



**CHALLENGES FACING PERFORMANCE OF MIDDLE
ADMINISTRATIVE STAFF IN EGERTON UNIVERSITY, KENYA**

BY

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ABSTRACT

Kenyan universities, like others in developing countries are faced with various administrative related problems that have hindered service delivery in these institutions. Most of these challenges have neither been addressed nor quantified thus making it difficult for policy makers to formulate strategies of solving them. The study therefore sought to examine challenges facing performance of middle administrative staff in Kenyan public Universities with the focus being Egerton University, how they affect their service delivery and explore appropriate ways on how they can be addressed to achieve acceptable levels of efficiency and service delivery. The study was based on Fredrick McGregor's theory X and Y, Contingency and Path- Goal theory on management styles of effective leadership. The study adopted the descriptive survey research design. The study targeted middle level administrative staff of Egerton University. Stratified and simple random samplings were used to sample 80 respondents which represented 30% of the total population of 241 middle administrative staff members. Data was collected through the use of structured questionnaire. The structured questionnaires were administered to 80 respondents. Data was analyzed both quantitatively and qualitatively by use of inferential and descriptive statistical techniques. The study findings clearly indicated that there was no sufficient attention paid to training which is essential in performance by middle staff. It was further revealed that motivation among staff is low due to the absence of continuous performance appraisal in the university, lack of proper communication, inadequate facilities and rigid bureaucracy among others. In view of the above findings the study therefore recommended that the Universities develop a clear policy on training for their middle level staff, reduce bureaucratic tendencies, delegate some responsibilities, improve on communication among staff and develop a proper framework of staff performance appraisal. It was further recommended that Universities should embrace democratic principles, improve salaries and embrace employment best practices. It is hoped that the findings of the study will be replicated in other Universities.