

AN ASSESSMENT OF STRATEGIC ISSUES AFFECTING THE PERFORMANCE OF
URBAN COUNCIL EMPLOYEES: A CASE OF NYAMARAMBE TOWN COUNCIL
GUCHA SOUTH DISTRICT, KENYA

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A Research Project Submitted in Partial Fulfilment for the Requirement of the Award of
the Degree of Master of Business Administration, Faculty of Commerce, Kisii University
College



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APRIL 2011

DECLARATION AND RECOMMENDATION

DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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DEDICATION

I dedicate this research project report to my dear husband Lumumba Martin and beloved children.

ACKNOWLEDGEMENTS

A number of people contributed towards the completion of this project. I thank them all. I sincerely thank my Supervisors Mrs. Stella Omari, Dr. Szumbah Mwanaongoro and Mr. Omare Mong'are for their guidance and advice. I thank all my classmates for their cordial relationship and academic assistance. Finally, glory is to God Almighty for good health and enabling the accomplishment of the research work.

ABSTRACT

The purpose of the study was to assess the strategic issues affecting the performance of Urban employees of Nyamarambe Town Council. The Urban Councils have a critical role to play in the socio-economic development of Kenya. They are responsible for the implementation of policies and programme, which aim at improving the well being of local residents and the entire nation. The specific objectives thus, were, to determine and assess the strategic issues affecting performance, performance indicators on the operations and establish propositions to the management. The study was done at Nyamarambe Town Council of Gucha South District, Nyanza Province. The target population was 40 council employees and census survey was used. Data were collected using questionnaires. Data collected were analyzed using descriptive statistics percentages, frequency distribution and weighted averages, mean and standard deviation to assess the impact of various variables on performance. The results of the data analysis were presented using tables. The findings of the study showed that training, motivation, deployment, management styles and attitude to work are the key strategic issues that affect employees at NTC, majority of the employees are not satisfied with the performance of the council and the strategic issues identified were found to have a significant influence on the performance of the council. Consequently, the study recommended, that NTC should introduce access scheme of service, introduce other motivational elements other than salary and rewards. The study was significant in providing performance indicators to the Urban Council Managers for gauging overall efficiency and productivity. The customers would benefit by getting better services, display of efficient and effective management on revenue collection and resource utilization. The study findings would be beneficial to the government, the local government authority and researchers who would want to carry out research in other related areas.

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LIST OF ABBREVIATIONS

LA	Local Authorities
LNCSP	Local Native Council Strategic Plan.
TQPM	Total Quality Productivity Management
HRD	Human Resource Development
NTC	Nyamarambe Town Council
RMLF	Road Maintenance levy Fund
LATF	Local Authority Transfer Fund
HRM	Human Resource Management
DFID	Department for International Development.
KLG	Kenya Local Government
LG	Local Government
IDRC	International Development Research Centre.
ECDPM	European Centre for Development Policy Management.
CG	Central Government

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance is defined as the outcome of work because it provides the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions Bernadin *et al.*, (1995). The drive for reform in the public sector worldwide has focused attention on the measurements of performance in public sector organizations. This is particularly true in local government. Local government has traditionally been concerned with the delivery of services.

Local government performance measurements pay much less attention to the determinants or means of achieving long term, sustained organizational improvement in internal business processes, innovation and learning. Whilst these issues are recognized as important, there are few measurement processes in place to manage performance in these areas, Ayao, (2007).

Public servants are expected to strive for high performance that is for positive results of their activities with regard to economy, efficiency and effectiveness and to achieve the performance targets set by their superiors. Appropriate concepts and tools of strategic management can realize such a performance orientation of the workforce.

Owing to its strategic role in development, especially in the local areas, the then colonial government in Kenya established the Local Government (LG) system in 1962. A local government is that part of the administration of the country that deals mainly with matters concerning the inhabitants of a particular place, including those functions that the Central Government (CG) has considered desirable to be administered at a local level. (The link Newspaper September 2005, page 16).

Local authority means anybody or persons empowered to spend money derived from the proceeds of a local tax. Michael, (1995). The Kenya Local Government (KLG) derives its legitimacy and power from an Act of Parliament (cap 265). Local authorities depend on

legislative framework to identify specific legal power for all its actions, finances and contractual relationship.

Local authorities play a significant role in their respective areas of jurisdiction. Each category of local authorities perform different roles. Among their services include linking the people with central government through their elected leaders, constructing houses for the people especially in cities, municipalities, urban and town council. In addition they mobilize local resources and energies in carrying out projects within their areas, collection and disposal of garbage, further they facilitate education by constructing and maintaining nursery and primary schools. For these services to be felt there must be efficient and effective employee performance.

Melua, (2003) argues that the existence of efficient and competent local authority employees is an essential prerequisite for local democracy in general. He further adds that public servants' efficiency can be measured by the quality of services they provide. The best assessment could be from the people they serve. Hence, the protection of local interests and the welfare of local residents mostly depend on the services they provide.

Determinants of Organizational Performance

Training employees will enable them acquire the technical knowledge and skills for definite purposes. Armstrong, (2003) puts it, that training is the most important activity or function of human resource development for no organization can get a candidate who exactly matches with the job and organizational requirements. Hence, training is important to develop the employee and make him suitable to the job.

Employees should be motivated, for their performance will be directly proportional to the motivational strategies in place. The management of the local authority should take positive steps to create a work environment that will reduce causes of frustration and minimize the conflict situations that invariably arise in an organization from time to time. Chandan, (1989).

Management style involves setting performance standards and performance indicators. Satisfactory performance does not happen automatically, it is more likely to be realized with

good performance management systems. Inefficiency in management leads to morale erosion among employees. Chadan, (1989).

Attitudes form a basis of strong beliefs and feelings. Any attitude contains an assessment of whether the object to which it refers to is liked or disliked. They are affected by cultural factors, the behaviour of management (management styles), policies concerned with pay, recognition, promotion and the quality of working life. Many employees have different attitudes towards work and this will affect their performance. Omollo, (2000).

Deployment or redeployment in any organization should be for the purpose of placing an employee in an appropriate position to utilize his skills, knowledge and aptitude for the accomplishment of the organization's objectives as well as giving the employee job satisfaction. The rationale behind any deployment should be to place employees in the relevant and suitable positions for optimum productivity. It benefits both the employee and organization. Putting the right people in the right place at the right time will enhance the organization achieve its goals. Armstrong, (2003).

Nyamarambe Town Council

Nyamarambe Town Council is found in Gucha South district in Nyanza province. It is perched on the highly productive Kisii highlands, about 400 kilometers West of Nairobi. It covers an area of 105.1 square kilometers. The township of Nyamarambe has an administrative function by virtue of it being headquarter of Gucha South District. Nyamarambe Town Council derives its core functions entirely from its mandates as stipulated in the local Government Act cap 265 as well as the government's priorities. It has members of staff who help it perform its functions. Senior staff members are recruited through the public service commission. Some come under some ministries of the central government for example social work officer. It has also other low cadre employees that it employs to assist in performance. Despite having members of staff, there is public outcry about their performance. To perform its functions, Nyamarambe Town Council is supposed to source revenue locally from its area of jurisdiction, through fees and other charges. Fees and other charges are raised in a variety of ways including income from car packing charges and single business permits.

These sources are supplemented by government grants like LATF and RMLF. The grants are given where the government wishes to have a direct influence on the standard and policy direction on specific services and encourage rapid development of particular services with its seemingly high revenue potential. Nyamarambe Town Council has not been able to carry out its functions effectively and efficiently. The outcries of the poor service provided by the local authorities continue to pervade and efforts have not been made to redeem their images. In Nyamarambe Town Council, there is uncollected garbage, poor road network and untidy markets among others and yet there are employees assigned to perform these tasks. Despite the frantic efforts, the strategic issues affecting the performance in Nyamarambe Town Council have not been known.

1.2 Statement of the Problem

Urban Councils have been recognized all along as a means of enabling towns and cities to provide services to their areas. However, they are usually characterized by poor performance such as, poor rate collection, not maintaining the council, poor service delivery and delay of salary payment and this has been a major concern of various stakeholders such as the urban dwellers. A Ministerial Annual Report, (2009) on local authority performance indicated that Nyamarambe Town Council was highly ineffective and inefficient, for example in rate collection. The strategic issues affecting performance have not been fully addressed. Thus, the main focus of this study lies in the assessment of the strategic issues affecting performance of Urban Council employees in Kenya case of Nyamarambe Town Council in particular.

1.3 Objectives of the Study

The major objective of this study was to assess the strategic issues affecting the performance of Nyamarambe Town Council employees.

The specific objectives were to:

- i) determine the strategic issues affecting performance of employees at Nyamarambe Town Council;
- ii) assess how the strategic issues affect performance;
- iii) assess the level of performance of Nyamarambe Town Council and

1.4 Research Questions

Given the above objectives, the study would endeavour to consider the following research questions as stated below:

- i) What are the strategic issues affecting performance of employees?
- ii) How do strategic issues affect performance?
- iii) What are strategic performance indicators in Nyamarambe Town Council?
- iv) How could the management of NTC improve council performance?

1.5 Significance of the Study

This study was significant in providing indicators to the urban councils' managers for gauging the overall efficiency and productivity. The customers would benefit by getting better services and workers would also get better pay due to better revenue collection to the council. The government would also benefit through better managed Councils. In addition, the study would contribute to a body of knowledge and help stimulate further in the research in related fields.

1.6 The Scope and Justification of the Study

The study was in Nyamarambe Town Council which is found in Gucha South District, Nyanza Province. It is perched on the highly productive Kisii highlands, about 400 kilometers West of Nairobi. It covers an area of 105.1 square kilometers. It has a population of 1300. In order to achieve these objectives, data was collected from all the employees of Nyamarambe Town Council, because it was rated last by the Ministerial Annual report 2009 in rate collection.

1.7 Limitations of the study

The study was confined to only NTC out of 175 Local Authorities in Kenya. This will restrict the generalizability of the study findings to other local authorities. Data collection was restricted to the use of questionnaires thereby locking out other vital data collection instruments such as interviews. This might have limited the indepthness of the responses.

LS Definition of Terms

1. **Local Authority-** this is the part of administration of a country that deals with matters that concern with the inhabitants of a particular place or district.
2. **Service:** Donnely (1992) defines a service as an activity required by a customer or a client or work done for another person.
3. **LATF and RMLF:** These are grants given by the government where it wishes to have a direct influence on the standard and policy direction on specific services and encourage rapid development of particular service
4. **Strategic Issue:** A Strategic Issue is an unresolved question needing a decision or waiting for some clarifying future event and has major impact on the course and direction of the business.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Performance

Performance has quite different meanings. From a process view, performance level means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content performance informs about the relationship between minimal and effective cost (economy) between effective cost and achieved outcome (effectiveness). Thus performance is equivalent to the famous 3 Es (Economy, Efficiency and Effectiveness) of a certain activity or program. Reichard, (2002).

On an individual basis it is a record of the person's accomplishments. Kane, (1996) argues that performance is something that the performer leaves behind and that exists as part of the purpose. Bernadin et al, (1995) is concerned that performance should be defined as outcomes of work because they provide the strongest linkage to the strategic goals of the organizations, customer satisfaction and economic contribution. The oxford English dictionary defines performance level as an accomplishment, execution, carrying out and working out of anything ordered or undertaken. This refers to the output/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the result achieved. Performance could therefore be regarded as the behavior, the way in which organization, teams and individuals get work done.

A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. This is well put by Brumbach, (1988). Performance means both behaviour and results. Behaviour emanates from the performer and transformer performance from abstraction to action. Not just the instruments for their own right the product of mental and physical effort applied to tasks and can be judged apart from results.

Performance management is then a continuous self-renewing cycle as illustrated in the figure below:

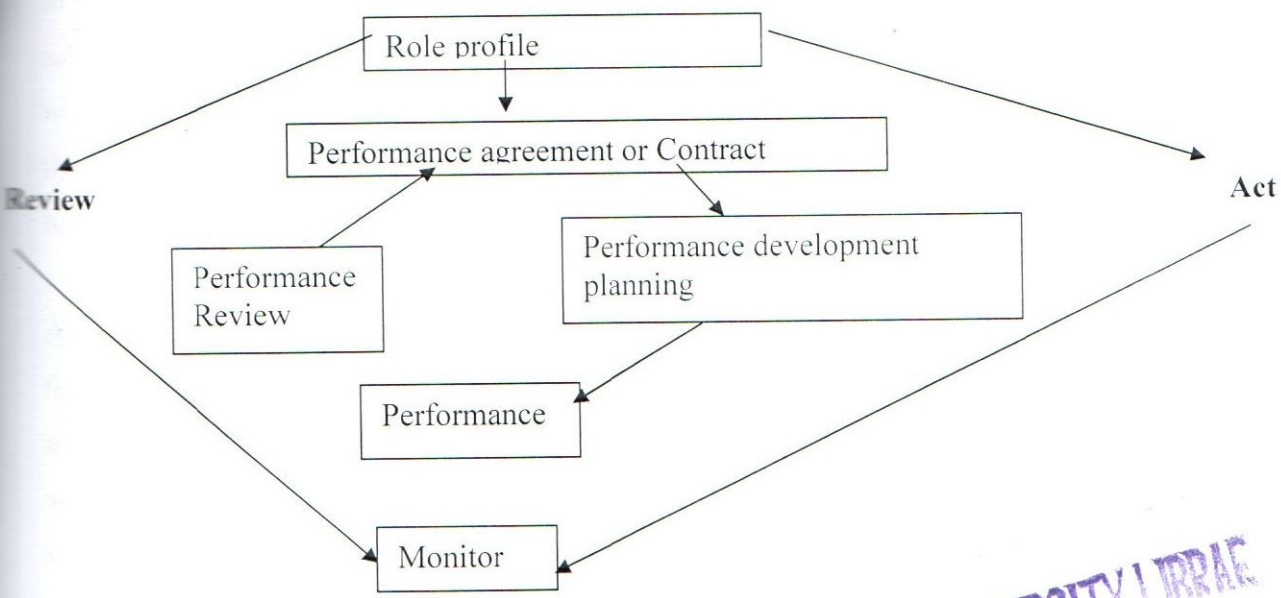


Fig. 1 Performance Self-Renewing Cycle

Source: *adopted from Armstrong 2003:486*

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As shown in the diagram above, Role profile, in which the key result areas and competence requirement are agreed upon. Performance agreement or contract define expectations- which the individual has to achieve and how performance will be measured. It is a planning stage where even the competencies needed to achieve the set objectives are defined. Personal development plan sets out necessary knowledge and skills and need to increase the competency so as to achieve the set performance. Performance is the implementation stage through day –to-day work and their planned learning activities. It entails continuous process of providing feedback on performance informal progress reviews, updated objectives and handling performance problem and counseling. Performance review is a formal evaluation stage covering achievements, processes and problems.

2.1.1 Performance Measures

Performance measures are agreed upon when setting work objectives and targets. It is obligatory to define not only what is to be achieved but also how those concerned will know that it will be achieved. Hence performance measures provide evidence to whether or not the intended result will be achieved and to what extent result has been achieved and to what it will be achieved. It is the basis for generating feedback information to both the management and individual employee to monitor their own performance.

Armstrong, (2003) argues that effective performance measures should be related to results and the results must be within the job holder's control, should be objective and observable and data must be available for measurement. He further argues that performance agreements and plans are working documents subjected to new demands, new situations and provision therefore need to be made for updating objectives and work and personal development from time to time.

2.2 Theoretical literature on strategic issues affecting performance

2.2.1 Motivation

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne studies conducted by Elton Mayo from 1924 to 1932. This study found out that employees are not motivated solely by money and employee behavior is linked to their attitudes. The Hawthorne studies began the human relation approach to management, whereby the needs and motivations of employees become the primary focus of managers.

Motivated employees are needed in our rapidly changing workplace. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform of all the functions a manager performs, motivating employees is arguably the most complex. This is due in part to the fact that what motivates employees change constantly Bowen & Radhakrishna, (1991). For example research suggests

that as employees income increases money becomes less a motivator. Also as employees get older, interesting work becomes more of a motivator.

The prime mover of every human action is motivation. Our motivation should be simple and sincere. Sincere motivation would promise greater dedication to the job a renewed interest in working together. More eagerness to collaborating and act together, as a team, and greater permission to be honest with not only with the profession but also with the co-workers. Motivation is used in the labour force not just to catch the attention of the individuals to that organization but to keep them there. Motivation has to do with a set of independent/ dependent variables relationship that explain the direction amplitude and persistence of an individual's behaviour, holding constant the effects of aptitude, skills and understanding of the task and the constraints operating in the environment. Armstrong (2003)

Motivation can have an effort on the yield or output of businesses and concerns both quality and quantity. In other words efficiency relies heavily on the competence and efficiency of the production staff to ensure that products are manufactured in numbers that meet demand for the week. If these employees lack the motivation to manufacture completed products to meet the demand, then lots of problems arise leading to terrible consequences. Employees in a workplace are greatest asset and no matter how efficient the knowledge, technology and equipment, may be it no match for the effectiveness and efficiency of the team that is the workers (Armstrong, 2003)

Different things motivate everyone and some of these factors are not money oriented, instead they react more effectively to incentives that offer personal recognition and achievement. Motivation is based on individual needs, not external influences. When an individual himself wants to do something for his needs, motivation occurs automatically. Therefore, management should consider the relationship between the individual needs and business to increase the individual's motivation at work. Since motivation influences production, administrators need to understand what motivates workers to reach peak performance (Armstrong, 2003)

There are many theories that have been presented by various psychologists and social scientist about the phenomena of motivation one of the theories present by Vroom, (1964) describes the outcome of effort, performance, reward and satisfaction. It suggests that an increase in effort leads to growing performance and then appropriate rewards with satisfaction help keep the relationship.

Another important theory, one given by Herzberg's views of motivation suggests that motivators lead to individual contentment and the level of job performance is chiefly influenced by this factor. He maintains that these motivational factors are related to the content of the job, and they are inherent in the job rather than in the surrounding environment.

Maslow also discussed in detail the phenomenon of motivation. Maslow, (1954) has argued a hierarchy of human requirements. The hierarchical needs are set from the bottom to the top. The bottom is physical desires, next is safety and security needs, third is social and community needs, forth is self respect and fifth is self-actualization. Maslow's theory suggests that an individual's motivation needs aim at the next level once the lower level needs have been accomplished. However in the modern day life, an individual prefers these needs at the same time.

Adam's theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ration of employee's outcomes over inputs is equal to her employee outcomes over inputs Adams, (1965).

Managers should positively reinforce employee behaviours that lead to positive outcomes. Managers should negatively reinforce employee behaviour that leads to negative outcomes. Good service delivery to customers is dependent on the motivation level of employees. Motivated employees do not happen by accident. One thing that is clear, is that employee performance is directly proportional to the motivational strategies in place.

2.2.2 Management Styles

A strategic style of management is a relatively ending set of behaviour which is a characteristic of the individual regardless of the situation. These styles are:

Autocratic also known as dictatorial, authoritarian, directive or monothetic, is when the leader centralizes decision-making power in himself. He structures the complete work situations for his employees and they do what they are told to do. It's categorized into three: strict, benevolent and incompetent autocrats.

Participative also known as democratic or ideographic management is where a participative leader decentralizes his decision-making process. Subordinates are consulted and their feedback is taken into the decision making process. Active participation assures rising productivity and satisfaction.

Laissez faire or free-reign management style means giving complete freedom to subordinates. The leader is just a figure head, only determines policy, programmes and limitation for action and the entire process is left to subordinates. The leader becomes just one of the members. This is very effective where members are fully aware of their roles and responsibilities.
L.M Prasad, (2000)

2.2.3 Training

Training focuses on individuals' current job enhancing specific skills and abilities to perform their jobs. Two ways have dominated learning research over the years. Operant conditioning which is a type of conditioning in which behaviour leads to a reward or prevents punishment. It views leaning as a behavioral change brought about by a function of its consequences. Social learning is a continuous interactive between individuals and their environment. It acknowledges that individuals can learn by observation and direct experience.

Induction Training, also known as orientation training. When a new employee reports for work he is familiarized not only with the job he has to perform, but also provided with the information on the company's history, its objectives and policies, and its general structure. He is introduced to his fellow workers. This training is very useful, for it enables the newcomer to adapt himself to new environment, rules and regulations of the organization, the people he will work with, and the various policies of the organization. L.M Prasad, (2000)

On-the-job Training is the training of employees in the jobs they are doing or have to do. It is considered to be the most effective methods of training, for the worker is trained in his own job and at the place where he works. Training on the job may be imparted by a skilled and experienced worker, or by a supervisor, or by a special instructor. L.M Prasad, (2000)

Off-the-job Training is when jobs are complicated, and call in for addition to on-the-job training, some technical knowledge and experience, the employees may be asked to undergo off-the job training. Many large institution, banks, hostels have their own staff training colleges, or schools, where employees are sent for the off-the-job training. Richard T, (2000).

Training of Supervisors is where a supervisor is one who supervises the work of others. He is in the middle management cadre. He motivates the employees towards a better performance of work. He is responsible for getting it done by subordinate. It is because of these facts, that the supervisor's training is very important, and should be imparted by the office manager himself to those who are to be promoted to the supervisory level or to those who have been transferred from one supervisory job to another and need fresh training or reorientation to cope with the new responsibilities. This training should give him an understanding of the full scope and responsibilities and his position. It should teach him how to command the respect of others, while maintaining discipline and keeping control of staff. A trainee supervisor should learn how to regulate the flow work, and recognize the relative importance of different jobs. Understudy, job rotation, simulation and sensitive training method may be adopted to training supervisors. Richard T, (2000).

Management Training is necessary for the present day complexities of business, managers at the higher levels should possess adequate professional qualifications. Management training is also essential for those holding managerial position for example the sales manager and the accountant. "much of the management training consist of practical training, with education as one of this qualifications." Pearce and Robinson, 2005.

Further, there is an increased need to improve the training of personnel. This will sensitize personnel on technological changes as they ultimately affect their service performance. McClelland, (2002) carried a study on training needs assessment for the united way of Dan county Wisconsin. She suggested that training will make staff to work smarter if not harder for productivity and effectiveness will increase. She further recommended that training was a priority for both directors and staff.

A report on urban policy for a democratic South Africa, (1995) by IDRC demonstrated that local authorities have meager resources with which to address an immense number of issues in the townships related to land, housing, infrastructure, transport, health and education. Many local authorities are structurally weak and starved of resources. The report recommended that if local authorities are to transform themselves from political movements to development orientations, they will need trained and even professional staff to carry out research. Prepare projects for funding and negotiate with granting agencies for project support.

2.3 Empirical studies on Strategic issues Influencing Performance

UNCHS, (2001) case study of East Africa on financing cities for sustainable development noted that politics remain a factor contributing to low performance by local authorities. Employees whose regime will be voted out are often replaced or reshuffled in disregard of their training to take care of political interests.

Wamuyu, (1999) did a study on the training needs of the personnel working in the media and how they can be met. Asserted that training is as old as mankind and the ways and means of training have changed and continue changing with the times.

Rebecca, (2002) on training evaluation in the technical training department at a Company suggested that many factors are causing an increase in the need for training. Technology is progressing rapidly and a skilled workforce enables business to compete in global market. She further suggested that training is key to improving the productivity of the workforce and the overall performance of businesses.

Melua, (2002) Report on training needs analysis, submitted to working group on national training strategy, and indicated that local authorities demand new skills and experiences. He stressed on the importance of training activities to help in organizational matters.

Armstrong, (2003) argues that deployment entails matching people's abilities and competences to positions within the organizational structure so as to make the best use of the strategic management. He further asserts that deployment is an aspect of strategic management, whose aim is to create an organizational culture suitable for enhancing competitive advantage.

Peter, (1996) any training must make a clear connection between inputs and outputs. It should be competence based the ability to perform the activities within an occupation to the standards expected. Competence also embodies the ability to transfer skills and knowledge to new situations and coping with non-routine activities and effectiveness in workplace. Organizations must make efforts of converting training needs into performance credit. It is important not to be bound to what employees have traditionally been taught but instead base ability to do a real live job. That is to stick to what it needs to be competent in real employment. Pearce and Robinson, (2005).

Malombe, (2003) report argues that management of local authorities is greatly undermined by the very Act of parliament that establishes it. The tight control of the local authorities from the central government takes away the envisioned autonomy and make them dependent on orders from above.

Mbithi, (1990) associated low productivity in the civil service to among other factors, the non-application of effective management styles. These include lack of effective delegation, lack of effective performance appraisal, and lack of clearly defined objectives and targets. This inefficiency in management leads to morale erosion among employees. A management which fails to set specific objectives and a target to be achieved fails to communicate their expectations to workers. It has therefore business of blaming the employees when organizational goals are not realized for the service delivery expected is not clear to those expected to perform.

Karanja, (1999), an investigation into the factors that influence the effectiveness of the manufacturing and marketing of furniture products and possible ways of improving their performance. The fundamental importance of good management cannot be exaggerated. Poor, untrained or inexperienced management can ruin the best business. Conversely, determination, skills, experience and good judgment can make a success of many and unlikely prospects. He considered poor management as a major cause of business failure. He viewed poor management as a process that leads to mistakes in strategic planning and implementation of decisions.

The ECDPM discussion paper 61, on monitoring and evaluation to decentralization and good governance in Kenya, (1995) found out that local authorities in Kenya are usually characterized by indebtedness. This discussion attributed the indebtedness to bad spending decisions usually over employment of lower cadre service providers. This is done to satisfy the councilors need to reward electorates. Michael, (1995) gave another reason for the over employment as being for the fact that local authorities provide personal service, they tend to be labour intensive.

Tumbo, (1991) A study of the attitudes of pre-service teachers towards Mathematics in some primary teachers' colleges. Attitudes are the pre-disposition of the individual to evaluate some symbol or object or aspect of his word in favourable or unfavourable manner. He asserts that attitudes formed early in life persist through life. Attitudes affect the response in a certain way towards a phenomenon.

Omollo, (2000), the role of the public and the municipal council in the disposal of residential solid waste in Mombasa-Kenya. An examination of local authorities in Kenya indicates that they are unable to provide adequate solid waste management services to the residents. He argues that very little attention has been given on the perception or attitude of the residents toward solid waste management in Kenya. The outcries of the poor solid wastes service provided by Mombasa municipal council continue to pervade the media.

Nyamunga, (1999) conducted a research on strategic issues affecting performance of the civil service and recommended that training policy be documented to provide proper guidance to the development and management of training programmes. He further advised for government budgeting contributions to training to be improved to avoid donor driven training. Training votes be introduced in ministries' budgets to enable them cater for the routine and local training needs. He suggested that in any organization deployment or redeployment should be for the purpose of placing an employee in an appropriate position to utilize his skills, knowledge and aptitudes for the accomplishment of the organization's objectives as well as giving the employee job satisfaction. The rationale behind any deployment should be to place employees in the relevant and suitable position for optimum productivity. It benefits both the employee and organization. He further argues that good deployment yield better fruits with a good and clear scheme of work for employees. A scheme of work clearly defines career progression structures, which in turn facilitate the attraction and retention of quality staff. It also eliminates anomalies in appointment, qualification, progression in the career and thus provides equal opportunities for advancing to all based on merit.

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Chowdhury, (1974) in his study on tea industry in Bangladesh points out that management was an important factors that influences the yields very much. He argues that, farmers who took their tea to poorly managed factories had poor production s compared to those who are satisfied with the management of their tea factories.

Milfrani, (1996) argues that, as radical changes transform work business and people, the link between businesses planning, human resource planning and individual career life cycles become more and more necessary. Putting the right people in places at the right time must now allow for the process of matching available competencies to company goals in a rapidly changing framework. Within this context the use of career path and succession planning provides an organization with flexible tools to attract retain and motivate the people they need to achieve high performance.

2.4 Local Authority

The Local Government has long been recognized as a means of enabling villages, towns and countries to provide certain services to their areas. In the larger towns and cities around the world a local authority council is responsible for the provision of education, health, fire and sewerage Heley et al, (1992). In Kenya this has remained so of local authorities to the Central Government Malombe, (2003).

Local Government is the key part of the democratic system in the world. Its scale and significance also means that it is an important part of national public expenditure planning and economic management comprising many formal and informal relationships with the central government. This makes management in local authorities complex not only in this involvement with the central government, but also with the wide range of services and activities undertaken, a changing society and environment, the local community and community interests and the influence of political party organizations Michael, (1995)

A United Nation Commission on Human settlement UNCHS, (2001) report on financing municipal services in East Africa noted that the pressure of the state greatly differ from one country to another, between strong states and weak states. Even in countries where the state is still strong as in France and United Kingdom (UK), it no longer has the political and economic resources needed to carry out the traditional functions and societal governance of its own. The report further observed that in Kenya, local authorities are failing to offer basic services to many of the citizens living within their areas of jurisdiction. It attributed this to poor management and resource base, lack of reliable funding, political interference and corruption, high staff turnover and significant inherent and inflexible bureaucracies.

A task force that was established in 1999 by the treasury to investigate indebtedness in local authorities found out that the problem is occasioned by a steady growing demand for services due to increased population against a steady decline of local authorities, revenue base. It also found out that the problem arises due to management and operational inefficiencies and imbalance of resources for infrastructure development.

2.5 Conceptual Framework

Independent Variables

Strategic Issues

- Training
- Motivation
- Management Style
- Deployment
- Attitude to work

Dependent variable

Performance

- High rate collection
- Effective litter collection
- Adequate facilities
- Motivated employees
- High productivity
- Efficient and effective communication
- Achievement of goals
- Timely payment of salaries

- Target Budget
- Secretarial and clerical Work
- Production Reports
- Performance Contracting
- Career Development

Intervening Variables

Figure 2: Conceptual framework showing the relationship between strategic issues and performance.

Source: Researcher

From the conceptual framework above, various independent variables such as training, motivation, deployment management styles and attitude to work, have been conceptualized to influence the dependent variable which is performance. The other variables which influence performance but have not been dealt with in this study, include: Target Budget, Secretarial and clerical Work, Production Reports, Performance contracting and Career Development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A cross-sectional survey design was used. The choice of survey technique was that surveys provide a quick, efficient and accurate means of accessing information about the population. Secondly, the study sought to sample and describe events or opinions without manipulating variables for which a survey design was the best (Oso & Onen, 2005).

3.2 Study Area

The study area was in Nyamarambe Town Council, Gucha South District, Nyanza Province, Kenya. It is perched on the highly productive Kisii highlands, about 400 kilometers West of Nairobi. It covers an area of 105.1 square kilometers.

3.3 Target Population

The study population consisted of all Nyamarambe Town Council employees and census method was used. The total study population was 40 employees, of which: 3 Top Management (Town Clerk, Treasurer and Social Welfare Officer), 4 Finance Officers, 6 Office Clerks, 3 Councilors (2 elected and 1 nominee), 9 General Office Workers (2 Secretaries, 2 Typists, 2 Messengers and 3 Cleaners), 4 Drivers and 11 Tax Collectors.

3.4 Sample and Sampling Techniques

Census sampling technique was used hence all the members in the target population were included in the sample. Census sampling was appropriate since the target population was small and there was need to appropriately represent the target population. It also increased the reliability of results.

3.5 Data Collection Procedures

This study used a self-administered semi-structured questionnaire to collect primary data from the council employees of Nyamarambe Town Council. Both qualitative and quantitative data were collected. The structured questionnaire contained closed-ended questions for which the respondents were required to select their preferred whereas the semi-structured part contained

questions for which respondents were supposed to provide their answers. A cover letter highlighting the need and significance of the council employees responding to the questionnaire items was obtained from the department of Business and Administration, Kisii University College. The letter was attached to the questionnaire to help improve the response rate. The questionnaires were then self-administered by the researcher during the official working hours to the 40 council employees. The respondents were allowed a period of one week to fill the questionnaires. During that period, the respondents were encouraged to complete the questionnaire and seek help from the researcher in order to clear misunderstandings. Arrangements were made for the instruments to be collected promptly to minimize instances of loss or mishandling. Instruments collected from the field were examined to ensure they were completed fully.

3.6 Instrumentation

The study used self administered semi-structured questionnaires to collect both qualitative and quantitative primary data. Questionnaires were used because they collect a lot of information over a very short period of time and it is also the most suitable tool for a cross-sectional survey research (Oso & Onen, 2005).

3.6.1 Validity of Instruments

The questionnaire was pre-tested to determine both its validity and reliability. The content validity of the questionnaire was determined by the experts' and peers' advice. For this study the two supervisors examined and gave their recommendations on whether the questionnaire was appropriate. Necessary adjustments were made to accommodate their recommendations. For face validity, the questionnaire was administered to ten employees of the neighbouring Suneka Town Council. Insights that were obtained from the pilot survey were analyzed and used to make adjustments on the questionnaire items.

3.6.2 Reliability of instruments

Reliability of the questionnaire items was determined using the test-retest method in which the same respondents were requested to provide information for the second time. The results from the pilot study were used to calculate the test-retest correlation coefficient. A coefficient of 0.92 was obtained and was adequate enough based on Kerlinger (1986)'s recommendation of a value greater than 0.5.

3.7 Data Analysis and Presentation

Before the data analysis, data collected from this research were coded, edited, processed and input into the Statistical Package for social Sciences (SPSS) program ready for analysis. The data were analyzed using descriptive statistics such as frequency distributions, percentages, the weighted averages, mean and standard deviation. This facilitated the transformation of the raw data into a form that made them easier to understand and interpret (Kenya Institute of Management, 2009). On the basis of the information obtained inferences were made in relation to an assessment of strategic issues affecting performance in Nyamarambe Town Council.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Response Rate

Questionnaires were administered to 40 employees of NTC. Of these 34 questionnaires were successfully completed and returned to the researcher giving a response rate of 34(85%).

Table 4.1 Response rate of council employees

Respondents	Questionnaires Distributed	Returned	R.P (%)
40	40	34	85

Source: survey data, 2010

The remaining 6(15%) of the questionnaires were not returned; 1 office clerk, 3 cleaners and 2 tax collectors. This is illustrated in table 4.1 above.

4.2 Demographic Characteristics of the Sample

The demographic characteristics assessed included: position held, terms of employment, level of education, length of working period and sponsorship.

4.2.1 Work position held by the respondent

Respondents were requested to indicate what their position were in the NTC and their responses are shown in table 4.2 below.

Table 4.2: Position held by council employees

	Frequency	Percent
Town Clerk	1	2.9
Treasurer	1	2.9
Social Welfare Officer	1	2.9
Finance Officer	4	11.8
Secretary	2	5.9
Office Clerk	5	14.7
Typist	2	5.9
Messenger	2	5.9
Driver	4	11.8
Tax Collectors	9	26.5
Councilors	3	8.8
Total	34	100.0

Source: survey data, 2010

Table 4.3: Terms of employment of the council employees

	Frequency	Percent
Permanent	20	58.8
Temporary	9	26.5
Casual	5	14.7
Total	34	100.0

Source: survey data, 2010

The results in table 4.3 above indicate that 20(58.8%) are permanently employed, 9(26.5%) temporary and 5(14.7%) casual. This implies that the number of permanent employees is higher as compared to casual employee or temporary employed.

Table 4.4: Level of Education of Council Employees

	Frequency	Percent
Primary	4	11.8
Secondary	11	32.4
college diploma	12	35.3
university degree	6	17.6
college certificate	1	2.9
Total	34	100.0

Source: survey data, 2010

The results in table 4.4 above indicate that 4(11.8%) had attained primary level, 11(32.4%) attained secondary level, 12(35.3%) attained college diploma, 6(17.6%) attained university degree and 1(2.9%) attained college certificate. This implies that diploma holders are more than Certificate holders.

Table 4.5: Period of time employees have been in the council

	Frequency	Percent
less than 2yrs	4	11.8
2 - 5 yrs	15	44.1
6 - 10 yrs	10	29.4
more than 10yrs	5	14.7
Total	34	100.0

Source: survey data, 2010

The results in table 4.5 above indicate that 4(11.8%) have worked for less than two years, 15(44.1%) have worked between 2-5 years, 10(29.4%) have worked between 6-10years and 5(14.7%) have worked for more than 10 years. It implies that those who have worked between 2-5 years period of time in the council are more as compared to the other periods.

4.3: Descriptive statistics on the strategic issues

The first objective of this research study was to determine the strategic issues affecting performance of employees at NTC based on training, motivation, management style, attitude and deployment. Below are descriptive findings related to this objective.

On training, respondents were asked questions concerned with whether they have undergone training, type of training, training grade obtained, and the number of times they have attended training in the last 5 years and who sponsored the employees.

Table 4.6: Descriptive statistics on employee training

		Frequency	Percent
Undergone training	Yes	9	26.5
	No	25	73.5
	Total	34	100.0
Type of training	Formal	5	14.7
	Informal	4	11.8
	Total	9	26.5
	Missing System	25	73.5
	Total	34	100.0
Training grade obtained	Certificate	7	20.6
	Diploma	2	5.9
	Total	9	26.5
	Missing System	25	73.5
	Total	34	100.0
Number of times trained in last 5 years	Once	10	29.4
	None	24	70.6
	Total	34	100.0
Sponsor of the training	Self	5	55.6
	Council	4	44.4
	Total	9	100

Source: survey data, 2010

The results in table 4.6 above indicate that 25(73.5%) of the respondents have not undergone training while 9(26.5%) of the respondents have trained. Majority of the employees have not undergone training. It further shows that 5(14.7%) of the employees have undergone formal training, while 4(11.8%) have undergone informal training and 25(73.5%) were missing. Majority of employees did not indicate the type of training they have undergone. It shows that 7(20.6%) have obtained certificate grade while 2(5.9%) have obtained diploma grade and 25(73.5%) were missing. Those who have obtained Certificate grades were more as compared to Diploma grade. Consequently it shows that most of the respondents have not attended training in the last 5 years. This is evident by the response rate of 24(70.6%) of the employees who said that they have not undergone any training and 10(29.4%) said that they have attended only once. On sponsorship 5(55.6%) indicate that they were self sponsored while 4(44.4%) were sponsored by the council. This implies that most of the employees have not undergone training.

On deployment, respondents were asked questions concerned with whether they were inducted into their job and how regularly they attended seminars and service delivery.

Table 4.7: Induction into the job

		Frequency	Percent
Induction into the job	Yes	25	73.5
	No	9	26.5
	Total	34	100.0
Attendance to seminars on service delivery	Never	9	26.5
	Very Irregularly	9	26.5
	Irregularly	11	32.4
	Regularly	3	8.8
	Very Regularly	2	5.9
	Total	34	100.0

Source: survey data, 2010

The results indicate that 25(73.5%) were inducted into the job while 9(26.5%) were not. Induction into the job was regularly done. Further the researcher found out that 9(26.5%) of the respondents never attended any seminars on service delivery, another 9(26.5%) said the attendance of seminars were very irregular. 11(32.4%) observed irregular. The implication is that attendance of seminars on service delivery is occasionally done as shown in table 4.7 above.

On management styles, respondents were asked questions concerned with the management style the council uses and whether they are satisfied with it.

Table 4.8: Type of management style the council use

		Frequency	Percent
Management style	Participatory	6	17.6
	Non-Participatory	8	23.5
	Dictatorial	20	58.8
	Total	34	100.0
Satisfaction with management style	Yes	11	32.4
	No	23	67.6
	Total	34	100.0

Source: survey data, 2010

The researcher found out as shown in table 4.8 above that the responses received, 6(17.6%) of the employees indicated that at NTC management style is participatory, as did 8(23.5%) who indicated that it is non-participatory. 20(58.8%) said that management style at NTC is dictatorial. This implies that the management style used by the council is majorly authoritarian.

The results in table 4.8 above further indicate that 23(67.6%) of employees who responded indicated that they are not satisfied with the management style at NTC while 11(32.4%) indicated that they were satisfied. Of these 23(67.6%) who said no, 68% suggested that the management team should undergo training so as to improve their management style and 32% also suggested that the NTC management team should learn from other urban councils.

On motivation, respondents were asked questions concerned with whether they felt motivated to go to work, what motivated them, if they got their salaries in time and what other benefits they enjoyed.

Table 4.9: Feeling motivated to work

	Frequency	Percent
yes	15	44.1
no	19	55.9
Total	34	100.0

Source: survey data, 2010

The results in table 4.9 above indicate that 19(55.9%) do not feel motivated to go to work everyday while 15(44.1%) feel motivated. Very few council employees are motivated by going to work. This implies that the employees' attitude to work is negative.

Table 4.10: Reasons for council employees' motivation or demotivation

	Reasons	Frequency	Percent
Demotivated	Lack of incentives	15	78.9
	Lack of recognition	4	21.1
	Total	19	100
Motivated	Incentives	11	63.6
	Recognition	4	36.4
	Total	15	100

Source: survey data, 2010

The research findings on feeling motivated to work show that 15(78.9%) indicated that lack of incentives as the reason for their lack of encouragement whereas 4(21.1%) identified lack of recognition as their reason. 11(63.6%) of those who were motivated to go to work everyday cited the incentives provided as their reason whereas 4(36.6%) indicated that the recognition awarded as their reason as shown in Table 4:10 above.

Table 4.11: Receiving salaries /wages in time by the council employees

	Frequency	Percent
Yes	7	20.6
No	27	79.4
Total	34	100.0

Source: survey data, 2010

The research findings on receiving salaries in time show that 27(79.4%) felt that they do **not** receive salaries/wages in time while 7(20.6%) felt that they are received in time. This **implies** that very few employees of the council are motivated by receiving salaries/wages in **time as** shown in table 4.11 above.

Table 4.12: Other benefits received from the employer

	Frequency	Percent
Recognition	11	32.4
Allowances And Bonuses	8	23.5
None	15	44.1
Total	34	100.0

Source: survey data, 2010

The results indicate that 11(32.4%) responded that recognition is a benefit, 8(23.5%) felt allowance and bonuses were and 15(44.1%) said none. Most employees indicated that they were dissatisfied with the benefits in place as shown in Table 4:12 above.

On attitude, the respondents were asked whether they like coming to work everyday.

Table 4.13 Enjoy coming to work everyday

	Frequency	Percent
Yes	12	35.2
No	22	64.8
Total	34	100.0

Source: survey data, 2010

The results in table 4.13 above indicate that 12(35.2%) liked coming to work and 22(64.8%) did not like coming to work everyday. Any attitude contains an assessment of whether the object to which it refers is liked or disliked. Attitude form a basis of strong beliefs and feelings, which are affected by management styles, proper training and deployment, motivational factors such as pay, recognition, promotion and the quality of working life.

4.4 Assessment of Strategic issues

The second objective of this research study was to assess how the strategic issues affect the performance of NTC. The findings are as illustrated in table 4.14 below.

Table 4.14: Rating strategic issues that affect performance

Strategic issue	Less effective 1	Moderately effective 2	effective 3	Most effective 4	$\sum f_i$	$\sum f_i \cdot w_i$	$\frac{\sum f_i \cdot w_i}{\sum f_i}$
Motivation	1	2	14	17	34	115	3.382
Attitude	0	3	11	20	34	119	3.500
Management Styles	2	5	11	16	34	109	3.206
Training	0	0	12	22	34	124	3.647
Deployment	1	5	17	11	34	106	3.118

Source: Survey data, 2010

The level of training influences the performance of employees in an organization. This is evident by the response rate of about 91.2% of NTC employees who said that training influence the performance to be most effective. These findings agree with McClelland (2002), who found out that training make staff work harder thus increasing productivity and effectiveness.

The results showed that 91.2% of NTC employees scored that motivation is a key issue influencing the performance in the council. Management style play a great role in uplifting the performance as 79.4% of the NTC observed. This concurred with Chowdhury, (1974), who espoused that management style was important factor that influenced yields very much.

Nearly 100% of the respondents agreed that attitude to work influence performance. These responses show that employee's attitude to work play a great role to the performance of an organization. These findings agree with Tumbo's, (1991) and Arasa's, (1995) that attitude influences the response in certain way towards a phenomenon.

As shown by the weighted averages, training is rated as having the greatest effect on council performance as indicated by its large weighted average (3.676). This is followed by attitude to

work which has a weighted average of 3.647. Consequently, deployment of employees is rated to be having the least effect on council performance as indicated by its least weighted average (2.471). This finding is in line with Rebecca (2002) assertion that due to rapid technological progress, training is one of the key strategies that can be used to equip employees with appropriate skills which can enable them be more productive.

4.5 Assessment of the level of performance

The third objective of this research study was to assess the level of performance of NTC. The indicators considered were based on the level of satisfaction with high rate collection, effective litter collection, adequate facilities, high productivity, efficient and effective communication, achievement of goals, timely payment of salaries and effective debt payment. Their findings are shown in the table 4.15 below;

Table 4.15: Level of satisfaction with the given performance indicators

Performance Indicators	Very Poor 1	Poor 2	Average 3	Good 4	Excellent 5	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
High Rate Collection	20	12	1	1	0	34	51	1.500
Adequate Facilities	18	11	5	0	0	34	55	1.618
Effective Litter Collection	17	14	3	0	0	34	54	1.588
High Productivity	16	11	6	1	0	34	60	1.765
Efficient And Effective Communication	13	16	5	1	0	34	64	1.882
Achievement Of Goals	26	7	2	0	0	34	46	1.353
Timely Payment Of Salaries	18	7	9	0	0	34	59	1.735
Effective Debt Payment	19	12	3	0	0	34	52	1.529

Source: survey data, 2010

Most of the respondents showed that the level of satisfaction with the above performance indicators as handled by NTC is either poor or very poor. However as shown by the weighted averages the council employees are more dissatisfied with achievement of goals (1.353) followed by high rate collection (1.500) and an effective debt payment (1.529). The weighted averages can also be interpreted to mean that the employees are more satisfied with efficient and effective communication (1.882) followed by the high productivity (1.765).

Table 4.16: mean and standard deviation for indexed performance level

Variable	N	$\sum X_i$	Mean = $\frac{\sum X_i}{N}$	Std deviation
Performance	34	674	19.8235	3.7764
Valid N (list wise)	34			

Source: Survey data, 2010

Responses on the satisfaction levels on the performance indicators were summed up to obtain a single performance index which ranged from 8 (lowest) to 40 (highest). The higher the points, the higher the performance index. The mean and standard deviation of the Council's performance were computed and are as summarized in table 4.16 above. As depicted in Table 4.15, performance had a mean index of 19.8321 with the scores deviating by 3.7764 from the mean score. This low average score suggest that the council's performance was poor.

4.6 Recommendations on ways of improving council performance

The fourth objective of this research study was to establish propositions on how the management could improve council performance. Below are findings related to this objective

Table 4.17: Level of agreement with the recommendations on improving council performance

	Strongly disagree 1	disagree 2	Neutral 3	Agree 4	Strongly agree 5	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Training Of Employees	0	0	0	9	25	34	161	4.735
Improve Motivation	0	0	0	13	21	34	157	4.618
Change Management Style	0	5	3	8	18	34	141	4.147
Deploy Workers Properly	0	3	1	20	10	34	139	4.088
Change Attitude To Work	0	0	9	4	21	34	148	4.353

Source: Survey data, 2010

Table 4.17 above shows that 9(26.7%) of the respondents agree with the use of training to improve council performance whereas 25(73.3%) strongly agreed with the use of training as a way to improving the performance of the council. This is in line with the finding that majority of the employees in NTC have not received any training which as established by the study does affect the council performance.

On motivation, 13(38.2%) agree with its use to improve council performance whereas 21(61.8%) strongly agree with the use of motivation to improve performance. The results indicate that all the respondents are in agreement with the use of motivation as a strategy to improve council performance. This is in line with the finding that most employees do not receive any motivational elements other than salary.

On management style, 5(14.7%) disagree, 3(8.8%) neither agree or disagree, 8(23.5%) agree whereas 18(52.9%) strongly agree with the change in management style as a strategy to improve council performance. of the respondents are in agreement to change of management style as a strategy to improving performance. This is an indicator that the management styles being employed by the council's management inhibits performance hence need for change.

On proper deployment of workers, 3(8.8%) disagree, 1(2.9%) are neutral, 20(58.8%) agree whereas 10(29.4%) strongly agree with the use of proper deployment as a tool of improving performance. This implies that majority of the respondents agree with the use of proper deployment as a strategy to improve performance. This supports the finding that workers are poorly deployed hence a mismatch between skills and work task.

On attitude to work, 9(26.7%) are neutral, 4(11.8%) agree whereas 21(61.8%) strongly agree with the use of attitude change as a strategy to improve council performance. The findings show that majority of the respondents are in agreement that attitude change can be used as a strategy to improve performance.

By the use of the weighted averages, training of employees has been found to be having a great effect of the performance of NTC (weighted mean of 4.735) hence it is rated highest as a strategy to improving council performance. This is in agreement with findings by Melua, (2002), who asserted that local authorities' demand for new skills and experiences is on the rise, thus the increased need for training. However, as established by Nyamunga, (1999) the councils should document a proper training policy to provide proper guidance to the training programmes.

Proper deployment of workers is rated last (weighted average of 4.088) as a strategy to improving performance. However, as argued by Nyamunga,(1999) proper deployment of employees will ensure proper utilization of skills, knowledge and aptitudes for the accomplishment of organizational objectives. Also as pointed out by Armstrong, (2003) it will facilitate matching of employees' abilities and competences to positions within the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study intended to assess the strategic issues affecting performance at NTC. The findings of the study revealed that NTC is sensitive to all the issues. Most employees of NTC are not trained. This explains much on the quality of service offered at NTC. The council does not sponsor employees even for short-term seminars or workshops. It also came up that employees need to sponsor themselves for any training intended. Attitude to work was found to be the most important issue affecting performance at NTC. Employees have low attitude to their work due to low pay and inappropriate working tools. This reduces the number of hours worked and hence productivity declines. It was also found out that other than salary, NTC does not provide other motivational elements. Most employees do not feel motivated to come to work. It was found out that there was poor induction of new employees. These contributed to low productivity levels for the employees. It was also noted that many of the workers were not satisfied with the management style in the council. This impacted negatively on the performance of employees. It was also found out that workers are poorly deployed rendering a mismatch between skills and work tasks. The few who are trained are not deployed according to their skills.

5.2 Conclusions

Based on the first objective of determining the strategic issues affecting performance of employees at NTC, it was concluded that motivation, training, deployment, management styles and attitude to work do affect performance. The second objective was to evaluate the performance indicators on the operations of NTC and it was concluded that the indicators such as recognition of those who excel, selection of employees and orientation have a great effect on performance. The third objective was to assess how the strategic issues do affect performance and it was concluded that training was the most strategic issue that affect performance. Finally from the forth objective of the study which was to give suggestions to the management, it was concluded that all the strategic issues have significant effect on the performance of employees and therefore improvement on them will result in increased efficiency and productivity.

5.3 Recommendations

The study has shown that the performance of NTC employees is less satisfactory. Thus significant results can be achieved through improvement or an attempt to cure internal constraints that have driven service delivery to the lowest and undermined the general image of Urban Councils in Kenya.

There should be a clear scheme of service for staff which will ensure that the council has the right calibre of officers and well trained support staff. These should be coupled with training programmes for the employees who are sponsored by the council thus attracting more employees and changing their attitude towards work. They should also be deployed according to their training to inspire them to work for better results.

Many employees scored that apart from salary, there is no other motivational elements that drive them to work in NTC. Clear systems of promotion on merit, recognition of those who excel in their work, retirement benefit schemes and annual increments should be put in place to motivate the employees.

In the lengthy process, NTC should strive to make the council more transparent, more accessible and more accountable. All employees should have access to council information about strategic planning, policy processes and assessments to allow them to participate fully in council and society. In other words, a bottom-up process that actively involves a wide range of employees must form a basis of action. This will entail participatory management system that will trigger employees into action.

Privatization efforts should be intensified in order to improve efficiency in the provision of services, yet at the same time ensuring that the poor are not excluded in terms of access to those services. For example, NTC markets, slaughter houses, public toilets and bus parks should be privatized, where a private company maintains these facilities, collects charges from users and pass them to the council after retaining an agreed percentage. This will ensure efficient and effective strategy for service provision in the council.

As part of the on-going reforms in the many sectors, serious thought should be given to minimum qualification for the councilors, suggesting that they should at least attain ordinary level of education while those seeking to head the council to University or Diploma graduates. Ministry, (Ministry of Local Government) to review transfer guidelines to avoid too much movement of officers and long stay officers within a council. Besides improved service delivery it will help the council to redeem its current image.

5.4 Suggested areas for further research

This study looked into the strategic issues affecting the performance of Urban Council employees in Kenya. It was only conducted in NTC. It is important that a comparison be made with other councils to ascertain the extent to which the strategic issues affect performance. It is also necessary to explore how the relationship between Central Government and Urban Councils affect their performance.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam,

The researcher is Josephine Kerubo Ondari, a student of Kisii University College seeking data on the performance of Town Council employees more specifically in Nyamarambe Town Council. The purpose of this questionnaire is to collect data for research project leading to the award of degree of Master of Business Administration (MBA), Strategic Management option of Kisii University College. The researcher kindly requests you to assist in filling the questionnaire in order to help her go through her academic work and suggest ways of improving the performance of the Town Council employees. Your honest responses will be held in strict confidence and will be used for academic purposes only.

Yours Faithfully,



Josephine Kerubo Ondari

APPENDICES II: QUESTIONNAIRE

Instructions

Answer all Questions. (Tick (✓) where appropriate)

Your honest responses will be held in strict confidence and will be used for academic purposes only

1. Tick (✓) who you are from the following.

Town Clerk

Secretary

Treasurer

Typists

Social Welfare Officer

Messenger

Finance Officer

Driver

Office Clerk

Tax Collector

Councilor

2. Terms of employment?

Permanent

Temporary

Casual

3. For how long have you worked with the council?

Less than 1 year

2-5 years

6-10 years

more than 10 years

4. What is your level of education?

Primary: Class eight below class eight

Secondary: Form 1 – 2 Form 3-4

College: Diploma Degree

Others specify.....

5. Have you undergone training? Yes No

6. If yes, what type of training? Formal Informal

7. Who sponsored your training? Self Council

Others specify.....

8. What Training did you obtain? Certificate Diploma Degree

Others specify.....

9. How many times have you been trained in the last five years?

Once Twice

Others Specify.....

10. When you joined the council, were you inducted into your job? Yes No

11. How regularly do you attend seminars on service delivery? Twice a year
once in 2 yrs None

Others Specify.....

12. What management style does the council apply or use?

Participatory None Participatory Dictatorial

Others Specify

13. Are you satisfied with the management style? Yes No.

14.. If No, what can be done?

.....

15. Do you feel motivated to come to work? Yes No

Give reasons.....

16. Do you get your salaries/wages in time? Yes No

17. Besides your salary, what other benefits do you enjoy from your employer?

Recognition Allowances and bonuses Medical Services

18. Do you like coming to work everyday? Yes No.

19. Rate how the following strategic issues do affect the employees' performance? Tick the most appropriate

Strategic Issue	No effect 1	Less effective 2	Moderately effective 3	Effective 4	Most effective 5
Training					
Motivation					
Management styles					
Attitude to work					
Deployment					

20. Kindly rate the following strategic performance indicators as handled in your urban council in terms of satisfactoriness?

Performance Indicators	Very poor 1	Poor 2	Average 3	Good 4	Excellent 5
High rate collection					
Adequate facilities					
Effective litter collection					
High productivity					
Efficient and effective communication					
Achievement of goals					
Timely payment of salaries					
Effective debt payment					

21. Rate your level of agreement with the use of the following measures in improving the performance of the council based on the scale given.

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Training of employees					
Improve motivation					
Change Management styles					
Deploy workers properly					
Change attitude to work					