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PERCEPTION OF KENYA POWER AND LIGHTING COMPANY EMPLOYEES TOWARDS BUSINESS PROCESS MANAGEMENT AS IMPLEMENTED BY THE COMPANY DURING THE RESTRUCTURING

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULLFILMENT FOR THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE, UNIVERSITY OF NAIROBI

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DECLARATION

This Management Research Project is my original work and has not been submitted for a degree in this or any other University.

Signed..... Date 1-12-05

Noah Omondi

This Management Reseach Project has been submitted for examination with my approval as the University supervisor:

Signed..... Date 16/12/2005

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DEDICATION

To my Wife Sarah and my daughters Emily and Ivy

Whose inspiration has been all I need to work hard on this undertaking

and

To, The rest of my extended family

ACKNOWLEDGEMENTS

I confer special thanks to my supervisor, Mr S.O. Nyamwange for his invaluable support and insightful contribution that have enriched the results of this study. My appreciation is also extended to the Kenya Power and Lighting Company Limited for facilitating this study.

Profound thanks and appreciation go to my family for their unfailing support. Your patience for me was of tremendous value and has borne the worthy fruits. I will eternally be grateful to you.

To the Lecturers of the faculty of Commerce who were involved in the noble task of imparting knowledge and to all my colleagues in the MBA class, I sincerely thank each and everyone of you. It was a privilege to know you, and share with you. To all those who assisted me in one way or another, during the programme and in typing various reports, I appreciate.

To almighty God, whose grace has been sufficient for me during difficult times, 'for with God, nothing shall be impossible'

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ABSTRACT

Kenya Power and Lighting Company (KPLC) is a limited liability company operating in Kenya, with the sole purpose of transmitting and distributing electrical energy to its customers. The Government of Kenya approved the restructuring of the company in the year 2000, and this was coordinated by a 'Restructuring Task force' within the company working in collaboration with Price Waterhouse Coopers as consultants In the new process arrangement which was essentially a Business Process Management arrangement, de-centralization of services was realized through reduced levels of hierarchy in the management structure, thus making the customer's proximity to top-level management closer.

The objective of this study was to determine the perception of Kenya Power and Lighting Company employees towards the new Process Management as implemented by the company during the restructuring. A questionnaire that dwelt on the various dimensions of Business Process Management was administered to 165 number sample of employees, in the process seeking their perceptions to the various dimensions of Business Process Management in relation to Kenya Power and Lighting Company at the time of restructuring. Data analysis was done using descriptive statistics by use of frequency tables, means of the various parameters as well as standard deviation.

The results of the study indicate that employees feel that the company needs to enhance benchmarking of its operations with leading similar electricity utilities in the world, and to create documented reporting and administrative structures if Process Management is to flourish. The results also indicate that transport for operational staff was not adequate at the time of introduction of the new structure, and this greatly hampered the operations in the Regions. Overall, employees felt that the attributes that are key to the success of a Process Management operational structure were only present to 'some extent' rather than to 'a large extent' and this contributed to the difficulties that faced the introduction of the new structure. In conclusion, the study revealled that employees of Kenya Power and Lighting Company generally felt that the structures that are critical to the success of a Process Management system were not fully in place by the time the company implemented the restructuring, and this contributed to the challenges the company faced at the time.

CHAPTER ONE: INTRODUCTION

1.1 Background

As a result of the changing business environment in the world, organizations today face many challenges as they struggle to adapt to the reality of globalization (Dunning, 1981). In this new era, national borders are blurred by instant interaction and information sharing. Most firms would like to increase their sales by looking for new markets and because of the stiff competition in developed countries, many multinational firms now prefer to move outwards and spread their operations in developing countries, so as to take advantage of the relatively high population as well as cheap labour in these countries. This move is strategic as well notes Dunning, because the developing countries also happen to posses a high population growth rate, meaning those multinationals who are established in the third world countries now are likely to gain in the future as these countries move to newly industrialised status.

In the process, this has increased competition and awareness amongst both private firms and public organisations operating in third world countries. As a means of coping with this stiff competition and to address the needs of their customers who have become more enlightened and demanding, many organizations now realize that they need to change if they are to survive and adapt to the changing environment around them. Many organizations are therefore adopting one type or the other of the new change initiatives that are available in the market today (Dunning, 1981).

According to Davenport and Beers (1995), most of the change initiatives occurring in organizations today can be described by two broad and sometimes overlapping categories. Quality management, often referred to as total quality management (TQM) or continuous improvement, refers to programs and initiatives that emphasize incremental improvement in work processes and outputs over an open-ended period of time. Reengineering, also known as business process redesign or process innovation, refers to discrete initiatives that are intended to achieve radically redesigned and improved work processes in a bounded time frame. Programs of these types, and various combinations or permutations of them, have become pervasive in large organizations.

One of the most important recent directions in organizations is the adoption of process-oriented approaches to organizational change. The earliest process thinking might be attributed to pioneers of industrial engineering such as Gilbreth (1931), while processes were also adopted as the primary work unit for such pioneers of quality management as Deming (1986) and Juran (1974) In the 1990s, broad, cross-functional business processes were made the focus of corporate reengineering efforts in the work of Davenport and Short (1990) and Hammer (1990).

In recent years we have noticed increasing awareness of process management's role for performance improvement in private and public organizations (Rummler & Brache, 1995 as cited by Dervitsitis, 1999). The conventional study of vertical (or functional) organizations through the vertical 'silos' of marketing, finance, production, etc. leaves out much vital information needed to support a strategy. By contrast, process management enables us to see how an organization operates as a system (Dervitsiotis, 1999). In such a horizontal systems approach, based on the actual flow of materials and information, one can more easily identify what is being produced, who the customers are, how work gets done, and how the different functions are involved in the various process stages. A fact often overlooked is that processes exist to support specific strategic goals considered vital for survival and success. When an organization experiences change in its environment, priorities for such strategic goals may have to be changed to reflect the desired competitive advantage as the best means of realizing its vision in successive planning stages (Porter, 1985 as cited by Dervitsitis, 1999).

As these programs become common in firms, managers are beginning to address the means by which processes can become institutionalized in day-to-day management. These means include process-oriented organizational structures, human resource management approaches, and information systems architectures.

1.1.1 Business Process Management

Process management ensures that activities are thought of, designed and performed in a process context, so that employees recognize that their individual activities are part of something larger, and they align around customers and common goals. When a process has an explicit end-to-end design, people can perform it consistently, and managers can improve it in a disciplined way. Process management ensures that a company's business processes are well designed, that the designs are

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followed, and that they are kept up-to-date. Hammer, (1996) observes that besides directly leading to better performance, process management also provides a framework and context for integrating performance-improvement initiatives. He states that although ideally all departments within an organization should be providing high-quality service to each other, in many cases this is far from true. Simply put, most departments do not view other departments as customers, and because most departments have a "captive market" for their services, there is little incentive to try harder, and these relationships have at times been described as "internal market monopolies." As a result of this, many line managers have learned to expect mediocre internal services.

Over the recent past, many cooperate organizations in the world have adopted a process management system as a way of integrating the departments within these organizations to deliver better service to their customers. Businesses across a broad range of industries also use Business Process Management products to evaluate and optimize their business processes and ultimately develop and further their competitive advantage.

Maddern (2004) gives an example of IBM, Texas Instruments, Owens Corning, Colgate -Palmolive and Duke Power as having all redesigned their organizations around their core processes and are reaping enormous benefits as a result. He notes that Texas Instruments' calculator business was one such process enterprise which was in trouble in the early I99Os. Plagued by long cycle times in new product development, it was losing sales to more nimble competitors. Management saw the problem and took action, redesigning the product development process from scratch. New calculators would now be developed by teams of people drawn from engineering, marketing, and other departments who would work together in the same location. Each team would have full responsibility for its product from conception through launch, including such highly specialized activities as producing documentation, creating advertising, and even developing training materials. Because each team would control every aspect of its process, all development activities would be performed in a coherent, streamlined fashion, free of all the old bottlenecks and delays.

1.1.2 The Concept Of Perception

Perception is the process which an individual attributes meaning to incoming stimuli received through our five senses (Kibera and Waruingi, 1988). It can also be defined as the process of interpreting directly through our senses. It is an entire process by which an individual becomes aware of the environment and interprets it to fit in his own frame of reference. According to Kibera and Waruingi (1988), perception of an object or event is the result of the interaction of two types of factors namely 'Stimulus factors', which are characteristic of the physical object such as size, colour, weight or shape and 'Individual factors', which are characteristic of the individual. These factors include not only sensory processes but also past experience with similar items, basic motivation and expectations.

We are interested in perception because it involves what customers believe. To provide satisfaction effectively in the market place, marketers must understand how all their marketing activities are perceived because perception greatly influence buyer behavior. Consumers perceive the same situation differently. Kibera and Waruingi (1988) point out the following perception characteristics, namely: - Consumer perception is objective; Perception of the consumer is selective; Perception of the consumer is time related; Consumer perception is summative. Consumers take many sensations that reach their awareness almost simultaneously. These summations add up into a complete and unified whole before a consumer can react to them. It is difficult to conceive how consumers could ever make their minds to buy if it were not for the fact that perception is summative.

Consumers/Employees often judge the quality of a product or service on the basis of a variety of information cues that they associate with the product. These informational cues have been dichotomized into intrinsic and extrinsic cues (Olson, 1977; Olson and Jacaby, 1972). Intrinsic cues involve the physical component of the products (e.g. flavour, colour, texture, e.t.c.). Extrinsic cues on the other hand are product related but not part of the physical product itself. They are by definition outside the product e.g. price, brand name, level of advertising, amongst others.

1.1.3 The Kenya Power & Lighting Company Limited

Kenya Power & Lighting Company Limited was incorporated in 1922 as the East African Power & Lighting Company (EAP&L). It became the Kenya Power & Lighting Company Limited in 1983. The majority shareholder of Kenya Power & Lighting Company Limited is the Government of Kenya and its institutions, while private shareholders through the Nairobi Stock Exchange own the rest. Before a

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major restructuring of the power sector in 1997, Kenya Power & Lighting Company Limited managed all the country's power generating stations on behalf of the Government. However, the power sector in Kenya was liberalized in 1997 which saw the separation of the Transmission & Distribution functions from generation. The ministry of Energy is now responsible for overall policy formulation in the energy sector in Kenya, while Kenya Power & Lighting Company owns all transmission and distribution assets. The company buys electricity from generating companies in bulk and retails it to customers. The Kenya electricity Generating Company manages all power generation facilities in the country and sells electricity in bulk to Kenya Power & Lighting Company Limited. The sector also has Independent Power Producers(IPPs) who build, operate and own power stations, then sell power in bulk to Kenya Power & Lighting Company with whom they sign Power Purchase Agreements.

Kenya Power & Lighting Company's core values emphasize teamwork, people focus, a customer driven focus, empowerment, equal opportunity and professionalism, with a vision geared towards achieving world-class status as a quality service business enterprise. In 1995, Kenya Power & Lighting Company Limited embarked on a Reengineering process aimed at giving it a new orientation towards response to customer needs through an integrated service (Njoroge, 2003). This was in recognition of the fact that as its business continued to expand, the customers have increasingly questioned the quality of service offered by this essential service provider. Customer complaints increased while the pressure to improve the quality of service could no longer be ignored (Nganga, 2004).

This was therefore followed by the restructuring of Kenya Power & Lighting Company in 2001 with the assistance of a Management consultant, Messrs. Price Waterhouse Coopers, which laid greater emphasis on Kenya Power & Lighting Company's business processes, with the aim of achieving greater efficiency in service delivery to its customers. The company focused on the goal of developing and implementing a customer focused connection policy aimed at reducing electricity power access costs, and accelerating connections to new customers, and hence improving sales and profitability. To further help Kenya Power & Lighting Company achieve the above objectives, and under the 'Energy Sector Recovery Project', the Company will undertake an extensive distribution system upgrade and reinforcement at an estimated cost of US$ 153 million, commencing in January 2006. This is expected to greatly reduce power interruptions experienced by Kenya Power & Lighting Company customers by creating redundancy and spare capacity within the distribution network.

1.2 Statement of the Problem

Kenya Power and Lighting Company (KPLC) is a Limited liability company operating in Kenya, with the sole purpose of Transmitting and Distributing electrical energy to its customers (Afande, 2001). The company which has operated as a monopoly in Kenya since its inception has undergone a lot of changes in the recent past. These changes have mainly been driven by the Government of Kenya who is the majority shareholder in the company. In its efforts of ensuring affordable energy requirements in the country, the Government of Kenya has of late put a lot of emphasis on the efficiency of operations of the Kenya Power and Lighting Company. This is especially because of the numerous complaints emanating from both domestic as well as industrial electricity consumers as concerns the quality of electricity supply they receive from this company (Afande, 2001).

The Government of Kenya approved the restructuring of the company in the year 2000, and the restructuring was coordinated by a 'Restructuring Task force' within the company working in collaboration with Price Waterhouse Coopers as consultants (Afande, 2001) As is evident from the new structure in Appendix 3, de-centralization of services was realized through reduced levels of hierarchy in the management structure, thus making the customer's proximity to top-level management closer. Strategic business units in form of Regions were also created and for purposes of effective supervision and effective customer service, Regions were further split into zones whereby a zone is the basic operating unit with customer contact. Senior and empowered staff were recruited as Zonal Heads to manage these zones. This way, the decision-making was made closer to the customers, thus enhancing customer service delivery through faster resolution of complaints and instant decision-making (Human Resource Division Report of the Restructuring Task force, 2001).

Zonal Heads were charged with the responsibility of entire business processes rather than in the earlier structure where the Company was organized on functional basis. In the new structure, the Zonal Head was to be a one-stop customer contact for all functions, that may relate to the needs of required customer service. Realization of one stop service was therefore easier in the new structure. The Zonal Heads are the operational managers and serve as holistic Customer contacts. The implementation of this new structure faced several challenges within the new Regions and Zones of the Kenya Power & Lighting Company. Management of the company identified various reasons that were an impediment to the smooth operations using the new structure, such as the lack of adequate resources within the

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newly created Zones. (Human Resource Division Report of the Restructuring Task force, 2001). However, it would be equally important to seek to understand and take cognisance of the employee's feelings and perceptions about this new structure if corrections are to be made in the change process so that the implementation can be successful.

Studies have been done by several scholars in the recent past that were specific to Kenya Power & Lighting Company during this period. In his work on Customer's perception of service quality, with a focus on the external customers, Njoroge (2003) recommended that the company needs to enhance the use of marketing research and customer survey studies, especially when undertaking customer service enhancement programs so as to throw light on the customers' expectations of service and the perceived service quality. He noted that this would lead to effective programs in addressing the areas of need. He also noted that the company needs to enhance the empowerment of service personnel in close proximity to customer service. Nganga (2004) noted that Kenya Power & Lighting company faces many challenges which include insufficient resources, poor communication, bureaucracy, lack of ownership amongst staff and irregular training of staff. The above studies shade some light on why the company faced challenges during the implementation of the restructuring in the year 2001.

However, none of these studies focused on how Kenya Power & Lighting Company employees perceived the process management system of operations as implemented in the year 2001 during the restructuring. This study was therefore conducted amongst the employees of Kenya Power & Lighting Company to determine their perception to the business process management as implemented in the company during the restructuring in the year 2001. This would enable the company understand from the employees who had a hands-on experience during the implementation why the restructuring faced many challenges, and what some of these challenges were.

1.3 Objective of the study

The objective of the study was to determine the perception of Kenya Power and Lighting Company employees towards Business Process Management as implemented by the company during the restructuring.

1.4 Importance Of the Study

The results of this study are expected to be of use to the following: -

(i) Kenya Power and Lighting Company (KPLC) to determine how its employees took ownership of the process management which is important if it is to succeed. The management of KPLC will also be able to determine the problems that could have undermined the smooth operations of this Zonal system;

(ii) Other service providers, especially in related Government parastatals, while implementing or restructuring their businesses to focus on process management;

(iii) The Government of Kenya to determine if process management could function and give good results within monopoly government cooperations in Kenya in an environment where there is lack of competition, where internal and external bureaucracy prevails, and where customer power is low; and

(iv) Other Scholars and Researchers who may use it as a source of reference.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the definitions and components of Business Process Management have been discussed, while the conceptual framework of Business Process Management is also presented and discussed. This literature review seeks to examine the existing literature on Business Process Management so as to form the foundation from which the research study will rely on in obtaining the perceptions the employees of Kenya Power and Lighting Company on Process Management as introduced in the company during the restructuring process. Literature on perception is also included.

2.2 Process Management

Business Process management is a structured approach to performance improvement that centers on the disciplined design and careful execution of a company's end-to-end business processes. Formally, a business process is an organized group of related activities that work together to create a result of value to customers. All activities in a business process must work together; they must be aligned for the common purpose of serving customer needs, and people must operate as a team instead of focusing narrowly on individual tasks and protecting turf. All activities in a business process also should be guided by a design that specifies which activities are to be done when and by whom. (Hammer, 2002)

A task is a unit of work, while a process is a group of tasks that together create a result of value to a customer. According to Hammer, (1996), the problems that afflict modern organisations are not task problems, but rather are process problems. These processes already exist in our organisations. However, many of the workers in a traditional organisation are not aware of these processes to which their work contributes. The people on the front line and their supervisors are so focused on their specific tasks that they cannot see the processes to which they contribute, while the senior managers are far removed from the work that they fail to appreciate the processes.

Maddern, H., (Mar2004) in a survey done by Exeter University with an objective to share the learning from companies engaged in Business process Management indicated that the key to a successful Business process Management includes extensive and effective communication, particularly highlighting 'real world' examples of benefits, so a to be able to demonstrate value and turn talk into

action. He also noted that using cross functional teams to promote 'end to end' process thinking and to overcome functional barriers is important, just as much as having a clear process strategy, and embedding process in the company. He notes that while many organisations have addressed process at a strategic level, it has not been embedded into the organisations. He also indicates that effective leadership and change management is extremely important.

Hammer and Champy (1993) have noted that to adequately meet present consumer demands for quality, service, flexibility and low cost, modern processes must be kept simple and to achieve this , workers should be empowered to make decisions since in a process-centered organisation, decision-making becomes part of the work. Workers therefore make most of the decisions that were formerly made by Managers. This changes from the traditional organisation set up, where the workers were thought not to have the time nor the inclination to monitor and control the work, as well as the depth and breadth of knowledge required to make decisions concerning their work. They also indicate that work is performed in its natural order in a modern process system unlike in a traditional organisation set up, where work follows a sequence in which it moves from one department to another.

In a process-centered organization they note, tasks that can be performed simultaneously are done at the same time, thereby saving on time. They also add that non-value adding checks and controls are reduced in a process system by empowering workers to make decisions, unlike in a traditional organization where checks and controls are numerous, and are perceived to be necessary so as to avoid abuse of work processes. Work also becomes multi-dimensional since workers, especially supervisors in a process-centered organisation are responsible for a complete process rather than tasks, and the overall work becomes more substantive. Employees also require better training and education to enable them make correct decisions they observe. They further observed that Companies needed to identify key measures by which each of their processes must be assessed so as to add value to the customer. They state that Measurements are essential for knowing how well the process is performing, and for instituting interventions to improve the processes.

According to Issakson and Wiklund (2002) on their paper on the use of process management in the third world (sub-Sahara Africa), operational conditions in many third world countries are difficult due to problems such as bad infrastructure, corruption, beaurocracy, crime and unclear legislation, such that

to manage an organisation efficiently under these conditions requires extraordinary management talent. They point out that 'Management competency' is critical, and lack of this will lead to a large untapped potential. They note that basic training of workers and management in the third world needs much more time compared with the first world, while focusing on the process and reducing the functional rigidity quickly produces results. The requirements of change bring forward the problems of the hidden plant of inefficiency and beaurocracy that consumes resources but produces nothing, and the segmentalism of the old functional organisation that keeps functions separated (Melan, 1992, cited by Issakson and Wiklund, 2002).

The consequences of this are a waste of resources, dissatisfaction with the end product or service, and frustration of everybody involved. A stronger focus on core processes is therefore required due to the stronger customer focus needed (Rentzkog, 1996, cited by Issakson and Wiklund, 2002). Issakson and Wiklund conclude that technically, first world process management could function and give good results in Sub –Sahara Africa, but that in practice, this will seldom take place due to a lack of management commitment. They say this is in part due to the prevailing environment of weak customers, and lack of competition, which reduce management commitment for customer focus. The improvement potential is therefore high, with the potential mainly being in increased efficiency by producing more at a reduced cost (Kotter, 1996, cited by Issakson and Wiklund, 2002).

Hammer (1996) in 'Beyond Reengineering' notes that a company must continuously manage its processes so that they keep pace with the changing business environment. In today's competitive world he notes, business success comes from superior process performance and delivering consistently superior products /services over long periods of time requires that a set of consistently superior processes for product development, manufacturing, order fulfillment and service be adhered to. This is because even a superior workforce cannot compensate for deficiencies of inferior processes but rather, it is the company's process capability that gives it a crucial advantage over competitors. Hammer and Stanton (2002) also note that traditional styles of management have no place in a process enterprise. Managers can't command and control; they have to negotiate and collaborate. They can't wield authority; they have to exert influence. Any company hoping to turn itself into a process enterprise

needs to understand the changes in managerial style that will be required and their implications for staffing and training.

2.3 The need for Process Management

It has been observed that the gradual addition of more staff specialists has created formidable problems in coordinating and combining their expertise. (Davies, 1991) Many companies experience their biggest management problems in getting different departments to work together effectively. Major conflicts can stem from how departments' priorities and goals are set, how their procedures are developed, and how they are evaluated and rewarded. Often, departments within an organization are linked closely by routinized work that flows between them. Departments that are linked together in this way are dependent on those departments performing work in the preceding stages; likewise, they are subject to the pressures and demands placed on them by departments that follow. Difficulties in such relationships frequently occur. First, each department tends to evolve its own procedures for overseeing or managing the workflow process. Many of these procedures are not integrated. To combat this problem, a number of companies are using cross-functional teams with simultaneous representation from all involved departments. These representatives are released in part from their normal departmental duties so that they can commit fully to becoming members of the new design team. Such a team overcomes functional prejudices and creates broader understanding of everyone's major concerns at each stage of development (Davies, 1991).

Hammer (1996) notes that slowly and even reluctantly, American cooperations began in the 1980s to adopt new methods of business improvement that focused on processes. The two best known and most successful were total quality management (TQM) and reengineering. Hammer gives as an example the division of Colgate Palmolive Company that manufactures and sells animal nutrition products. 'On the old days, if someone approached a worker on the manufacturing floor and asked what he did, the worker would have said that he was operating a machine. If the machine was running and he was meeting his daily quota, then he felt he was doing his job.

However, if you ask the same question today, the worker will say that he works in the production sub-process of the order fulfillment process. In other words, now the worker realises that he is not there merely to run his machine, but he is there to contribute to the overall effort, namely to perform

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the process that leads to the result of shipped goods. If his output piles up, he will take it upon himself to see what is happening further down the line. He will do this not out of company loyalty, but because his sense of who he is and what he does has been reshaped by the shift from a task to a process orientation (Hammer, 1996).

2.4 An experience of Process Management

Hammer and Stanton (2002) note that the power in most companies still resides in vertical units focused on regions, products, and functions-and those fiefdoms still jealously guard their turf, their people, and their resources. However, they note that in recent years, a number of companies have made the leap to process management. These companies have appointed some of their best managers to be process owners, and they have given them real authority over work and budgets. These organisations have shifted the focus of their measurement systems from unit goals to process goals, and they have based compensation and advancement directly on process performance. In the process, they have also changed the way they assign and train employees, emphasizing whole processes rather than narrow tasks, and they have made subtle but fundamental changes to their cultures, stressing teamwork and customers over turf and hierarchy.

Hammer and Stanton report that these companies have emerged from all those changes as true process enterprises- companies whose management structures are in harmony, rather than at war, with their core processes -and they have reaped enormous benefits as a result. Hammer and Stanton give as an example Duke Power, the electric utility arm of Duke Energy. Duke Power serves about 2 million customers in North and South Carolina. In 1995, with deregulation looming, it realized that it had to do a much better job of customer service if it was to survive the onslaught of competition. But the existing organizational structure of Customer Operations, the business unit responsible for delivering electricity to customers, was getting in the way of service enhancements.

The unit was divided into four regional profit centres, and the regional vice presidents, overwhelmed by an endless stream of administrative duties, had little time for wrestling with the details of service provision to the point that no one was responsible for how the company was delivering value to

customers. To solve the problem, Duke Power identified five core processes that together encompassed the essential work that Customer Operations performed for customers: Develop Market Strategies, Acquire and Maintain Customers, Provide Reliability and Integrity, Deliver Products and Services, and Calculate and Collect Revenues. Each process was assigned an owner, and the five process owners, like the four existing regional vice presidents, reported directly to the head of Customer Operations.

In the new structure, the regional vice presidents continue to manage their own workforces, but the process owners have been given vast authority over how the company operates. They are responsible for designing their respective processes. They define how work will proceed at every step, and the regions are expected to follow those designs. The regional vice presidents have no choice but to work in partnership with the process owners. The new structure has proven to be a great success, focusing the entire organization much more directly on the customer (Hammer and Stanton, 2002).

2.5 The development of Business Process Management

Dunn and Windle (2004) describe the three waves of Business Process Management (BPM) as having started with the management of business processes which began in the 1920s with non-automated processes implicit in work practices and which was dominated by Fredrick Taylor's theory of management. This was followed by the second wave of BPM as driven by Michael Hammer and James Champy's business process reengineering and Enterprise Resource Planning (ERP). The world is presently experiencing the third wave of BPM, where business processes are made the central focus and basic building block of all automation and business systems (Smith and Fingar 2003, cited by Dunn and Windle 2004). In this phase, the main design goal of business solutions focuses on change, specifically on how to implement changes to business processes without requiring companies to have significant technology knowledge.

Dunn & Windle (2004) therefore conclude that to remain competitive, decision makers must have intimate knowledge of the processes that generate the outcomes they value and be able to implement changes to those processes without requiring significant incremental costs. Every action, every job is part of a process and management must understand these processes and strive to continuously improve them (Deming 1986, cited by Dunn and Windle 2004). Companies that employ such process-oriented

management theory and use BPM3 to guide their supporting technology decisions toward a process orientation will establish themselves as leaders in their respective markets, conclude Dunn and Windle.

2.6 The role of employees in Business Process Management

For organizations adapting Process Management, issues of employee compensation and empowerment are critical if the desired results are to be achieved. Gilks (1990) observed that employees needed to be empowered to meet customer needs. This is especially crucial in service businesses where reasonable flexibility and fast response are crucial. He maintained that empowerment also recognizes that all employees have two equally vital roles; running one or more processes and improving the processes they work on. He further observed that this is one of the keys to moving beyond the suggestion scheme mentality. Many companies believe that they have created a high involvement workforce because management receives large numbers of suggestions from the workforce. In truly transformed companies he observes, few good suggestions ever make it to management; instead they are implemented by the employees working the process.

Hammer (1996) in Beyond Reengineering observed that in traditional companies, people are paid for their time rather than the results they produce. However, in process-centered organisations, workers are paid for performance and contribution to the overall results of the company. Advancement criteria within the organisation also changes from performance to ability, so that a vacancy that arises within the organisation is advertised rather than filled based on performance. This recognises the fact that advancement to another job within the organisation is a change , but not a reward.

Bartlett and Ghoshal (2002) further note that the company's scarce resource is knowledgeable people, and this means a shift in the whole concept of value management within the cooperation. Employees eroding sense of loyalty and cynicism over the growing gap between the compensation of those at the top and those at the frontlines all indicate that value distribution must change. They observe that today, managers must compete not just for product markets, or technical expertise, but also for the hearts and minds of talented and capable people. After persuading them to join the enterprise, management must ensure that the individuals become engaged in the organisations on going learning processes and stay committed to the company's aspirations.

Scott (1997) emphasizes that no matter how good the design of the business process, the development of people always emerges as one of the most important factors in building effective process management. 'Downsizing projects, which focus only on activities and cost reduction, can erode core skills and experience, which are essential for the design and operation of sustainable business processes.' Similarly, he stresses that IT and communication are essential means of support and catalysts for process management. These should provide information on the cost, quality and outputs of an activity chain as a basis for continuous process improvement.

2.7 Process Management and Strategy

According to Dervitsiotis (1999), the achievement of superior sustainable performance in conditions of worldwide competition requires a systematic evaluation of the processes deployed to implement a given strategy. Both basic and support processes form the web of the infrastructure that determines an organization's overall effectiveness. For a strategy to succeed, management must determine which are the critical processes that contribute the most in achieving its strategic goals, and allocating sufficient resources for their optimal operation. He further notes that a systematic way to identify which among many are the most critical processes requires determination of the contributions they make to the achievement of a company's strategic goals that serve its vision. After identifying the critical processes, management needs to monitor them carefully and improve them to develop or sustain a desired competitive advantage.

Not long ago, continuity and stability were the watchwords of coorporate operations However, Hammer and Champy (1993) note that this is no longer the case. Now, with companies facing ever more demanding customers and tougher competition, ongoing operational performance improvement has become a strategic imperative, and executives are constantly trying to get improved performance from their operations. But although each of these performance- improvement initiatives can boost operating results, they need to be positioned under a process-management umbrella if they are to be successfully integrated.

Davenport and Beers (1995) note that while there are other operational units like functions or divisions in which operational performance can be measured, cross-functional processes are preferable because they do not let internal organizational boundaries stand in the way of improved customer performance.

They stress that Processes can also be leading indicators of future financial performance. They state that even some of the most process-oriented firms in the United States have not fully developed infrastructures for providing process performance information to managers and workers. Davenport and Beers indicate that in one survey of firms that had applied for the Malcolm Baldrige National Quality Award, it was found that, among other problems, quality measures emphasized downstream and financial phenomena rather than broad process information, and were generally poorly organized. As a result of these problems, most firms find it very difficult to know if their operational performance is improving or not, and in what areas of the business they face performance problems.

Process Time is the new strategic metric that companies should strive to measure and improve in order to be able to compete in the world market. Measuring, controlling and compressing time will increase quality, reduce costs, improve responsiveness to customer orders, enhance delivery, increase productivity, reduce risks since reliance on forecasts is reduced, increase market share and increase profits. Bockerstette and Shell (1993) argue that reducing cycle time reduces costs and improves customer satisfaction, which in turn increases revenue. Time is a more important metric than cost and quality since it can be used to drive improvement in both of them, and has a common definition throughout the production system. Moreover, reducing time will decrease costs by eliminating the activities that add no value to products or services. Quality will also increase since eliminating non-value added activities would decrease the chance of error introduction. (Krupka, 1992).

Stalk and Haut (1990) state that time based companies should go beyond measures like lead time, on time delivery and response time to time based metrics which could be used as diagnostic tools throughout the organization. They summarise the main time based metrics that companies could use into four different areas: developing new products, decision making, processing and production, and customer service. Customer service includes response time, quoted lead-time, and time from customer's recognition of need to delivery.

2.8 Perception

Russell (2000) indicates that in perception, people attend to stimuli and formulate conclusions about them. Russell states that we should probably neither think of perception as the start nor the finish of the process, but rather as the entire act. Russell notes that placing named stimuli into categories can

contribute to making an infinite array of stimuli more manageable. Unfortunately he notes, quests for manageability can result in people ignoring directly observable stimuli and forming perceptions from 'the population' rather than from 'members of the population.' Classification can contribute to ignoring potentially relevant aspects of complex environments. Russell states that this model offers meaning as a private construct created by individuals transacting with stimuli. This meaning can resemble the stimuli, and perhaps even to a large extent achieve congruence with other people's meaning, but it cannot become "universal." Independent perceptions have less than a perfect chance of completely matching each other he notes. Experienced professionals often sort out important stimuli from less important but competing stimuli and quickly act based on their discriminations. Individuals with less experience than the professionals often take considerably longer to discover and process relevant stimuli within a complex environment. (Russell 2000).

Kress (1988, pp. 15-16) offers a foundation for meanings that exist in people when he states that the language of a particular culture is the storehouse of meanings available to that culture and any utterance bears the meanings of the present and the meanings of a past that stretches from the moment just passed into an increasingly grey and obscure past. Kress (1988, pp. 110-111) later relates this view to meaning within a profession when he states that when a person with his or her specific history, social and linguistic formations, comes into an institution such as medicine, she or he will learn new meanings, new sets of practices and new modes of talking, which will come together with the modes of talking already learned and which have perhaps already become a part of that person. He notes that this kind of meaning seems to reside more within individuals than "waiting out there for discovery."

Crick (1976, pp. 150) on the other hand states that "it is an indisputable fact that man as a meaning-maker creates a vast diversity of conceptual structures, and we have no grounds to accord a priority to anyone. Language can constitute the reality being mapped." Crick (1976,p. 133) later notes that it is shared language which is the source of meaning and adds weight to meaning as a human construct, so that meaning most likely originates within human perceivers. According to Bois (1978), using the word transact can play a useful role in understanding human perception. The word react can suggest that people engage in singular thoughts, feelings, and behaviours that do not vary between and among people he notes. Bois states that if we replace react with transact and recall that transact represents something unique rather than universal, then transact can possibly contribute to our recognizing

individuals as unique interpreters of their environment. Transactors differ from each other and their interpretations remain unique.

Human transactions rely in part on cognition for interacting with an environment. (Crocker,1965 as cited by Russell, 2000). Crocker notes that transacting with an environment includes thinking as part of what happens when perceiving an environment, and explains that communicators differ in cognitive complexity and how cognitive complexity contributes to processing stimuli in an environment. The amount or degree of cognitive complexity relates to an individual's ability to attend to and discriminate among competing stimuli within an environment. Intelligence has no necessary relationships to cognitive complexity. Individuals with different intelligence levels can have similar and dissimilar ability to discriminate between and among stimuli in an environment. The Affective, Physical, and Extending Potential dimensions of transacting can interact with cognitive complexity to change it. Transactions rely at least in part on cognition, but they cannot rely entirely on it. In other words, humans may think as they process stimuli, but the other three dimensions will play at least some role also. (Crocker,1965 as cited by Russell, 2000).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The aim of this study was to establish Kenya Power and Lighting Company employees' perception of the Process Management style of operations as introduced in the company during the restructuring. According to Cooper and Schindler (1998), a study whose objective is to learn the who, what, when, where and how of a subject is a Descriptive study. This was a descriptive study, and such a descriptive design has been used successfully before by Njoroge, (2003), Nganga (2004) and other scholars.

3.2 The Population

The population of interest in this study was all the Kenya Power and Lighting Company employees who are geographically spread in Nairobi, Coast, Nyeri & Thika (Mt. Kenya region), Nakuru, Eldoret & Kisumu (West region). The total number is 6,130 employees as at 30th June 2005.

3.3 Sample and Sample Design

A sample of 165 employees was used for this study. Cooper and Schindler (1998) indicate that the absolute size of a sample is much more important than its size compared with the population, and the sample size is only one aspect of representativeness. This ad-hoc method of determining sample size has been used rather than the statistical method due to non-availability of variables of the population of study. Proportionate sampling has been used to ensure that each Region is represented accordingly.

The apportionment of targeted sample units in each of the four Regions of the company as well as central office was as indicated in the following table: -

Table 3.1: Calculated apportionment of targeted sample units from the population units

	Population (N)		Sample Units (n)	
Area	Number of Employees	Percentage (%) of total population	Percentage (%) of sample units	Number of Employees in target sample
NAIROBI	2372	38.70	38.70	64
COAST	732	11.94	11.94	20
WEST KENYA	1532	24.99	24.99	41
MT. KENYA	790	12.89	12.89	21
CENTRAL OFFICE	704	11.48	11.48	19
Gross	6130	100.00	100.00	165

From each group, sample selection was done randomly.

3.4 Data Collection Methods

The Primary data was obtained using a structured questionnaire (attached to this proposal as Appendix 2). The questionnaire was self administered and was sent to respondents through the company's internal mail delivery system and returned back the same way.

The questionnaire was divided into two parts:

a) Part A - Designed to obtain the general data of the respondents.

b) Part B – Consists of attributes to be scored on 5 point Likert Scale continuum to obtain information on the perceptions of employees of Kenya Power & Lighting Company Ltd. on Business Process Management as introduced in the company during the restructuring in the year 2001.

3.5 Operationalizing the Process Management Dimensions

In order to operationalize the Process Management dimensions, the properties of each dimension were expounded as shown in the following Table 2 and the questions relevant to these properties were formulated in the third column to facilitate assessment by the employees. The last column indicates the particular questionnaire item/s (i.e. the questions) relevant to each Process Management dimension. The questionnaire used the likert scale to measure the attitudes, expectations and perceptions of the employees. Njoroge (2003) used the likert scale in his study successfully.

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Table 3.2: Operationalizing the Business Process Management (BPM) Dimensions:

Dimensions Of BPM	Definition Of The Dimension	Relevant Issues For employees Of Kplc	Relevant Questions in Questionnaire
Process	Making staff aware of the process they serve in, creating measures of end-to-end process performance, Designating process owners	- Are the staff aware of the end to end process they work in? -Do the staff work focusing on whole process, or task?	18,19.20,21, and 40
IT Systems	Aligning Management systems with processes	-Are the available kplc IT systems able to serve the Zone as a unit? -Is data available per Zone?	34,35 and 36
Empowerment	Decision making by staff, checks & controls reduced, work becomes multi dimensional	- Are employees able to make key decisions affecting their work? - Can employees make decisions to improve their process? - Are reworks less with BPM system? - Do checks and controls add value? - Is quality work valued by management? - Do workers merely make suggestions, or they implement them to improve process? - Was span of control increased?	11,12,13,14,15,16,17,22,37,38, 39,40, and 41
Cross functional teams	Work is frequently planned and undertaken by staff from different sections working as a team	- Do staff ever work in a team with others from different departments? - How do staff feel about working as a team with others from different departments?	39 and 40
Compensation	Based on work as a complete process, and on results, not time or hours spent at work.	- Is staff payment pegged on work results or fixed? - Are staff satisfied with level of pay received for work done?	9 and 10
Advancement	Is based on ability / qualifications for the job.	- Is promotion to next grade based on qualifications? - Are vacant posts advertised for capable staff to apply? - Are staff eager to improve their qualifications?	24

Dimensions Of BPM	Definition Of The Dimension	Relevant Issues For employees Of Kplc	Relevant Questions in Questionnaire
Training	Knowledge workers key to BPM, learning organization necessary	- Do staff feel they receive adequate training for the work they do?? - Are staff involved in training planning and budgeting? - Are staff fully competent for the work they do? - When staff are promoted to next grade with more responsibility, do they go for training? - Does kplc have a training policy that staff refer to when need arises? - Does kplc management value new technology, benchmark with leading similar utilities?	1,2,3,4,,5,6,7, and 8
Communication	Information on a BPM structure to be relayed to staff before implementation	- How did staff learn that kplc was introducing new structure? - Were their comments/feelings sought before implementation? - Was it clear from the beginning how work was to be carried out?	25,26,27 and 28
Leadership	Effective leadership at restructuring key to success of BPM	- How do staff rate the leadership as offered by their Zonal leaders, Regional Managers?? - Was top management fully supportive of the new structure? - Was management willing to solve problems as they came up? - What problems were experienced, and how were they solved?	22,23 and 24

3.6 Data Analysis

The Data was analysed using descriptive statistics. Data in Part A of the questionnaire was analysed by use of frequency tables, while the Data of the likert scale scores in Part B of the questionnaire was analysed by use of frequency tables, means, standard deviation and coefficient of variation.

Means of the scores of the likert scale were used to determine the most likely perception of the employees to each question asked on the various dimensions of Business Procees Management, while the coefficient of variation was used to assess the extent of agreement by the different employees on the attribute and dimension.

CHAPTER FOUR

4. DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

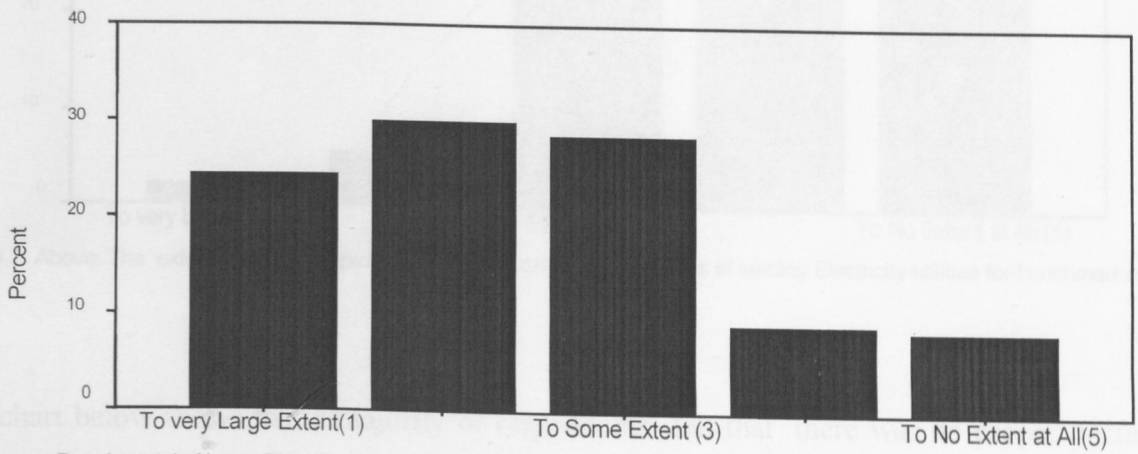
In this chapter, data pertaining to KPLC employee's perception of Kenya Power & Lighting Company towards business process management as introduced during the restructuring in 2001 are hereby analysed and interpreted. The questionnaires were edited and coded after they were filled in.. In the coding, the likert scale answers were assigned from *'To a very large extent'* (1) and *'To no extent at all'* (5) for ease of data entry and analysis. Seven questionnaires were rejected because of incomplete information in some parts, and a total of 151 of the targeted 165 employees (91.5%) responded to the questionnaires. This response rate compaires favourably well with other similar studies, such as 84% response rate attained by Mwaura (2002), and 73% response rate by Maina (2001), both studies being on perceived service quality. This response rate was therefore found to be adequate and sufficient for the study for the purpose of data analysis.

The majority of the respondent's level of education was upto college level at 51.4% followed by university level at 25.7%, and therefore it is evident that a majority of the respondents were fairly well educated. The majority of the respondents had served in the company for between 5-15 years (61.1%) followed by 16-30 years (28.5%), and this is explained by the fact that for about four years prior to the study, Kenya Power & Lighting Company had put a freeze on hiring of new employees so as to attain a favourable customer to staff ratio. The implication of this sample with a fairly long duration of service in the company is that a majority of the respondents were quite familiar with the old strictly functional /Departmental way the company has operated for many years, and this could have contributed to resistance to change as experienced by the company during the restructuring.

The formulae used for calculating the means and standard deviation are as per attached in Appendix 4. The various tables relating to the objectives of the study and indicating the frequency of scores of the likert scale answers, the computed means and standard deviations, are shown in the attached Appendices 5, 6, and 7

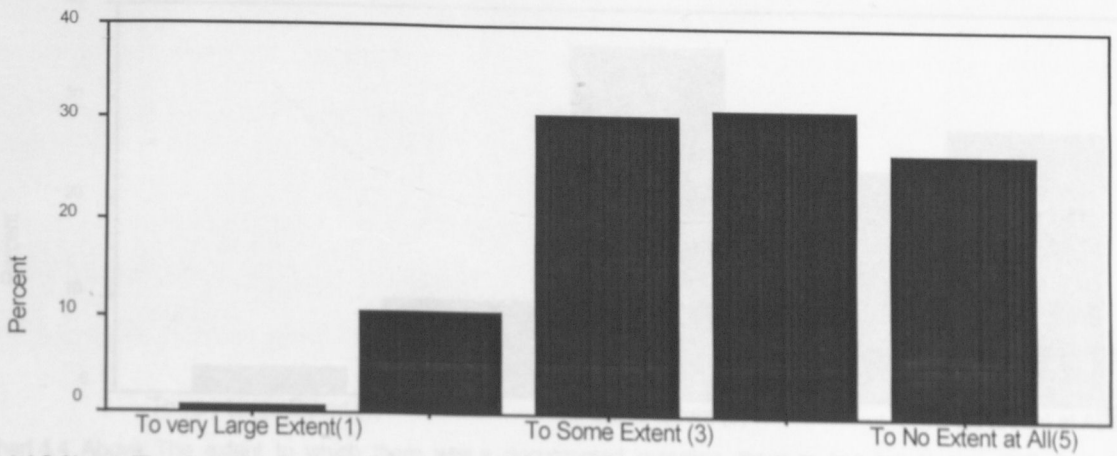
The following bar charts picked from the Data analysis results help to illustrate areas where employees expressed strong views either leaning towards 'To a very large extent' or 'To no extent at all' that could have affected the smooth implementation of the new process structure introduced by the company in 2001.

The majority of employees felt that the company valued new technology and new developments in the electrical energy field to a large extent as indicated in the bar chart below and with a mean of 2.47 (see Appendix 5), and this could have been a strong point for the introduction of the Process Management during the restructuring.



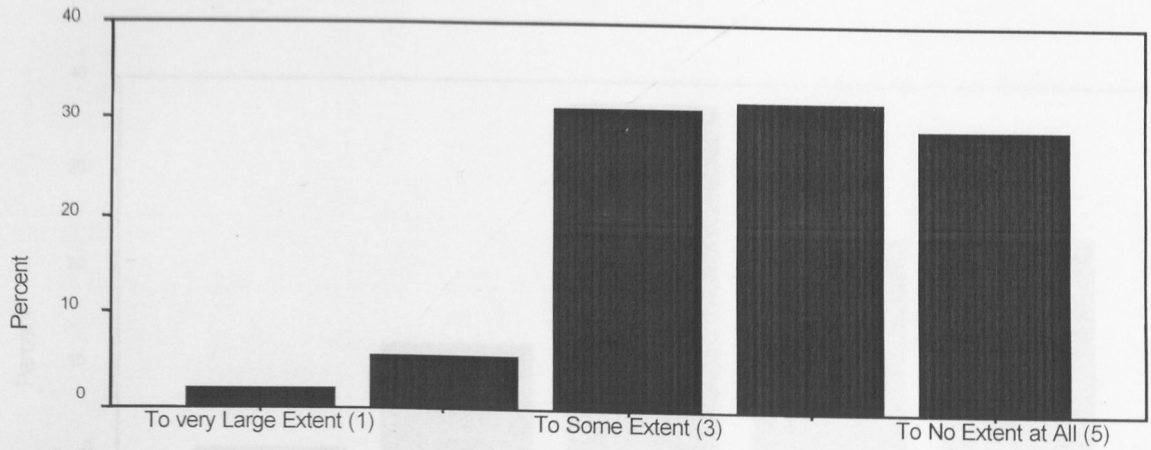
Bar chart 4.1 Above: The Extent to which New Technology / new Developments were valued by the company

A similarly large number felt that employees who identified international courses relevant to their work area at KPLC were only supported to a small extent by the company to pursue them as indicated in the bar chart below with a mean of 3.74 (see Appendix 5)



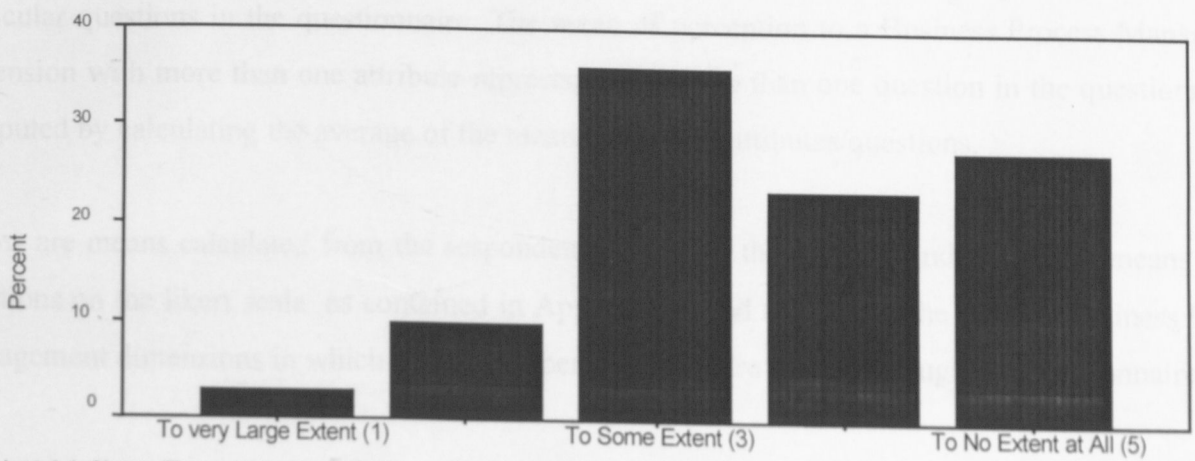
Bar chart 4.2 Above: The extent to which employees who Identified international courses relevant to their work were supported

In the bar chart below, a majority of the respondents felt that employees of the company were exposed to the workings and operations of leading electricity utilities in the world for benchmarking purposes only to a small extent with a mean of 3.81 (see Appendix 5) This could have been a major draw back to the company especially when introducing the new process system of operations that could have gained from the knowledge of enlightened and exposed employees.



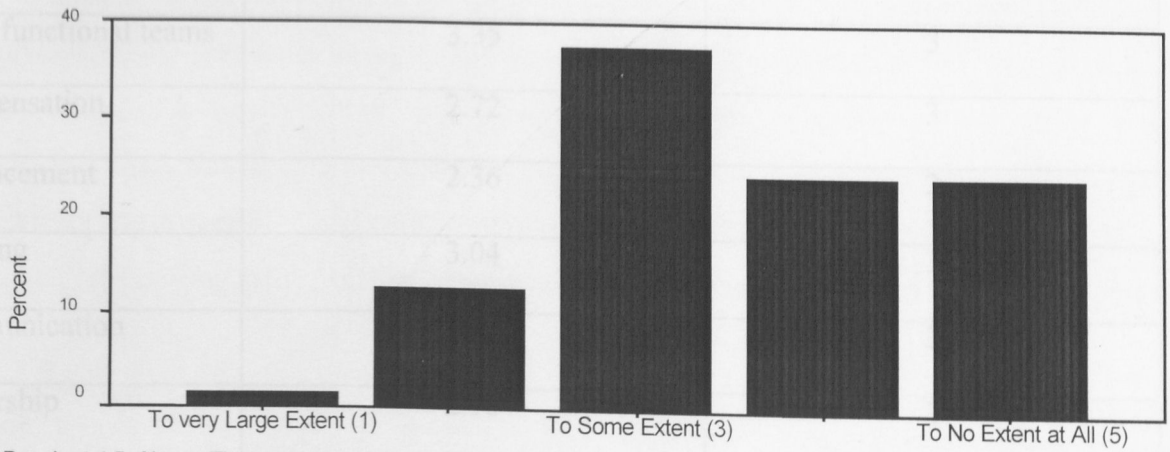
Bar chart 4.3 Above: The extent to which employees were exposed to Operations of leading Electricity utilities for benchmarking

The bar chart below shows that a majority of respondents felt that there was no proper documented reporting structure within the Regions amongst the new officers appointed. (only to a small extent with a mean of 3.64) and this could have been a frustration to the new process system and new way of operations as this would result into confusion.



Bar chart 4.4 Above: The extent to which there was a documented reporting structure between Senior staff in the Regions

From the bar chart below, the majority of respondents felt that at the time of introduction of the new structure, transport was only available to a small extent to the operational team members who perform the bulk of the work, with a mean of 3.58 (see Appendix 5) and this could have affected the operations and effectiveness of the Zones and the Regions in trying to offer prompt and efficient service to the customers.



Bar chart 4.5 Above: The extent to which adequate transport for operational team members in the Regions was availlable

4.2 Measures of employee perceptions

The means of scores are a meassure of the relative agreement by Respondents / employees to the particular questions in the questionnaire. The mean of perception to a Business Process Management dimension with more than one attribute represented by more than one question in the questionnaire is computed by calculating the average of the means of related attibutes/questions.

Below are means calculated from the respondents scores of the answers and individual means to the questions on the likert scale as contained in Appendix 5, and this is for the various Business Process Management dimensions in which employees perceptions were sought through the questionnaire.

Table 4.1: Mean based on perceptions of BPM dimensions

Dimensions Of BPM	Calculated Average Mean (**M**)	Mean rounded to nearest digit to correspond to Likert scale score
Process	2.60	3
IT Systems	3.47	3
Empowerment	3.00	3
Cross functional teams	3.35	3
Compensation	2.72	3
Advancement	2.36	2
Training	3.04	3
Communication	3.22	3
Leadership	2.90	3

From the above results, we note that employees believed that the staff appointed to the various positions of authority during the restructuring namely Regional Managers, Assistant Managers, Regional Distribution Engineers and Zonal Heads were competently selected. However on all the other attributes tested, employees agreed only to some extent (3) that the company was actually doing what it was supposed to so as to make Business Process Management successful during the restructuring. This meant that the staff were not familiar with all the processes in the company and that the IT systems including personal computers were not adequate to support operations at the time. This also meant that staff did not feel fully empowered to undertake their new responsibilities, and did not feel adequately trained for the expanded span of control of work, while work was not as frequently performed by cross functional teams within the Regions of the company as would have been expected in a Process Management system.

CHAPTER FIVE

SUMMARY, CONCLUSSIONS AND RECOMMENDATIONS

5.1 Summary

Kenya Power and Lighting Company (KPLC) is a Limited liability company operating in Kenya, with the sole purpose of Transmitting and Distributing electrical energy to its customers The Government of Kenya approved the restructuring of the company in the year 2000, and this was coordinated by a 'Restructuring Task force' within the company working in collaboration with Price Waterhouse Coopers as consultants In the new process arrangement which was essentially a Business Process Management arrangement, de-centralization of services was realized through reduced levels of hierarchy in the management structure, thus making the customer's proximity to top-level management closer.

The objective of this study was to determine the perception of Kenya Power and Lighting Company employees towards the new Process Management as implemented by the company during the restructuring. A sample of 165 employees were administered with a questionnaire that dwelt on the various dimensions of Business Process Management, in the process seeking the perceptions of the employees on these dimensions in relation to Kenya Power and Lighting Company at the time of the restructuring.

From the results of the calculated average mean (Table 4.1), we note that the introduction of the new Process Management structure started off in a good way in that staff to man senior positions were fairly competently selected going by the average mean on advancement (2.36). However, the means obtained for most of the other critical dimensions of Process Management were closer to a score of (3). This includes dimensions such as awareness of processes in which employees serve in and creating measures of end to end process performance, empowerment of employees to make key decisions affecting their work and reduction of checks and controls, adequate training , communication and discussion of the Process Structure with staff before implementation, and encouraging staff to work in cross functional teams.

In the literature review, Hammer (1996) emphasizes that the key to success in Process Management includes an awareness by employees of the processes to which their work contributes, rather than the simple tasks that they perform. The fact that Kenya Power & Lighting Company introduced Process Management without employees involved being fully conversant with the processes means that this could have been an impediment to the success of the new system of operations. Hammer and Champy (1993) further notes that employees working in a Process setup need to be fully empowered to make decisions affecting their work, to which with a score of (3), Kenya Power & Lighting Company management did not achieve at the time of introducing the restructuring, as a score of (1) to (2) by the employees would have communicated a level of confidence on their empowerment, with significant reduction on non value adding checks and controls.

The introduction of Process Management in the Zonal structure by the company also meant that senior staff like Zonal Heads would handle more tasks than they would otherwise do in their previous work. From the literature review, Issakson and Wiklund (2002) stress that training is very important for staff working in a process structure especially in third world countries, as the span of control increases. A score of 'to some extent', (3) on this dimension would not be good enough, and this could have resulted into the Zonal structure as introduced by Kenya Power & Lighting Company experiencing some difficulties at the operational level.

Hammer (2002) also emphasizes that in a Process Management operational structure, work is mostly performed by cross functional teams, and therefore the average score of ' to some extent' on this dimension by Kenya Power & Lighting Company employees means that this was not emphasized by management at the introduction of the new structure in 2001, and this together with the lack of adequate and effective communication to staff involved on the workings of the new structure (3)could have affected the effectiveness of new Zonal structure introduced by the company, as communication at all times is also quite important in a process structure.

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5.2 Recommendations and Conclusions

From the findings, the Kenya Power & Lighting Company values new technology and new developments in the electrical energy field as evidenced by the resulting mean score of 2.47, as well as by the introduction of the Process Management in its operations in the year 2001. However, the company needs to not only introduce new and modern ways of working, but should strive to continuously benchmark with the best in the industry so as to keep abreast with the latest trends in the market and in the process attain competitiveness in anticipation of the opening up of the power sector to other players. This is evident from the mean score of 3.81 (to a very small extent) on benchmarking.

The Kenya Power & Lighting Company also did not fully empower its employees, especially the Zonal Heads when it introduced the process structure, and this means that they could not be as effective in serving customers as they would wish to be. The training given to these senior officers was also inadequate and did not prepaire them fully for the task of managing the Zones. It also emerged that the company lacks a documented training policy covering local as well as international training opportunities and procedures to which employees can refer to or if it exists, then it is not widely and easily available to employees. This is because knowledge workers are key to success in a process set up, and staff must at all times be encouraged to pursue relevant courses based on clear company guidelines.

It is further recommended that if the Zonal structure which is a process focused structure is to succeed at the Kenya Power & Lighting Company, then it is important that all the processes are mapped out so that employees can identify themselves with the particular business process where their work fits in. The poor score on availability of adequate IT systems upto the Zonal level also means that the company has to enhance availability and networking of IT systems (PCs) at the lowest user level.

The company also needs to modify its compensation of workers so as to align compensation more with work results as a complete process rather than time or hours spent at work if it desires to succeed in a Process set up. In conclusion, the study revealed that employees of Kenya Power and Lighting Company generally felt that the structures that are critical to the success of a Process Management system were not fully in place by the time the company implemented the restructuring, and this contributed to many of the challenges the company faced at the time of implementation.

5.3 Limitations of the study

The results of this study should be interpreted bearing in mind several limitations which include the fact that Kenya Power and Lighting Company being a monopoly, employees may have resisted the change that came with the restructuring of its operations, and this could be a contributing factor as to why the new structure faced difficulties. This could therefore have resulted into bias when seeking to determine the perceptions of employees.

During the restructuring, some departments within Kenya Power and Lighting Company were most affected by the new changes as compared to others, and therefore the random selection of participants could mean that some participants' answers may have been subjective. The study having relied on judgements based on participant's perceptions of various dimensions of Business Process Management, could also have introduced subjectivity which may have an effect on the findings.

5.4 Suggestions for further research

Having concentrated on the perceptions of employees to Process Management introduced during the restructuring at KPLC in this study, further research could be done in future which investigates the relationship between Business Process Management and Performance so as to establish the gains if at all that result from BPM.

Kenya Power and Lighting Company being a government parastatal which is essentially a monopoly, a study could also be conducted to determine how private organizations in Kenya that have adopted Business Process Management are fairing on, and this could also seek the perceptions of employees in the private sector on the various dimensions and attributes of BPM .

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APPENDICES

Appendix 1: Letter of Introduction

DATE: ----------

The respondent,

Kenya Power & Lighting Company Ltd.,

P.O. Box 30099,

NAIROBI.

Dear Sir/Madam,

REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH WORK

I am a Postgraduate student in the Faculty of Commerce, University of Nairobi pursuing a Master of Business Administration (MBA) Degree program. In order to fulfill the Degree requirements, I am currently undertaking a Management Research Project on :

PERCEPTION OF KENYA POWER AND LIGHTING COMPANY EMPLOYEES TOWARDS BUSINESS PROCESS MANAGEMENT AS IMPLEMENTED BY THE COMPANY DURING THE RESTRUCTURING

This project concentrates on the perception of KPLC employees on the Zonal structure introduced in 2001

Please answer all questions by referring to and focusing on the period just after the Zonal structure was introduced in August , 2001.

I will highly appreciate if you would spare some time to kindly complete the attached questionnaire for me. The information you will provide will be treated in confidence, and is strictly for academic purposes.

Yours faithfully,

NOAH OMONDI

Appendix 2: Questionnaire

PART A General information

1) Indicate your job title ----------

2) Indicate your job level: Management ( ) Operational staff ( )

3) What is your educational level?
   a) Primary
   b) Secondary
   c) College
   d) University

4) Your period of service in the company is
   a) Less than 5 years
   b) 5-15 years
   c) 16-30 years
   d) Over 30 years

5) What is your Gender?
   a) Male
   b) Female

6) Indicate your terms of employment
   a) Permanent
   b) Contract

PART B

Please indicate the extent to which Kenya Power & Lighting Company (KPLC) undertakes the following on a scale of 1-5 by marking with an '√' at the appropriate box

		To a very large extent (1)	To a large extent	To some extent	To a small extent	To no extent at all (5)
1	Employees are competent in their work					
2	Employees receive regular training aimed at improving their work					
3	The company has a training policy that employees can refer to when need arises					
4	The extent to which new technology / new developments in electrical energy field are valued by the company					
5	Employees are consulted by management in planning their training needs					
6	Employees who identify local courses relevant to their work are encouraged /supported by the company to pursue them					
7	Employees who identify international courses relevant to their work are encouraged /supported by the company to pursue them					
8	The company supports employees promoted to higher grade with more responsibility to pursue skill upgrading courses					
9	Employees are contented with their work					
10	Morale of employees of KPLC is high					
11	Work standards exist in the company					
12	Employees are familiar with work standards					
13	Substandard work /rework is minimal within KPLC					

		To a very large extent (1)	To a large extent	To some extent	To a small extent	To no extent at all (5)
14	KPLC Management style as being of facilitation and negotiation rather than command & control					
15	Unavoidable mistakes made by employees in the course of duty do not result into blame, but are used as part of a learning process					
16	Employees are exposed to the workings and operations of leading electricity utilities in the world for benchmarking purposes					
17	Positive suggestions and comments made by employees on how to improve work are taken seriously by management and are implemented					
18	Employees are generally aware of the process of getting electricity supply from the application stage to the metering stage					
19	Employees are generally aware of the process of electricity supply restoration in case of an interruption occasioned by an emergency					
20	Employees are generally aware of the electricity billing process					
21	Employees are generally aware of the reconnection process resulting from disconnection for non payment					
22	During restructuring, Central office staff offered full support to the regions on the Zonal structure					

		To a very large extent (1)	To a large extent	To some extent	To a small extent	To no extent at all (5)
23	The structure of Regional Manager, Assistant Managers, Regional Distribution Engineers and Zonal Heads offered competent leadership by steering each Region in its operations					
24	Staff appointed to the positions of Regional Manager, Assistant Managers, Regional Distribution Engineers and Zonal Heads were competently selected based on qualifications and ability					
25	The reporting structure between staff in the Regions and Central office was clear and known					
26	There was a documented reporting structure between staff in the Regions and Central office					
27	The reporting structure amongst staff within the Regions involving Regional Manager, Assistant Managers, Regional Distribution Engineers, Zonal Heads and workers was clear and known					
28	There was a documented reporting structure amongst staff within the Regions and Zones					
29	The availability of adequate transport for operational team members in the Zone.					
30	The availability of adequate transport for supervision purposes in the Zone					
31	Availability of qualified and competent staff in each Zone.					

		To a very large extent (1)	To a large extent	To some extent	To a small extent	To no extent at all (5)
32	The availability of materials for the work					
33	The availability of adequate tools & instruments in each Zone					
34	The adequacy of the Information Technology support within the Region upto the Zonal level					
35	The availability of Data on IT systems like IMS /ICS segregated to the Zonal level					
36	Adequate numbers of personal computers (PCs) within the Regions /Zones to support operations					
37	Minimized checks / controls and approval process within the Zonal structure					
38	Faster flow of work within the Zonal structure occasioned by reduced checks/controls.					
39	Team work amongst staff with colleagues in other departments under the Zonal structure					
40	Extent of multi-dimensional work without strict boundaries between construction, metering, emergency service, disconnection and reconnection in the Zonal structure					
41	The extent to which the Regional structure of Regional Manger, Assistant Managers, Regional Distribution Engineers and Zonal Heads were empowered with adequate authority					
42	Reduction of bureaucracy between the Regions and Central office under the Zonal structure					

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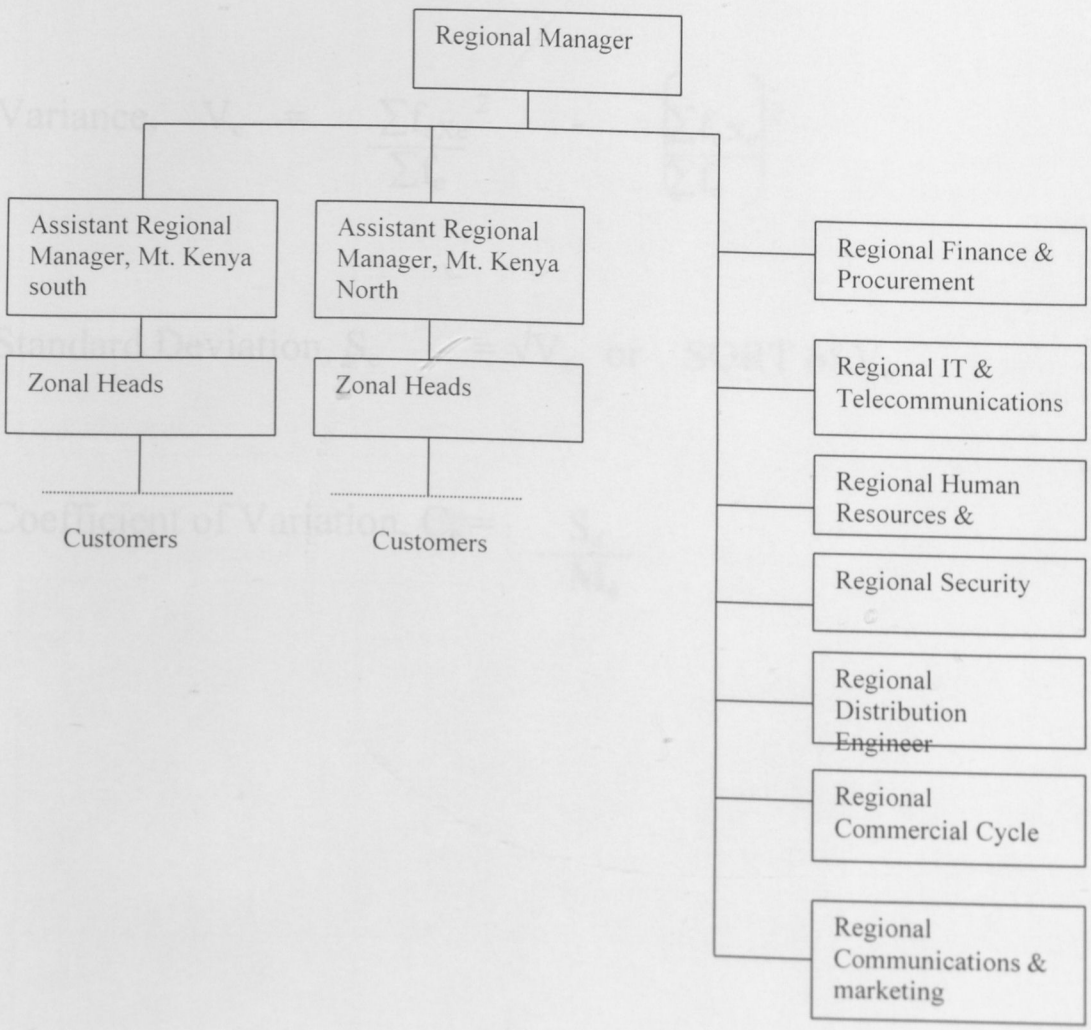
Appendix 3: New Regional Organisation Structure introduced by the company in August 2001

Mt. Kenya Example



SOURCE: Human Resource Division, Kenya Power & Lighting Company.

Appendix 4: Formulae for the Variables used in Analysis

F_e - denotes, frequencies of scores obtained from the likert scale

X_e - denotes the actual Scores on likert scale Continuum (i.e. 1 to 5)

Means, $M_e = \frac{\sum f_e x_e}{\sum f_e}$

Variance, $V_e = \frac{\sum f_{eXe}^2}{\sum f_e} - \left(\frac{\sum f_e x_e}{\sum f_e}\right)^2$

Standard Deviation, $S_e = \sqrt{V_e}$ or SQRT of V_e

Coefficient of Variation, $C_e = \frac{S_e}{\mathbf{M_e}}$

Appendix 5: Data Analysis - Statistics

Statistics

	JOB LEVEL	Education Level	Period of Service in the Company	Gender	Terms of Employment	Employees Competence
N	144	144	144	144	144	144
Mean	1.52	3.03	2.24	1.33	1.05	2.31
Std. Deviation	.501	.699	.629	.473	.216	.895

Statistics

	Employees Receives Regular Training Aimed At Improving Their Work	The Company Has a Training Policy That Employees can Refer to When Need Arises	The Extent to which New Technology/ new Developments in Electrical Energy Field are Valued by The Company	Employees are Consulted by Management in Planning Their Training Needs	Employees who Identify local Course Relevant To Their Work Are Encouraged/ Supported by the Company to Pursue Them	Employees who Identify international Courses Relevant To Their Work Are Encouraged/ Supported by the Company to Pursue Them
N	144	144	144	144	144	144
Mean	3.03	3.25	2.47	3.09	3.08	3.74
Std. Deviation	.684	1.460	1.194	1.096	1.068	.996

Statistics

	Company Supports Employees promoted to Higher Grade with More Responsibility to Pursue Skill Upgrading Courses	Employees Are Contented With Their Work	Morale of Employees of KPLC is High	Work standards Exist in The Company	Employees Are Familiar With Work Standards	Substandard Work/ Rework is Minimal Within KPLC
N	144	144	144	144	144	144
Mean	3.34	2.69	2.75	2.44	2.44	2.86
Std. Deviation	.910	.950	1.034	.914	.966	.928

Statistics

	KPLC Management Style as being of Facilitation and Negotiation Rather Than Command and control	Unavoidable Mistake Made By Employees in The Course of Duty do Not Result Into Blame, but Are Used as Part of Learning Process	Employees Are Exposed to the workings and Operations f Leading Electricity Utilities in the World for Benchmaking Purposes	Postive Suggestions and Comments Made By Employees on How to Improve Work Are taken Seriously By Management and Are Implemented	Employees are Generally Aware of The process of Getting Electricity Supply From The Application Stage to The Metering stage	Employees are Generally Aware of The process of Electricity Supply Restoration In Case of An Interruption Occassioned By an Emergency
N	144	144	144	144	144	144
Mean	2.58	2.94	3.81	3.13	2.33	2.26
Std. Deviation	1.107	1.139	.991	1.164	1.037	.802

Statistics

	Employees are Generally Aware of Thef Electricity Billig Process.	Employees are Generally Aware of The Reconnection process Resulting From Disconnection For Non Payment	During Restructuring, Central office Staff Offered Full Support To The Regions On The Zonal Structure	The Structure of Regional manager, Assistant Manager, Regional Distribution Engineers and Zonal Heads offered Competent Leadership By Steering Each Region in It's Operations	Staff appointed to The Position of Regional Manager, Assistant Managers, Regional Distribution Engineers and Zonal Heads were competently selected based on qualifications and ability	The reporting structure between staff in the Regions and Central office was clear and known
N	144	144	144	144	144	144
Mean	2.62	2.44	3.10	3.24	2.36	3.40
Std. Deviation	1.010	.922	1.124	1.225	.874	1.039

Statistics

	There was a documented reporting structure between staff in the Regions and Central office	The Reporting Structure amongst staff within the Regional manager, Assistant Manager, Regional Distribution Engineers and Zonal Heads and Workers was clear and known	There was a documented reporting structure amongst staff within the Regions and Zones	The availability of adequate transport for operational team members in the Zone	The availability of adequate transport for supervision purposes in the Zone	Availability of qualified and competent staff in each Zone.
N	144	144	144	144	144	144
Mean	3.64	2.69	3.14	3.58	3.44	3.33
Std. Deviation	1.075	1.166	1.480	1.035	.842	.930

Statistics

	The availabilty of Materials for the Work	The availability of adequate tools and instruments in each Zone	The adequacy of the information Technology support within the region upto the Zonal level	The availability of data on It system like IMS/ICS segregated to the Zonal level	Adequate number of personal computers (PCs) within the Regions / Zones to support operations	minimized checks/ controls and approval process within the Zonal structure
N	144	144	144	144	144	144
Mean	3.30	3.41	3.50	3.31	3.60	3.02
Std. Deviation	.659	.652	.819	1.292	.750	1.080

Statistics

	Faster flow of work within the Zonal structure occasioned by reduced checks/controls	Team work amongst staff with collegues in other departments under the Zonal structure	Extent of Multi-dimensional work without strict boundries between construction, metering, emergency service, dissonnection,and reconnectioni n the zonal structure	The extend to whih the Regional structure of Regional Manager, Assistant Managers, Regional Distribution, Engineers and Zonal Heads were empowered with adequate authority.	Reduction of Bureaucracy between the regions and Central office under the Zonal structure.
N	144	144	144	144	144
Mean	3.20	3.37	3.33	2.88	3.15
Std. Deviation	.979	1.181	1.115	1.007	1.185

Appendix 6: Data Analysis - Frequency Tables

Frequency Table

JOB LEVEL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	69	47.9	47.9	47.9
	Operational Staff	75	52.1	52.1	100.0
	Total	144	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	33	22.9	22.9	22.9
	College	74	51.4	51.4	74.3
	University	37	25.7	25.7	100.0
	Total	144	100.0	100.0	

Period of Service in the Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	12	8.3	8.3	8.3
	5-15 years	88	61.1	61.1	69.4
	16-30 Years	41	28.5	28.5	97.9
	Over 30 Years	3	2.1	2.1	100.0
	Total	144	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	96	66.7	66.7	66.7
	Female	48	33.3	33.3	100.0
	Total	144	100.0	100.0	

Terms of Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	137	95.1	95.1	95.1
	Contract	7	4.9	4.9	100.0
	Total	144	100.0	100.0	

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Employee Competence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent(1)	30	20.8	20.8	20.8
	To Large Extent	52	36.1	36.1	56.9
	To Some Extent	50	34.7	34.7	91.7
	To Small Extent ((4)	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

Employees Receive Regular Training Aimed At Improving Their Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	3	2.1	2.1	2.1
	To Large Extent	19	13.2	13.2	15.3
	To Some Extent	95	66.0	66.0	81.3
	To Small Extent	24	16.7	16.7	97.9
	To No Extent at All (5)	3	2.1	2.1	100.0
	Total	144	100.0	100.0	

The Company Has a Training Policy That Employees can Refer to When Need Arises

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	31	21.5	21.5	21.5
	To Large Extent	10	6.9	6.9	28.5
	To Some Extent	31	21.5	21.5	50.0
	To Small Extent	36	25.0	25.0	75.0
	To No Extent at All (5)	36	25.0	25.0	100.0
	Total	144	100.0	100.0	

New Technology in Electrical Energy Field is Valued by The Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	35	24.3	24.3	24.3
	To Large Extent	43	29.9	29.9	54.2
	To Some Extent	41	28.5	28.5	82.6
	To Small Extent	13	9.0	9.0	91.7
	To No Extent at All (5)	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

Employees are Consulted by Management in Planning Their Training Needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	7	4.9	4.9	4.9
	To Large Extent	39	27.1	27.1	31.9
	To Some Extent	52	36.1	36.1	68.1
	To Small Extent	26	18.1	18.1	86.1
	To No Extent at All (5)	20	13.9	13.9	100.0
	Total	144	100.0	100.0	

Employees who Identify local Courses Relevant To Their Work Are Encouraged Supported by the Company to Pursue Them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	7	4.9	4.9	4.9
	To Large Extent	36	25.0	25.0	29.9
	To Some Extent	58	40.3	40.3	70.1
	To Small Extent	24	16.7	16.7	86.8
	To No Extent at All (5)	19	13.2	13.2	100.0
	Total	144	100.0	100.0	

Employees who Identify international Courses Relevant To Their Work Are Encouraged/ Supported by the Company to Pursue Them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	1	.7	.7	.7
	To Large Extent	15	10.4	10.4	11.1
	To Some Extent	44	30.6	30.6	41.7
	To Small Extent	45	31.3	31.3	72.9
	To No Extent at All (5)	39	27.1	27.1	100.0
	Total	144	100.0	100.0	

Company Supports Employees promoted to Higher Grade with More Responsibility to Pursue Skill Upgrading Courses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	4	2.8	2.8	2.8
	To Large Extent	18	12.5	12.5	15.3
	To Some Extent	60	41.7	41.7	56.9
	To Small Extent	49	34.0	34.0	91.0
	To No Extent at All (5)	13	9.0	9.0	100.0
	Total	144	100.0	100.0	

Employees Are Contented With Their Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	20	13.9	13.9	13.9
	To Large Extent (2)	34	23.6	23.6	37.5
	To Some Extent (3)	61	42.4	42.4	79.9
	To Small Extent (4)	29	20.1	20.1	100.0
	Total	144	100.0	100.0	

Morale of Employees of KPLC is High

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	14	9.7	9.7	9.7
	To Large Extent (2)	45	31.3	31.3	41.0
	To Some Extent (3)	60	41.7	41.7	82.6
	To Small Extent (4)	13	9.0	9.0	91.7
	To No Extent at All (5)	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

Work standards Exist in The Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	24	16.7	16.7	16.7
	To Large Extent (2)	49	34.0	34.0	50.7
	To Some Extent (3)	57	39.6	39.6	90.3
	To Small Extent (4)	12	8.3	8.3	98.6
	To No Extent at All (5)	2	1.4	1.4	100.0
	Total	144	100.0	100.0	

Employees Are Familiar With Work Standards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	26	18.1	18.1	18.1
	To Large Extent (2)	48	33.3	33.3	51.4
	To Some Extent (3)	55	38.2	38.2	89.6
	To Small Extent (4)	11	7.6	7.6	97.2
	To No Extent at All (5)	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Substandard Work/ Rework is Minimal Within KPLC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	10	6.9	6.9	6.9
	To Large Extent (2)	42	29.2	29.2	36.1
	To Some Extent (3)	51	35.4	35.4	71.5
	To Small Extent (4)	40	27.8	27.8	99.3
	To No Extent at All (5)	1	.7	.7	100.0
	Total	144	100.0	100.0	

KPLC Management Style is Facilitation and Negotiation Rather Than Command and control

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	33	22.9	22.9	22.9
	To Large Extent (2)	31	21.5	21.5	44.4
	To Some Extent (3)	45	31.3	31.3	75.7
	To Small Extent (4)	34	23.6	23.6	99.3
	To No Extent at All (5)	1	.7	.7	100.0
	Total	144	100.0	100.0	

Unavoidable Mistakes Made By Employees do Not Result Into Blame, but Are Used as Part of Learning Process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	26	18.1	18.1	18.1
	To Large Extent (2)	11	7.6	7.6	25.7
	To Some Extent (3)	60	41.7	41.7	67.4
	To Small Extent (4)	39	27.1	27.1	94.4
	To No Extent at All (5)	8	5.6	5.6	100.0
	Total	144	100.0	100.0	

Employees Are Exposed to the Operations of Leading Electricity Utilities in the World for Benchmaking Purposes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	3	2.1	2.1	2.1
	To Large Extent (2)	8	5.6	5.6	7.6
	To Some Extent (3)	45	31.3	31.3	38.9
	To Small Extent (4)	46	31.9	31.9	70.8
	To No Extent at All (5)	42	29.2	29.2	100.0
	Total	144	100.0	100.0	

Postive Suggestions Made By Employees on How to Improve Work Are taken Seriously By Management and Are Implemented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	15	10.4	10.4	10.4
	To Large Extent (2)	23	16.0	16.0	26.4
	To Some Extent (3)	56	38.9	38.9	65.3
	To Small Extent (4)	29	20.1	20.1	85.4
	To No Extent at All (5)	21	14.6	14.6	100.0
	Total	144	100.0	100.0	

Employees are Aware of The process of Getting Electricity Supply From The Application Stage to The Metering stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	35	24.3	24.3	24.3
	To Large Extent (2)	49	34.0	34.0	58.3
	To Some Extent (3)	42	29.2	29.2	87.5
	To Small Extent (4)	14	9.7	9.7	97.2
	To No Extent at All (5)	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Employees are Aware of The process of Electricity Supply Restoration In Case of An Interruption Occassioned By an Emergency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	24	16.7	16.7	16.7
	To Large Extent (2)	66	45.8	45.8	62.5
	To Some Extent (3)	46	31.9	31.9	94.4
	To Small Extent (4	8	5.6	5.6	100.0
	Total	144	100.0	100.0	

Employees are Generally Aware of The Electricity Billing Process.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	20	13.9	13.9	13.9
	To Large Extent (2)	45	31.3	31.3	45.1
	To Some Extent (3)	55	38.2	38.2	83.3
	To Small Extent (4)	18	12.5	12.5	95.8
	To No Extent at All (5)	6	4.2	4.2	100.0
	Total	144	100.0	100.0	

Employees are Aware of Reconnection process Resulting From Disconnection For Non Payment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	31	21.5	21.5	21.5
	To Large Extent (2)	31	21.5	21.5	43.1
	To Some Extent (3)	70	48.6	48.6	91.7
	To Small Extent (4)	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

During Restructuring, C/ office Staff Offered Full Support To The Regions On The Zonal Structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	8	5.6	5.6	5.6
	To Large Extent (2)	41	28.5	28.5	34.0
	To Some Extent (3)	43	29.9	29.9	63.9
	To Small Extent (4)	33	22.9	22.9	86.8
	To No Extent at All (5)	19	13.2	13.2	100.0
	Total	144	100.0	100.0	

The Structure of R/ Manager, Asst. Manager, R/ Distribution Engineers and Zonal Head offered Competent Leadership By Steering Each Region in It's Operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	13	9.0	9.0	9.0
	To Large Extent (2)	23	16.0	16.0	25.0
	To Some Extent (3)	56	38.9	38.9	63.9
	To Small Extent (4)	20	13.9	13.9	77.8
	To No Extent at All (5)	32	22.2	22.2	100.0
	Total	144	100.0	100.0	

Staff appointed to The Positions of R/Manager, Asst Managers, Regional Distributio Engineers and Zonal Heads were competently selected based on qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	19	13.2	13.2	13.2
	To Large Extent (2)	73	50.7	50.7	63.9
	To Some Extent (3)	33	22.9	22.9	86.8
	To Small Extent (4)	19	13.2	13.2	100.0
	Total	144	100.0	100.0	

The reporting structure between staff in the Regions and Central office was clear and known

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	6	4.2	4.2	4.2
	To Large Extent (2)	13	9.0	9.0	13.2
	To Some Extent (3)	72	50.0	50.0	63.2
	To Small Extent (4)	24	16.7	16.7	79.9
	To No Extent at All (5)	29	20.1	20.1	100.0
	Total	144	100.0	100.0	

There was a documented reporting structure between staff in the Regions and Central office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	4	2.8	2.8	2.8
	To Large Extent (2)	14	9.7	9.7	12.5
	To Some Extent (3)	52	36.1	36.1	48.6
	To Small Extent (4)	34	23.6	23.6	72.2
	To No Extent at All (5)	40	27.8	27.8	100.0
	Total	144	100.0	100.0	

The Reporting Structure amongst Senior staff within the Regions and Workers was clear and known

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	26	18.1	18.1	18.1
	To Large Extent (2)	42	29.2	29.2	47.2
	To Some Extent (3)	32	22.2	22.2	69.4
	To Small Extent (4)	38	26.4	26.4	95.8
	To No Extent at All (5)	6	4.2	4.2	100.0
	Total	144	100.0	100.0	

There was a documented reporting structure amongst staff within the Regions and Zones

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	28	19.4	19.4	19.4
	To Large Extent (2)	27	18.8	18.8	38.2
	To Some Extent (3)	23	16.0	16.0	54.2
	To Small Extent (4)	29	20.1	20.1	74.3
	To No Extent at All (5)	37	25.7	25.7	100.0
	Total	144	100.0	100.0	

The availability of adequate transport for operational team members in the Zone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	2	1.4	1.4	1.4
	To Large Extent (2)	18	12.5	12.5	13.9
	To Some Extent (3)	54	37.5	37.5	51.4
	To Small Extent (4)	35	24.3	24.3	75.7
	To No Extent at All (5)	35	24.3	24.3	100.0
	Total	144	100.0	100.0	

The availability of adequate transport for supervision purposes in the Zone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	1	.7	.7	.7
	To Large Extent (2)	11	7.6	7.6	8.3
	To Some Extent (3)	75	52.1	52.1	60.4
	To Small Extent (4)	38	26.4	26.4	86.8
	To No Extent at All (5)	19	13.2	13.2	100.0
	Total	144	100.0	100.0	

Availability of qualified and competent staff in each Zone.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	3	2.1	2.1	2.1
	To Large Extent (2)	21	14.6	14.6	16.7
	To Some Extent (3)	62	43.1	43.1	59.7
	To Small Extent (4)	42	29.2	29.2	88.9
	To No Extent at All (5)	16	11.1	11.1	100.0
	Total	144	100.0	100.0	

The availabilty of Materials for the Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	1	.7	.7	.7
	To Large Extent (2)	10	6.9	6.9	7.6
	To Some Extent (3)	81	56.3	56.3	63.9
	To Small Extent (4)	49	34.0	34.0	97.9
	To No Extent at All (5)	3	2.1	2.1	100.0
	Total	144	100.0	100.0	

The availability of adequate tools and instruments in each Zone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	1	.7	.7	.7
	To Large Extent (2)	4	2.8	2.8	3.5
	To Some Extent (3)	80	55.6	55.6	59.0
	To Small Extent (4)	53	36.8	36.8	95.8
	To No Extent at All (5)	6	4.2	4.2	100.0
	Total	144	100.0	100.0	

The adequacy of the information Technology support within the region upto the Zonal level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	3	2.1	2.1	2.1
	To Large Extent (2)	8	5.6	5.6	7.6
	To Some Extent (3)	60	41.7	41.7	49.3
	To Small Extent (4)	60	41.7	41.7	91.0
	To No Extent at All (5)	13	9.0	9.0	100.0
	Total	144	100.0	100.0	

The availability of data on ITsystems like IMS/ICS segregated to the Zonal level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	14	9.7	9.7	9.7
	To Large Extent (2)	25	17.4	17.4	27.1
	To Some Extent (3)	45	31.3	31.3	58.3
	To Small Extent (4)	23	16.0	16.0	74.3
	To No Extent at All (5)	37	25.7	25.7	100.0
	Total	144	100.0	100.0	

Adequate number of personal computers (PCs) within the Regions / Zones to support operations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	1	.7	.7	.7
	To Large Extent (2)	7	4.9	4.9	5.6
	To Some Extent (3)	53	36.8	36.8	42.4
	To Small Extent (4)	70	48.6	48.6	91.0
	To No Extent at All (5)	13	9.0	9.0	100.0
	Total	144	100.0	100.0	

Minimized checks/ controls and approval process within the Zonal structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	15	10.4	10.4	10.4
	To Large Extent (2)	23	16.0	16.0	26.4
	To Some Extent (3)	64	44.4	44.4	70.8
	To Small Extent (4)	28	19.4	19.4	90.3
	To No Extent at All (5)	14	9.7	9.7	100.0
	Total	144	100.0	100.0	

Faster flow of work within the Zonal structure occasioned by reduced checks/controls

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	2	1.4	1.4	1.4
	To Large Extent (2)	37	25.7	25.7	27.1
	To Some Extent (3)	49	34.0	34.0	61.1
	To Small Extent (4)	42	29.2	29.2	90.3
	To No Extent at All (5)	14	9.7	9.7	100.0
	Total	144	100.0	100.0	

Team work amongst staff with collegues in other departments under the Zonal structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	6	4.2	4.2	4.2
	To Large Extent (2)	38	26.4	26.4	30.6
	To Some Extent (3)	24	16.7	16.7	47.2
	To Small Extent (4)	49	34.0	34.0	81.3
	To No Extent at All (5)	27	18.8	18.8	100.0
	Total	144	100.0	100.0	

Extent of Multi- dimensional work without strict boundries between construction, metering, emergency service, dissonnection,and reconnectionin the zonal structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	2	1.4	1.4	1.4
	To Large Extent (2)	37	25.7	25.7	27.1
	To Some Extent (3)	47	32.6	32.6	59.7
	To Small Extent (4)	28	19.4	19.4	79.2
	To No Extent at All (5)	30	20.8	20.8	100.0
	Total	144	100.0	100.0	

The extend to whih the Regional structure of Regional Manager, Assistant Managers, Regional Distribution, Engineers and Zonal Heads were empowered with adequate authority.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	9	6.3	6.3	6.3
	To Large Extent	51	35.4	35.4	41.7
	To Some Extent	36	25.0	25.0	66.7
	To Small Extent	44	30.6	30.6	97.2
	To No Extent at All (5)	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Reduction of Bureaucracy between the regions and Central office under the Zonal structure.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To very Large Extent (1)	8	5.6	5.6	5.6
	To Large Extent	43	29.9	29.9	35.4
	To Some Extent	36	25.0	25.0	60.4
	To Small Extent	33	22.9	22.9	83.3
	To No Extent at All (5)	24	16.7	16.7	100.0
	Total	144	100.0	100.0	