

**DELEGATION AND EMPLOYEE PERFORMANCE IN  
PARASTATAL ORGANIZATIONS**

**( A CASE STUDY OF KENYA POWER AND LIGHTING  
COMPANY LTD)  
PARKLANDS BRANCH, NAIROBI  
BY**

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## DECLARATION

This research project report is my original work and it has never been presented to any institution for the same award.

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Signature 

Date 7/08/2006

## **APPROVAL**

This research project has been submitted to Kampala international university for examination with my approval as the student supervisor.

NAME OF THE SUPERVISOR .....

SIGNATURE .....DATE.....

## **DEDICATION**

This project is dedicated to my mother Mrs Grace Nyambura Kariuki and my brother my Herman Njoroge Kariuki , may God Bless them abundantly

## **ACKNOWLEDGMENT**

My sincere gratitude goes to the almighty without whose Grace and Prudence I would never have made it .

Also to my advisor Mr Kizito whose guidance and assistance proved to be more than valuable.

Lastly t all those who assisted me in one way or the other especially my course mate ,may the almighty bless each one of them.

## **ABSTRACT**

Delegation is always done after recruitment and training. It is done to increase responsibility of employees and competence and also it acts as a learning curve effect. The company as a whole is interested in delegation in order to motivate employees and improve the experience because when managers delegate the experience of the subordinates improves because they perform several duties.

The primary objective of this study was to investigate the factors that affect delegation in Kenya Power and Lighting Company. The population targeted in this study was 60 respondents out of approximately 500 employees.

Questions were designed to secure the information about delegation as far as possible using both the top and junior employees. Research design and methodology are very important aspects of every study. In this study the researcher specifically aimed at explaining the methods and tools used to present data for analyzing to get proper and optimum information related to the subject under study.

The methodology applied was the open and closed questionnaires administered to sixty employees. The stratified random sampling method was applied as sampling method and data was gathered and analyzed.

The major findings established that managers do not empower staff to enable them to take up delegation successfully. Supervisors do not design the delegation with their subordinates and employees do not have experience to exercise the duties delegated to them. An improvement in delegation may work to boost the effectiveness of the organizations retention and staff satisfaction.

## **LIST OF ABBREVIATIONS**

KPLC	Kenya Power and Lighting Company
EAP&L	East African Power and lighting company
TANESCO	Tanganyika Electric Supply company limited
UEB	Uganda Electricity Board
KENGEN	Kenya Electricity Generating Company

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

The changing nature of business organization including flatter structure and recognition of the efficient use of human resources coupled with advances in social democracy have combined to place growing importance of delegation. The nature of management is moving away from the emphasis on getting results by the close control of the workforce and towards an environment of coaching ,support and empowerment .

The organization is made of groups of people. An essential part of management is coordinating the activities of groups and directing the efforts of their members towards the goals and objective of the organization. This involves the process of delegation and the choice of an appropriate form of behavior and the right form of delegating style. Delegation is an essential ingredient in effective and successful management .The manager must understand the importance of delegation, he should also know how to delegate authority and strive to develop the employee's responsibility . Delegation involves dealing constructively with the employers' responsibility.

Delegation involves dealing constructively with the employer's internal responsibilities, roles and relationships. It is related to motivation, interpersonal behavior and communication process. Delegation is a dynamic process, which influences the behavior of subordinates.

Managers need to identify the need for delegation and use their influence to redirect the energies of employees accordingly.

### **1.1.1 Profile Of Kenya Power and Lighting Company (KPLC)**

The thoughts on KPLC started in 1875 when Seyyiel Bargash, the Sultan of Zanzibar acquired a generator at his place and nearby streets in 1908 Harxali Ermailiyee.

Jeevanjee, a wealthy merchant in Mombasa acquired the generator and transferred it to the Mombasa Electric Power and significance of delegation of performance .

An engineer Mr. Clement Hertz was granted exclusive right to supply electricity to Nairobi Province .This led to the formation of the Nairobi Power and Lighting syndicate in 1920.

In 1922, the two utilities in Nairobi and Mombasa merged under a company incorporated as the east African power and Lighting Company,(EAP&L)

In 1932 EAP&L acquires a controlling interest in the Tanganyika Electric supply company limited ( TANESCO).

In 1936 EAP&L obtains generating and distribution licences for Uganda, entrenching its presence in the East African Region.

In 1948,the Uganda Electricity Board (UEB) is established by the Uganda government to take over distribution licences for Uganda, entrenching its presence in the East African Region .

In 1954 Kenya Power Company was created and managed by EAP&P for the purpose of transmitting power from Uganda through Tororo – Juja line .In 1964.

EEAP&L sells majority stockholding in TANESCO to the government of Tanzania .

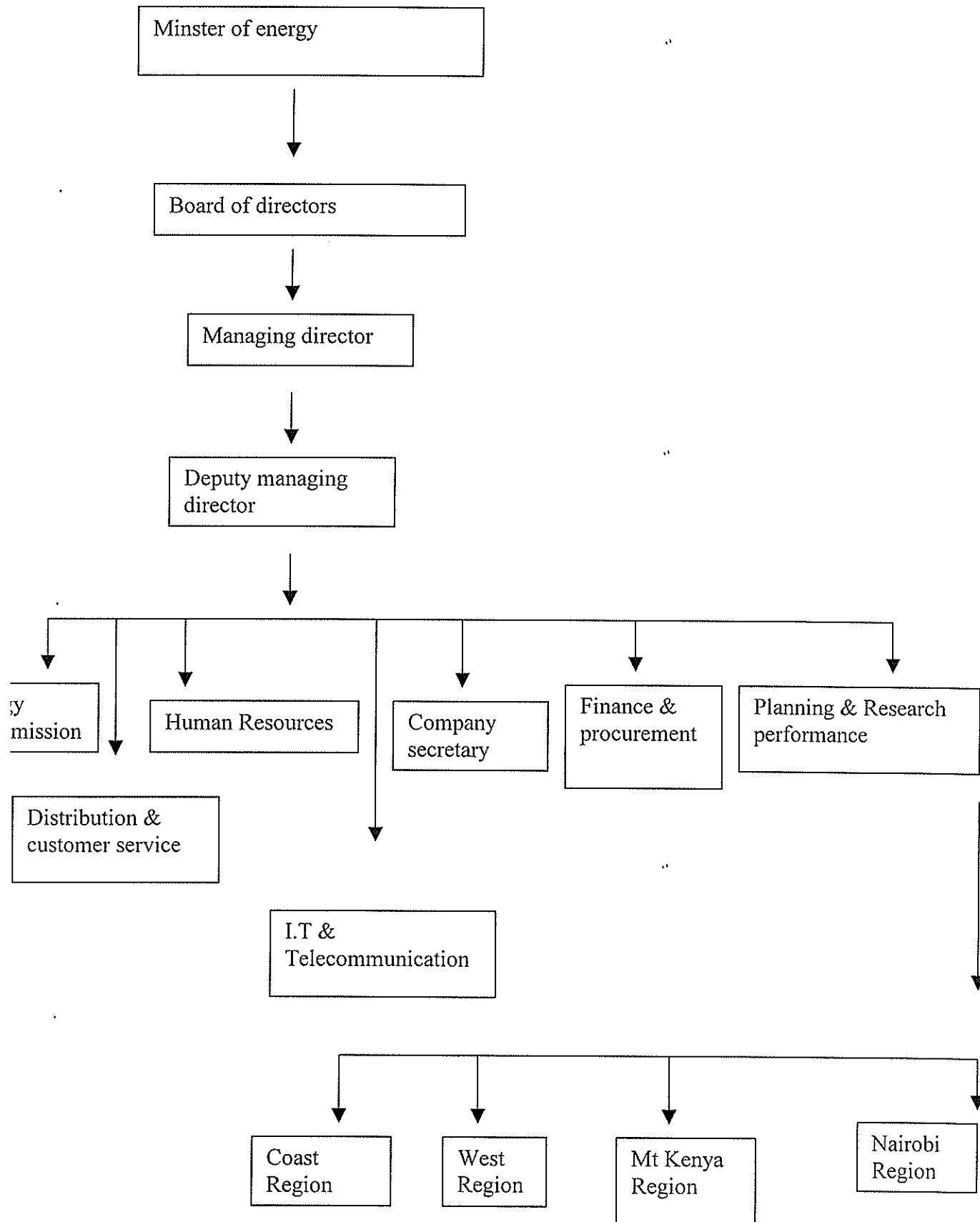
In 1983.with the operations compelled only to Kenya AP& L is renamed Kenya Power and lighting company limited (KPLC).

In 1997 the functions of generation are split from transmission and distribution, the Kenya power company hat has been under the management of KPLC the funded power generation project. In the same year Stima Plaza branch is opened in Parklands Nairobi

In 1998 the Kenya Power company is re- launched as the Kenya Electricity Generating company ( KenGen).

It is offering the best the leading company in Power supply ,the company has branches in all major towns in Kenya for example Mombasa,kisumu, Nakuru, Malindi Lamu and Naivasha.

# Organizational Structure Of Kenya power and lighting Company



## **1.2 STATEMENT OF THE PROBLEM**

The statement of the problem is what are the effects on the improvement of employee performance in Kenya parastatals. The importance of delegation can't be underestimated. Delegation is crucial in an organization because it makes the subordinates feel like part of the organization. This is because they are incorporated in decision - making .This motivates the employers by allowing them to participate in decision – making process; hey fell responsible and accepted in the organization. This research is meant to analyze the cultural, issues, which are carried by delegation scheme, which is not adequate for the staff.

The company's mission is to be the preferred leading electricity company in east Africa, providing the best services to the market comprising the whole nation and even the government. The company aims to achieve this by Providing superior quality services to meet customer expectations, this will be achieved by effiecient and timely service, value pricing ,integrity, flexibility and being the preferred service, value pricing , integrity flexibility and being the preferred service provider. Developing a high quality image projected through the 5s that is s table, sound, secure and strong.

The company will also implement electricity in remote areas, where the landscape is not well defined: this way the whole country will develop



### **1.3 OBJECTIVES OF THE STUDY:**

#### **1.3.1 General objective:**

The main aim of the study is to find out the impact of delegation on the employee performance.

#### **1.3.2 Specific objectives:**

1. To identify methods of delegation currently employed by the company.
2. To identify if lack of delegation is a factor that has led to poor performance and demotivated staff.
3. To identify if implementation of delegation styles can lead to improvement in the performance of employers
4. To identify the methods of implementing delegation within the company.
5. To find out if authority delegated improves the morale of employees.
6. To find out if authority and responsibility delegated leads to efficiency at the work place

### **1.4 RESEARCH QUESTIONS**

1. How does delegation influence performance of employees?
2. What other factors are contributing too poor performance other than lack of delegation
3. What extent does delegation influence performance of employees?

4. What are the factors leading to lack of delegation in a company?
5. How does the delegation function as a motivating factor to employees?
6. To what level of degree does lack of a good delegation package influence performance of the staff

## **1.5 SIGNIFICANCE OF THE RESEARCH STUDY**

### **To The Company**

The research study will help the company to delegate authority and responsibility effectively, this will; motivate the employees, they will have a chance to learn thus improving their competence, this will help the company to be efficient in delivery of services since their employees are competent.

The study will ease the workload from the central management to the departments and sections, thus making the central management to concentrate on more serious issues like corporate identity .

The study will offer an explanation why employees at Kenya power and lighting company have low morale and low motivation and how it will use the research study.

### **TO the student**

The results of the study will be necessary to the student in achieving his credentials.

### **To the Institution**

The wealth of this study to the administrators will be used to identify the importance of delegation and how it affects the performance of employees. To identify if delegation is the only affecting issue on performance of employees and the management towards accomplishing the company's goal and maintaining the company's image.

### **To the government**

The wealth of the study will help the government to implement strategies that will make the parastatals more efficient and employees welfare improvement.

## **1.6 LIMITATIONS OF THE STUDY**

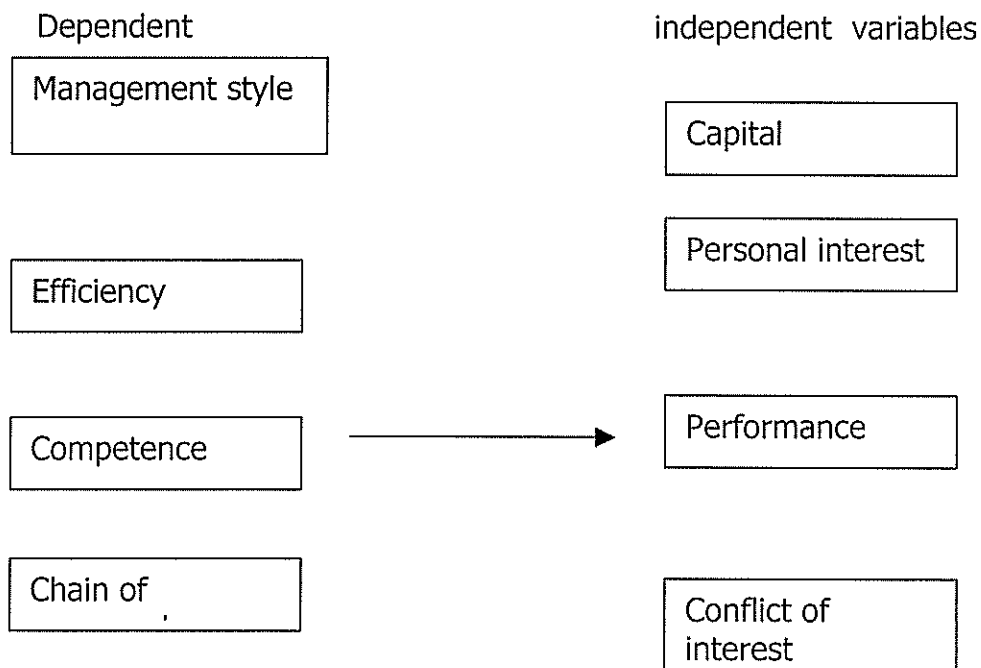
1. Financial Constraint :- The research is a student and has to rely on funds from the guardians.
2. Negative response from the respondents :- Delegation is rarely well implemented in the company ; therefore the employees were not willing to discuss the issues concerned.
3. Lack of enough time : The researcher had lack of enough time to carry out a detailed study because of the deadline laid forward.
4. Bureaucracy: In many parastatals, bureaucracy is evidenced making it hard for the researcher to get sufficient data.

## 1.7 SCOPE OF THE STUDY

The research was restricted to Stima Plaza branch in parklands it was mainly concerned with the subordinates since they are the employees who in most cases are not given any responsibility or authority in the company because the managers fear that subordinates may outshine them and turn to better leaders. Sections and departments received equal treatment in gathering information. The research study attempted to interview 20% of the personnel of the institutions.

## 1.8 CONCEPTUAL FRAME WORK

It represents a system of variable interrelationships, which provide a logical view of the research problem. It specifies possible independent variable and illustrates their linkages to the dependent variable representing the research problem.



### **1.8.1 Management style**

Every organization has its ways of implementing strategies and management style. Style this is always limited or controlled by financial resources of the organization. Delegation will be affected by management style of the organization due to inconsistencies in practical and policies of parastatals.

### **1.8.2 Government policy**

parastatals are owned by government and hence Kenya power and lighting company policies have to be in accordance with the government policy. The policies may be not optimum but due to the nature of parastatals the company must abide to the policies.

### **1.8.3 Efficiency**

Efficiency is the ability to do things right. Efficiency have impact on delegation because the delegation has to done by an efficient manager to an efficient employee and if efficiency is not looked upon delegation may not achieve its objectives.

### **1.8.4 Competency**

Competency is the ability to a job well, Employees to be delegated must be competent enough in order to handle the responsibilities appropriately and in accordance with the description of the job.

### **1.8.5 Chain of command**

The chain of command in the parastatals have impact on delegation .If the chain of command is long delegation will not be well exercised because there are many employed given responsibilities over certain duties .

### **1.8.5 Capital**

The corporate strategies of an organization have major impact on finance .So capital of the organization will affect the delegation because after delegation remuneration is expected to be increased.

### **1.8.6 Personal interest**

The employees personal interests have impact on delegation especially the managers who are delegating .They may have personal biased against some employees and this may hinder appropriate delegation.

### **1.8.8 Performance**

With delegation the performance of employees increase because they become motivated and learn more on different responsibility delegation is also done to those employees who have high performance in terms of effectiveness.

### **1.8.9 Conflict of interest**

The employees may have interests which are overlapping .They may not know what they want to do and this will have impact on delegation .

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Review means to take a retrospective view of examine critically on deliberately to give critical evaluation. It cuts across all stages of the research process in a dynamic way. The literature review will help in understanding of the dynamic way. The literature review will help in understanding of the delegation its importance on efficiency and high performance and how to solve the problems that arise due to poor delegation in the organization.

This study will help to compare and contrast previous studies and identify the issues that arise from the studies.

#### **2.2 EMPIRICAL REVIEW**

According to Living stone (1983), for a number of decades, leadership policies in the world and Kenya as well have essential consisted of such form of strategies that have locked out competitors through growth and development when a market or company grows it means its profits are increase.

According to Porvez one authorities from university of Gronenger (1997)also a co- author to be a leader one has to supply efficiently ,share cost and cut and cut on duplication. The leader has also to delegate.

- Subordinates lack the knowledge skill and experience necessary lack of trust in subordinates.
- Subordinates do not want the additional responsibility, especially with no additional pay on reward.

The process of delegation involves a conscious series of steps:-

**Planning:-** The identification of tasks and functions which could usefully be delegated and the selection of suitable subordinates on group of subordinates considered capable of assuming the responsibility.

**Specification of the terms of delegation:-**determination of the objectives and scope of the responsibility to be delegated and communication.

**Monitoring and review :-** Checking progress and results at suitable intervals, without maintaining such close control that the autonomy of the subordinates to carry out the delegated responsibility is undermined, but enabling support to be provided should it prove necessary.

This is seen in Mulling, L.J "Delegation and Management "

British Journal of administrative management volume 31, No 7 October 1981.



Without question, the characteristics of effective delegation must provide a foundation for rapid and dramatic organizational change.

A leader's ability to learn, adapt and innovate directly and highly correlated with effective school leadership, today's leadership emphasizes on the need for delegation in an organization, this is derived from Senge,1990, Vaill, 1996, Bolman and Deak 1995, Ubber and Hughes, 1997.

Also Taylor F.W (1917) is credited to have introduced scientific management, He spent some 30 years in the steel and paper industry. Among these contributions was the recognition that if specialized knowledge and skill were concentrated in the hands of well – trained and able employees, there would be an improvement in productivity.

He therefore, broke down jobs into separate functions and then gave each function to an individual .By doing this, Taylor was delegating authority and responsibility to employees in order to increase efficiency.

Herbert (1950) in his experiments on job enlargement job rotation and job enrichment ca me up with two factor theories on motivation: Hygiene factors and motivation factors.

Motivation factors include challenging tasks, a feeling of achievement, responsibility, personal, growth, and advancement and recognition of ability.

Hygiene factors include environment, work breaks, supervision, wages, and fringe benefits.

Hertzberg came to the conclusion that only motivators can move employees to action hygiene factors cant'

### **2.2.1 Concept of Delegation :-**

Delegation is the passing of responsibility from one level of management to a lower level. It forms the basis of decentralization and often takes place in an organizational seeking known as a scheme of delegation" which is effectively the framework of decentralization.

The advantages and disadvantages of delegation are similarly those considered in decentralization these are:

- a) The advantage is peter L.J and Hull, Pan Book 1970.This facilities the identification and assessment of performance in a detailed manner.
- b) It encourages initiative, stimulates job satisfaction and improves morale y providing individuals with more control over their work.
- c) It fosters the development of managerial ability and lower levels .

The disadvantages are that, it takes more time to explain what to do than to do the work.

## 2.2.2 EMPLOYEES PERFORMANCE IN PARASTATAL ORGANIZATIONS

Long before the NN Keynesian revolution of the 1930's money was regarded as neutral as it was seen to have no effect on real variable such as output, investment , savings, interest rates and so on. The national economy was dichotomized into real sector and monetary or financial sector. The two sectors were independent and, there fore, financial sector had no affect no effect on real sector or the vice versa.

This view persisted until studies carried out by Tobin ( 1965),Johnson, (1967),Patinkin (1968) and Sideraiski (1961) showed that money was not neutral as far as the real variables are concerned ! These studies concluded that money had influence on real variable .However, this view also presented a problem as to what the direction of the change is and also whether the effect of money is negative or positive .

Tobin conclude that introduction of money led to greater income and capital formation in non – financial /monetary sector. On the other hand, Johnson, and Sidravski differed with Tobin and concluded that money had an opposite /negative effect on the said variables .In any case, there exists a problem in the way money was introduced by these scholars in their theories. Tobins model introduced money as a free gift from nature .Johnson, and Patinkin introduced money as a factor of production or out put in the production function. Thus ,their

results did not show a positive correlation. In addition to this, they defined money in the narrow sense. That is to say, as a medium of exchange. They neglected the wider definition, which include all types of financial assets, currency, demand, savings and deposits. For instance, share , capital accounts, primary securities and life insurance, among others. „These, in essence, constitute financial intermediaries.

The existence of financial intermediaries contributes to saving s ratio by providing a convenient form of savings in monetary form than real form.

This paper addresses the major issues in financial management and international diversification of private investment in Kenya.

### **2.2.3 EMPLOYEES PERFORMANCE IMPROVEMENT**

From the late 1970s, competition had increased and Eastman saw an added need to organize and plan for a quality in all their endeavors. Continuous process improvement was used at Eastman in the early 1980s to generate high quality systems. Eastman felt the need to improve the management and performance of product ion control, and started using the start system to organize and plan. Manufacturing therefore used its manufacturing quality management process model and centered the effort around operations teams; i.e groupings of first line operations supervisors and general supervisors acting as a team, rather than as a traditional shop with foreman and workers. There are therefore now many

strings of interconnected teams, going bottom- up and top- down, with the entire group working together.

Since that time, Eastman has experimented with teams in many ways, from the high management to operational levels including considerable experimentation with self- managed teams. Indeed when the senior vice president of operations retired, he was not replaced, as the VP team took over the responsibilities of coordination. Now, operators manage the work that used traditionally to be that of a foreman ; i.e. they administer them selves. In fact, this some times causes slight problems: mr savell started, in the operations area, the biggest problem in managing teams is getting some one to accept administrative responsibilities s when they do not want to, thus some first level management cannot be eliminated but it is given a wider span of control.

### **2.3 Critical review**

With so many good reasons for delegation there are several critics which are:

Dependency upon other people: - As Stewart points out, managers who think about what can be done only in terms of what they can do, cannot be effective, managing is not a sole activity.

Employers are not given their respective jobs to perform; they are not trained for a reluctance to delegate maybe due to the fact that delegation is usually discouraged.

Lack of incentive has caused the laxity in some workers, this is because some management delegate but do not increase the salary when delegate, this makes

the employees reluctant because their responsibilities and duties but no salary increments or incentives.

Delegation also makes the process of decision making to be slow and long, this is because the dean of authority is an d therefore a lot of consultation is required.

With delegation there is a problem of coordination, this is because as authority is delegated, the manager becomes more and more independent operator of an email business, this limits coordination among the activities of different departments

With delegation there is need for uniform policy, in a company where there is need for a uniform policy in terms of planning and action , delegation may not be the right philosophy of management. Delegation will be possible only where there an enterprise is large and lends itself to departmentation and divisionalization.

## **2.4 SUMMARY OF MISSING GAPS AND CONCLUSION**

Organization needs to create a delegation plan; the study will bride the gap that exists in the current knowledge in the area. The study will help the company to develop favourable policies in regard to delegation and introduce motivating strategies. This study will help the employees to know what is expected of them to the effect of poor delegation and the consequences of poor performance.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 INTRODUCTION

This chapter presents the methodology adopted in obtaining the study data. The researcher specifically aimed at explaining the methods and tools used to present data for analyzing to get proper and maximum information related to the subject under study.

This has been presented in terms of introduction research design, target population, sampling design and procedure, data collection instruments and data analysis criteria.

#### 3.2 RESEARCH DESIGN

Research design refers to an approach adopted in the study. In this research design a survey and exploratory has been used. The researcher has solicited views concerning delegation and its impact on employees performance from the respondents, the method has been used because:

- (a) The researcher was able to collect information about delegation without any complication and fear from employees
- (b) The researcher was in a position to reach her target.
- (c) Interview were done and questionnaires sent.

### 3.3 TARGET POPULATION

Target population refers to the universe of the study .

This is where the sample units are to be drawn. In this study the target population was employees based at Stima plaza.

**TABLE 3.3.1 TARGET POPULATION**

<b>Population Category</b>	<b>Population Size</b>	<b>Population %</b>
Unionisable	4459	72%
Non-Unionisable	1680	28%
TOTAL	6,139	100%

Source Hr Data

### 3.4 SAMPLING DESIGN AND PROCEDURE

The researcher selected the example from the population of the study using the purposive sampling method. This is because the research was targeting particular personnel deemed to have relevant information about delegation in the organization. There researcher use d stratified random sampling and enquire a balance of the existing ages, sex , departments and groups mostly delegated.



**Table 3.4.1 Sampling Design**

Sample Category	Population size	Sample size	Sample %
Senior position	200	20	33%
Lower position	300	40	66%
Total Position	500	60	100%

Source author 2005

### **3.5 DATA COLLECTION INSTRUMENTS AND PROCEDURES**

The instruments used to help in achieving of the study were:-

#### **3.5.1 Questionnaires**

Fifty employees were asked to fill in the questionnaires .The question focused on how often they delegate, the companies delegation policy. The questionnaire had a section for managers where they were to fill in their responsibilities and the number of employees who report to them.

#### **3.5.2 Interviews**

These were crucial in helping the researcher to come up with a well – balanced and unbalanced opinion from the employees. This helped the researcher to collect the research to collect both quantitative and qualitative data, to notice and correct the respondents misunderstanding and thus collected the necessary

information and she was unable to answer questions raised by the respondents and thus motivated them to answer all her questions.

### **3.6 DATA ANALYSIS PROCEDURE**

Data analysis for this study was both qualitative and quantitative .Data was analyzed manually and later presented using graphs ,tables and charts .Data was entered into tables because this data be understood easily and comparisons can be made

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATIONS

#### 4.1 INTRODUCTIONS

This section contain the analysis of data in major benefits of delegation ,problems of delegation and recommendation solving the problem of delegation, which are the most important aspects of effective performance, which are the most important aspects of effective performance .Different table a were used to indicate various parameters.

#### 4.2 RESPONSE

A pre- test was done but the final data was collected using a questionnaire of employees as the target respondents representing the whole population.

Out of the 60 questionnaires 39 were received back. The following equation was drawn.

**Table 4.1 Target populations**

Target population	60
Actual response	39
Response Rate	65%

Source primary data

## **Responses**

Responses received were up to the required standards and its reliability used to make conclusions and recommendations from various results .

### **4.3 QUANTITATIVE ANALYSIS**

As per the research significant variations were experienced .It was evident that KPLC has a well designed delegation policy and that although senior persons occupy the top positions, they are promoted on the basis of their responsibility ,training experience, reliability and the leadership skill they possess.

It is a good managerial practice, although on the contrast it appears that juniors do not understand the duties delegated to them, which therefore have to be enlightened, although many employees are strongly in favour of it, the situation should be improved.

#### **4.3.1 JOB DESIGNATION :**

Selected respondents from both categories were classified on the basis of their job designations as shown below on the table .

**Table 4.2: Response Rate:**

Position	No. of Respondents
Lower Cadre	40
Top Cadre	20
<b>TOTAL</b>	<b>60</b>

Source Primary 2005

**Explanation :**

Out of the 60 respondents 40 respondents were of the lower positions .Out of the 40 respondents 10 were systems analysts, 13 were Human resource officers, 4 were messengers, 8 were section heads and were technicians. For the top cadre whose position were 20 there were 7 supervisors, 5 middle level managers, 5 chief managements and 3 general managers.

### 4.3.2 Effective Delegation Methods:

TABLE 6

Types of delegation	Senior Respondents	Junior Respondents	%
Weekly authority	20	20	37%
Monthly	20	20	37%
Yearly authority	-	20	26%
Number of respondents	40	20	100%

Source (primary data) 2006

#### Explanation :

This will include weekly authority, monthly authority and yearly authority. The junior staff respondents chose all the 3 methods that are weekly authority, monthly authority and yearly authority, while the senior staff respondents were for the weekly authority and monthly authority.

### 4.3.2 PROBLEMS OF DELEGATING IN KENYA POWER & LIGHTING COMPANY

**Table 4.3 Delegating problems**

Problem	Frequency	Percentage
Mangers fear of competitions	20	30%
Lack of confidence	20	30%
More time to do the task	20	20%
Lack of experience	10	20%
<b>TOTAL</b>	<b>60</b>	<b>100%</b>

Source (primary data)

#### **Explanation**

This is a really critical factor in many organizations including Kenya Power and Lighting Company of Kenya .To curb such a situation the management should agree on a way of solving the problems facing the delegation policy and also put into consideration the feeling of the trainees

#### 4.4 QUALITATIVE DATA ANALYSIS

Whether employees efficiency and performance changes after delegating the agreement was about 99% and it was agreed that there is a great difference between a company where there is delegation and where there is no delegation

In view of the above the study automatically approved that delegation is a key tool to effective and efficient job performance motivating employees and improving their responsibility.

According to the study and views collected, the employees strongly are in favour of delegation, they feel it is a way of the company motivating them and allowing them to be responsible the senior employees felt that delegation in Kenya power and lighting was excellent but the lower staff felt that delegation was be low average.

It was evidence that many organizations have well planned delegation programmers but they are not often to the juniors

Managers fears to delegate are because they feel that the junior staffs will out shine them, maybe by becoming g better leaders, this is seen mostly when the delegation process is low and therefore the fear mostly limit s delegation, making the performance of employees to decline and the production to be low



#### **4.4.2 Lack of confidence**

Managers lack to delegate because of lack of confidence in the employees, they feel that the employees are not capable of handling authority and responsibility. They feel that employees might not handle things like they are supposed to be handled. This lack of confidence makes delegation hard making the employees demotivated.

#### **4.4.3 MORE TIME TO DO THE TASK**

The more delegation, the more time it takes to do the task, this is because the employees have to be explained how to carry out the tasks, this takes a lot of time than actually doing the tasks. This was evident by the 20% of the respondents

#### **4.4.4 LACK OF EXPERIENCE**

This cited by the staff in the senior positions, which noted that most of the junior staff had no experience need to carry out the delegated duties. This means that chances for delegation should be given more too the junior staff.

Suggestion for effective delegation programmer:-

Respondents came up with the following suggestions to make delegation more effective in Kenya Power and Lighting Company.

- ❖ Employees should be part of the management delegation programme.

- ❖ Employees should be offered training on various tasks
- ❖ There is should be job description

#### **4.5 DISCUSSION OF STUDY RESULTS AND CONCLUSION**

The study report indicated that majority of the staff who constitute of 72% of the staff agreed that weekly authority, monthly and yearly authority .

This means that Kenya Power and Lighting company should use all three methods of delegation, this way, those given weekly authority can be evaluated and then given monthly authority of the best they can be given yearly authority .

Although Kenya Power and lighting company is delegating it needs to delegate more. It should allocate enough duties and a job description should be well understood.

Staff should also be incorporated in decision-making ;this way they will contribute their views and opinions making it easier to come up with decisions, which are in favour with ever one's views and opinion. The junior staffs are also the one who are motivated by the delegation so incorporating them.

If all this is in place the company stall experience effective delegation of staff which will result to the company offering impeccable services to its customers.

When all these are put in place it will definitely mean that the company will turn out to be a profit making company and the performance of the employee will improve and they will be motivated.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, AND CONCLUSION**

#### **5.1 INTRODUCTION**

This chapter briefly presents the findings of analysis of the data that was gathered during the research and the conclusion. Suggestions on area where further studies can be conducted to improve these findings are also included in this chapter.

#### **5.2 MAJOR FINDINGS OF THE STUDY**

The study established that :

- 5.2.1 Managers do not empower staff to enable them to take up delegation successfully which was evidenced by about 60% on the respondents.
- 5.2.2 Supervisors do not design the delegation with their subordinates; there is no employer participation in the management. This was evidenced by majority of the staff that have been holding one position for a very long time like 7 years. This means that they are never delegated.
- 5.2.3 Employees do not have experience to exercise the duties delegated to them.

5.2.4 There is no clear job description of tasks. This was shown by 70% of the junior staff who didn't know whom they are responsible for and to who to report to .

### **5.3 ANSWERS TO RESEARCH QUESTIONS**

5.3.1 Good delegation influence performance of employee's in that with delegation employees feel that the organization or the company is recognizing their handwork, they therefore feel motivated which makes them to work harder, this way their performance improve because they work effective and efficiently.

5.3.2 The other factors contributing to poor performance of delegation are poor job description, this means that the employees do not know what they are supposed to do or whom to report to this way they waste a lot of time and the performance improve because they work effective and efficiently.

5.3.3 Delegation has a lot of effect in influencing the performance of employees because without delegation it means that the company does not recognize the hand work of some employees, their reliability and seriousness in achieving the company's goal. It means that also there is no succession plan and the company has the same managers over along time this demotivated subordinates.

5.3.4 The factors leading to lack of delegation in the company were managers, lack of confidence with the subordinates where they felt that the subordinates were not capable of delaying out the delegated duties; another thing was manager fear of development of employees.

- ❖ The management should consider the importance of delegation. They should have in mind the need for personal development, improved competence, learning curve effect and hands on experience.
- ❖ It is therefore suggested that further study on the said be carried out in order for the organization to develop a workforce that is well motivated and competent

## **5.4 CONCLUSIONS**

From the analysis of finding as the following conclusions can be made, that people represent the most flexible resource available in a company.

Recruiting staff in the right numbers with the right skill and in the right place is fundamental to success and growth of the organization .

Delegation in a company is an essential aspect and it should be well coordinated and evaluated always and use the feedback to assess the value of the delegation programme with a view to improve where required.

Evaluation is concerned with setting appropriate standards of delegation. It may take the form of policies, objectives adherence to external standards.

In efficient delegation programme in any company ,is the root cause of all problems ,including poor performance when employees are delegated on when there is poor delegation then no organization can be efficient .

Organizations are not a mass of machines and therefore they need motivated staff to fulfill their function that are self - driven and reliable .

The present state of many companies in developing countries like Kenya is very poor due to lack of recognition of the need for good delegation policy, its importance in motivating staff.

#### **5.4 RECOMMENDATION OF THE STUDY**

- ❖ Involvement of employees in the decision-making programs.
- ❖ Delegation should be done always and often.
- ❖ Managers should have confidence in the subordinates.
- ❖ Managers should be ready for competition
- ❖ There should be a clean job description for every category of employee.

## **5.5 SUGGESTION FOR FURTHER STUDY**

- ❖ Forecasting for future delegation needs.
- ❖ To what extent had delegation in Kenya Power and Lighting Company impacted on performance of employees.
- ❖ Delegation evaluation and assessment.
- ❖ The future researcher needs to concentrate on future needs and plans on how the organization can delegate for the future needs and competition from the subordinates, they might outshine them, making them to lose their position. Also lack of subordinates experience contributed to lack of delegation.



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# QUESTIONNAIRE FOR THE EMPLOYEES

## SECTION ONE

### A. Personal data

1. NAME

2. SEX: Male  Female

3. MARITAL STATUS Single  Married  „Others specify

4. Age: Below 25  25-30  30-35  35-40

40-45  45 and above

5. Level of education: None  Primary  Secondary

College  University

## SECTION B.

1. State your position about the current Delegation?

- Strongly in favours of it
- In favour of it
- Strongly against it
- Strongly against it
- Against it

2. What makes you think it suits you?

- It is motivating
- It focuses clearly on improving performance
- Delegate the employee in accordance with their intelligence
- All the above

3. Does the company delegate policy define how it achieves on delegation?

Yes

No

4. Does the company (KPLC) delegation policy go a long way reducing the friction and grievance of employees over delegation difference and inequality?

Yes

No

5. Do you think that the current delegation policy gives and provides individual managers with powerful means of delegating employees?

Yes

No

6. Given a chance, what suggestion could you give to improve implementation of delegation?.....

**PART B. MANAGERS ONLY**

1. Name of department.....

2. What is your position in the department? .....

.....

3. For how long have you worked in the department?

.....

Have you been promoted

Yes                       No

4. How often do you delegate?

.....

5. List your main responsibility .....

6. State the number of employees who report to you.

.....

7. What policy does the company use to delegate staff?

(a) .....

(b) .....

(c) .....

In 1932 EAP&L acquires a controlling interest in the Tanganyika Electric supply company limited ( TANESCO).

In 1936 EAP&L obtains generating and distribution licences for Uganda, entrenching its presence in the East African Region.

In 1948, the Uganda Electricity Board (UEB) is established by the Uganda government to take over distribution licences for Uganda, entrenching its presence in the East African Region .

In 1954 Kenya Power Company was created and managed by EAP&P for the purpose of transmitting power from Uganda through Tororo – Juja line .In 1964.

EEAP&L sells majority stockholding in TANESCO to the government of Tanzania .

In 1983, with the operations compelled only to Kenya AP& L IS RENAMED Kenya Power and lighting company limited (KPLC).

In 1997 the functions of generation are split from transmission and distribution, the Kenya power company has been under the management of KPLC the funded power generation project. In the same year Stima Plaza branch is opened in Parklands Nairobi

In 1998 the Kenya Power company is re- launched as the Kenya Electricity Generating company ( KenGen).