure 4-7: Quality of Service provided by remaining staff



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion of the study, conclusions, recommendations and suggestions for further research. This study intended to determine the effects of retrenchment on service delivery. In order to address this concern, the following research questions were formulated;

- i. What are the perceptions of employees of the University of Nairobi towards retrenchment?
- ii. What is the current level of morale of employees of (UoN) as compared to before the retrenchment exercise?
- iii. What is the level of employee satisfaction regarding quality of service delivery after the retrenchment exercise?

In order to collect the required data for this study, questionnaires and interviews guides were used. The data collected were analyzed using descriptive statistics, involving frequency tables, graphs, and simple percentages. The analysis of the data yielded the following findings based on the main research questions

5.2 Summary and Discussion of the Findings

5.2.1 Perceptions of Employees towards retrenchment

Negative perceptions were noted from the way the retrenchment exercise was designed and implemented. Majority (63%) of the respondents felt the exercise was not transparent. According to them, some hard working employees were laid off and uncooperative lazy ones retained because they were known to senior management. Most of the respondents (63%) would not recommend retrenchment to other organizations. It was reported that most of the talented and

productive workers who survived retrenchment exercise ended up leaving the University to other organizations and more recruitment was done. According to them, it was unfair to retrench employees and immediately recruit others.

5.2.2 Level of the current employee morale

Majority of the employees (44%) reported to be demoralized after retrenchment. This was attributed to increased workloads, which was not commensurate to the salaries. It was noted that some sections duties performed by three members of staff before retrenchment were now managed by one member of staff. It was reported that very few employees had been trained on the job after retrenchment had taken place. According to the Taylor's Scientific Management Theory, training is one of the most important principles of scientific management. Each organization should train its workers scientific ally rather than passively, leaving the employees to train themselves. This helps in unearthing and cultivating Workmen's endowment, let the workers have the best performance in their work and obtain the highest efficiency.

According to Levine (1984), a poorly planned retrenchment may result to fiscal stress and human resource shrinkage that causes difficult problems for managers. The problems include:- Loss of skills, energy, morale physical and mental degradation that results from employees withdrawing physically and emotionally.

5.2.3 Quality of service delivery after retrenchment

Quality of service delivery at the University of Nairobi has improved. This was attributed to improved working conditions and introduction of Information Management Systems. Information systems refers to a framework that provides necessary information for informed decision making (Mutunga,2007).The components of information system include rendering information service for users information(MoEST,2005) According to Ongwae (2004), variables

such as information systems have been shown to have an impact on efficient and effective operations. This is confirmed by Camilleri (2002), in his research carried out in Malta, where he found out that introduction of computers made operations efficient than the manual methods. The University of Nairobi Students Welfare Authority has an ICT division which aims to keep up-to-date data on student's accommodation and payments from the catering section alongside other functions. The division was started in 2001 after the realization of the increased need to keep pace with modern Information and Communication Technology (ICT) needed for efficient delivery of service.

The improved working environment was attributed to contracting of cleaning services from a private firm. This had improved the general image of the institution.

Majority of respondents agreed that retrenchment had been associated with improved general employee performance, increased efficiency and effectiveness, punctuality, reduced absenteeism, employee responsibility, accountability and discipline.

Increased commitment after retrenchment

Majority of the respondents (33.3per cent) reported their commitment as high before retrenchment but the number went up up to(66.6) percent) after retrenchment. It was noted that the increased commitment was not due to the love for the organization but the fact that the employees have no other options due to unemployment situation in the country,

5.3 Conclusions

The study set out to determine the effects of retrenchment on service delivery. The following conclusions, based on the data collected and statistical analysis thereof, were made.

The study concluded quality of service delivery at the University of Nairobi has improved after retrenchment despite the low level of staff morale during this period. The

researcher therefore concluded that other than retrenchment, there could be other factors which contributed significantly on the improvement of service delivery.

The study concluded that the criteria used for retrenchment was not based on clear grounds i.e was not properly planned and implemented. Planning and implementation may result in positive or negative consequences and this has implications for employees who are retrenched and those who stay on their jobs. A poorly executed retrenchment process can therefore lead to, low morale and loss of skills as it was the case at the University of Nairobi.

The study further concluded that the remaining staffs were de-motivated. They expected adjustment in their salaries which never became. It is therefore concluded that there was no monitoring evaluation and feedback done at the University of Nairobi after retrenchment. Feedback about retrenchment effects is necessary whether the effects are positive or negative. Particularly, corrective feedback on consequences is necessary to improve subsequent steps and future retrenchment exercises.

5.4 Recommendations

The study set out to establish the effects of retrenchment on service delivery at the University of Nairobi Students Welfare Authority. The study identified a number of inefficiencies. The inefficiency form the basis on which the recommendations stated below are made. These recommendations should hopefully contribute to efficient and effective future retrenchment processes.

5.4.1 Feedback system

The University of Nairobi should immediately put in place a feedback system on retrenchment before future retrenchments are implemented. This will serve as a corrective measure to address

issues like low morale among the remaining employees and is likely to improve subsequent steps and future retrenchment exercises.

5.4.2 Future retrenchment criteria

According to the literature reviewed, the second phase of retrenchment at the University of Nairobi shall be targeting the middle level staff. If this exercise is to achieve its objectives, the study recommends that there is need for the University management to follow the sequential steps of identifying the need for change, planning for the change, implementation, evaluation and feedback. Managers should have the required skills to undertake this exercise.

5.4.3 Computerization to all offices

The trend in modern offices is overwhelmingly toward computerization. Computers are increasingly used for solving complex problems as well as for handling, storing, and generating the enormous volume of data that modern managers must work with. Through ICT, the sharing of information has been made faster and less costly. The University of Nairobi should therefore hasten the installation of computers in all offices. This will improve the quality of service delivery even further.

5.5 Suggestions for Further Research

This study has in no way exhaustively investigated issues related to effects of retrenchment on service delivery at all levels. It is therefore suggested that:

- i. Studies of similar nature be replicated in other government and private companies.
- ii. A repeat of this study be done in the same institution using different research methodologies

- iii. A study targeting the retrenched of the institution be conducted. It may be difficult to trace the retrenches but it will be good to find out how the exercise affected them and their families.
- iv. Effects of retrenchment from the point of view of the customers (Those who receive services from the remaining staff after a retrenchment exercise has taken place.
- v. Effects of performance contracting on service delivery
- vi. Effects of quality management systems on service delivery

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APPENDICES

Appendix 1: Letter to Respondents

LETTER TO THE RESPONDENTS
UNIVERSITY OF NAIROBI
KAKAMEGA EXTRA- MURAL CENTRE
P.O BOX 422
KAKAMEGA

19TH MAY, 2009

TO THE RESPONDENTS OF UNIVERSITY OF NAIROBI
STUDENTS WELFARE AUTHORITY
THROUGH THE DIRECTOR STUDENTS WELFARE AUTHORITY,
NAIROBI- KENYA

Dear Respondents,

RE: RESEARCH PROJECT

I am a Masters Student in the University of Nairobi studying Project Planning and Management.

Your department has been identified as an area of research study on effects of retrenchment on service delivery for purposes of academic work only.

The information obtained from your organization shall be considered confidential.

Kindly cooperate to enable me achieve the set study objectives.

Thank you.

LYDIA NDUKU KIVUVA.

Appendix 2: Research questionnaire for non-teaching staff

Dear Respondent,

You have been chosen for this study which intends to investigate the effects of retrenchment on service delivery .You are kindly requested to answer the questions honestly and accurately. The information provided will be kept confidential and used for purpose of research only. Do not write your name or name of your college anywhere in the questionnaire.

Section A: General Information

1. What is your gender?

Male ()

Female ()

2. In what bracket does your age fall?

18-25 ()

26-32 ()

33-40 ()

41-45 ()

Above 45 ()

3. State your highest level of education?

PhD ()

Masters Degree ()

Undergraduate ()

Diploma ()

Certificate ()

Secondary ()

Primary ()

None ()

4. What department do you work in?

.....

5. What is your position in the department?

Administrator ()

Librarian ()

- Secretary ()
- Support Staff ()
- Technician ()
- Clerical Staff ()
- Transport Officer ()
- ICT Officer ()
- Accountant ()
- Other (Specify).....

6. How long have you been working in the University of Nairobi?

- Less than 3 years ()
- Between 2 and 5 years ()
- Between 5 and 7 years ()
- Between 7 and 10 years ()
- Between 10 and 15 years ()
- Over 15 years ()

Section B: Retrenchment and Employee Performance

1. What is the level of your morale in the organization now as compared to the period before retrenchment

- Very high ()
- Moderate ()
- Low ()
- Very low ()

2. How do you view the morale of the other employees now as compared to the period before retrenchment?

- It has dropped ()
- It has remained the same ()
- It has improved ()

3. How would you rate the current workload as compared to before retrenchment?

- It has increased ()

It is still the same ()

I can't tell the difference ()

5. How would you rate your quality of service delivery now as compared to the period before retrenchment?

It has improved ()

It is still the same ()

It has dropped ()

4. How would you rate the quality of service provided by the remaining staff?

Same as before ()

It has improved ()

Below standard ()

5. Has your salary been increased as a result of reduced staff?

Yes ()

No ()

6. If your answer is No to question 5 above, how do you feel about it

Frustrated ()

I don't mind ()

7. Are you worried about the security of your job in the organization?

Yes ()

No ()

8. If yes in 7 above, what would you attribute the fact to?

Possibility of lay-off ()

Lack of required skills ()

9. What has happened to your level of job security in the organization?

Declined ()

Remained the same ()

Improved ()

10. Can you conclude that other employees feel more certain of their stay in the organization?

Yes ()

No ()

11. How would you rate quality of work life now as compared to the period before retrenchment?
- Improved ()
- Remained the same ()
- Declined ()
12. What can you say of the level of job satisfaction of the other employees in the organization?
- More satisfied ()
- Somehow satisfied ()
- Less satisfied ()
- Least satisfied ()
13. What would you say about your loyalty to the organization
- Declined ()
- Remained the same ()
- Improved ()
14. What is the rate of absenteeism in the organization?
- Increased ()
- Reduced ()
- Remained the same ()
15. What has happened to the productivity of the company since the implementation of retrenchment programs?
- Increased ()
- Remained the same ()
- Decreased ()
16. Would you recommend retrenchment exercise to other organizations?
- Yes ()
- No ()

Give reasons for your answer _____

Thank you

Appendix 3: Interview Guide for the administrators

- i. What is your current position?
- ii. How long have you been working in your present position?
- iii. Who were most affected during the retrenchment exercise?
- iv. What departments were mostly affected during retrenchment exercise?
- v. How did the retrenchment process affect the employee who remained in the University?
- vi. How did the remaining employees react to the retrenchment exercise?
- vii. In your opinion, do you think that the retrenchment exercise affected the level of service delivery?

Appendix 4: Budget Estimate

S/N	ITEM	DESCRIPTION	ESTIMATED AMOUNT(KSHS)
1	Stationery and Secretarial Services	10 reams of photocopy papers @ 300/= 2 flash disks @ 1500/= Office Supplies (Pens, pins, stapler etc) @ 2000/= Photocopying @ 2/= a page for 1000 pages Typing and type setting @ 30/=per page for 200 pages Binding(Spiral @ 50/= for 10 copies and 4 hard covers @ 1000/=	3,000/= 3,000/= 2,000/= 2,000/= 6,000/= 4,500/= Subtotal 20,500/=
2	Subsistence	Accommodation and food @ 1,500/= per day for 10 days	15,000/= Subtotal 15,000/=
3	Travel	Travel to Nairobi @ 2000/= per trip for 3 trips Travel to the field for pre-testing of instruments @ 1000/= per trip for 2 trips Travel to sampled offices and colleges of the university of Nairobi @ 1000/= per trip for 8 trips	6,000/= 2,000/= 8,000/= Subtotal 16,000/=
4	Research permit	Research permit at Jogoo house @ 1000/=	1,000/= Subtotal 1,000/=
5	Literature Search	Internet (Browsing)@ 1/= per minute for 100hours Library visits @ 100/= per visit for 20 visits Photocopying @ 2/= per page for 500 pages	6,000/= 2,000/= 1,000/= Subtotal 9,000/=
6	Contingencies	Contingency 10% of the total cost	6150/=
		GRAND TOTAL	67,650/=

Appendix 5: Estimated Time

Activity	Time (months)	Dates
Development of proposal	3	Nov 2008-January 2009
Development and piloting of research instruments	1	February 2009
Data collection	1	March 2009
Data organization, Analysis, interpretation ,Preparation and Submission of draft report	1	April 2009
Review and revision of draft Report, Printing and Submission of final report	1	June 2009

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