EFFECT OF EMPLOYEE EMPOWERMENT ON PERFORMANCE IN PUBLIC SECTOR: CASE OF MURANG'A LAW COURTS

BY

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DECLARATION

This project is my original work and has never been submitted to Murang'a University College or any other university for the award of Masters of Public Administration or any other degree.

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DEDICATION

This research project is dedicated with great affection to all my family members and to all who stood with me in prayers and offered words of encouragement.

ACKOWLEDGEMENT

ABSTRACT

The study assessed the effect of employee empowerment on performance in public sector: case of Murang'a law courts. Judiciary plays a very important role in delivering justice fairly, impartially and expeditiously, while promoting equal access to justice and advancing local jurisprudence by upholding the rule of law (Mutunga, 2012). This mandate has not yet been fully realized. Consequently, the backlog of cases has been increasing. This has been caused by various intervening factors including one of employee- employer relationships among others. The theory to be adopted in conceptualizing the objectives was be guided by Kanter's structural empowerment theory, which focuses on the structures within the organization rather than individual's own qualities. The study fitted very well with this theoretical view as the overall objective was to establish the effect of employee empowerment on performance in public sector, case of Murang'a law courts. The specific objectives were to investigate how psychological, role, organizational and embedded empowerment affected reliability, effectiveness, job turnover and job accomplishments respectively. This was as per the conceptual framework (Fig. 1) shown. The research design for this study was qualitative research though with some quantitative data analysis. Target population for this study were be all the fifty two (52) judicially staff. Pre-testing of the data was be done at Kangema Law courts. Primary data was collected using structured questionnaire. This was supplemented by secondary data obtained from judiciary and government published reports. Data analysis involved establishment of categories, application of these categories to raw data through coding, tabulation and then drawing conclusions. The researcher then put the data collected and the findings into a logical and consistent report by employing descriptive statistics as data analysis techniques. These were in form of tables, figures, description charts and percentages where applicable. Findings of the study may contribute to judiciary coming up with better ways of empowering its employees. This will make the judicially reliable, effective, have low job turnover and have high rates in job accomplishment, and lastly aid judiciary in policy reforms to increase efficiency and effectiveness.

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DEFINITION OF KEY TERMS

Empowerment   Enabling people to perform their roles to the expected standards

Performance   Achieving the set goals and objectives

Public sector   Institutions which serve different needs of the society and are managed either by the county or the national governments. They serve public interests

Psychological empowerment   Cognition of an individual's self-determination, competence and other related constructs

Role empowerment   Adding responsibility to individuals/groups for the execution of management of their primary tasks

Organizational empowerment   The involvement or representation of employees in decision-making within the wider enterprise

Embedded empowerment   Initiatives in which role or organizational empowerment is a core component within a wider framework

CHAPTER ONE

INTRODUCTION

This chapter discusses the background to the study, statement of the problem, objectives of the study, research questions, scope and limitations of the study, definition of key terms and the conceptual framework.

1.1 Background to the study

Numerous researchers have recognized a relationship between psychological empowerment and organizational citizenship related behaviors, voluntary behaviors claiming that individuals who feel more psychological empowered are more likely to reciprocate by being more committed to their organization and exhibiting all those voluntary efforts (Spreitzer, 1995). Experiencing psychological empowerment and feeling psychological power can result to an individual being more engaged in voluntary behaviors at work.

Employers are shifting focus on how they empower their employees for better performance at work. It is now evident that organizations which have performing employees are the organizations which consider the psychological dimensions of their employees. However major part of literature has tended to limit itself to considering only financial empowerment ignoring the other outputs such as psychological, role, organizational and embedded empowerment which will be of major focus in this study. Thus this study is intended to look not only on one perspective of empowerment but on the winder concept and dimensions of empowerment which can be employed by organizations for better results and good performance.

Psychological empowerment has been conceptualized as a motivational construct that reflects an active, rather than a passive, orientation to a work role (Spreitzer, 1995). Employees that have this active orientation desire to shape their work role and context and feel an increase in task motivation (Thomas and Velthouse, 1990) which may

increase the likelihood of them engaging in voluntary and pro-social work behaviors. More specifically, the meaning dimension of psychological empowerment has been found to result in individuals asserting higher levels of concentration and energy towards their work (Spreitzer, 1995) as they reported more value and worth in both task-related and voluntary behaviours. Liden, Wayne and Sparrowe, (2000) found that psychological empowerment may contribute to a sense of committed behaviors to the organization through a process of reciprocation. Individuals tend to feel appreciative when they are allowed to encounter the benefits of psychological empowerment and are therefore likely to reciprocate by engaging more to the voluntary performance behaviors.

In the last decade the notion of empowerment has become popular in industrial and organizational psychology and management circle. Some of the proponents of empowerment have even gone further to state that, 'no vision, no strategy can be achieved without able and empowered employees (Argyris, 1998). In management, empowerment denotes the enhancement of employees' autonomy in their work or increased involvement and influence in decision – making more generally within the wider agenda and interests of the organizations (Meyer and Allen, 1997

Role empowerment was the original emphasis of research and practice and remains of central concern today. This is evident as outlined by Robbins, (2002) in an integrated model of empowerment. Research on empowerment has largely focused on groups that are or ostensibly powerless. Once employees have been empowered in their different roles then performance will definitely improve (Menon, 2001). Empowered employees take responsibility of their roles and pray accordingly.

Different employee roles must be stamped with authority if effectiveness is to be achieved at the organization level and each individual employee should be held accountable for their roles in the organization. The firm and the industry must realize that role empowerment is just as important as any other kind of empowerment. However major part of literature has tended to limit itself in considering role empowerment and its effect in effectiveness in undertaking duty which are a major focus in this study.

1.2 Statement of the problem

Judiciary plays a very important role in delivering justice fairly, impartially and expeditiously. Promoting equal access to justice and advance local jurisprudence by upholding the Rule of Law. The national government has empowered the judicially financially by annual allocation within the budget .Equally the parliament has empowered the judicially by enacting legislations affecting the judicially. However the performance in the judicially is still below par.This has been contributed mostly by lack of psychological, role, organizational and embedded empowerments.

It is with these in mind that this study was carried out to establish the effects of employee empowerment on performance in public sector, a case study of Murang'a law courts. The gaps surrounding actual performance in the judicially and how the above mentioned types of empowerments can help in increasing the performance of the employees.

1.3. Objectives of the study

1.3.1 General objective

The general objective of this study was to establish effect of employee empowerment on the performance in public sector, case of Murang'a law courts.

1.3.2 Specific objectives

The study was guided by the following specific objectives;

1. To determine the relationship between psychological empowerment and employee performance in Murang'a law courts.
2. To establish the relationship between role empowerment and employee performance in Murang'a law courts.
3. To establish the relationship between organizational empowerment and employee performance in Murang'a law courts.
4. To determine the relationship between embedded empowerment and employee performance in Murang'a law courts.

1.4 Research questions

1. What is the relationship between psychological empowerment and employee performance in Murang'a law courts?

2. What is the relationship between role empowerment and employee performance in Murang'a law courts?

3. What is relationship between organizational empowerment and employee performance in Murang'a law courts?

4. What is the relationship between embedded empowerment and employee performance in Murang'a law courts?

1.5 Significance of the study

The study was of significance as it determined how empowerment influences employee performance at different levels. It was also be of significance to: The judicially in general and Murang'a law courts in particular on how they can empower their employees for better delivery of services to the citizens. The management of Murang'a law courts had an opportunity of identifying and rectifying flaws found in their employee empowerment programs. The national government- the study highlighted the benefits of empowering employees. The government will benefit from this study by taking into account its findings and formulate a way on how it can start empowering its employees for efficient delivery of services to its citizens. The study, will open an avenue for more research by motivating students of public administration and related fields to undertake research in this unexplored area. Finally, once the study is complete, it will add to the limited literature available

1.6 Scope and limitations of the study

1.6.1 Scope of the study

The study was conducted at Murang'a law Courts, located in Murang'a South Sub-County of Murang'a County, in the former central province.

1.6.2. Limitations of the study

The study was limited to one law court though there are more than one hundred law courts in Kenya. Hence the inferences made from the research might be challenged. However the research findings could be used as a basis for further research in the field.

1.6.3. Assumptions of the study.

In this study the following assumptions were made. Respondents were expected to be co-operative and provide reliable answers, the expressions given by the employees were expected to be a true reflection of their performance empowerment needs and employee empowerment assessment in Murang'a law courts.

1.7   Conceptual framework

Figure 1: Effects of employee empowerment on performance

Psychological empowerment		Performance
Role empowerment		- Reliable
Organizational empowerment		- Effective
		- Low job turnover
Embedded empowerment		- High rates in job accomplishments

Independent variables   **Dependent variables**
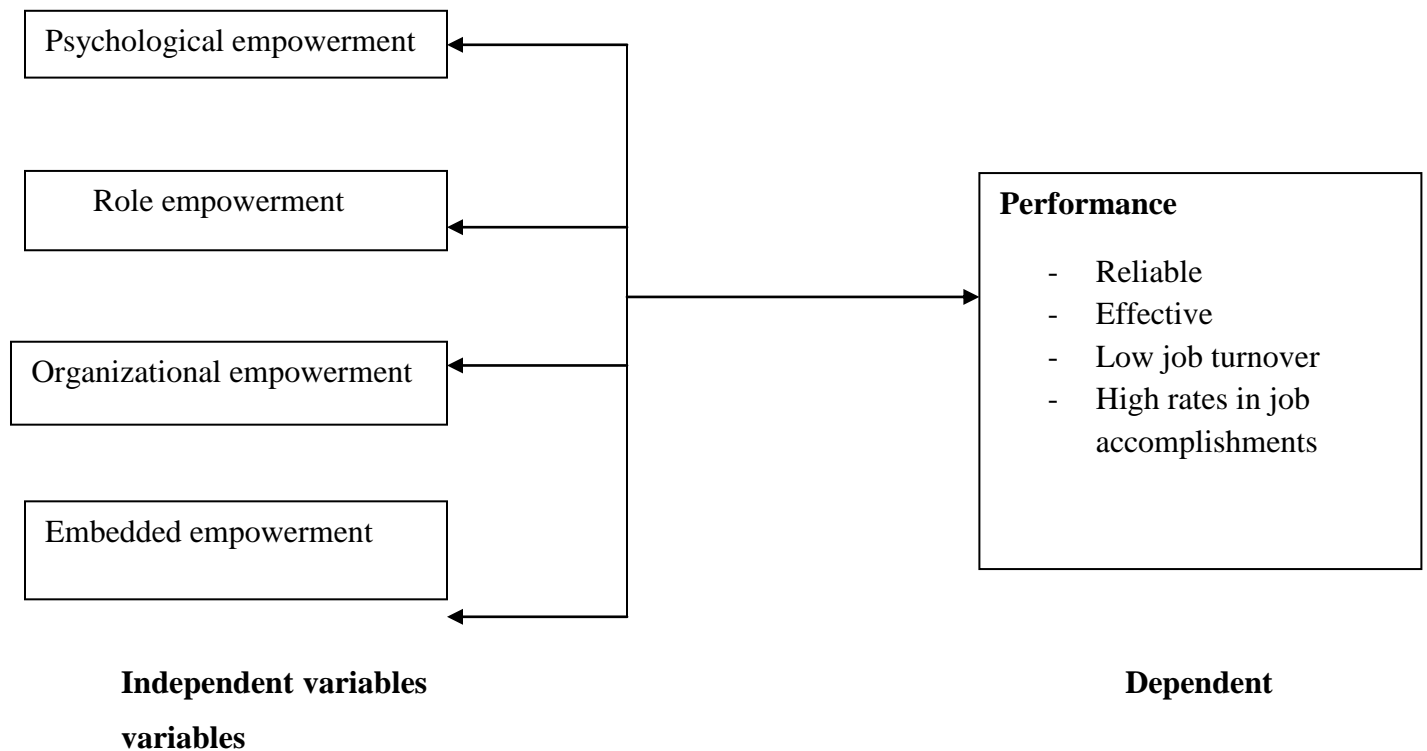
(Source: Researcher, 2016)

The above figure shows how public employee performance is affected by psychological; role; organizational and embedded empowerment.

CHAPTER TWO

LITERATURE REVIEW

2.1INTRODUCTION

This chapter outlines theoretical literature and empirical literature. Theoretical literature are the theories which guided this study while empirical literature is what other writers and researchers have written concerning the effects of employee empowerment on performance in public sector. Both the theoretical and empirical literature were based on the research objectives identified in chapter one.

2.2 Theoretical literature

Kanter's theory of structural empowerment was used in this research. This focused on the structures within the organization rather than the individual's own qualities Dibold, (2007). Kanter believed that a leader's power will grow by sharing the power through empowering others and as a result, leaders will realize increased organizational performance (Doll, 2002). Furthermore, Kanter posits that with tools, information and support, people's skill base will improve, they will increasingly make informed decisions and overall accomplish more, thereby benefiting the organization as a whole (Dibold, 2007).

According to Kanter, two systemic sources of power exist in organizations, these being formal and informal power. Formal power is that which accompanies high visibility jobs and requires a primary focus on independent decision making. Informal power comes from building relationships and alliances with peers and colleagues (Wagner, 2010).The six conditions required for empowerment to take place according to Kanter include; opportunity for advancement, access to information, access to support, access to resources, formal Power and informal Power. These six conditions are what many organizational behaviorists have based their work and studies on. The basis of structural empowerment and psychological empowerment, role empowerment and embedded empowerment is derived from Kanters work in the 1970's. They are identified as distinct sources of organizational power (Wagner, 2010).

By providing these conditions to employees, it has been found that there is increased job satisfaction, commitment, trust and a marked decrease in job burnout. Kantor's theory has proven to have measurable impact on employee empowerment and job satisfaction as well as organizational morale and success (Wagner, 2010).

According to Elton Mayo and the human relations school of thought (1933),in the work situation, greater productivity would be registered if informal groups were allowed to merge. The rationale was that people like carrying out their activities in groups rather than isolated individuals. The Hawthorne experiments that were undertaken by Mayo and his colleagues sought to confirm his general view that non-monetary factors –and particularly social factors, motivate people to work harder Elton mayo closely following the durkehemian line of argument undertook to show that in the work situation greater productivity would be registered if informal groups were allowed to emerge. The rationale was that people like carrying out their various activities in groups rather than as isolated individuals.

The human relations school of thought has therefore rested heavily on the individual – group interactions. The reaction of groups in the work situation should not be discouraged, by management rather should, where possible positively encourage the emergence of industrial groups or informal organization as a strategy of greater production

Basic need theory by Abraham Maslow, 1943, stated that there are certain minimum requirements that is food, shelter, clothing and sex.

The Hawthorne effect grew out of a series of studies. The theory states that participants will act and react in different manners because they are aware they are being watched. Specifically in McGregor's X and Y theory states that the manager's approach affects the outcome of the worker. If you give your employees even a little attention, they will equate that attention to 'special' treatment that is different from the treatment that others receive (Adam, 1978). The basic understanding to boss subordinate relationships lies in the foundation that the habits of the managers hold the power to create productive or counterproductive environments (Adam, 1978).

Another theory that explains boss-subordinate relationships is Workplace Relationship Quality and Employee Information Experiences (David, 1978). This study was conducted

by Patricia Sias, and points out the theory of Leader-Membership. This theory is believed to be the most widely accepted theory regarding superior-subordinate relationships The main point being that employees with the best access to information are the most likely to succeed (David, 1978). Furthermore, employees with a higher quality relationship with their supervisor have more access to such information and will be more likely to succeed in the workplace. Sociological empowerment often addresses members of groups that social discrimination processes have excluded from decision-making processes through - for example - discrimination based on disability, race, ethnicity, religion or gender. Empowerment as a methodology is often associated with feminism.

Marginalized refers to the overt or covert trends within societies whereby those perceived as lacking desirable traits or deviating from the group norms tend to be excluded by wider society and ostracized as undesirable, sometimes groups are marginalized by society at large, but governments are often unwitting or enthusiastic participants (David, 1978).

Equal Employment Act made it illegal to restrict access to schools and public places based on race. Equal opportunity laws which actively oppose such marginalization, allow increased empowerment to occur. They are also a symptom of minorities' and women's empowerment through lobbying Marginalized people who lack self-sufficiency become, at a minimum, dependent on charity or welfare. They lose their self-confidence because they cannot be fully self-supporting. The opportunities denied them also deprive them of the pride of accomplishment which others, who have those opportunities which can develop themselves. This in turn can lead to psychological, social and even mental health problems (Adam, 1978).

2.3 Emphirical review

2.3.1 Effects of psychological empowerment on performance

As Ayubi, asserts, in today's turbulent world organizations compete more powerful, more all round, much of the energy is spent on the performance of employees. Because it is obvious that people within the organization are the main factor for survival in a highly

competitive arena and a major factor in the productivity of their organizations. Today's organizations rely on human resources within the organization to further improve their operations and create different units within the organization such as the unit of planning resources, units of training and so on are important signs (Ayubi, 2004).Indeed the performance is a set of measures and activities that are done by the staff to achieve the set out goals of organization. This variable is formed of several factors which include: personal skills, managerial and technical skills thus the personnel performance of employees could be realized. (Shekari and Heydarzadeh, 2011).

Performance as individual behavior, is a function of personality and situational variables (such as job demands, organizational, social, etc.) and in terms the result of the employee's activities of their duties in a certain time is the set of behaviors that people show on their jobs (Hosseinian, 2007).

Nowadays changeable situation there is no way for organizations except using manpower, because competitive advantages of organization in terms of the time are dependent on capable and qualified employee who is ready for these requirements. In recent years many efforts have been made to improve organizations that mostly focused on topics such as reduction of hierarchy and bureaucracy, forming active groups, participation in decision-making at the lowest level of organization and in other words empowerment of employees (Shelton, 2002).In this atmosphere, empowering employees do not only work within the scope of their work and effort, but with commitment try towards organizational goal.

The importance of human resources, one of the most effective techniques to increase employee productivity and optimal use of capacities and capabilities of individual and group in line with organizational objectives is empowerment. On the other hand, empowerment causes improvement of quality, the organization to ensure its effectiveness and increase employee motivation and commitment and Chiang and Hsieh (2012), in a study that's done in Taiwan hotels, titled "The effects of organizational support and psychological empowerment on job performance: the moderating role of an

organizational citizenship behavior", they concluded that both organizational support and psychological empowerment had a positive effect on organizational citizenship behavior. Furthermore, psychological empowerment has a positive effect on job performance; while the positive impact of organizational support on organizational performance, according to the results of the research have been rejected Chiang and Hsieh (2012).Meyerson and Klein (2007) in a study titled "Environmental and psychological empowerment: preconditions and consequences", concluded that empowered better be divided into psychological and behavioral dimensions and each aspect predict the job's outcomes separately. The results also showed that environmental empowerment has better consequences than mental empowerment (Meyerson& Kline, 2007)Mogholy and colleagues (2009) examined the relationship between empowerment and organizational commitment in nineteen separate areas of Tehran Education Organization concluded that there is connection between empowerment and organizational commitment and among different dimension of empowerment (feeling of competence, significant of job, effectiveness, Choice, trust on others) feeling of effectiveness and trust just effect on organizational commitment. (Mogholy and colleagues, 2009) Mirkamaly*et al* (2009) study the relationship between psychological empowerment and job satisfaction and organizational commitment among employees in Tehran University, and concluded that there is a positive relationship between the dimensions of psychological empowerment (meaningfulness, self-determination, competence, and effectiveness) and job satisfaction.

Apart from the merits, other components of psychological empowerment have positive and significant relationship with organizational commitment (Mirkamaly et al, 2009).Abdullahi (2006) study, 'Psychological Empowerment: Dimensions and Validation on the basis of structural equation modeling" and concluded that Psychological Empowerment includes five separate structures that are competence, such as competence autonomy, influence, significance and trust. Cultural differences are related to dimensions of psychological empowerment (Abdullahi, 2006).Furthermore, authors such as Spreitzer(1995), Thomas and Weldowz (1990), confirmed the effect of psychological empowerment on job performance and believe that if employees feel good about their job, useful, Also if the organization allows employees to make decisions and

provide the flexibility, all these factors are likely to increase their job performance (Chiang and Hsieh, 2012)

Caberg and colleagues (1999) and Siebert and colleagues (2004), also believe that feeling of capability in employees is leading to increase job satisfaction, and increase the efficiency and effectiveness of staff performance and reduce the tendency to leave the organization (Meyerson and Kline, 2007).

2.3.2 Role empowerment effects on performance

Role empowerment was the original emphasis of research and practice and remains of central concern today. This is evident as outlined by Robbins, (2002) in an integrated model of empowerment that encompasses all four aspects of empowerment in organizations. There are multiple perspectives on empowerment and the particular meanings given to the construct, according to persons, settings, goals and other variables.

Research on empowerment has largely focused on groups that are typically considered disadvantaged, disempowered or ostensibly powerless (Foster and Sandel, 2010).During the 1990s writers claimed that the shift in the way organizations treated their employees was the empowerment era. Research on the study of empowerment has been primarily through the relational approach or the motivational approach. The relational approach, based on management practices, focuses on the delegation of power and decision making authority. According to this approach, empowerment was based on the movement of power down an organization's hierarchy (Menon, 2001) where sources of power could be legal (control of office); normative (control of symbolic rewards); remunerative (control of material rewards); coercive (control of punishment) and knowledge or expertise. The motivational approach stressed Psychological enabling as the main reason for an individual's feelings of empowerment. Because the conceptual and operational definitions of empowerment often differ from study to study, more research is needed to better articulate the homological net of the construct of empowerment (Meyerson and Kline, 2008). Once employees have been empowered in their different roles, then performance will definitely improve (Menon, 2001). This is evident in our today's

organizations whether public or private as empowered employees take responsibility of their roles and play them accordingly.

Once their roles have been highlighted and taken to be of value, employees learn how to be dependent and they can make major decisions on their own without fear of being victimized by the top management (Menon, 2001).

2.3.3 Organizational empowerment and performance

In today's highly competitive talent marketplace, organizations that want to attract, retain and advance top talent must be skilled at developing people (Argyris, 1998).As the rate of change in the marketplace accelerates, organizations are constantly trying to help employees adopt the critical new behaviors necessary to keep pace. Over the past three decades, different successful organizations have developed a highly effective methodology which they call the 'empowering organization' to enable talent development, behavior change and the cultural transformation needed to further both. This methodology has been deployed in large and small organizations and trained hundreds of practitioners to deliver it. If an organization has one or more of the symptoms of a disempowering culture, it will be difficult to further any change initiative.

Along with the design of a talent development and behavior change strategy, the empowering organization methodology transforms these symptoms so that future change initiatives have the fertile soil needed to take root (Mills, 1994).Organizations tackle the uncertainties of today's changing world by drawing out the creative potential of the people who are the organization. Empowerment means creating an environment where people are equipped and encouraged to make decisions in autonomous ways and to feel that they are in control of the outcomes for which they are responsible. It means opening the door for dissent, avoiding groupthink and encouraging innovation (Thomas and Velthouse, 1990).

To understand some of the complexities of Organizational Empowerment, different perspectives have to be looked at from the perspectives of leaders, employees and

organizations. Empowerment involves distributing authority throughout the organization. The leader's perspective is where it all starts.

2.3.4 Embedded empowerment

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop (Siasi, 2005).

Studies show that workplace relationships directly affect a worker's ability to succeed. Workers spend on average 50 hours a week in the workplace, these long work hours are resulting in the formation of workplace friendships. These connections can be both positive and have the potential to become harmful (Hartman, 2009).

Friendship has been defined as a voluntary interdependence between two persons over time that is intended to facilitate social-emotional goals of the participants, and may involve varying types and degrees of companionship, intimacy, affection and mutual assistance (Park, 2006). According to Park (Park, 2006), friendships that develop in the workplace called blended friendships. Since so much time is spent at work, people often develop friendships within the workplace. Individuals are more likely to have more workplace friendships than any other kind of relationship in the workplace. These blended friendships can have a positive impact on an employee's productivity.

Workplace friendships lead to more cohesive work groups, more satisfied and committed employees, greater productivity, greater goal attainment, increased positive feelings about the organization, can make both good and bad jobs better and are a factor in preventing employee turnover and employee desire to leave the company (Hartman, 2009). However, although workplace friendships tend to have a positive impact on the employee's overall productivity and attitude toward the job, they can also lead to competition, envy, gossip and distraction from work related activities because there is a more tightly webbed emotional and occasionally physical, connection that goes beyond a typical co-worker relationship.

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationship exist and develop. (Siasi, 2005) studies show that workplace relationships directly affect a workers ability to succeed, because workers are spending on average 50 hours a week in the workplace. These long work hours are resulting in the formation of work place friendship. These connections can be both positive and have the potential to become harmful. Friendship has been defined as a voluntary interdependence between two people. Overtime that is intended to facilitate social emotional goals of the participants and may involve varying types and degrees of companionship intimacy, affection and mutual assistance (Paric, 2006). Friendships that develop in the workplace are called blended friendships. Workplace friendships lead to move cohesive work groups, more satisfied and committed employees greater productivity, greater goal attainment increased positive feelings about the organizational can make both good and bad jobs better and are a factor in enhancing high rates of job accomplishment when denied opportunities employees are deprived the pride of accomplishment

However major parts of literature had tendered to limit it to considering group relations to workplace ignoring major factors of embedded empowerment, friendship in work place which is a major focus in this study particularly in relation to the rates in job accomplishment.

2.4 Empowerment and performance

Once systems and organizational offices have been empowered, the employees are able to perform (Stutton, 2000). Most of the times, employees fail to perform because they have no power and authority due to weak institutional organization. The judiciary in Kenya had been limp over a long period of time before the enactment of Constitution 2010. The Constitution gave the judiciary able powers to act independently and without interference from the other Arms of the government. The Constitution acted as the empowerment agent on the Judiciary with the creation of the Judicial Service Commission which is mandated to oversee the functions of the Judiciary. The creation of this structure was so crucial to extend of creating autonomy which never existed before.

Empowerment of employees is so important in our century since it is a technological century. The century poses many challenges to employees that if not empowered they will be too overwhelmed by the challenges they will be facing on daily basis as they deliver their services to the Citizens of Kenya. Empowerment creates a sense of expertise in employees (David, 1978). They are able to deliver services comfortably without fear.

2.5 RESEARCH GAP

Many proponents have written about psychological, role, organizational and embedded empowerment in other places but little is known about employee empowerment in the judiciary and how psychological, role, organizational and embedded empowerment can help in improving employee performance, which will be addressed in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research design, target population, sample size, sampling procedures, research instruments, data collection procedures and data analysis.

3.2 Research design

Kavulya, (2006) defines research design as a framework that has been created to seek answers to research questions. Thus a research design adopted by a given study should be able to help the research provide answers the study seeks to answer. The study will be a descriptive survey designed to establish effects of employee empowerment on performance in public sector: case of Murang'a law courts. Descriptive research studies are designed to obtain pertinent information concerning the current status of a phenomenon and whenever possible to draw valid general conclusion from the facts discovered. The study will be an assessment on the effect of employee empowerment on performance in public sector; case of Murang'a law courts, making descriptive design more appropriate to investigate the problem.

3.3 Location of the study

The study was undertaken at Murang'a law courts, located in Murang'a South Sub-County of Murang'a County, in the former central province, about 100 Kilometres North West of the capital city, Nairobi

3.4 Target population

The target population comprised of all the fifty two employees working at Murang'a law courts.

3.5 Sampling procedures

As noted above the population was small and hence census method was used and all the fifty two employees at Murang'a law courts include the sample.

3.6 Methods of data collection

The study used both primary and secondary data which was collected for the purposes of this study. Primary data was collected using questionnaires and interview schedules to capture information useful in meeting the stated objectives as well as answering the research questions. Secondary data was sourced from written materials including books, public reports, journals and newsletters.

3.7 Reliability and Validity of instruments

3.7.1 Instrument reliability

According to Mugenda and Mugenda (1999), reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The developed research instruments were pre-tested using an identical sample at Kangema Law courts. This enabled the content reliability and relevance of the instruments. Items found to be inadequate for measuring variables were either discarded or modified to improve the quality of the research instruments.

3.7.2 Instrument validity

Mugenda and Mugenda (1999) define validity as the accuracy and meaningfulness of inferences, which are based on the research results. The instrument should have face validity, which was established by consulting other people like the expertise from the supervisor. This was taken into consideration to ensure that the instruments were constructed correctly and if the instruments accurately represent the variables under study in line with the stated purpose and study objectives. Piloting helped in improving face

validity and content of the instruments. The internal validity which involved controlling the extraneous variables in the structure was done through the administration of the questionnaires. The external validity was the generalization of the study findings. As such, the researcher sought assistance from the supervisor in order to help improve content validity of the instrument.

3.8 Data analysis

The process involved establishment of categories, application of these categories to raw data through coding, tabulation and then drawing conclusions. Data was organized into meaningful patterns and the relationship between various variables established.

Both qualitative and quantitative techniques were used. Qualitative analysis involved the derivation of explanation and making interpretations of findings based on description, and use of likert rating scale. Presentation-The researcher then put the data collected and the findings into a logical and consistent report by employing descriptive statistics as data analysis techniques. These were in form of tables, figures, description charts and percentages where applicable.

3.10 Ethical consideration

A letter to collect data was obtained from relevant department of Murang'a University College, respondents were informed that the information gathered during this study was only to be used for the purpose of this study. Confidentiality was maintained and therefore respondents were not required to indicate their names on the questionnaires. All secondary sources that formed part of data were acknowledged appropriately.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0. INTRODUCTION

This chapter presents the findings from the data collected through the use of questionnaires and documentary sources. The judicially senior staff and subordinate staff filled the questionnaires. The reporting in this chapter follows a fairly consistent pattern in line with the four research questions that is the relationship between psychological empowerment and employee performance, the relationship between role empowerment and employee performance , the relationship between organizational empowerment and employee performance and finally the relationship between embedded empowerment and employee performance all in Murang'a law courts.

4.1. Response Rate of All Respondents

Table 4.1: Response rate

	Category	Frequency	Targeted	Percentage (%)
1	Senior Staff	8	9	88.8
2	Staff	25	26	96.1
3	Subordinate staff	11	17	64.7
	Total	**44**	**52**	**84.6**

The researcher targeted a total of 52 respondents out of which 44 responded. This translates to a response rate of 84.6% which according to Babbie (2010) is considered significant enough to provide a basis for valid and reliable conclusions with regard to the effects of employee empowerment in Murang'a law courts.

4.2 Period Worked At the Judicially

Table 4.2. Period Worked At the Judicially

	Period Worked (Yrs)	Frequency	Percentage
1.	1-10	24	54
2.	11-20	10	23
3.	21-30	6	14
4.	31 and above	4	9
	Total	**44**	**100%**
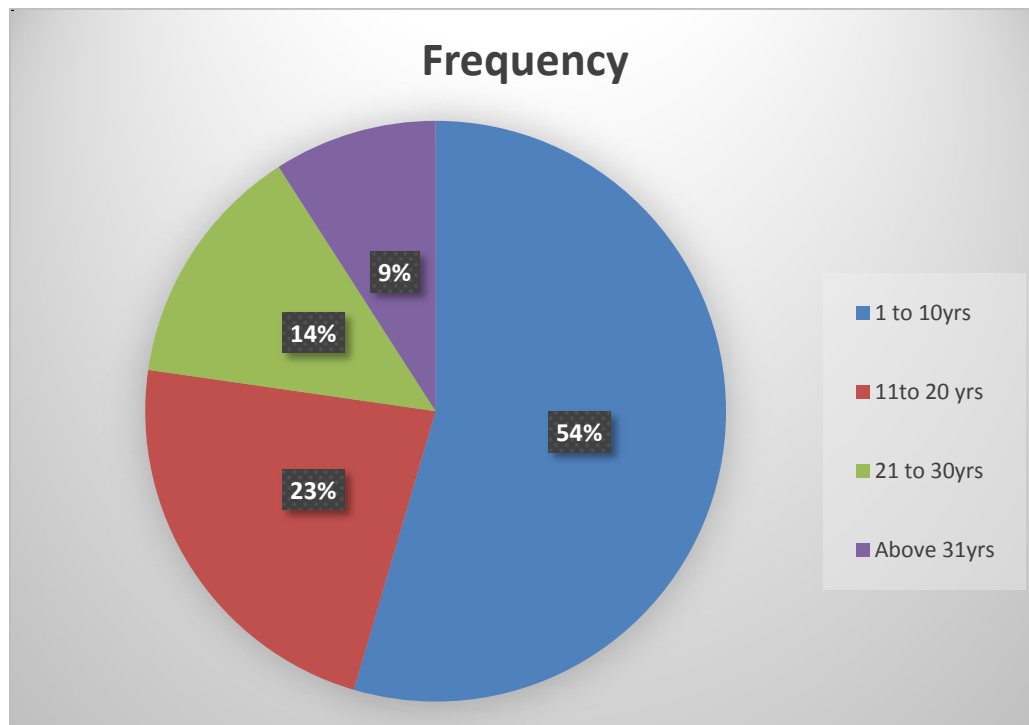
Figure 2: Period Worked At the Judicially

From table 4.2 and Fig 4.1 above, 54% of the employees in the judicially have worked for between 1 and 10 years, 23% between 11-20 years, 14% between 21-30years and 9% above 31years This implies that majority of the employees have worked for less than 10 years and quite a number, 37% between eleven and 30 years. This implies the population under study has adequate experience in the field

4.2.2 Education Levels of the Staff

Table 4.3: Education Levels of the Staff

	Qualification	Frequency	Percentage (%)
1	High School	20	46
2	Certificate	2	4.5
3	Diploma	12	27.3
4	Degree (bachelors)	8	18
5	Degree (Masters)	1	2.3
	Others (CPA K)	1	2.3
	Total	**44**	**100**

The researcher sought to establish the academic levels of the judicially staff in Murang'a law courts.

In table 4.3 above, it is evident that 46% of the judicially staff are holders of high school certificate 27 % are diploma holders while 18% have bachelor's degrees in various fields. One **s**taff has a higher degree and a single staff is a qualified accountant. This implies that the judicially has trained manpower up to middle level colleges.

4.2.3 Placements in the law courts

The judicially staff in Murang'a law courts consist of 1 judge,5 magistrates, 12 clerical officers , 9 support staff ,5 administrators among others, Among the judicially staff, there are some (26) who have worked in other sectors like engineering,insurance,securical,teaching,accounting and other private sectors before joining the judicially

4.3 Psychological empowerment

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1	Total	Average
a	Staff are allowed to bring new ideas in the workplace.	25	24	12	52	10	123	2.79
b	The employees are treated fairly by the employer	70	88	6	10	1	176	4.0
c	There is mentorship in the work place	35	80	12	30	8	165	3.7
d	The administrative function supports the judicial function	105	64	6	4	2	181	4.11
e	There are no unethical practices in the work place	10	12	30	44	7	103	2.34
f	The court places are friendly to the employee	25	56	3	40	4	128	2.90

g	There is employee equality in the judicially as per the cadres	40	4	27	20	16	107	2.43
h	Employees work is recognized and rewarded	75	40	30	26	1	172	3.9
i	Psychological empowerment affects employee performance in organization	60	56	30	12	2	160	3.63
j	The current state of affairs in the office cater for employees psychological needs	15	44	66	8	4	137	3.11

This section was meant to seek staff opinion concerning the extent to which the judicially empowers its employees psychologically, that is recognition of an employee's self-determination, competence and other related issues. Each of the following attributes were evaluated on the scale of **1** to **5** where: **1**.Strongly Disagree 2.Disagree 3.Undecided 4.Agree and **5.** Strongly Agree

Table 4.4: Staff opinion concerning psychological empowerment

In table 4.4, an average of 4.0 and above shows that the judicially staff strongly agree that the administrative functions supports the judicial functions and employees are treated fairly by the employer. An average of between 3.5 and 3.9 shows a strong tendency towards staff in agreement to the fact that psychological empowerment affects employee performance in the organization, there is mentorship in the workplace and employees work is recognized and rewarded accordingly.

An average of 2.7 and 3.4 shows a strong tendency for the staff to disagree that staff are allowed to bring new ideas in the workplace, the court premises are friendly to the employee and the

current state of affairs in the office cater for employees psychological needs ie recognition of an employee's self-determination and other related issues. Averages of 2.5 and below shows staff tends to strongly disagree that there are no unethical practices in the work place and there is employee equality as per the cadres.

4.4 Role empowerment

This section was meant to seek staff opinion concerning the extent to which the judicially empowers its employees in the roles they play, that is adding responsibility to individuals and groups for the execution of management of their primary tasks. This includes recognition of an employee's self-determination, competence and other related issues. Each of the following attributes were evaluated on the scale of **1** to **5** where: **1**.Strongly Disagree 2.Disagree 3.Undecided 4.Agree and **5.** Strongly Agree

Table 4.5: Staff opinion concerning role empowerment

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1	Total	Average
a	Employees are comfortable with the work they perform	30	40	75	6	10	161	3.65
b	Employees' responsibilities need to be increased	120	40	9	10	1	180	4.09

c	My boss is a role model	10	32	18	40	8	108	2.45
d	There is delegation of responsibilities in the system	75	48	18	20	3	164	3.72
e	The chain of command is well defined	35	28	33	30	4	130	2.95
f	Judiciary's role is the temple for justice.	150	40	3	2	2	197	4.47
g	Career progression path is clear	50	24	45	6	10	135	3.06
h	There is a devolved internal displinary mechanism with fair administrative procedures.	15	44	45	14	8	126	2.86
i	Every staff recruited undergoes a formal induction process and have formal job descriptions	35	24	30	20	11	120	2.72

In table 4.5, an average of 4.0 and above shows that the judicially staff strongly agree that employees responsibilities need to be increased and the judiciary's role is the temple for justice.

An average of between 3.5 and 3.9 shows a strong tendency towards staff in agreement to the fact that employees are comfortable with the work they perform and there is delegation of responsibilities in the system. An average of 2.7 and 3.4 shows a strong tendency for the staff to disagree that the chain of command is well defined,there is a devolved internal displinary mechanism with fair administrative procedures, career progression path is clear and every staff recruited undergoes a formal induction process. Averages of 2.5 and below shows staff tends to strongly disagree that there boss is a role model.

Apart from the ratings in the ritcher scale in table 4.5 above, and the explanations theron,staff play different roles as in seniority.We have 8 senior staff ,25 middle cadre staff and 11 subordinate staff.Majority of the employees (25) partially agree,10 do not agree and 9 agree their roles are respected by the other employees.As to whether employees feel empowered to play their roles,4 were in agreement,25 said they don't feel empowered and 15 partly empowered .These are shown in figures 4.1 and 4.2 below

Role empowerment

0, 0%9%

15, 34%

25, 57%

■ YES ■ NO ■ PARTLY
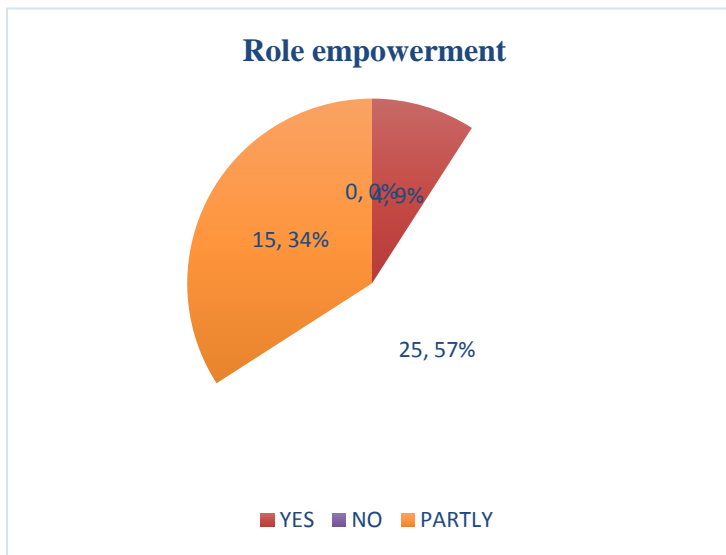
Fig 3. Staff role empowerment

Fig 4 Staff distribution

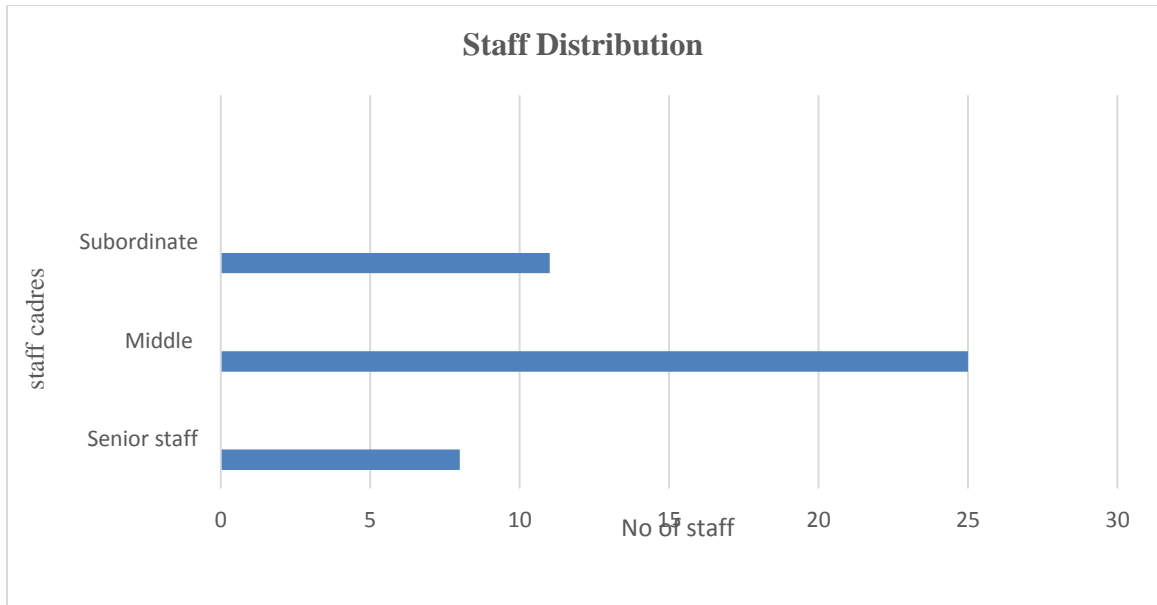## 4.5 Organizational empowerment

This section was meant to seek staff opinion concerning the extent to which the judicially empowers its employees within. That is involvement or representation of employees in decision making. Each of the following attributes were evaluated on the scale of **1** to **5** where: **1**.Strongly Disagree 2.Disagree 3.Undecided 4.Agree and **5.** Strongly Agree

Table 4.6: Staff opinion on organizational empowerment

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1	Total	Average
1	There is representation of all cadres in the management committee	30	20	24	34	8	116	2.63
2	In judiciary citizens are the most important asset.	50	44	60	6	1	161	3.65
3	The organization structure is highly centralized and concentrated that is All decisions come from Nairobi.	75	40	18	14	6	153	3.47
4	There is lack of clarity in reporting lines.	120	40	9	12	-	181	4.11
5	There are operational structures that define the roles and mandates of organization units of the judiciary	20	40	30	12	14	116	2.63
6	There is a customer care desk in Murang'a law courts	200	4	3	4	-	211	4.79
7	There are clear units of responsibility	15	16	66	14	8	119	2.7
8	I fee valued by this institution	30	40	48	20	2	140	3.18
9	There are provisions set aside to strengthen skills of individual employees?	20	24	45	20	9	118	2.68
10	Heads of different departments are empowered	30	40	9	40	5	124	2.81
11	Services are decentralized so as to give different departments autonomy	15	28	30	20	14	107	2.43

In table 4.6 below, an average of 4.0 and above shows that the judicially staff strongly agree that there is a customer care desk and there is total lack clarity in reporting lines. An average of between 3.5 and 3.9 shows a strong tendency towards staff in agreement to the fact that in the judicially, citizens are the most important asset, the organizational structure is highly centralized and concentrated and the staff feel valued by the institution. An average of 2.7 and 3.4 shows strong tendency for the staff to disagree there are operational structures that define the roles and mandates of organizational units, there are clear units of responsibility and heads of different departments are empowered. Averages of 2.7 and below shows staff tends to strongly disagree that there is representation of all cadres in the management committee, there are provisions set to strengthen skills of individual employees and the services are decentralized so as to give different departments autonomy.

Table 4.6: Staff opinion on organizational empowerment

4.6 Embedded empowerment

This section was meant to get staff opinion on the extent to which the judicially has initiatives to bring together employees for the benefit of achieving organizational goals. Each of the following attributes were evaluated on the scale of **1** to **5** where: **1**.Strongly Disagree 2.Disagree 3.Undecided 4.Agree and 5**.** Strongly Agree

Table 4.7: Staff opinion on embedded empowerment

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1	Total	Average
a	There are informal groups in the judicially	150	20	3	10	3	186	4.22
b	Interaction between the employees and management is cordial	25	12	6	50	4	97	2.20
c	There are social occasions such as football matches, cocktails,gifts etc	30	40	6	40	6	122	2.77
d	Relationships at the workplace is cordial	25	8	18	40	11	102	2.31
e	Employees are allowed to interact freely	50	60	12	12	9	143	3.25
f	Employees are allowed to form informal groups	55	32	9	40	3	139	3.15
g	The organizational performance affect performance in public	200	-	-	6	1	207	4.70

	sector							

In table 4.7, an average of 4.0 and above shows that the judicially staff strongly agree that there are informal groups and the organizational performance affects performance in the public sector i.e. An average of between 3.5 and 3.9 was not found, meaning that there is no strong tendency towards staff in agreement to all the attributes given. An average of 2.7 and 3.4 shows a strong tendency for the staff to disagree that there are social occasions such as football matches and cocktails, employees are allowed to interact freely and to form informal groups. Averages of 2.5 and below shows staffs tend to strongly disagree that interaction between employees and management is cordial and the relationships at the workplace is cordial too.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

The researcher set out to assess effects of employee empowerment on performance in public sector, a case of Murang'a law courts. The chapter gives a summary of the research findings, conclusions recommendations and suggestions for further research. The analyzed results were compared against the objectives of the research to assess how far these objectives have been achieved, thus an assessment of research findings against the objectives.

5.2   Summary of Findings

This section discusses the findings of the research study in relation to the research questions and the objectives. The research was intended to assess effects of employee empowerment on performance in public sector, a case of Murang'a law courts. The study was further designed to accomplish the following four objectives. That is how psychological empowerment, role empowerment, organizational empowerment and embedded empowerment affects employee performance in Murang'a law courts.

5.2.1 Background information

The study found out   most of the workers (54%) have worked for less than 10 years and 9% for more than 31years.Thus the judicially staff in average consist a mixture of very experienced staff implying that the population has adequate experience in the field considering others have worked for more than 10 years.

On education levels of the staff 46% are high school leavers and 54% have either a certificate, diploma or degrees in various displines at different proportions. Thus the judicially staff can be summarized as generally as trained and competent in their work.The judicially consists of different cadres of staff including eight senior staff,25 middle level and 11 subordinates.

5.2.1 Psychological empowerment

According to judicially staff in table 4.4, two attributes have ratings above 4.0 on a 1-5 rating scale that is staff strongly agreed that judicial functions are supported by administrative functions, staff also agreed that there is mentorship and employees work is recognized and rewarded. This in effect improves psychological empowerment. Most staff disagree to the fact that they are allowed to bring new ideas (2.79) and the premises are friendly to them (2.9). There is strong disagreement as to the presence of unethical practices plus employee equality (below 2.5).

5.2.2 Role empowerment

According to judicially staffs opinion on role empowerment in table 4.5, two attributes have ratings above 4.0 on a 1-5 rating scale that is staff strongly agreed employees responsibilities should be increased and the judicially is the temple of justice, staff also agreed staff are comfortable with the work they perform plus power delegation. Staff were in disagreement that the chain of command is defined well, devolved internal displinary mechanism, clear career progression and formal induction process upon recruitment. Finally at ratings below 2.5, staff strongly disagreed that their boss is a role model. There is strong disagreement as to the presence of unethical practices plus employee equality (below 2.5).

Apart from the ratings above,25 staff felt that they don't feel empowered as compared to 15 who are partly empowered in their roles.

5.2.3 Organizational empowerment

Ratings of judicially staff on organizational empowerment in table 4.6, two attributes have ratings above 4.0 on a 1-5 rating scale that is staff strongly agree that there is a customer care desk and there is total lack clarity in reporting lines, staff were also in agreement to the fact that citizens are the most important asset, the organizational structure is highly centralized and concentrated and the staff feel valued by the institution. At average of 2.7 and 3.4, this shows a disagreement

that there are operational structures that define the roles and mandates of organizational units, clear units of responsibility and heads of different departments are empowered. Finally staff tend to strongly disagree that there is representation of all cadres in the management committee, provisions set to strengthen skills of individual employees and the services are decentralized so as to give different departments autonomy.

5.2.4 Embedded empowerment

As per embedded empowerment ratings in table 4.7, two attributes have ratings above 4.0 on a 1-5 rating scale.Staff strongly agreed that there are informal groups and the organizational performance affects performance in the public sector. Staff disagreed to the fact that disagree that there are social occasions such as football matches and cocktails and employees are allowed to interact freely forming informal groups. At averages of 2.5 and below there is a total disagreement that interaction between employees and management is cordial and the relationships at the workplace is cordial too.

5.3 Conclusion

In the light of the research findings, the following conclusions are made. The judicially staff is composed of senior, middle cadre and subordinate staff who have worked in the institution for between   less than one and over thirty one years. Some of them are in the high school leavers' category and a big number have attained additional qualifications from certificates, diplomas and degrees in various fields. This implies that the manpower in the judicially is highly qualified. Some of the staff have worked in other public and private sectors.

Considering all the attributes considered in psychological empowerment, majority of the judicially staff agreed with most of the attributes, though the disagreed attributes are also at a

close range. No clear cut conclusion as to whether the staff are fully psychologically empowered, but partial psychological empowerment can hold.

On the role empowerment after all the attributes were considered, most of the judicially staff disagreed with most of the attributes, though the agreed attributes are also at a close range. No clear cut conclusion as to whether the staff are fully empowered on their roles, but partial role empowerment.

After all the attributes were considered in organizational empowerment, a big majority of the judicially staff disagreed with most of the attributes, the agreed attributes were very few. A clear cut conclusion is that the staff are not comfortable with the organizational structure.

On embedded empowerment after considering all the attributes, most of the judicially staff stongly disagreed with most of the attributes, the agreed attributes were very few.A clear cut conclusion is that the staff are totally not comfortable with the judicially initiatives to bring together employees for the benefit of achieving organizational goals.

5.4   Recommendations

From the study findings and the conclusions drawn, the researcher proposes the following could be done to enhance employee empowerment in the judicially. To improve psychological empowerment, staff should be allowed to freely bring new ideas to the judicially, the court premises should be friend to all the employees including the disabled, and there should be employees equality irrespective of the office held

To improve role empowerment, senior staffs should be role models to other staff, chain of command should be well defined and every new staff should be formally inducted in the service.

To improve organizational empowerment, all staff cadres should be represented in the management committee, provisions should be set aside to strengthen skills of individual employees and services should be decentralized to give different departments autonomy.

For embedded empowerment, interaction between employees and management should be cordial, social occasions among the staff should be introduced and employees should be allowed to interact freely.

5.5 Suggestions for further Studies

The study was basically limited in scope in the sense that it was confined to only one law court, though there are more than one hundred law courts in Kenya. Further and related studies are recommended in other law courts with a view of giving results that could be compared and possibly be generalized for all law courts in Kenya. Secondly the study was limited to only the four types of empowerment, other areas --- ------------

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APPENDICES

APPENDIX I: LETTER TO THE RESPONDENTS

<div align="right">

John Wambugu Kanyungu

P. O Box 159-90400

Mwingi, Kenya

31st August 2016

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To:

The Respondent

Dear Sir/Madam,

<u>Re: Research on the effects of employee empowerment on performance in public sector: A case study of Murang'a law courts</u>

I am a student of Murang'a University College pursuing a Degree of Master of Science in Public Administration. As part of the course, I am required to carry out a research project on "T**he effect of employee empowerment on performance in public sector: case of Murang'a law courts"**

This letter is to request you to fill in the enclosed questionnaire. I wish to appreciate your cooperation in advance and looking forward for your positive response.

Thank you

Yours Faithfully

John Wambugu-------0725646070

APPENDIX II: QUESTIONNAIRES

Dear respondent,

As one of the key respondent identified, you are requested to fill in the enclosed questionnaire, which is part of the study done within Murang'a law courts. The purpose of this study is to establish the effect of employee empowerment on performance. Kindly provide true and honest opinion by responding to the questions attached. All the information will be treated with utmost confidentiality. The information provided will be used for the purpose of this study only.

Instructions

Please tick the appropriate option in the form or give your comments and opinions as requested. Your cooperation and response will be highly appreciated.

Section A: Background information

1. For how long have you worked in this institution?_____ Years
2. Highest level of education:

    i) Secondary/High school **[   ]**

    ii) Certificate   **[   ]**

    iii) Diploma   **[   ]**

    iv) Bachelor's Degree (Specify) **[   ]**

    v) Master's Degree (specify)

    vi) Others (specify)_____

   3. Kindly indicate your position in employment _____

   4. Have you ever worked in another sector before YES [   ]   NO [   ],If yes which particular sector_____

Section B: Psychological empowerment

5). This section is meant to seek your opinion concerning the extent to which the judicially empowers its employees psychologically, that is recognition of an employee's self-determination, competence and other related issues. Please indicate by ticking **[✓]** the extent to which you agree or disagree with the statements using the scale provided.

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
a	Staff are allowed to bring new ideas in the workplace.					
b	The employees are treated fairly by the employer					
c	There is mentorship in the work place					
d	The administrative function supports the judicial function					
e	There are no unethical practices in the work place					
f	The court places are friendly to the employee					
g	There is employee equality in the judicially as per the cadres					
h	Employees work is recognized and rewarded					
i	Psychological empowerment affects employeeperformance in organization					
j	The current state of affairs in the office cater for employees psychological needs					

Section C: Role empowerment

6) This section is meant to seek your opinion concerning the extent to which the judicially empowers its employees in the roles they play, that is adding responsibility to individuals/groups for the execution of management of their primary tasks. Please indicate by ticking **[✓]** the extent to which you agree or disagree with the statements using the scale provided.

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
a	Employees are comfortable with the work they perform					
b	Employees' responsibilities need to be increased					
c	My boss is a role model					
d	There is delegation of responsibilities in the system					
e	The chain of command is well defined					
f	Judiciary's role is the temple for justice.					
g	Career progression path is clear					
h	There is a devolved internal displinary mechanism with fair administrative procedures.					
i	Every staff recruited undergoes a formal induction process and have formal job descriptions					

7. What role do you play in this institution?

       Senior staff   [   ]

       Staff   [   ]

       Subordinate staff   [   ]

8. Do other employees including your seniors have respect for your role?

       Yes   [   ]

       No   [   ]

       Partially   [   ]

9   Do you feel empowered to play your roles?

       Yes   [   ]

       No   [   ]

       Partly   [   ]

10. According to you does role empowerment affect performance in public sector?

       Yes   [   ]

       No   [   ]

Section D: Organizational empowerment

11.) This section is meant to seek your opinion concerning the extent to which the judicially empowers its employees within, that is involvement or representation of employees in decision making . Please indicate by ticking [✓] the extent to which you agree or disagree with the statements using the scale provided.

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
1	There is representation of all cadres in the management committee					
2	In judiciary citizens are the most important asset.					
3	The organization structure is highly centralized and concentrated that is All decisions come from Nairobi.					
4	There is lack of clarity in reporting lines.					
5	There are operational structures that define the roles and mandates of organization units of the judiciary					
6	There is a customer care desk in Murang'a law courts					
7	There are clear units of responsibility					
8	I fee valued by this institution					
9	There are provisions set aside to strengthen skills of individual employees?					
10	Heads of different departments are empowered					
11	Services are decentralized so as to give different departments autonomy					

Section E: Embedded empowerment

12) This section is meant to seek your opinion concerning the extent to which the judicially has initiatives to bring together employees for the benefit of achieving the organizational goal. Please indicate by ticking [✓] the extent to which you agree or disagree with the statements using the scale provided.

	Particular statements	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
a	There are informal groups in the judicially					
b	Interaction between the employees and management is cordial					
c	There are social occasions such as football matches,cocktails,gifts etc					
d	Relationships at the workplace is cordial					
e	Employees are allowed to interact freely					
f	Employees are allowed to form informal groups					
g	The organizational performance affect performance in public sector					

Thank you for your participation, privacy will be upheld and this information will only be used for the purpose of this study.

APPENDIX III: TIME FRAME FOR THE STUDY

MONTH / ACTIVITY	April	May	June	July	August
Drafting of proposal	■	■			
Corrections from my supervisor and writing the research proposal		■	■		
Data collection and Data analysis			■	■	
Report writing and corrections by the supervisor				■	■
Report binding and handing over					■

APPENDIX IV: BUDGET FOR THE STUDY

ITEM DISCRIPTION	COST
Writing pens, pencils and rubber	5,000
Duplicating papers	10,000
2 files	70
Internet services	5,000
Printing and distribution of research materials	15,000
Project printing and bidding	20,000
Totals	**55,070**