THE EFFECTS OF RIGHTSIZING ON SERVICE-DELIVERY: A CASE STUDY OF EGERTON UNIVERSITY

UNIVERSITY OF NAIROBI
EAST AFRICANA COLLECTION

BY

MAUREEN ANYANGO NGALA

A research project submitted in partial fulfillment of the requirements for the degree of Master of Arts in Sociology (Labour-Management Relations)

DEPARTMENT OF SOCIOLOGY
UNIVERSITY OF NAIROBI

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DECLARATION

Declaration by the Student

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ANYANGO MAUREEN NGALA

30th OCTOBER 2003

DATE

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Declaration by the Supervisors

This thesis has been submitted for examination with our approval as University supervisors.

30th October 2003

PROF. EDWARD MBURUGU
Associate Professor, Sociology Department
University of Nairobi

DATE

30/10/2003

MR. BENEAH MUTSOTSO
Lecturer, Sociology Department
University of Nairobi

DATE

DEDICATION

This research project is dedicated to the following people:

My husband: Frederick B. J. A. Ngala

My Children: Ivan Aom Angaga

Dina-Kimberly Mandera Agaga

Alexander Abok Angaga

Ayub Oketch Angaga

My Parents: John R. Oyamo

Margaret M. Oyamo

For all the support, patience and encouragement you gave me throughout the time I was pursuing my M.A. degree.

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ACRONYMS

ACORD	-	Action for Organization Development
ARC	-	Agricultural Resource Centre
ASK	-	Agricultural Society of Kenya
AVU	-	African Virtual University
DPM	-	Directorate of Personnel Management
EMC	-	Educational Materials Centre
GDP	-	Gross Domestic Product
ILO	-	International Labour Organisation
IMF	-	International Monetary Fund
LPA	-	Lagos Plan of Action
NHIF	-	National Hospital Insurance Fund
NSSF	-	National Social Security Fund
OAU	-	Organisation of African Unity
SAP's	-	Structural Adjustment Programmes
SCE	-	School of Continuing Education
UNDP	-	United Nations Development Programme
US	-	United States
USAB	-	University Students Accommodation Board
WB	-	World Bank

ABSTRACT

The rightsizing exercise was aimed at catapulting better service delivery in the civil service. This change was part of a package delivered to third world countries in the form of Structural Adjustment Programmes by World Bank and International Monetary Fund as a prerequisite to receiving aid. Third world countries are required to restructure the civil service.

The result of this study is that reducing staff is not an end in itself in the road to better service delivery, in fact, far from it. The real challenge in better service delivery is in improving the propensity of the service-deliverer, (personnel) to deliver the service better through training, teamwork, better pay morale boosting and better conditions of work, among others. The null hypothesis for this study stands: That the right-sizing exercise has not brought about significant positive change in service delivery at Egerton University, in relation to the variables selected for the study.

The results of this study show that:

i) The rightsizing exercise has failed in realizing its objective of better service-delivery in light of the variables selected for the study, namely, training, better remuneration, teamwork, and task-completion among others.

ii) Motivation of staff is an important factor in realizing better service-delivery.

CHAPTER ONE

THE PROBLEM AND ITS COMPONENTS

1.1 Introduction

Rightsizing is a phenomenon that has been with us since the advent of the formal organization.

Throughout history organizations have had to restructure by means of merging, labour force cutbacks or selling out, in order to cope with trends in the environment. In the Twentieth and Twenty-first centuries, the need to right size has been heightened by the pressures of global competition. The drive for a more competitive edge has forced organizations to reduce the size of labour force tremendously and to enhance efficiency and effectiveness in the delivery of services. In a capitalist society, the driving motive for business is profit making. When costs begin to supercede profit, the essence of business is lost.

Service-industry has increasingly taken center stage while manufacturing industries have matured with increased technological innovation. Leaner staff is currently required at the work place since machines are available to perform the bulk of manual tasks. The issue then is how to offer quality services as organizations compete for the same customer.

In developed countries the private sector is larger than the public sector. In less developed countries the converse is true- the public sector is the single largest employer and provider of essential services (World Bank, 1989).

Given the foregoing observation, the public sector in Africa has become bloated due to over-employment. The advent of Structural Adjustment Programs (SAP's) for African countries was designed for the purpose of creating efficiency and effectiveness, among other reasons. In the past, there has been over-employment resulting in high wage bills and budget deficits, resulting in expenditure that far exceeds revenue. It has been noted that the public service consumes almost 10% of Gross Domestic Product (GDP) and over 33% of total Government expenditure (DPM July 2001). In this light, rightsizing was deemed appropriate to reverse this trend.

Our public universities are categorized as parastatals, which then qualify them to be public institutions. As providers of essential services, namely, professional training/education and research, these institutions play a major role in nation - building. In Kenya, the Government has in the past fully funded public universities but this has become too expensive given the country's poor economic performance. In order to reduce expenditure, rightsizing has been going on under the auspices of re-structuring. It has been noted that excess staff costs (salaries, social security, etc.), have denied adequate funding of essential services and much needed materials for teaching and research (DPM July 2001). It is also worthwhile to note

that our public universities are seeking alternative ways of obtaining funds by engaging in commercial activities. This will be discussed in depth in the next chapter.

1.2 Study objectives

Broad objective: To find out the effects of rightsizing on the goal of better service-delivery. Other objectives are as follows:

1. To find out what necessitated rightsizing in Egerton University
2. To find out how the on-going rightsizing is impacting on the provision of quality services within the university.
3. To find out what measures have been taken to cope with effects in (2) above and to give recommendations for enhancing service-delivery vis-à-vis a leaner workforce.
4. To find out what income-generating activities the university is engaged in, and how effective these ventures have been in boosting the University's financial base in the face of dwindling government funds.

1.3 Research hypothesis

The hypothesis for this study is that rightsizing has not brought about significant positive change in service-delivery in Egerton University, in relation to the variables selected for the study.

1.4 Problem statement

The state of service-delivery in public institutions in Kenya has been in shambles. The problem dates back to the period just after independence, when the country was in dire need for qualified human resource to fill the gaps left by the colonial masters. Top priority was given to national development and growth. Employment of a labour force capable of delivering services in various capacities in the public sector was done as a matter of urgency.

With time, the public sector matured but the labour force continued to grow to such unmanageable levels that the civil service has today become bloated. Corruption, tribalism and nepotism played a big role in the over- employment situation. Hiring policies were greatly abused leading to a situation of unqualified staff, godfather culture and overall poor service-delivery. Idling and apathy in Government offices has been rife.

This study is especially focused on the problem of service delivery and seeks to explore the effects of staff rightsizing on better delivery of services. Excess staff has in the recent past translated into excess budgetary expenditure arising from staff emoluments and in social security. Pressure from the Bretton Woods Institutions (World Bank and International Monetary Fund) have necessitated that Kenya undergo Structural Adjustments as a pre-condition to receiving Aid. One of the

areas where Structural Adjustment has been highlighted is staffing levels in the civil service.

The overall objective of reduced staffing levels is to improve efficiency and effectiveness in service-delivery. In Egerton University, growth in student population in relation to the expansion in academic programmes since its inception, presented a need to increase staffing levels. Staffing levels became exceptionally high during the double in-take. This was done to buttress the increase in student population. A large number were absorbed from the now defunct University Student Accommodation Board (USAB) and middle level educational institutions that were converted into constituent campus colleges. Further growth in the near future was anticipated and more staff was employed.

However, it became apparent that a larger percentage of funds were being used to pay staff while the main objectives of the Institutions were not being achieved effectively. The Institution could not afford to pay the large workforce a decent package, supervision of the bulky workforce was a problem, idling and apathy was rife and unpaid debts have been the order of the day. It was time for change and to re- think in terms of priority.

Even after the rightsizing exercise, employees are still demotivated and the recent strike spells it in black and white. What positive change then has the rightsizing exercise achieved?

It is apparent that a large workforce does not translate into efficient and effective service-delivery; the question then is, does a leaner workforce translate into more effective and efficient service-delivery?

It is not publicly known how rightsizing has impacted on service provision in the public Institutions, given that this is a very recent phenomenon in Kenya. In an age where quality service provision is at the top of corporate agenda, it is inspiring to find out the impact of staff rightsizing on service-delivery. Our public universities have constantly undergone a lot of public scrutiny and constant prodding on the low quality services being offered thus reducing their credibility and public image. An even greater challenge has emerged now that the downsizing axe has fallen. The aim of this paper is to bring to light these issues as they actually are by focusing on one institution, namely Egerton University. The focus of this paper is on motivation of staff as a prime mover of better service-delivery.

1.5 Research questions

The questions that this study aims at answering are as follows:

1. What necessitated rightsizing in Egerton University?
2. What is the impact of rightsizing on service delivery in Egerton University?
3. What solutions are in place for the negative impact of rightsizing on service delivery (if any)?

4. What alternative income-generating activities is the university engaged in, in the face of dwindling financial assistance from the government to public institutions?

1.6 Scope of the study

This is a case study of Egerton University staff. Shortage of time and funds for the research are the factors that led to the researcher resorting to a case study. The study also focuses only on Njoro Campus while Kisii, Laikipia, and other campuses were eliminated due to the fact that Njoro Campus is host to 70 percent of staff and students. Academic staff does not feature in this study. Only Administrative and support staff forms the target population.

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This study also observes a time span as from the year 2000 to date: A comparison is made between the time just before and just after the rightsizing exercise began, that is, 2000 to 2003.

1.7 Significance of the study

A focus on Egerton University will provide an in-depth analysis of how one public Institution is coping with rightsizing phenomenon. It is a pioneer study given that rightsizing is a recent trend facing the civil service in Kenya.

The result of this study will shed more light on the subject of rightsizing from the context of Egerton University. The study will provide good reference material for students and the academic fraternity wishing to carry out similar studies. It will also provide useful information to managers in Egerton University, for drawing up sound policies for its long-term objectives. The Government of Kenya will also find the results of this study useful in drawing up policy guidelines for public institutions. Overall, it will build up on the already existing body of knowledge in the area of restructuring and organizational change employee motivation. Most literature dwells on the developed countries and as such this study will shed a lot of light on the situation in the less developed countries given the unique, cultural, economic and political background.

It is hoped that the results of this study will influence managers in public institutions to create an enabling environment for employees to work toward better service-delivery.

1.8 Definition of key terms

Below are the definitions of key terms used in this study:

1. Junior staff: All workers in Egerton University who fall within grade I – IV.
2. Senior Managers: These include Deputy Vice Chancellors, Registrars, Deans of faculties and Chairmen of departments.

3. Supervisors: These are members of staff who oversee the work of support staff. They include, senior assistant registrars, Assistant Registrars, senior administrative assistants, Administrative Assistants and section heads.
4. Rightsizing: Deliberate reduction of workforce (Grade I – IV) through retrenchment.
5. Service-delivery: The propensity of junior staff to satisfactorily execute their tasks In relation to the variables selected for the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The practice of Rightsizing became fashionable in most countries world wide right from the 1970's. Since then, astronomical wage bills have contributed to undesirable financial waste depriving other sectors of economy of the much-needed financial support.

It is not surprising that the public sector has been the main point of departure in implementing structural adjustment. The public sector is strategically placed as the single largest provider of essential services and hence the largest employer (Grosh 1991).

Looking at trends in Britain under Thatcher's government and also in the United States during Roosevelt's administration, these personalities inherited governments that had acted as social welfare providers. Such provision was deemed necessary in the United States of America as a response to economic crisis. In Britain, economic decline took a sharp turn triggered by the Arab-Israel war and the consequent oil crisis of the early nineteen seventies. Thatcher's government sought

to reduce the public sector which had become too large, thus contributing to excess expenditure (Issac – Henry, Painter and Barness 1993).

In the United States, the Roosevelt administration's major task was to curb the effects of the great depression. Federal government thus become employer, banker, consumer, "*in scales that had never been known before*" (Lewis 1977).
Before Roosevelt, social welfare was carried out through private charities. A new system evolved under the banner that *"relief was the government's obligation to the people"* (Lewis 1977). The government thus took over the responsibility of meeting people's needs.

The primary concern of permanent interventions as it was so called, was to prevent the socio-economic conditions of the nineteen thirties from occurring again. From the nineteen forties onward, the state developed a value-mix economy where private sector was expanded and the state was only to intervene when economic instability or external threat necessitated so. The move toward private sector expansion became necessary when public service began to dispose of 'astronomical budgets' as noted by Drucker (1991).

Muaruko, Tiagha and Mwaura (1999) also note that in Africa, public enterprise had bore a significant burden on government because of tax arrears in social security contributions. The same observation on the negative fiscal impact an oversize civil

service weights on the wage bill has been observed in ISPAR (1996) and World Bank (1989).

In all the above cases, crisis has preceded change, and these crises were brought about by the inability to forecast the probable effect of over-employment before implementation of the latter. This is also a pointer to poor staffing and poor personnel policies.

2.2 The inevitability of change

"The world hates change, yet it is the only thing that has brought progress" – (C.F. Kettering, 1960).

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Mathis and Jackson (1994) have described organizations as a microcosm of the society in which they exist. The problems and changes in society ultimately must be addressed by organizations of all sizes. Virtually all organizational design principles of all times were tailored to suit the needs of those specific eras in which they were initiated, right from scientific managed to human relations principles.

Much recently, globalization coupled with stiffer competition and more advanced technological know-how, has necessitated a change in the way business is done and how services are rendered. Hammer and Champy (1993) in recognizing the changes in the environment where the customer gains an upper hand, called for a re-engineering of business process in order for organizations to survive in a highly

competitive business scenario. However, Hammer and Champy's style of re-engineering has worked well in some situations and not others. The kind of radical change they prescribed by the authors seems realistic in situations of financial stability – a far cry in the African public service institutions. Nevertheless the very notion of injecting a new idea into the old way of doing things suffices to show that change is part and parcel of development and progress.

Owens (1987) in applying organizational change to educational institutions argues that an education system needs to be made compatible with the environment in order for a desirable society to be created. In Kenya, the 8-4-4 system of education was introduced to meet the needs of the day. A lot of changes in the curriculum have since been made, for example, in terms of content and subject load. Now with the entry of a new political party in power, the priorities of the new Government are also now different. If free education will be offered in the real sense of the word, then Kenyans expect to see a further all-round re-organization in the education system.

Owens (1987) observes that every organization has a life cycle from birth, growth and maturity, with different renewal needs at each stage of its existence. However, maturity becomes elusive given the persistence of change and the need for continued renewal; In other words when is an organization said to the mature? The author is not explicit on what he means by mature and what exactly constitutes maturity.

Organ and Bateman (1991) are quite optimistic about change, noting that: *"The organization both in structure and process effect compatibility with its environment otherwise it will not survive"*. Survival of the organization then depends on its ability to cope (Cole 1997). Organ and Bateman (1991), suggest that *"A total revamp of policy, practice and behavior becomes vital for organizations"*. The same authors argue that financial disturbances cause organizations to change their structure, redesign of work, introduce new technology and improve product or service quality. Financial disturbances for our case may mean the scarcity of finances, poor financial management, embezzlement of public funds or even corrupt allocation, all of which have been rampant in our public institutions.

Storey (1993) in explaining transitions and transformations, argues that patterns of change have impacted on organizational structure, culture, including *inter alia*, fewer levels, fewer job classifications, use of work teams, closer commitment to training and new dimensions on quality. This sort of scenario has crept upon our public institutions. As the world tends toward one large market place, better accountability, effectiveness and efficiency are common vocabularies resonating the pressures for change.

Blunt and Popoola (1985) in predicting the turbulent economic, social and political changes in Africa, argue that public enterprise in African countries must become

more flexible and adaptive. The authors acknowledge this notion in relation to the redesign of work in turbulent environments. "*Organizations must continue to perform its essential tasks and undertake to adapt to wider trends that affect it and its members*". Change then is inevitable and must be embraced by all categories of the economy.

Drucker (1980) observes that change is vital when the products and services of yesterday no longer function: "*A ship that spends long periods at sea needs to be cleansed of its bannacles or their drag will deprive it of speed and maneuverability. Similarly, an enterprise that has sailed in calm waters for a long time needs to cleanse itself of the products, services and ventures that only absorb resources; the products, services ventures that have become yesterday*". He prescribes for all enterprises. "*a systematic abandonment policy at all times*". He further suggests that "*increase in volume that leads to reduced productivity Is degenerative and cancerous and must be eliminated by radical surgery- fast!*".

2.3 Organizational change

"*In an age of global competition, technological innovation, turbulence, discontinuity and chaos, change is inevitable and necessary*". Armstrong (1999).

The foregoing statement suffices to show that all organizations must embrace change at whatever point in their existence. Given the pace of technological

advancement in this era, change is much more persistent. To refuse to embrace change is to be left out in the scheme of things. Organizations need to be in step with the times. Competition is stiffer and having an edge over competitors is a guiding principle.

Hammer and Champy (1993) were cognizant of this need for change in the business processes of organizations and came up with strategies of aid in the process of change. In the authors' call to change the way business is carried out, they argue that the other alternative is *"for corporate America to close its doors and go out of business."* The authors point out that the stiff competition and need to survive calls, for radical change. The crisis that necessitates "re-engineering" is that of companies that are bloated, clumsy, rigid, sluggish, non-competitive, uncreative, inefficient and disdainful of customer needs and are unprofitable. Complete overhaul is the cure according to the authors. Change is described as pervasive and persistent. Products and services are changing everyday with new innovations. According to the authors, its not only organizations that are in crisis that need overhaul in their processes but even those that are sailing on high seas. The need for research on the experience of third world countries on restructuring cannot be overstated.

According to Armstrong (1999) an effective organization is one that is keen to meet the needs of its stakeholders and adapts to change in the environment. An

awareness of the need to change is a good beginning. Armstrong has put high on the list of the change agenda, its management and outlines guidelines as follows:

1. A committed and visionary leadership from the top
2. Understanding of the organizations' culture and levers for change
3. The need for temperament and leadership skills appropriate to the circumstances of the organization and its change strategies.
4. Developing a learning organization
5. Commitment to change by people who help to create it
6. Record system should encourage innovation and recognize success in achieving change.
7. Failures should be expected and learned from
8. Hard evidence and data on the need for change are the most powerful tools for achievement. How to satisfy it is the real issue.
9. The need for change-agent or champions of change. Hammer and Champy are highly cognizant of the need for re-engineering czar, one who is knowledgeable/experienced in change management. It is apparent from experience that change should not occur in a vacuum. A statement of purpose is necessary and an organized way of seeing the process carried out its successful completion.

Ulrich (1977) has identified key success factors that make change successful as follows: The need for a leader in initiating change, the need to make stakeholders understand the need for change, shaping a vision (what will it look like once

done?), the need to mobilize commitment by all stakeholders and players, institutionalizing the change, monitoring progress and making it last through follow-ups.

One thing is clear, there needs to be an organized way of bringing about change. Success may not be realized soon, hence the need for commitment and steadfastness from leaders. There has to be a systematized programme to follow and a well-documented guideline.

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People do not always readily accept change. This is because of the fear of the unknown and also due to the fact that people get used to the old way of doing things for too long. When change becomes inevitable, often resistance is built. Rigid organizations do not readily accept change unlike flexible ones. The public service in Africa has been rigid for too long and it took pressure from donor countries to initiate change, under the motto of 'no change no lending'. Change should be part and parcel of a learning organization-something that is built into the system so that people are always in a state of preparedness.

According to Bateman and Zeithanal (1993) change needs to be constructive for any success to be achieved. The authors identify five steps in change-management:

1. An assessment of the current state of the organization.
2. A vision for the future must be stated
3. All members of the organization need to be informed

4. Ways of putting into action (implementation) are designed with the help of a taskforce.
5. Evaluation is necessary and should be an on-going process.

The authors continue to note that a change master should be pointed out. He needs to be a person experienced in managing change. The vision acts as a guideline for change. Questions that need to be sited include, why change? How will it occur? Who will be affected?

Change does not occur in a vacuum. Certain procedures must be followed and each stage-managed well. Conflict must be expected at any time in the process and should not be seen as a stumbling block, but as a stepping-stone to greater heights. The importance of a leader in the management of change cannot be over-emphasized. Commitment and innovations is required for change to be smooth and beneficial (Carrtin, 1999).

2.4 Structural adjustment in Africa

The main objective of Structural Adjustment Programmes are as follows:

1. Streamlining the public sector
2. Promoting greater efficiency in resource allocation
3. Eliminate capital flight
4. Toward a market driven economy

Structural Adjustment Programmes were introduced in Africa in the late nineteen seventies in order to help restore developing countries economies after the oil crisis to revive their economic growth through effective utilization.

The public sector in Africa is the custodian of service provision. A lot of critiques have been meted upon its performance, for example Hyden (1983) is highly critical of what he calls the 'soft state in Africa referring to it as an "*antithesis of the type of economic efficiency necessary for growth and development*". In so saying, Hyden observes that the public sector has extended its tentacles far beyond the limits required, resulting in catastrophic consequences we are now witnessing.

World Bank (1981) identifies three sets of factors that explain Africa's economic crisis:

1. Structural factors: Historical, geographical, political, and climatic factors. Ravenhill (1986) suggests that most African states began their independence with severe handicaps, namely
    - Scarcity of educated, trained and experienced manpower
    - Lack of knowledge of the resource base
    - An ethically diverse population necessitated an emphasis on political integration rather than economic growth
    - Need to adapt inherited institutions to suit local conditions

- Tropical climate posing challenges on soil conversation, disease and pest control
- Size of African states posed a problem of costs in physical infrastructure construction and maintenance.

2. External Factors: The oil and food price shocks of the early seventies cause financial strain.
3. Domestic policy: Deficiencies underscoring an over-valued exchange rates, poor agricultural policies and excessive public sector role in the economy.

The above factors are over-generalized. There is need to find out what factors necessitated wage on the institutional micro-perspective.

World Bank (1981) further states that before Structural Adjustment, there was worldwide adjustment to crisis in the nineteen seventies due to the oil shocks. Structural adjustment took over in the wake of the need to correct policies and practices of post-economic management. Structural Adjustment meant wholesale reform in developing countries under conditional programmes agreed with international and bilateral institutions. In UNDP (1994), a slightly different view is taken suggesting that there has been a great deal to correct in the economies of the less developed countries ranging from external and domestic debts and deficits, inflation, low levels of savings and investments, food shortages, stagnant growth and structural transformation. The key source of trouble is noted as the role of government, which directly intervenes in the economy.

Ravehill (1986) and UNDP (1994) both agree that the background to structural adjustment were both development-related and also donor related. Successive World Bank reports (2001, 1984) and even the Organization of African Union's Lagos Plan of Action (LPA) of April 1980 recognize that change was needed. Initially aid came in the form of projects. This became unfiscaeable with recession and incapacity. According to World Bank (1989) there seemed to lie a stronger macroeconomic case for programme lending due to the gravity of the economic situation in Africa. Structural adjustment was broader – helping ailing economies to get back t their feet. Evidence shows that the aid in the form of technical assistance had performed dismally in the past.

Waigucho, Tiagha and Mwaura (1999) observe that public institutions have weighed a significant burden on government in terms of indirect support. The problem was wide spread in African countries and change was required in order to save on the scarce resources.

World Bank (1989) notes that in sub-Saharan countries like Central African Republic, Gambia Ghana and Guinea, the Civil Service expanded very fast after independence. Previously this served in the past as welfare programmes in a period of economic decline. Salary bills absorbed a very large part of government revenue in all these countries as follows:

Guinea

By 1986, 75,000 Civil Servants accounted for 50% of current expenditure

Gambia

The Civil Service doubled between 1974 and 1984

Ghana

The Civil Service increased five times the growth of the labour market.

Central African Republic

The Civil Service absorbed 63% of current revenues in wage bill (World Bank, 1989).

In Niger it has been estimated that the Civil Service had grown at 42,000 in 1995, the equivalent of five (5) Civil Servants per 1000 of the population. Following the collapse in world uranium prices between 1989 to 1995, the Civil Service has grown to 70% in Niger and continued to rise by 7.9% per year (ISPAR August, 1996).

The staggering growth of the Civil service is attributed to the tendency to use the Civil service as the employer of the last resort. This trend can be backdated to the time of independence. There was need at the time to expand provision of social services to promote much needed growth. In Kenya the situation is not much different. Like all other African countries the public service had since independence grown to unmanageable levels. The public service has become

bloated and the rendering of services poor and in efficient. Personnel employed have risen from 60,300 in 1967 to 227,000 in 1990 (ILO Nov 1999).

In order to increase revenue and improve performance and efficiency, Civil service reform was initiated in May 1992 in Kenya. The Sessional Paper no. 2 of 1996 on industrial transformation to the year 2020, notes that civil service reduction was vital to reduce the wage bill to sustainable levels. The need to rationalize and reform the civil service as per the DPM report of July 2001 was necessitated by the limited financial resources vis-à-vis the need to step up efficiency.

In the budget speech of 1989/99 fiscal years, the need to achieve high economic growth through pursuit of fiscal and monetary policies is underscored. It was noted hitherto that the inflated public sector could not meet the desired high economic growth and that downsizing was in accordance with changed roles and focus on core functions (Republic of Kenya, 1991). Corruption, nepotism, negligence has further inhibited better service provision. For example when we have the wrong people (in terms of merit) holding key positions, services cannot be delivered effectively of efficiently because such persons lack the knowledge ad qualifications necessary for those jobs. To embrace change is one thing, but to implement it to fit a given context for positive result to be seen is a totally different aspect. Structural Adjustment was a good idea, but it is the mandate of managers in various capabilities to pursue policy with caution and fact.

2.5 Justification for structural adjustment programmes

"The harsh truth is that sub-Saharan Africa today faces a crisis of unprecedented proportions. The physical environment is deteriorating; per capital production of food grains is falling; population growth rtes are the highest in the world and rising; National economies are in disarray" (McNamara, 1985).

The foregoing statement suffices to show the terrible state in which third world economies were. This was the situation as it was in the eighties and the crisis is worse now. The institutions that were inherited from the colonialist at independence needed to be expanded to meet the economic and social needs that were eminent at the time.

Africa's economic crisis has been explained from various points. In general the crisis is a result of a combination of factors as noted by Cheru (1989) as economic and fiscal:

1. The oil crisis of the 70's
2. World economic recession
3. Steep rise in international interest rates
4. Deteriorating terms of trade for raw materials
5. Expansion of public expenditure on non-income generating activities.

Blame has also been laid on donor countries agencies development strategies that have led to heavy debts by African countries (Cheru 1989 and Grosh, 1991). In the past, heavy emphasis was laid for African countries to apply export – led development strategies. Critiques say that cash-crop production was accelerated to enhance this notion at the expense of the peasant farmer, thus aggravating poverty. Drought, famine, and civil strife have also promoted slow economic growth in Africa.

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Two documents are of importance when analyzing the debates that have been put up to explain the need for SAP's. The Berg Report initiated by World Bank in 1981 and the OAU's Lagos Plan of Action (LPA). The Berg Report emphasizes export – led growth while the LPA calls for economic – self-reliance, regional integration and partial disengagement from the west's unequal terms of trade (Cheru 1989). The Lagos Plan of Action remained just document and none of its proposals were ever put to action. Export – led production took roots as per the Berg report. In 1980, structural adjustment became part of World Bank (WB) and International Monetary Fund (IMF) programmes as spelt out in the World Bank 1981 report.

"In fiscal 1980 the Executive Directory approved the initiation of Structural Adjustment lending, designed to support major changes in policies and institutions of developing countries that would reduce their current account deficits to more

manageable proportions in the medium term while maintaining feasible development effort.

A definite gap exists on restructuring as is being carried our in specific institutions within the public service.

2.6 Restructuring the public sector in Iceland

Since 1991, the policy in Iceland's government has been to shrink the public sector and to expand the private sector. State companies have since sold to the private sector and so far. Experience has proved these agencies perform better than they were under the government. Managers of these agencies have greater authority in running them with little involvement of government. Room has been given for healthy competition under the influence of market forces with as little interference from the government as possible.

The passing of 2 acts was beneficial in bringing about greater accountability of the government to the people, namely the Administrative Procedure Act and Information Act. Yet another act, the 1996 Civil Service Act ensures the streamlining of terms of work for public employees closer to that of the private sector, for example, security of tenure no longer applies for public employees. The emolument structure is also being moved away from being age and seniority-based

to that of being performance and ability oriented. Other strategies that have been introduced in the Civil Service include:

- Performance – management targets
- Service contracts
- Surveillance system to activities of agencies

From the above there is nothing we can discern about the size of the workforce after restructuring. The literature does not dwell on the problem of human resource during and after the restructuring. There is a definite gap in the issue of workforce and implications on service provision when change is made.

However, restructuring has proved beneficial to the country and can be transferred to the restructuring of our public institutions. Lack of accountability, concentration of power on individuals and high-headedness has been a bottleneck to our public institutions' management.

Given that funding from the government to the public institutions is now minimal, these institutions are now being given autonomy in seeking other sources of funding. Our public universities are currently engaged in various economic activities with the most popular being the parallel degree programmes and distant learning facilities. Egerton University has been slow in adopting these strategies. The needs of stakeholders cannot be assumed, they need to be sought. Egerton University started as an Agricultural college and the need for such an institution

was justified at the time. The first ex-world war II British service men required training in agriculture prior to settling in the Kenyan highlands. Agriculturally potential land was lying in wait for farming and in large quantities. After independence, there was dire need to train the local people on the skills of farming after the Europeans left, so they could carry on what was left to them. Despite agriculture being the backbone of Kenya's economy, service -oriented courses are increasingly taking center- stage. Some of the courses offered are not fit to prepare students for the corporate world. There is need to keep products and services market-fresh and as such a call for innovativeness and dedication to such a venture. Service-industry is fast expanding and courses need to reflect such changes. The process of restructuring is still in its early stages at Egerton University. This paper aims at bringing out clearly the problems being realized, how they are being tackled and possibly give ideas on how to solve these problems.

An organization is made of people, without whom there is no organization. They are the means through which services and products are given. Any conditions in the environment that affect staff members in any organization must be addressed.

2.7 Restructuring the United State's department of state

Willam J. Crocket's experience of championing change in the U.S. Department of state came to him as a stern directive, with no guidance, goals or directions given to him but was expected to deliver positive results. The problem cited that

necessitated change was excessive bureaucracy and the resultant poor service-delivery. There was an urgent need to reduce ranks in the department and hence shorten the organizational structure. Various sections had overlapping functions resulting in conflict, competition, secrecy and jealousy among the rank and file concerned(Berg, D and Marvis, P. 1977).The system produced a caste system which gave value to title and rank but no recognition for human worth or ability, resulting in a big rift in interpersonal relations.

The strategy that was put in place to initiate change did work in the long run but the use of authoritarian leadership in bringing about change was a major drawback in realizing long-term positive effects. This style of leadership generated hostility, suspicion and defensiveness among staff. It was realized that a people-friendly way of bringing about change was necessary.

A new strategy was developed that incorporated Donald McGregor's 'Theory Y' style of management. Consortiums of experts in various fields from within the organization and in collaboration with external experts were engaged in order to initiate change: the importance of working with people and not against people was brought to the fore. It was also realized that the attitude of staff had an impact on the long-term effects of change. A combination of various factors were put in place in order to change the negative attitude of staff members toward change:

- Training managers in order to change their orientation to match that of the changing environment. This was done by means of taking them to seminars while others were taken for courses overseas.
- Team-building sessions where staff members interacted with each other at various levels
- Internal change agents (consultants) from the Action for Organization Development (ACORD) , were made available on a full time basis.
- Management by objectives strategy was instituted whereby managers of sections were given autonomy in setting objectives, targets and in making evaluations.
- Structure was changed along with a change in workflow, decision-making and a system's approach was utilized where promotion procedures, compensation, inter-linkage between parts, information flow were all reorganized.
- Action-oriented research was carried out in conjunction with the new change programme.

The overall impact of this strategy was as follows:

1. Speed and flexibility in work
2. Enthusiasm of staff
3. Removal of bureaucratic red tape
4. Managerial autonomy in decision- making
5. Efficiency in communication

6. Job motivation (as viewed by managers)

7. Initiation of a spirit of innovativeness and experimentation

In comparing this strategy of change to that coined by Hammer and Champy (1993), this change strategy was gradual and came as a result of a response to crisis, while Hammers and Champy advocated for radical change. The kind of restructuring being experienced in Kenyan public service is a response to crisis. For good results to be realized, a lot of feasibility studies need to be done to establish what is relevant in this context. This study is basically exploratory and is to form a cushion against which further research into the various broad areas of human resource management can be conducted.

2.8 The consequences of restructuring

Most of the available literature on the subject of restructuring mainly focuses on the developed countries. Durkheim (1993) talks of the causes and consequences of the Division of Labour in society. His analysis is based on a time period when the industrial revolution had just taken root. The division of labour at the time of Durkheim's writing was at its initial stages and its profound consequences and effects are much more complex in the current world system.

Marx (1976) observes that the alienation of workers from their labour arose from the fact that workers did not feel part of the work. The bourgeoisie of the day benefited most from the proceeds of the business, while the workers were heavily

exploited. In the modern world today, experts continue to try and curb this alienation through such inputs as work teams, career development, participation of workers in decision-making, bonuses and/or profit sharing, improvement of quality of work life, welfare provisions, benefits and other endeavors that make employees feel part and parcel of the organization. Public organizations in Kenya and Africa at large have a long way to go in terms of motivating workers, in relation to the above-mentioned aspects. A definite gap exists in the public service especially now that opportunity for change has knocked on the doors of these institutions.

Aina (1997) is mainly preoccupied in his writing with the effects of liberalization or social policy making and social change. His variables of specialization are gender, class ethnicity, race, age and power. He acknowledges difficulty in generalizing impacts and effects of economic restructuring in Africa: "*Given the extensive nature of what constitutes Africa, this multiplicity of changes occurs in different ways for different economies and different agents within them. It is therefore not possible to pose a general explanation or a homogeneity of impacts and effects*". This statement re-affirms the need to carry out studies on specific cases in order to bring out the impacts and effects. Aina gives general examples of effects of economic restructuring as affecting the nature of labour markets, and livelihood strategies, composition of households and relations within, the nature of governance and politics relations between the state and society and the state economy in provision of social services, regulations and commitment to intervene. These are not expanded upon and offer little information.

Brodie (1994) in Aina (1997) identifies 5 negative consequence of globalization as impacted on women.

1. Feminization of poverty
2. Increased burden or women, who have become shock absorbers
3. Welfare cuts on women since large areas of provision of unpaid social services is shifted to them
4. A drop in gains for gender equality struggles
5. Reduced employment and worsening working conditions

The above factors are not exhausted and focus only on the gender aspect. Rightsizing has a major jolt on how employees view their organization (Mathis and Jackson, 1994). The authors identify such reactions as bitterness, rage disbelief and shock. For the survivors, the paternalistic nature and image of the firm as a lifetime employer goes forever. In the case for the civil service, the downsizing axe has brought with it the exit of the idea of security of tenure. Nobody is immune to losing his/her job. Golden handshakes have been incorporated into the civil service in order to reduce manpower.

According to Mathis and Jackson (1994) most studies have shown that rightsizing has a negative effect on quality, productivity and morale. However for rightsizing to have been effected in such a large scale in the Kenyan republic service quality and productivity were in question. The idea behind rightsizing is to reverse this

trend. The focus of this study is to establish the effects as they are at Egerton University and to find out what is being done about the effects as far as service provision in connected. A wide variety of literature on globalization mentions such consequences as spread of diseases, increased poverty, increased unemployment, and increased crime among others. Positive consequences include transfer of technology, reductions of time and space limitations, and so on. Existing information is too general.

2.9 Privatization, contracting-out and commercialization

Experience in developed countries has shown that certain activities provided by the government and better managed under privatization. In Iceland, Britain, United States, many government agencies have been privatized and are performing much better.

These agencies are given greater autonomy in running their affairs with no interference by the government. In Kenya, the idea of privatization is still not implemented yet. The new government has taken the first step by mentioning that the public Universities are to be made autonomous and to run their affairs as they deem fit.

The government has in the past grown substantially because of engaging in activities far beyond its means in terms of effective and efficient service-delivery. Core functions are to be left to central government and certain agencies privatized. Privatization in Kenya civil service is far from beginning. Appointments of governing councils and managers are still being done through the government leaving a lot to be desired in achieving autonomy of these institutions.

Due to shortage of staff, public institutions are currently involved in contracting-out or hiring services. Whether or not this alternative is cheaper is a matter for further research. Public universities are also engaged in commercial activities to boost their financial base. Parallel degree programmes are offered at all the public universities and these have become very popular among the public. The income generated from these programmes have been proved substantial especially for Kenyatta University, University of Nairobi and Jomo Kenyatta University. This is because these institutions are situated at the capital city, where population is very high, people are well informed and due to competition at the work place, people are more than eager to study and get higher degrees. Distant learning opportunities are also offered at the public universities.

Egerton University has for long engaged in the sale of yoghurt from its mini-manufacturing plant at the Njoro Campus. The Nakuru town campus was recently opened up to capture the urban population. Distant learning facilities were also initiated recently. The university 3-star hotel, the Agriculture Resource Centre

(ARC) is also a source of income for the institution. Organizations must survive, and delivery of essential services must continue despite disturbances in the environment.

2.10 Theoretical framework

This study shall focus on Donald McGregor's "theory Y". This theory, as advocated by McGregor recognizes that the development of individuals in an organization is a function of providing an organizational climate that is conducive to growth. McGregor terms Theory X managers as those who see employees as lazy and have to be pushed to work. He termed as Theory Y managers who believe in creating such conditions that members of the organization can achieve their goals by best directing their efforts toward making the organization successful. According Truelove (1995), the organization can provide an atmosphere for people to achieve their best, side by side with the employee striving to achieve his or her own initiative.

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Theory Y negates the principals of theory X that visualizes human beings as being basically lazy and need to be coursed in order to perform effectively. In contrast, theory Y advocates that with the right attitude toward employees and the provision of a good atmosphere for work, human beings can be motivated to enjoy work and to produce effectively.

Viewed in relation to the restructuring phenomenon, the people who form the organization and intricately the subject matter in the well being of the organization. The prime deliverer of service is the employee of the organization and hence this is the aspect of the organization that needs to be targeted for the realization of effective change.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter basically deals with site selection, description, sampling procedure, and method of data collection.

3.1 Site Selection and Description

Egerton University was purposively selected due to the fact that staff rightsizing was done in the institution. A case study provides in –depth analysis of the situation as it was within a specific organization.

Egerton University main campus is located 180 kilometres North-west of Nairobi and 30 kilometres from Nakuru on a 445-hectare piece of land donated by the late Lord Maurice Egerton of Tatton. Situated at an altitude of about 2,250 metres above sea level, it boasts a unique microclimate with ample rainfall.

3.2 Study Population

The study population was Egerton University staff in ten departments that were purposively selected for the study.

3.3 Sampling Procedure

Ten departments were randomly selected in the university on the basis of having had ten or more members of staff retrenched. A sampling frame was provided showing total number of support staff and supervisory staff from each department. From each Department 30% were randomly selected for the study, as shown in Table 3.3.

Table 3.3 Sampling Procedure

	Department	Total number retrenched	Total number remaining staff	30% of remaining staff
1	Estates	61	90	27
2	Medical	42	11	3
3	Security	36	65	19
4	Halls	28	88	26
5	Purchasing and supplies	18	21	6
6	Catering	17	92	27
7	Transport	15	53	15
8	Finance	13	18	5
9	Agronomy	12	2	1
10	Horticulture	12	7	2
	Total	**254**	**447**	**134**

Source: Departmental head counts done by researcher

Key informants were selected from junior staff, supervisory staff and senior managers (three strata) through stratified sampling. Those who have served for more than 10 years in the institution were selected by virtue of being more informed about the changes occurring in the institution. Five key informants from each category were interviewed.

3.4 Unit of Analysis

As shown by Baker (1994), the unit of analysis are the elements about which the researcher seeks to make generalizations. The unit of analysis for this study is the staff of Egerton University at the junior, supervisory and managerial level.

3.5 Method of Data Collection

Both primary and secondary data was used.

Secondary Data

Secondary data was obtained through desk-top research.

Primary Data

a) Unstructured interviews:

- Key informants:
  - Junior staff with more than 10 years service
  - Supervisors with more than 10 years service
  - Senior staff with more than 10 years service

b) Questionnaire: The questionnaire was self-administered for junior staff and supervisors. The questions were both close-ended and open-ended.

3.6 Variables

The independent variable was staff rightsizing through retrenchment, while the dependent variable is service-delivery and the perceived change. The following form the measures for service-delivery in this study:

- Training and development of staff members: In this study, this is taken to mean additional knowledge acquired by members of staff since being employed at Egerton University through formal training, evidenced through diploma, degree and other certificates.
- Supervision of members of staff: In this study, this is taken to mean the constant observation and follow-up of the progress of the work assigned to support staff, by their supervisors.
- Rest periods: Taken to mean time to relax briefly in between working hours.
- Overtime work: taken to mean performing job-related tasks after working hours
- Task completion: Ability to complete job-related tasks within the institution's specification of working hours.
- Workload: Amount of work assigned to workers, for example, cleaning, messengerial, secretarial and clerical.

- Provision of tools necessary to perform tasks.
- Remuneration: Compensation in the form of monthly salary.
- Punctuality: Taken to mean arriving at the work place on scheduled time
- Absenteeism: Failure to report at the workplace without informing respective supervisors.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter deals with the analysis of both quantitative and qualitative data. Part I of the chapter will show analysis of quantitative data in tabulated form, showing frequencies and percentages of the perception of respondents on different aspects of service delivery.

4.1 Age of respondents

Table 1 shows that 52.1 % of the respondents were in the age bracket of 36 – 45 years (see table 1). 20.5 % of the staff members will be expected to leave employment within 9 years by normal retirement age of 55 years. 79.6 % of staff members will be retained by the institution longer given their age bracket, if they do not leave through natural attrition. The rightsizing exercise took cognizance of the need to retain staff members who can serve longer before retiring at the age of 55 years. The younger workers were more of an asset in that, with the implementation of a training programme, the knowledge acquired by the employees will be useful to the organization for longer, as opposed to training an employee who is soon due for retirement.

Table 1: Respondents by age

Age	Number	Percent
Under 25	0	0.0
26-35years	20	27.4
36-45years	38	52.1
46-55years	15	20.5
TOTAL	**73**	**100.0**

4.2 Understanding of rightsizing

Table 2 shows that 80.3% of the respondents viewed rightsizing as being reduction of workforce. None of the respondents viewed rightsizing as giving of golden handshake. Only 2.8% of the respondents understood rightsizing as early retirement, while 12.7% of the respondents viewed rightsizing as a combination of all the factors specified. A majority 80.3% of the respondents were aware that there was a need to reduce the workforce in the institution. Members of staff had varied opinion as to why rightsizing was done, as such, they did not understand why the exercise was necessary. Majority felt that rightsizing was not necessary, had a negative attitude, and saw no positive justification other than increasing the population of jobless Kenyans and lowering the efficacy of the bigger problem of poverty reduction.

Table 2: Distribution of respondents according to how they understood "right-sizing" to mean

Attitude	Number	Percent
Golden handshake	0	. 0
Termination of Service	3	4.2
Reduction of Workforce	57	80.3
Early retirement	2	2.8
All of the above	9	12.7
Total	**71**	**100**

4.3 Why rightsizing was necessary

The respondents had varied opinion as to why the rightsizing exercise was necessary. This shows that members of staff did not understand why rightsizing was necessary. According to support staff, rightsizing was not necessary because the promises that were made about salary increments and improving conditions of service had not been implemented. They felt cheated about having to do extra tasks with the same salary as before. The supervisors argued that if rightsizing was supposed to yield better delivery, it had failed to live up to its objectives.

Table 3: Distribution of respondents according to why rightsizing was necessary

Item	Number	Percent
As a result of government directives	17	23.9
There is no money to pay staff	15	21.2
There are more staff Then are required	23	32.4
All of the above	16	22.5
Total	**71**	**100.0**

4.4 Years of service at Egerton University

Majority of the respondents, that is, 78% had worked in Egerton University for over 10 years (see table 3). The criteria for retrenchment took cognizance of the years of experience of members of staff. Those who had worked longer were retained. This was a positive aspect in terms of service-delivery in that the experience of workers through length of service, added value to their performance and was therefore an asset to the university. A total of 52% of the workers were in the age bracket of between 36 to 45 years (see table 1). A much lesser percentage were in the age bracket of between 46-55 year, that is, 20.5% as showed in table 1. This shows that length of service was not related to the age of the workers given that 73% of the workers have been in the institution for over 10 years.

Table 4: Years of service at Egerton University

Yrs of service	Number	Percent
5yrs and below	4	5.4
6-9 yrs	16	21.6
Over 10 yrs	54	73.0
Total	74	100.0

4.5 Level of education

There were very few degree holders even among administrative staff. Only 12.2% of the staff members were degree holders as shown in table 4. This had impeded

service delivery, given that competition is stiff and the population of learned Kenyans is ever-increasing in a bid for job seekers to have an edge over other competitors in the job market. In the 21st century, change has been more pervasive and the need for constant renewal is ever increasing. The respondents argued that much as they wish to pursue higher diplomas, degrees, scholarships were too few and majority could not afford to sponsor themselves.

Table 5: Distribution of respondents by level of education

Level of education	Number	Percent
Primary	6	8.1
Secondary School	32	43.2
Certificate	14	18.9
Diploma	13	17.6
Degree	9	12.2
Total	**74**	**100.0**

4.6 Training of respondents since employment

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Administrative and support staff who had received some form of training since employment at Egerton University had done so through their own initiative. Close to half of the members of staff, that is 14.9 % (see table 5), had never attended any form of training since being employed. The training that the employees received prior to being employed over 10 years ago was not enough to put the institution as a whole on a competitive edge. Drucker (1980) acknowledged that yesterday's way of doing things need to change in order for organizations to renew themselves and remain afloat. The institution appears not to have had a policy on training and

development of administrative and support staff as opposed to teaching staff. The importance of the need for training for the two categories of staff has been down played and had been a negative factor in better service delivery. The old way of doing things had prevailed among this category of staff since very little new knowledge was being introduced to the organization. Lack of a training policy for this category of staff was an impediment toward better service-delivery since renewal of knowledge has stagnated. A training policy when effectively implemented will lift the standards of service delivery in that, new knowledge is injected into the organization. Training in information technology is of due importance in a situation where rightsizing has occurred. Hammer and Champy (1993) refer to technology as an effective enabler in change implementation, for example, once employees are trained in computer applications, progress of work can be expedited and the stress of workload reduced. In terms of training of employees and by extension, keeping in pace with new knowledge as a global trend., the rightsizing exercise has brought no change.

Table 6: Distribution according to sponsor of training

Sponsor	Number	Percent
Employer	10	13.5
Self-sponsored	25	33.8
External scholarship	8	10.8
Not attended any training	31	41.9
Total	**74**	**100.0**

4.7 Supervision

Table 6 shows that there was a slight decrease in supervision for those who are always supervised, while for those who were occasionally being supervised there was a slight increase (13.6%). The percentage of those who were always supervised accounted for nearly half the number of workers (see table 7). Given that workers were assigned new tasks, at this stage close supervision was still necessary: workers were unfamiliar with some of the tasks they had been assigned and this showed that they needed assistance most of the time. Rightsizing in Egerton University brought with it internal re-organizations in departments. The propensity of workers to perform their tasks more effectively and efficiently had been enhanced by better supervision on new tasks.

Table 7: Distribution according to felt change in supervision

Frequency of supervision	Before right sizing		After right sizing	
	Number	Percent	Number	Percent
Always	33	44.6	30	40.5
Occasionally	28	37.8	38	51.4
Never	10	13.5	6	8.1
No response	3	14.1	0	0
TOTAL	**74**	**100.0**	**74**	**100.0**

4.8 Felt change in rest periods

More employees than before, that is 74.7% after rightsizing compared to 44.6% before rightsizing, did not find time to rest during working hours (see table 8). Majority complained of fatigue and inability to deliver quality service due to the physical impact of too much work. Work may have been completed but the quality was low and this translated into poor service. Reducing the workforce had increased the workload to the remaining workers. More effort had to be expended in order to complete tasks, translating into a fatigued workforce. This coupled with lack of compensation for the extra hours worked and lack of encouragement from supervisors lead to low morale among the workers.

Table 8: Distribution of respondents according to felt change in rest periods

Frequency of Rest periods	Before rightsizing		After rightsizing	
	Number	Percent	Number	Percent
Always	0	0	0	0
Occasionally	38	51.4	17	23
Never	33	44.6	56	74.7
Unanswered questions	3	4.0	1	1.3
Total	**74**	**100.0**	**74**	**100.0**

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Unanswered questions	3	4.0	1	1.3
Total	**74**	**100.0**	**74**	**100.0**

4.9 Felt change in overtime work

There is an increase in overtime work by 24.3 % after rightsizing for those who always worked overtime when comparing the two time periods (see table 9). This means that employees worked extra hours. Given the complaint in fatigue and illness, and lack of compensation, service-delivery was poor. Given the increase in workload, workers were unable to complete their tasks within the specified working hours. Complaints had been brought forth regarding lack of compensation for the extra hours worked and employees felt that they were doing the organization a favor at their own expense. Tasks took longer to be completed resulting in delayed output and as such service-delivery had deteriorated.

Right sizing had not translated into any positive for the workers in terms of having to work extra hours. Rightsizing had reduced their leisure time and terms of service had not changed. The workers felt they were sacrificing time for their families with no better gains. In this light, rightsizing had reduced the quality of their working life through long hours of work overload and ill health.

Table 9: Distribution of respondents according to felt change in overtime

Frequency of Overtime	Before rightsizing		After rightsizing	
	Number	Percent	Number	Percent
Always	9	12.2	27	36.5
Occasionally	51	68.9	39	52.7
Never	14	18.9	8	10.8
TOTAL	**74**	**100.0**	**74**	**100.0**

4.10 Felt change in teamwork

Rightsizing exercise did not improve teamwork due to the fact that teamwork dropped by 14.8%. Given that workers are fewer after rightsizing and that workload had increased, teamwork should have been enhanced for better service delivery yet the opposite has happened. This means that employees were performing their tasks individually rather than collectively as compared to before rightsizing. In this light, the propensity of employees to carry out their tasks efficiently and effectively had reduced. Additional and unfamiliar tasks, coupled with a situation of working independently of one's colleagues was detrimental to goal achievement because the employee spent more time trying to understand the new tasks other than carrying out the task itself. Service-delivery had been compromised through delayed output.

Table 10: Distribution according to felt change in teamwork

Teamwork	Before rightsizing		After rightsizing	
	Number	Percent	Number	Percent
Always	57	77.0	46	62.2
Occasionally	12	16.2	23	31.1
Never	3	4.1	5	6.7
No response	2	2.7	0	0
TOTAL	74	100.0	74	100.0

4.11 Task Completion

The percentage of respondents who always completed their tasks before rightsizing dropped from 48.6% after rightsizing (see table 11). This can be explained in terms of increased tasks to employees. Those who were occasionally able to complete their tasks rose from 49.6% to 62.2% after rightsizing. Those who were never able to complete their tasks before rightsizing were 6.8%. The rightsizing exercise made workers keener in their work. The fear of being retrenched had put pressure on workers to complete their tasks despite the increased workload. In reference to over time (See Table 8 on overtime), the relationship between task completion and overtime work is such that the workers on their own saw it fit to work overtime in order to complete their tasks.

Before rightsizing, the percentage of those who did not always complete their tasks was exceptionally high, accounting for 51.4% of the workers: this explains the idling and laxity that was rife before rightsizing. The percentage of those who could occasionally complete their tasks increased by 17.6%. In terms of task-completion, service-delivery had improved.

Table 11: Distribution according to felt change in task completion

Task completion	Before rightsizing		After rightsizing	
	Number	Percent	Number	Percent
Always	36	48.6	28	37.8
Occasionally	33	44.6	46	62.2
Never	5	6.8	0	0
TOTAL	74	100.0	74	100.0

4.12 Felt change in workload

Workload has increased by 74.3% for those who felt the change was heavy. In comparison to task completion (see table 12), those who were able to complete their tasks dropped by 10.8%. In conclusion, the workers could not cope with the increased workload given the evidence in delayed output and physical manifestations such as fatigue and illness. Rightsizing had led to worse service-delivery in terms of increased workload and inability of workers to cope, delayed output and physical manifestations such as fatigue and illness.

Table 12: Distribution according to change in workload

State of service-delivery	Before right-sizing		After rightsizing	
Felt workload	Number	Percent	Number	Percent
Light	12	16.2	0	0
Moderate	55	74.3	12	16.2
Heavy	7	9.5	62	83.8
Total	74	100.0	74	100.0

4.13 Felt change in provision of tools for work to members of staff

Provision of the necessary tools for work had never been more [illegible] percentage of respondents who felt the tools for work was [illegible] 52.7% to 33.7% as shown in table 13). However those who felt [illegible] tools has not been enough rose from 47.3% to 66.3% after [illegible] observation is interesting but can be explained in terms of the fact [illegible] staff in purchasing department were all sent on compulsory leave [illegible] directive and re-adjustment has been a problem. Procurement [illegible] being re-organized.

The employees were not being supplied with tools for work adequately [illegible] between the time before rightsizing and after rightsizing was extremely [illegible] given that provision of tools for work decreased by 19.0%. Work [illegible] efficiently if the tools necessary for task performance are not available [illegible] accounts for the 62.3 % who were not able to "always" complete tasks [illegible] the rightsizing exercise (see table 13). Work was left pending for [illegible] translated into delayed output. In year 2002, support staff [illegible] demonstration against lack of materials necessary to perform [illegible] demonstration occurred after the rightsizing exercise had already been [illegible] Service delivery had deteriorated due to delayed output. In this [illegible] had led to delayed output due to a lag in procurement procedures [illegible]

[illegible] by the fact that the [illegible]

[illegible] in terms of staff reduction.

Table 13: Provision of tools for work

Provision	Before Rightsizing		After Rightsizing	
	Number	Percent	Number	Percent
More than enough	6	[illegible]	[illegible]	[illegible]
Enough	34	[illegible]	[illegible]	[illegible]
Not enough	35	[illegible]	[illegible]	[illegible]
	74	100.0	[illegible]	[illegible]

4.14 Remuneration changes for employees

There had been no change for remuneration [illegible]

[illegible] in Table 13. Pay seemed to be a [illegible]

[illegible] had demoralized the workers [illegible]

[illegible] allowances once rightsizing was [illegible]

[illegible] felt cheated and blame was [illegible]

[illegible] felt that they were doing the [illegible]

[illegible] with no improved pay or benefits. [illegible]

[illegible] better had been reduced by [illegible]

[illegible] been earlier promised. The rightsizing [illegible]

[illegible] levels into better pay for workers.

Table 14: Distribution according to change in remuneration

Perception on remuneration	Number	Percent	Number	Percent
More than enough	-	-	-	-
Enough	-	-	-	-
Not enough	74	100	74	100
Total	**74**	**100.0**	**74**	**100.0**

4.15 Effort put in work

The percentage of staff members who felt they were overworking increased by 29.8% after rightsizing. Overworking translated into fatigue, illness and frequent sick-offs. Workers complained of body aches and pains and inability to sustain quality output. The situation had deteriorated after rightsizing leading to worsened service-delivery.

Table 15: Distribution according to felt change in effort put in work

	Before rightsizing		After Rightsizing	
Overworking	Number	Percent	Number	Percent
Yes	20	27	42	56.8
No	54	73	32	43.2
Total	**74**	**100.0**	**74**	**100.0**

stagnated service delivery. Rightsizing had not led to an improvement in absenteeism. In this sense the exercise did not deliver its objective of better service delivery.

Table 16: Absenteeism

	Before rightsizing		After rightsizing	
Absenteeism	**Number**	**Percent**	**Number**	**Percent**
Always	-		-	
Occasionally	16	47.1	16	47.1
Never	18	52.9	18	52.9
Total	**34**	**100.0**	**34**	**100.0**

4.17 Perception of support staff

According to this category of staff, there was no good reason for rightsizing to be carried out in Egerton University. The support staff felt that the Institution should have been mindful of the welfare of its employees, above all else.

The promises that were made by senior management about improving the terms of service and especially salary increment had not been implemented and the staff members felt a sense of betrayal. They felt that due to their lower level of education and lack of prospects elsewhere, they were being targeted for any changes that would in the long run benefit the organization and disadvantage the

junior workers. They perceived the workplace as convenient for getting regular earnings but beyond this, the organization depicts "organized discrimination"

Casual laborers had to be employed temporarily on contractual terms, in order to help the remaining workforce to cope with the workload. Reducing workforce led to a drop in hygienic standards in departments like medical department and catering department. A case in point was of a staff member who noted that rightsizing led to a drop in hygienic standards as reported below:

> Case 1. "In the medical department there was only one cook left in the kitchen to cook for the sick. He cannot cope. Food for the sick is delayed and most of the time poorly prepared. How do you expect sick staff to get well faster and continue with work when they are poorly cared for in the hospital. Furthermore, there is no cleaner ready in hand to clean up the mess created by these sick people in the wards and in the waiting rooms.

The support staff members complained of fatigue and sickness due to overworking. They were putting in far too much effort and energy to complete their tasks and do so up to standard yet they were not being compensated. The cases of sick-offs had increased, although most of the staff members were struggling on despite feeling unwell.

Case 2 below is a verbatim report by a member of staff about the effect of increased workload on her health:

> Case 2 " By the time I leave the office, I am so tired. I get aches and pains all over my body and have to take panadol. When I get home I cannot perform my household tasks well. The next day I go back to work feeling tired and I take more drugs to relieve symptoms. How long will I take medicine and what will this do to my health? The time I am working in this institution will not be well-spent, and I will grow old faster. In terms of man hours, the University is getting a raw deal from a sick workforce"

The casual workers who had been employed on contract were only useful in relieving the manual workers' workload, for example, cutting grass and clearing. As concerns office paperwork, there was a big problem of inability to complete tasks on time and effectively.

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Employees complained of not being able to go on leave. In some departments, there was no one to take over the work of an absent colleague. Leave days were being carried-over and some staff members had accumulated days amounting to almost 100 days. Promises were made to have these carried-over leave days compensated in the form of pay at the end of the year, but so far two years have elapsed without this promise being honored.

Support staff complained of lack of recognition and show of appreciation for their efforts by supervisors and senior staff. This had killed their morale leading to a negative attitude towards work.

After the rightsizing exercise was carried out, there was internal staff re-organization and transfers. Some of the staff members found themselves in departments, which were completely irrelevant to their skills and training. There was a case in point where a trained cook was transferred to another department to carry out messengerial and cleaning work. This particular employee was very bitter with the lack of respect for the many months, years and money spent in training in a respective field.

In terms of staff appraisal, support staff noted cases of bias in terms of favoritism. Appraisals done did not reflect the true nature of performance of individual staff members.

The support staffs were aware that pay increment was supposed to be provided after rightsizing but this was not forthcoming. They questioned where the money saved from salaries of retrenchees were being reverted to. Complaints had arisen among junior staff of tendency for workers to be intimidated by senior staff and blame was being put on the rightsizing exercise which offered the perfect platform

to put pressure on juniors staff with the impression that they desperately needed their jobs.

4.18 Perception of supervisors

The University had engaged the labour of casuals on contractual terms. These casual workers were being recruited every three months. A lot of time and energy was wasted training new casual workers every three months yet these were not permanent staff; they were benefiting from the short-term training they get at the detriment of the University. Paperwork was left pending for too long because of the need to constantly supervise and monitor the work of the new casual workers. Case 3 below is a report of one supervisor on the employment of casual laborers:

> Case 3: "These casual laborers are here for only 3 months then the vicious cycle of sending them away and training a new lot starts all over again. There are certain duties that temporary staff cannot be trusted to handle because they have no long-term commitment expectations to the University. For example, in terms of paperwork, some issues are too confidential to be handled by temporary casual laborers".

The rightsizing exercise that has so far been carried out was the first batch and phase 2 is yet to be implemented. Phase 2 of rightsizing is expected to affect grade A-F. As such, there is fear and anxiety among this cadre and psychologically they are not in tune at the workplace. Some of the staff members in this category are

questioning, "Why should I put so much effort and then at the end of the day I am singled out for retrenchment?" Some of the staff members in this cadre were pre-occupied with finding ways of making a living in case they are retrenched. Yet still, others were putting in more effort at their work as a means of prevention from being singled out for retrenchment in phase 2. There existed a criteria for retrenchment but this criteria was confidential and is unknown to members of staff, resulting in an anxious workforce.

Some offices were totally under-manned. A case in point was that of an officer in the University, who was attached to the finance department, as reported in case 4 below:

> Case 4 " The nature of my duties entail that I travel to Nakuru town at least twice a week in order to liaise with the Nakuru branch office. Since my colleagues were retrenched, I have been alone in the office. Whenever I travel to Nakuru town, the office has to remain locked. When I get back I am bombarded by customers who have been waiting to be offered services I do not want to inconvenience customers but how else am I supposed to operate?".

The result of the above scenario was delayed output, discontented customers and poor results. Due to work overload, staff members found themselves with extra tasks, some of which were unfamiliar to them, yet they were expected to yield at

the end of the day. Further more, too much time was being spent running errands and the real work is left pending.

Members of staff were complaining of extreme fatigue. One case in point was of a supervisor who complained of sore eyes because of spending long hours on the computer and as such he has had to have spectacles fitted for him.

Staff members had become more serious with their work and strived to achieve their best because it had suddenly dawned upon them that there was no security of tenure in the public service. Besides, jobs were very scarce and members of staff were more careful to engage in activities that may lead to job losses. There had always been strained relationship between administrative and support staff towards lecturers. This is because the managers were keen on developing lecturers and other categories of staff were given a low key.

Staff members were of the opinion that middle administrators, (supervisors) and support staff are the oil that greases the machinery to keep it going, and the University administration needed to put effort to develop this category of staff.

4.19 Perception of senior managers

In terms of reasons for rightsizing, managers argued that the rightsizing exercise was a big slap on the face for the poverty reduction endeavor. Case 5 below was an observation made by one manager on the efficacy of the rightsizing exercise:

> Case 5: "...It was not a wise move. It was imposed on the government by the IMF and would Bank without due regard for the level of development and unique social-cultural and economic atmosphere in Kenya. Imposing western doctrines on third world countries has not worked well. The private sector in Kenya is still at its infancy. What we find in terms of private business is largely in the 'jua-kali sector', which consist of petty trades with very low starting capitals. You cannot reduce poverty by sending people home without a means of earning a living. Majority of those who have been sent home so far do not have skills that would be useful in the private sector."

Since the rightsizing exercise was carried out, managers observe that there was less idling at the workplace, especially in areas that were over-manned. Staff members were also working harder and the reason advanced was that there is great fear among the remaining junior staff and those of grade A and F of being retrenched like their colleagues; as such people were working harder in order to avoid being singled out for retrenchment again.

The senior managers were under pressure to increase pay and improve terms of service for workers and increase their allowances. For decades, public institutions have relied on the government to pay salaries and allocate a vote for operations and

maintenance. Due to the country's poor economic performance, the government had given mandate to the public Universities to engage in income-generating activities to boost their finances. The danger of losing focus on the mission and vision of the University is looming due to desperation to make ends meet. Without finances, the mission and vision of the institution cannot be achieved effectively and efficiently. However, spending time and energy in income generation is detrimental to the mission and vision. So far, the self-sponsored academic programmes were yielding some good funds but this money has had to be ploughed back to the same venture in order to buttress its future, for example, increasing furniture stocking the library etc.

In terms of training, the institution could afford to have staff going on study leave, because staffs are now fewer and sponsorship is scarce. Staff members were being encouraged to enroll in the institution's self-sponsored programme (in-house training) and the University management was cost-sharing the financial burden for this with the staff members who enroll: The University pays 68% and the staff members meet the rest of the requirements on their own.

Though members of staff were trying their level best to complete their tasks, it took overtime to complete due to increased workload. Normally junior staffs were compensated for overtime by being given time-off. This had become a luxury and plans were underway to compensate in terms of extra pay in the salary for extra days worked.

The perception of senior staff on the option of contracting out of services and privatization was negative. They viewed that this could lead to further redundancy of the retained staff. Partial contraction of services was being done for manual jobs like cutting grass and cleaning.

In terms of increasing employee morale the University had put underway a system of award to high achievers, as a yearly event. The first award-giving was done in 2002. High achievers were selected by being evaluated on the basis of the following factors:

a) Knowledge of work
b) Innovativeness
c) Commitment to policy
d) Customer care
e) Leadership skills
f) Personality
g) Outstanding achievements
h) Effective and efficient utilization of resources.

Members of staff who scored the highest in all items above in totality were awarded at the end of the year. Since the first award in 2002, an atmosphere of competition among members of staff had been created. Short induction courses for staff members had just began, especially in computer literacy. This is aimed at

motivating them and enhancing their skills. Plans to computerize certain tasks was underway. Donor funding was being sought to help the University to put up this project.

The University had been experiencing a lot of problems as concerns unpaid bills for example, electricity, statutory deductions on NHIF/NSSF and suppliers payments for incomplete projects. So far the institution had made public these financial problems and some donations have been received to offset some of these unpaid bills.

4.20 Income - generating activities

Egerton University has long been involved in the manufacture of yoghurt at the institution's manufacturing plant (the Guilford Dairy Institute). Yoghurt and other dairy products like fresh milk, cheese and ghee were being sold to members of staff and other customers. Egerton University being basically an agricultural institution, had demonstration units for plant and animal sciences. Apart from these units assisting students and staff in carrying out practicals, extensions, and outreach services were being offered at a fee to farmers within the institutions environs.

Farm products are also sold to members of staff, for example, poultry, beef, pork, mutton and vegetable products Egerton University Agricultural Resource Centre (ARC) is a 3-star hotel that offers catering and accommodation services and also

conference facilities, in conjunction with the catering department. Outside catering services were also being offered to staff members and other customers. Cost-sharing introduced in the catering, and medical departments also generated income to the University. Students buy food form the University dining halls and staff members buy medicine from the university pharmacy.

The self-sponsored and the school-based programmes recently introduced have been useful to the institution in generating income. Distance-learning facilities were also offered at a new campus recently installed (Kenyatta campus). The University's African Virtual University (AVU) offers computer literacy courses to students and staff at a fee. Short business and Administration courses were also offered at a fee, via satellite. The School of Continuing Education (SCE) also offered courses in computer literacy Secretarial, management/ Administration, French and military science among others. Parts of these courses are offered at the University's offices on the Nakuru ASK show ground in order to capture the urban community.

Other income generating activities include:

i) Consultancy services and short courses to government officials, Non-governmental organizations and community workers.

ii) Vehicle hire

iii) Sale of fuel from the University petrol station.

iv) The tailoring unit is open to students and members of staff to be offered relevant services like dress-making, sofa set making, interior design etc.

v) 3 Cyber cafe's which offer internet facilities and an electronic library at a fee.

vi) Sale of educational materials and gift items at the university gift shop and the Educational Material Centre (EMC).

vii) Photocopying services in various departments.

viii) Bookshop

Senior members of staff noted that majority of these income generating activities did not manage to break even and as such are not viable enough to sustain even the staff employed in the specific units. Members of staff in some of the units are given bonuses from the profits accrued.

Supervisors and junior staff appeared to be in the dark regarding the income-generating activities. Only those who worked in the specific units were well-informed. Majority of junior staff are apathetic about the university's income generating units because they do not benefit from them except that they buy some of the products from these units.

These income-generating activities had not been able to break-even in terms of costs and profits. The University was not able to sustain itself through these income-generating activities even after rightsizing. The Organization has had to rely on the good will of donor agencies to make purchases and to off-set

outstanding bills. Some of these bills were still pending. The self-sponsored programme has been yielding some good amount of funds for the institution but not enough to enable it meet its financial needs adequately.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Conclusion

A review of literature revealed that there was need for rightsizing in Egerton University to reverse the trend of over expenditure in the form of wage bill and to improve service-delivery. The money that was to be saved from personal emoluments was to be reverted back to operations and maintenance and to enhance the pay of workers who remain after rightsizing.

Growth in Egerton University in student population between 1987–1992 due to the double intake led to employment of more staff to buttress their growth. By 1993, the growth in staff population had reached unmanageable levels, leaving the institution and government financially crippled.

The bloated labour force had implications on service delivery because pay levels were very low and idling was observed in over-manned departments. Some of the projects the university had started stalled because the institution could not afford to pay its contractors and mandatory staff contributions like NHIF and NSSF were not being remitted. There was thus a need to reduce staff and plough back the savings to core activities and to revive stalled projects.

On the average, support staff condemned the exercise and saw it as having been unnecessary. Supervisors and managers on the other hand had mixed opinion about the exercise: On the negative, the staff rightsizing exercise beat the logic of poverty reduction; on the positive side, the institution was indeed financially crippled and change was needed. Given that the staff rightsizing exercise came as a government directive, the institution had no choice but to embrace the change.

Rightsizing had brought about the following negative and positive changes:

1. A more alert workforce
2. Employment of casual laborers to help the workforce to cope with the workload.
3. Increased overtime work but with no compensation.
4. Reduced teamwork.
5. An overworked labor force manifest through increased workload and reduced rest periods.
6. A rise in supervision
7. Reduced provision of tools for work.
8. No change in remuneration package to employees.
9. Improved punctuality
10. Lack of prioritization of work due to increased tasks. More important tasks are left pending to run office errands.
11. Irregularities of staffing in departments in terms of skill relevance and balance in numbers.

12. Increased distance between the workers and management. The workers view management with a lot of suspicion.
13. Creation of a new class of workers called "casuals". There is lack of policy to regulate employment of this staff category.
14. Set up of a training exercise. A training committee was recently set up after the rightsizing exercise to help identify staff for training.
15. Lack of leave days to workers.
16. Initiation of an award programme to boost the morale of workers and to steer them towards realization of organizational goals through hard work.

The government opened avenues for public universities to engage in income-generating activities to boast their financial foothold. The experience in Egerton University was that most of these units did not manage to break-even in terms of cost and profits. The argument is that the institution is rural-based and as such attracts few customers. The best way forward in this problem is for the institution to rigorously market its products in the urban center of Nakuru town.

Reduction of staff is not an end in achieving better service delivery. The way forward for better service delivery has just began at Egerton University. The positive effects of change take time to be met and needs a lot of input from both managers and workers and also the input of expertise in change – management for more positive effects to be realized.

With regard to change in implementation, the experience of the department of state in the US of using coercive power was demonstrated by the end-result: the attitude of the workers was that of resentment and defensiveness towards the change initiators. The change in reduced bureaucracy that was instituted was partial because the attitude of the workers impacted negatively on the long-term effect of the change. It took time and the genius of a team of management/ change experts to bring about a reverse in attitude. Egerton University management can benefit by borrowing a leaf from this experience. There is need to forge and cultivate good management – worker relationship as a staring point through all round teamwork.

If there has ever been a time when closer cooperation between management and staff was needed, the time is now. Labour –management relations needs to be one of the collaboration instead of suspicion. Team spirit has become more vital than ever before.

Mathis and Jackson (1994) established that rightsizing has a negative effect on morale, productivity and quality. This study has shown that staff rightsizing has a negative effect on task completion, morale, supervision, teamwork and workload. The change was not readily accepted. It has however had a positive influence on punctuality and seriousness with work.

Further study needs to be carried out on the above factors with the lapse of time to establish if there is improvement.

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5.1 Recommendations

1. Training: there was need for top managers to be trained in change and change management. Experience has shown that knowledge in the area of organizational change has worked positively in the realization of meaningful change. Most of the top cadre management are not trained managers. There is also need to enhance the skill of both support staff and supervisors as a way of helping them cope with the increased workload.
2. Remuneration: Employees need to be added allowances and betterment of their terms of service.
3. There is need for a team of change agents/consultants to assist managers in the organizations to forge the way forward toward better service delivery. Experience has shown that where expertise has been involved in change management success has been realized.
4. Recreational facilities need to be put in place for employees, for example sporting facilities as a way of stress relief.
5. A culture of teamwork needs to be enhanced. Excursions can be organised for employees as a way of enhancing worker-to-worker relations and worker to management bond. Frequent meetings between all staff categories needs to enhanced.

6. Transport arrangements need to be put in place in order to transport those who work late. This will motivate workers to continue working overtime, knowing that they will get home safely.
7. Departments need to be computerized and some functions to be mechanized. Hand-in-hand with this element of Information technology is training of the would-be users. This will help the institution to save on the hiring of casual labour.
8. The hiring of casual laborers needs to be regularized. The current three-month contract period is tedious and inconveniencing in that new casual laborers are hired four times every year. The contract period needs to be lengthened to six months so that hiring is reduced to two times a year.
9. Experts in organizational change and management need to be engaged to push the institution to realizing positive change and better service-delivery.
10. Procurement procedures need to be expedited in order for workers to be supplied with tools for work on time.
11. The income –generating activities need to be improved in order for them to yield better income. For example, rigorous marketing needs to be carried out to attract potential customers. Increased yields from these income- generating units can translate to bonuses to workers and increased morale.
12. Since there is still phase two of the rightsizing exercise to be carried out, workers need to be prepared to handle the eminent increase in work load, through seminars, workshop and training in Information technology.

13. The managers of Egerton University need to consider ways of motivating the workforce before phase two is carried out, for example, bonuses to members of staff from gains obtained in the module II programme.
14. The role played by administrative and support staff in the Kenyan Universities need to be given recognition. Too much emphasis is laid on teaching and research when the administrative and support aspect is the oil that greases the machinery. These categories of staff too have an important role to play. As such, in the process of the government increasing pay for lecturers, increased pay to administrative and support staff needs to be made part and parcel of the package.

5.2 Areas for Further Research

The following are important areas for further research:

1. Implications of organizational culture on change and management of change.
2. Potentials for privatization of public service functions and its relationship with the wider national poverty eradication strategy.
3. Management development (the lack of it or its presence) and its impact on change management in Kenya.
4. A comparative study on the feasibility of privatization in Kenyan public service as compared to other countries in the developed world.

5. The impact of reduced budgetary allocation by the Ex-chequer to public institutions and the implicit endeavor toward income generating activities on the overall mission and vision of institutions of higher learning.
6. The implications and role of information technology in the move toward leaner structures in Kenya's public service sector.

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APPENDIX 1

QUESTIONNAIRE FOR SUPPORT STAFF AND SUPERVISORS

Hello, I am Mrs. Maureen Ngala, a member of staff here at Egerton University. I have been pursuing a masters degree at the University of Nairobi and this questionnaire is an instrument that will enable me to complete my project. The results of this project will go a long way in helping the University and members of staff to cope with the effects of reducing staff through retrenchment and to enhance service-delivery for the benefit of all stake holders. Your cooperation in answering the questions here will greatly enrich this study.

Please answer the questions to the very best of your ability. Where there are choice answers please choose the answer that truly describes the situation as you surely and truly know. Respondents are assured that all information given herein will be PRIVATE AND CONFIDENTIAL and will be used for purposes of this research only. Please do not write your name anywhere in this document. Thank you for your cooperation.

N/B: '**Support staff**' here refers to staff of grade i-iv

'**Supervisors**' here refers to SAR's, AR's, SAA's, AA's and any other relevant section head

'**Colleagues**' here refers to your co-worker regardless of grade and/or designation.

Questionnaire for support Staff and Supervisors

1. Age:

   (a) Under 25 years

   (b) 26 – 35 years

   (c) 36 – 45 years

   (d) 46 – 55 years

2. Sex

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

3. Years of service at Egerton University

   (a) 5 years and below

   (b) 6 years to 9 years

   (c) over 10 years

4. Designation and grade ----------

5. Please state your current Department ----------

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6. Highest level of education attained:

   (a) Primary school

   (b) O- Level

   (c) A- level

   (d) Certificate

   (e) Diploma

   (f) University (1st degree)

   (g) University (Masters degree)

6. Please list down all your responsibilities in your department.

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7. What do you understand by the term rightsizing?

(a) Golden handshake

(b) Termination of service

(c) Reduction of workforce

(d) Early retirement

(e) All of the above

8. Why has it been necessary to retrench some staff members?

(a) Because the government said so

(b) Because there is no money to pay all staff

(c) There are too many staff members than are required

(d) All of the above

9. How many staff members have been retrenched in your department?

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10. Have your terms of service been improved since retrenchment was done?

(a) yes (b) no

11. Have you been promoted since 2001?

(a) yes (b) no

12. In what ways has retrenchment of some members of staff affected your productivity?----------

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13. Please indicate the last time that you attended a course/ training since being employed at Egerton University----------

14. If you have attended a course/training since being employed at Egerton, who sponsored you?

(a) Employer (b) Self (c) External scholarship

Questions Related to Service Delivery Before the Retrenchment Exercise was Carried Out at Egerton University

*Below please choose the condition that BEST describes how your work environment was **before** retrenchment was carried out.*

15. Workload **before** retrenchment.

(a) light (b) Moderate (c) heavy

16. The supply of materials you needed to perform your tasks **before** retrenchment

(a) more than enough (b) enough (c) not enough

17. **Before** your colleagues were retrenched, was your work being supervised?

(a) Always (b) Occasionally (c) Never

18. **Before** retrenchment of your colleagues was there free time during working hours?

(a) Always (b) Occasionally (c) Never

19. Salary **before** retrenchment was carried out:

(a) More than enough (b) enough (c) Not enough

20. Did you work overtime **before** retrenchment was carried out?

(a) Always (b) Occasionally (c) Never

21. If your answer in 19 above is (a) or (b), were you being paid for the overtime work?

(a) Yes (b) No

22. **Before** retrenchment of your colleagues, were you able to complete your work on time?

(a) Always (b) Occasionally (c) Never

23. What do you understand by 'teamwork?'

(a) Working as a group in order to accomplish a task

(b) Consulting with colleagues before accomplishing a task

(c) Contributing ideas as a group, for task-performance

(d) All of the above

24. Did you work together as a team in the department before your colleagues were retrenched?

(a) Always (b) Occasionally (c) Never

25. Did you feel that you were overworking at your workplace **before** your colleagues were retrenched?

(a) Yes (b)No

26. What income-generating activities is the University engaged in that you know of?

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27. Do you benefit from the commercial activities you have mentioned in No.25 above?

(a) Yes ---------- (b) No ----------

28. If your answer in No.26 above is yes, in what ways do you benefit from these commercial activities? (*Please mention*)

Questions Related to Your Work Environment <u>After</u> Retrenchment was Carried Out

Below, please choose the answer that BEST describes your work environment ***after*** *retrenchment was carried out:*

29. Workload **after** retrenchment.

(a) Light (b) Moderate (c) Heavy

30. How would you rate the supply of materials/tools you need to perform your tasks **after** retrenchment?

(a) More than enough (b) Enough (c) Not enough

31. **After** retrenchment of your colleagues, how often is your work supervised by your boss?

(a) Always (b) Occasionally (c) Never

32. **After** retrenchment of your colleagues do you get free time during working hours ?

(a) Always (b) Occasionally (c) Never

33. Your salary **after** retrenchment of your colleagues

(a) More than enough (b) Enough (c) Not enough

34. Do you work overtime since your colleagues were retrenched?

(a) Always (b) Occasionally (c) Never

35. If your answer in 14 is (a) or (b) do you get paid for the extra time you work?

(a) Yes (b) No

36. After retrenchment of your colleagues are you able to complete your tasks on time?

(a) Yes (b) No

37. Do you work together as a team in your department?

(a) Always (b) Occasionally (c) Never

38. Do you perform extra tasks at your work place since retrenchment of your colleagues?

(a) always (b) Occasionally (c) Never

39. Mention **any** changes effected in your department **after** your colleagues were retrenched----------

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40. Suggest ways in which you as an employee of Egerton University can be motivated to deliver your services to the university better.----------

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This Section is to be Answered Only by Supervisors (SAR's, AR's, SAA's and AA's)

41. **Before** retrenchment were your juniors punctual at work?

(a) Always (b) Occasionally (c) Never

42. After retrenchment of some staff are junior staff punctual at work?

(a) Always (b) Occasionally (c) Never

43. Describe the rate of absenteeism of junior staff **before** retrenchment.

(a) Always absent (b) Occasionally absent (c) Never absent

44. Describe the rate of absenteeism of your juniors **after** retrenchment

(a) Always absent (b) Occasionally absent (c) Never absent

45. What observation have you made about the performance your juniors in relation to their tasks, since retrenchment was carried out?

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46. Suggest ways in which the performance of support staff can be enhanced?

Thank you so much for your cooperation and God bless.

APPENDIX 2

INTERVIEW GUIDE FOR KEY INFORMANTS

1. What do you understand by the term 'rightsizing?'
2. Was the International Monetary Fund (I.M.F) justified in requiring that the public service be made leaner in Kenya (why or why not?)
3. a) What factors led to the need to carry out rightsizing in Egerton University?

   (b) What criterion was used to choose retrenches? (Further probing)
4. How did the large labour force impact on service – delivery in Egerton University?
5. What have been the major setbacks toward the realization of effective and efficient service delivery by administrative and support staff is Egerton University

   (a) Before rightsizing

   (b) After rightsizing
6. What positive changes were anticipated from rightsizing in Egerton University?
7. How far have these anticipated changes (in 6 above), been achieved (further probing)
8. Has the rightsizing exercises accomplished the goal of better service – delivery in Egerton University (please explain your answer)?
9. What positive ant negative impacts has rightsizing had on service – delivery in Egerton University?

10. What strategy does the Institution have for coping with the negative impacts of rightsizing?

11. a) What is the institution's policy on the option of contracting out of services and hiring of labour?

    b) If the policies on the above options which services are contracted out or in which capacities is labour hired, which areas/departments?

    c) Made of remuneration

    d) Principles/codes of hiring, contracting-out? who are hired? terms of contract?

12. a) What debt problems has the institution been facing?

    b) What strategies are in place to finance these debts and what means of controlling the incurring of further debts?

13. What strategies are in place to boost the institutions financial base since the exchequer reduced budgetary allocation to public institutions?

14. How effective have the income- generating activities been in meeting the institutions financial needs?

15. Concluding question: What is Egerton University's long term goal/strategy regarding better service-delivery in relation to a learner workforce in terms of:

    a) Motivation of staff:

        - Training
        - Development
        - Terms of service etc.

    b) Information technology