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PROJECT MANAGEMENT

CRITICAL SUCCESS FACTORS IN THE PERFORMANCE OF PROJECT MANAGEMENT AMONG PETROLEUM MARKETING FIRMS IN KENYA

Charles Muriithi Maina* & Jane Gathenya 578

DELAY FACTORS IN CONSTRUCTION PROJECT IMPLEMENTATION IN THE PUBLIC SECTOR; A CASE STUDY OF THE KENYA AGRICULTURAL RESEARCH INSTITUTE CONSTRUCTION PROJECTS

Henry Ngato Mbaluku* & Henry Bwisa 585

ICT INTEGRATION BY KENYAN HIGH SCHOOL TEACHERS UNDER THE GOVERNMENT SPONSORED PROJECT IN THIKA WEST-KENYA: A LITERATURE REVIEW

Hilda W. Muturi* & Jane W. Gathenya..... 598

ELEMENTS OF PROJECT MANAGEMENT APPLIED BY HOME BUILDERS IN THE CONSTRUCTION OF SINGLE FAMILY HOUSES: A CASE STUDY OF NGOINGWA ESTATE-KIAMBU COUNTY

Kamuiru John Kariuki..... 605

HUMAN RESOURCE DEVELOPMENT

FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN PARASTATALS – A CASE OF KENYA PIPELINE COMPANY

Adego Lydia Owano* &Mike Iravo Amuhaya..... 618

TRAINING AS A DETERMINANT OF EMPLOYEE COMMITMENT: A SURVEY OF KTDA TEA FACTORIES IN KENYA

Alice Chepkorir Milgo*, Gregory Namusonge, Christopher Kanali & Elizabeth N. Magoha 629

AN ASSESSMENT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE IN SELECTED PRIVATE SECURITY FIRMS IN KENYA

Dennis Wafula Musaba Wekesa*, Peter Kiprotich Cheruiyot & Josephat Kwasira..... 640

DETERMINANTS OF EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL SYSTEM IN INSTITUTION OF HIGHER LEARNING: A SURVEY OF PUBLIC UNIVERSITIES IN NAKURU COUNTY

Elizabeth Nambuswa Makokha*, Gregory Namusonge, Christopher Kanali, & Alice Chepkorir Milgo 650

FACTORS INFLUENCING CHIEF EXECUTIVE OFFICERS’ CAREER DEVELOPMENT FOR THE MANAGEMENT OF PUBLIC SECONDARY SCHOOLS IN UASIN GISHU COUNTY, KENYA

Jeremiah Gioche Kamau* & Iravo Amuhaya 659

PROJECT MANAGEMENT

CRITICAL SUCCESS FACTORS IN THE PERFORMANCE OF PROJECT MANAGEMENT AMONG PETROLEUM MARKETING FIRMS IN KENYA

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Abstract

Marketing of petroleum products begins with an identification of an opportunity to provide a customer service or product for which a significantly large number of people are ready to buy at a profitable price and the mobilization of resources to provide the service or product. The behavior by the oil marketing companies in Kenya has over the years generated a lot of public concerns on the overall economic efficiency and rationale of unfettered market mechanisms in the retail petroleum market in Kenya and literally re-kindled agitations for re-introduction of price controls. To manage this, the oil marketing companies have embarked on projects to achieve their core objectives. This paper documents critical success factors from existing literature and seeks to investigate why projects still fail or succeed subject to known critical success factors. Literature has identified success factors required to address concerns on recurrent project cost escalation, schedule delays and customer satisfaction in the project management. Previous studies have found out that companies that place emphasis on key managerial components, such as customers, stakeholders, employees and leadership in project management outperform those that do not have these cultural characteristics. It is also found out that there is positive linear relationship between team-leader effectiveness and team satisfaction and the organizational culture that supports communication and cooperation among teams and that there is significant relationship between organizational climate and cooperative learning in project success. Further legal policies challenge to the change in any legislation or agreement set by the government related to the following issues: pricing, taxation, royalties, ownership, arbitration, convertibility, corporate law, accounting rules, funds remittances, process regulation, and environment issue affected project success.

Key words: Petroleum, Marketing, Project Management, Critical Success Factors

Introduction

The petroleum industry is considered to be one of the largest and most powerful industries in the global market with its operations covering every corner of the globe and with the world's energy heavily dependent of oil and gas products (Amnesty International, 2004). Today, activities in the petroleum industry are composed of various procedures including exploring, extracting, refining, transportation and marketing of the petroleum product. Conceptually, therefore, marketing begins with an identification of an opportunity to provide a customer service or product for which a significantly large number of people are ready to buy at a profitable price and the mobilization of resources to provide the service or product. Thus, a business starts with an awareness of customer needs, finding what those needs are, developing a product or service and informing the customers of the existence, price and place of availability of the products or services.

As corporations all over the world have found time and time again, international project success requires mastering numerous challenges in a complex context. According to Barccarini (2005)

conducting projects in different countries, with their unique legal and political environment, security issues, economic factors, and infrastructure limitations and requirements, increases complexity far beyond that of projects executed in domestic settings. In addition, the geographic distances, language barriers, and cross-cultural gaps that are typical of an international project environment introduce further leadership challenges and additional risk. To achieve a set of organizational goals and objectives, companies conceptualize, design, and implement various strategies.

Study Objective

The objective of this study was to investigate the critical success factors in performance of project management among petroleum marketing firms in Kenya.

Statement Of The Problem

Kenya, like other developing economies, requires large quantities of affordable but quality energy supplies to sustain economic growth. As such, petroleum accounts for about 80% of the country's commercial energy. Accordingly, the total import bill of petroleum products increased by 25.3 per cent from Ksh.160.2 billion in 2009 to stand at Ksh 200.8 billion in 2010 (Economic Survey, 2011). Generally, the petroleum products do not have suitable substitutes and they permeate every aspect of production and distribution in the economy. Therefore, lack of competition, increase in their prices and collusion tendencies are likely to have significant negative implications for inflation, employment, balance of payment, poverty reduction, competitiveness of Kenya's products in the world market, and long-term growth prospects of the economy due the increase of petroleum prices.

to attainment of the objectives of the Vision 2030. The extent to which these objectives can be realized on a sustainable basis and in an environmentally sound manner is dependent on the degree and economic efficiency within which this critical factor of production is made affordable. Various scholars have written on project management in general. They have at different times pointed out the centrality of efficient project management to the success of an organization. Although many studies have been done on project management, yet the issues of project management techniques and performance in oil marketing firms appear to be quite limited more so in the local context.

Critical Success Factors In Project Management

Project Management: Project management includes the planning, organizing, monitoring and controlling of all aspects of the project in a continuous process to achieve its objectives (Alam, 2009; Chan et al., 2009). American National Standard defines project as a temporary endeavour undertaken to create a unique product or service or result. The discipline of project management is the art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, and quality and participation satisfaction.

Project management is the art and science of managing all aspects of the projects to achieve the project mission objective, within the specified time, budgeted cost, and pre-defined quality specification working efficiently, effectively, and ethically in the changing project environments (Chan et al., 2009). According to PMI [Project Management Institute] (2004) projects are a means of organizing activities that cannot be addressed within organizations normal operations. Projects are utilized as a means of achieving an organisation's strategic plan, whether the team is employed by the organization or is contracted to provide the service.

Irya Hyväri (2006) indicated that projects are undertaken as a result of various strategic considerations such as a market demand – for instance an oil company’s need to grow its market share may come up with a project of constructing depots in major towns, an organizational need where a company may introduce new product lines, a customer need where an oil company may come up with a project meet the customer’s needs by improving existing facilities, promotions and give aways, a technological advancement where the company may want to upgrade its existing equipment in line with the market trends, use of mobile phones money transfer services to pay for products and automated car wash machines etc and a legal requirement where the changes in legislation within the government may dictate changes in infrastructures and customer service.

Critical Success Factors (CSF): Ofer and Shlomo (2005) explain critical success factors (CSF) for any business as consisting of a limited number of areas in which results, if satisfactory, will ensure the organization's successful competitive performance. McCoy (1996) points out that, “before attempting to categorize projects as a success or failure, it is necessary to determine the criteria upon which this evaluation will be made. According to Jeffrey and Dennis (1987) a project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion) and it is accepted and used by the clients for whom the project is intended (client satisfaction criterion). These criteria are derived from the basic definition of a project which comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics.

Qiao et al. (2001) came up with eight independent CSFs for project management that include, appropriate project identification, stable political and economic situation, attractive financial package, acceptable toll/tariff levels, reasonable risk allocation, selection of suitable subcontractors, management control, and technology transfer. Crawford (2000) addressed the major concern of the field of project management and a recurring theme of the literature as that of project success. She highlighted that there are two major strands to this concern – how success is judged (success criteria), and the factors that contribute to the success of projects (success factors). Irya Hyväri (2006) undertook a relevant cross industry study. She compared rankings of importance of factors and, while it is beyond the scope of our paper, we find it interesting that her comparison with four other studies found varying rankings of the importance of factors across these other surveys as well as compared to her survey. She also found that the ranking of her 10 identified factors varied across project phase. Her factors included: project mission; top management support; project schedule/plans; client consultation; personnel; technical task; client acceptance; monitoring and feedback; communication; and trouble shooting. However, in the measuring success study by Ramage and Armstrong (2005), they find that the various historical methods for evaluating success encounter barriers to performance measurement.

Sheena et al. (2001: p717) associated four (4) dimensions of success with a timeframe of expected results. Dimension 1 has a short term goal of project efficiency (meeting cost time goals). Dimension 2 has a medium term goal of customer success (meeting technical specifications, functional performance solving customer’s problem that triggered the project right through to matching intangible and tangible Nuggets (2006) outcomes). Dimension 3 has a long term goal of business success (commercial success and gaining increased market share that for aid projects could be generating confidence, satisfaction and also influence). Finally, Dimension 4 has a very long term goal of preparing for the future (developing new tools, techniques, products, markets etc). Jefferies et al. (2002) identified five CSFs for project management which are solid consortium with wealth of expertise, considerable experience, high profile and a good reputation, an efficient approval process that assisted the stakeholders in a very tight timeframe, and innovation in the financing methods of

the consortium. There has been a great deal written over the years about project success, project management success and performance management to deliver success.

Petroleum Marketing Firms in Kenya: The behaviour by the oil marketing companies in Kenya has over the years generated a lot of public concerns on the overall economic efficiency and rationale of unfettered market mechanisms in the retail petroleum market in Kenya and literally re-kindled agitations for re-introduction of price controls. According to Kieyah (2011), given that petroleum products have no close substitutes, their prices have a major feedback effect in the Kenyan economy. They permeate every aspect of production and distribution in the economy.

There are currently about 9 companies active in the Kenyan market, although more than 50 have been licensed (Kieyah 2011). The main companies, which account for over 80% of the market, are Shell, Total, Oil Libya, and Kenol-kobil. Except for Kenol, which has a 100% Kenyan equity shareholding, all the other major companies are foreign owned. Local shareholding of Total Kenya is about 20%. Total-Kenya and Kenol are the only companies quoted on the Nairobi stock Exchange. Between 1992 and 1994, Kenol's total investment of Kshs 286.1 million. The other players are Hass Petroleum, Petro, Mamba petroleum, Hashi Energy and National Oil Corporation of Kenya (NOCK).

In addition, the institutional structures of petroleum industry comprises the Ministry of Energy, the Energy Regulatory Commission (ERC), Kenya pipeline Company (KPC), Kenya petroleum Refineries Limited (KPRL) and Multinational independent Oil marketing companies that include a state Oil Company, the National Oil Corporation of Kenya (NOCK). The Ministry of Energy provides the policy leadership, while ERC provides regulatory stewardship of the sub-sector.

Research Gaps

There has been limited research conducted in Kenya regarding the critical success factors in project management among petroleum marketing firms in Kenya. A previous study by Wasike (2001) for KIPPRA only dealt with Road Infrastructure Policies in Kenya and Historical Trends and didn't include implementation challenges. The Kenya roads board also conducted a study on road networks. However, these studies did not address critical success factors in project management among petroleum marketing firms in Kenya. Based on this therefore, there is need for a study to identify critical success factors in project management with a focus on critical success factors in project management among petroleum marketing firms in Kenya.

Findings of the Study

Changes in the business environment create both opportunities and threats to an organization's strategic development, and the organization cannot risk remaining static. Chan et al, (2004) postulate that there are a number of variables influencing the success of project implementation. They are key aspects to project implementation: project management processes/procedures, senior management support, project manager role and responsibility definition, stakeholder management, resource planning and management, procurement/contract management, team building/cohesion, training software tools, governance processes/structure, and project manager competence.

From the available studies there is a significant and positive linear relationship between project success and the organizational culture. The studies also found that for projects to be successful, the project manager must take cultural factors of traditions, values, customs, and beliefs into consideration at the project planning stage itself so that project objectives are consistent with the values and customs of the beneficiaries. Accordingly, positive relationships between customer

orientation and beliefs, between beliefs and time-based manufacturing, and between time-based manufacturing and performance were found.

With regard to economic factors, the studies reviewed found that project funding, foreign currency exchange rate as well as foreign investments and joint venture affect the success of projects in various ways. Delayed financing affects the commencement of the other components leading to overall delay in the project. From the available literature the structure and timing of financial provision may impose certain constraints on the design and scheduling of the project. Legal framework affects the project success in terms of cost, schedule and customer satisfaction. The study by Cho (2009) found that change in any legislation or agreement set by the government related to the following issues: pricing, taxation, royalties, ownership, arbitration, convertibility, corporate law, accounting rules, funds remittances, process regulation, and environment issue. Notably, governments' processes in developing countries like Kenya are generally bureaucratic in nature which leads to challenges like weak information flow and reporting overload, weak Monitoring and Evaluation (M&E) in the project implementation, weak implementation autonomy for projects and high staff turnover.

Internal organizational factors also affect the success of project implementation. From the literature reviewed, managerial factors comprise of human resource, technology and leadership and top management support aspects which involve communication, objectives, goals in relation to project cost and schedule, project sponsorship, lines of responsibility, authority, and accountability, decision-making process, training of the local staff for sustainability, and end-user participation. Zhang, & Banerjee (2003) found that internal organizational factors that influence the sustainability may include sustainability of leadership and coordination amongst an organization's actors.

Conclusions

Critical success factors are popular approaches that can be used as a key metrics to measure the success of companies. The study concludes that a number of external environmental factors, such as political, economic, social, legal and those related to advances in technology or even factors related to nature, may affect project performance. According to Jin and Ling (2006) most of the environmental factors affect projects during the planning stage of a project's life cycle. However, some of the factors affect a project at all phases of the project life cycle, such as weather conditions or the social environment. Sometimes these factors are so influential that they cause a project to be terminated at the implementation stage.

The study also concludes that firms that place emphasis on key managerial components, such as customers, stakeholders, employees, and leadership outperform those that do not have these cultural characteristics. It is also clear that there is positive linear relationship between team-leader effectiveness and team satisfaction and the organizational culture that supports communication and cooperation among teams and that there is significant relationship between organizational climate and cooperative learning.

The study further deduces that legal policies challenge the change in any legislation or agreement set by the government related to the following issues: pricing, taxation, royalties, ownership, arbitration, convertibility, corporate law, accounting rules, funds remittances, process regulation, and environment issue. Some of internal organizational factors that influence the sustainability may include sustainability of leadership and coordination amongst an organization's actors.

Recommendations

It is generally clear that the adoption of best marketing approaches in the project management among the petroleum marketing firms will change the whole business climate and should be the issue of all players. In accordance, branding will be one of the new techniques in project management and will be the most rapidly expanding area of oil marketing during the next decades.

For the petroleum marketing firms to excel in project management, there is need to select, train and support project leaders at all levels flexible enough to adapt to significant cultural differences, and deliberate enough to manage the systems and structures that assure adequate and timely communication and adherence to strict quality standards.

The study further recommends that efforts should be made by organizational marketers towards understanding the relevant economic, organizational, legal and institutional factors that affect both clients' behaviour and the strategic options that may be adopted to cope with such behaviours. In this line the concerned stakeholders should endeavour to study holistically the relevant business functions and activities which should enhance or hinder the understanding and application of relevant modern management concepts and principles to oil service marketing.

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DELAY FACTORS IN CONSTRUCTION PROJECT IMPLEMENTATION IN THE PUBLIC SECTOR; A CASE STUDY OF THE KENYA AGRICULTURAL RESEARCH INSTITUTE CONSTRUCTION PROJECTS

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Abstract

Various organizations have used project management techniques as a means of bridging the gap between failure and success in implementation of projects. Despite this increasing awareness of project management, by organizations, projects still fail. There are many factors that impede on successful project implementation in terms of time, cost and quality and unless these factors are properly mitigated, project implementation will continue to be a challenge. The main objective of this study was to establish the major delay factors affecting project implementation in the public sector and recommend mitigation strategies. Kenya Agricultural Research Institute (KARI) was taken as a case study. The survey targeted the major construction projects that KARI implemented between 2000 and 2012. The study targeted the projects' implementers. Secondary data was obtained from contract agreements, contract management reports and payment documents. Primary data was obtained from questionnaire survey. 46 respondents were targeted. 39 responses were received. Primary survey data was analyzed using SPSS-17. The ten major delay factors were: delay in payments, poor cash flow, poor contractor supervision, insufficient communication between parties, delay in instruction, underestimation of contract time, poor professional management, variations, inadequate skill and experience of contractor staff and poor site management. Risk mitigation strategies recommended for construction organizations were: to have clear vision at design and planning stages, to engage competent consultants, to engage financially stable contractors, close supervision of the works by all parties, timely payments, timely decision making, good communication flow, construction staff be of proven competence and to have regular site meetings.

Key words: Project implementation, Delay factors, mitigation strategies, Public sector.

Introduction

A project is a combination of human and non-human resources pulled together in a temporary organization to achieve a specified purpose (Cleland and Kerzner, 1985). Project implementation or execution is the stage where all the planned activities are put in to action, the project is produced and the performance capabilities are verified. A project is generally considered to be successfully implemented if it comes in on-schedule, comes in on-budget, and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended. It is, therefore, reasonable that any assessment of project implementation success should include these four measures. Research has found that there are many factors that impede on successful completion of projects on time, budget and quality. Delay is generally acknowledged as the most common, costly and complex problem encountered in construction projects and there is need to understand major delay factors and put appropriate mitigation measures that counter possible delays.

The government of Kenya undertakes many public construction projects as part of its national development plan. Kenya's vision 2030 envisages an efficient infrastructure base to drive all the other sectors of the economy for sustainable development (Kenya vision 2030). The construction industry thus has a crucial role to play in the realization of this vision. Despite the enormous growth

witnessed in the construction industry in Kenya over the years, the proportion attributed to the public sector is negligibly small and faced with a lot of challenges. These challenges result in delayed projects, abandoned projects or projects of exorbitant cost. Public sector construction projects use public resources and there is increased awareness and growing demand from the public for accountability of these resources. One of the main objectives and policies of any public or private sector dealing with the execution of projects is to upgrade projects' performance, through reduction of costs, completion of projects within their assigned budget and time constraints, and improve quality. Unless the construction projects' challenges are mitigated, the construction industry will be incapable of efficiently executing the large scale projects anticipated within the Vision 2030 and other projects. The factors affecting Construction projects' implementation success can be minimized only when their causes are identified.

Delay has been identified as one of the major challenges in construction projects and hence the need to establish the major delay factors in construction projects in the public sector in Kenya and put in place appropriate mitigation strategies. The Kenya Agricultural Research Institute (KARI) as a state corporation was chosen as a case study in this research due to its ever increasing involvement in construction projects through various donor supports. Time and again, new developments come up and some construction projects often times come in late and some of the delays have had heavy negative financial implications. Some of these negative financial implications include costs associated with time extension, price variations due to inflation, and extended management time when considered in monetary terms. In addition to these losses, there is loss of use of the project and the relationship between contractors, consultants and the employer is not spared either. The result of these has been delay in project delivery and hence increased project cost either through contractually agreed compensations or through arbitral awards (KARI Contract documents). This study will help by way of enlightening on the major delay factors and the strategies that need to be put in place to mitigate them.

The objective of the study was to establish the major delay factors affecting public sector construction project implementation in Kenya and recommend mitigation strategies.

Literature Review

According to Abbas (2006), late completion of works as compared to the planned schedule or contract schedule is what is known as delay. The financial support to implement public projects, whether from main stream government sources or from donor funding, is time bound and this calls for critical monitoring of the implementation schedules in order to counter any form of delay. There is a relationship between schedule, the scope of work and project conditions. Changes to any one or more of these three can affect the compensation level and time of completion. The project management should ensure that the project is carried out according to the design. However, depending on the physical and policy environment, there may be need for flexibility in response to the reality on the ground. Monitoring of progress and reporting therefore, becomes crucial.

The government of Kenya and its development partners continue to allocate huge financial resources to finance infrastructure development. However, the intended benefits are partly or never realized due to many unsuccessful project implementations. Specific research undertaken to investigate what ails implementation of projects in some public sector projects in Kenya, provide an insight to what has been the major causes of projects not to meet project set objectives of time, cost, specifications and stakeholders' expectations. Musa (1999) conducted a study on factors influencing delays in water projects in Kenya funded by the Government. A similar study by Karimi (1998) focused on factors contributing to cost overruns in projects under the Ministry of Water. Talukhaba (1988)

investigated on time and cost performance of construction projects. Similar studies have been carried out in developing countries like Indonesia (Kaming et al., 1997), Lebanon (Mezher and Tawil, 1998), Nigeria (Mansfield, et al. 1994), Vietnam (Long, et al., 2004), and Nepal (Manavazhi and Adhikari, 2002). Thailand as a fast growing economy has not been spared of overruns (Ogunlana and Promkuntong, 1996). Various factors for overruns in Saudi Arabia were identified by Assaf, et al. (1995), and in Ghana by Frimpong, et al. (2003). Factors ranging from inflation, project complexity, inaccurate material estimation, financing, change orders, design changes, late submission of drawings, poor specifications, incorrect site information, and poor contract management among many others were found to be the main sources of overruns. Studies conducted in developed economies like Hong Kong (Kumararswamy and Chan, 1997, 1998), UK/USA/Australia (Ireland, 1987), Florida (Ahmed, et al., 2002), and Australia (Ireland, 1985) revealed a trail of time and cost overruns on building and infrastructure projects in public and private sector, attributable to numerous factors that come into play during the projects' implementation. El-Razek, et al. (2008) found that delayed payments, coordination difficulty and poor communication were important causes of construction delay in Egypt. Sambasivan and Soon (2007) established poor planning, poor site management, inadequate supervisory skills of the contractor, delayed payments, material shortage, labour supply, equipment availability and failure, poor communication and rework as the most important causes of delays in Malaysian Construction Industry. Kaliba, et al. (2009) in their study found the major causes of delay in road construction in Zambia were delayed payments, financial deficiencies on the part of the contractor or client, contract scope changes, economic problems, material procurement, staffing problems, equipment unavailability, construction mistakes, labour disputes and strikes. Borvorn (2012) investigated factors causing delay in payment from owner to main contractor in residential building projects in Bangkok, Thailand. The findings were that the top five causes of delay in payment factors arranged in descending order of severity were owner financial problems, delay in work approval, major accidents, inaccurate bill of quantities and substandard workmanship. It can therefore be deduced that the most important delay factors vary from one region to another and thus the need for further study and more so in the local scene.

Research Methodology

This study adopted literature review and Questionnaire survey design strategies. Preliminary data for this research was obtained from secondary data from reviewed literature obtained from construction projects implemented by the case study organization. The source of literature included construction project documents, contract documents, payment documents, project progress review reports and annual reports, for the major construction development projects implemented by KARI in the last twelve years (2000 - 2012). This method was chosen because it was considered vital in providing background information and facts about projects implemented by the organization before primary data was collected and this was used to cross check with the primary data obtained from the field. The researcher used quantitative approach for the study.

This case study research was conducted at the Kenya Agricultural Research Institute (KARI). KARI has thirty four research Centres distributed across the country with different agricultural research mandates but this research study was confined to those Centres where major construction projects (costing over 10 million each) were implemented in the last twelve years (i.e. 2000 -2012). From literature, there were nine major construction projects implemented within the study period. The respondents in the study were chosen from teams that actively participated in the implementation of these projects. There were four groups which included the client team consisting of KARI Headquarters top management as project administrator (employer or client) and beneficiary Centre as end user, consultant teams (as project managers) and contractors. Table 3.1 below summarizes the sample size by strata.

Table 3.1 Summary of sample size

	Strata	Target Respondents (Judgment Sample)
1.	Client/Employer (HQ top management)	10 (Contract administrators)
	Centre (End user)	18 (2 per centre: Centre Director & Chair, project implementation team)
2.	Consultant/PM	9 (1 per project)
3.	Contractor	9 (1 per project)
	Total target population	46

As the target population was not very large, the researcher endeavoured to reach all the intended respondents.

The preliminary data for this research was collected through a literature review of contract documents or secondary analysis and secondly the use of a questionnaire survey targeted at the projects' implementation teams. A structured questionnaire was the basic tool for collecting the primary data. The questionnaire for this study comprised of closed-ended questions. The "drop" and "pick" method as described in Mugenda and Mugenda (2003) was used. For enhanced confidentiality, the picked sealed envelopes were not opened individually but were kept together and opened all at one go.

The questionnaire was pre-tested using two individual experts in the construction and management of projects for ambiguity/clarity and coherence and whether it addressed the research objectives. The pre-testing was aimed at testing whether the questions measured what they were supposed to measure, whether the words were understood in the same way as envisaged and whether the respondents interpreted the questions in the same way. The experts were given the complete questionnaire to fill and thereafter individual feedback sought from each on the responses. This enabled improvements on the questionnaire.

Quantitative data analysis techniques were used. The data was collected, coded and arranged according to the research themes. Quantitative data obtained from literature review or secondary data was analyzed using descriptive statistics. Statistical analysis techniques using SPSS software was used to analyze primary data. Results were displayed with the aid of frequency diagrams, bar charts, and pie diagrams.

Data Analysis, Presentation and Discussion

Nine construction projects had been chosen for this study. The data was analyzed using SPSS-17 software and the results were presented in frequency tables, pie charts and bar charts for visual comparison.

From the secondary survey, 67% of the projects studied came in late while 11% were completely stalled. Only 22% were completed within their contract period. On cost overrun, 22% of the project had cost overrun while the other 67% that were completed had savings. The major reasons for delays were payment delays, contractor failures, client variations, scope changes, sub-contractor delays and adverse weather conditions.

Respondents’ sector and Response rate

The question sought to establish the various sectors in which the respondents belonged. The study had four sectors of the respondents and table 4.1 below presents the type of sector with their response rate.

Table 4.1: Type of sector with their response rate

Respondents	Number of questionnaires	Sent Filled	Percentage return	Percent of total returned	Cumulative Percent
KARI Management/client	HQ. 10	10	100	25.6	25.6
Contractor	9	6	66.7	15.4	41
Consultant	9	8	88.8	20.5	61.5
Beneficiary centre/End user	20	15	75.0	38.5	100.0
Total	46	39	84.8	100.0	

From the column of percentage of total returned questionnaire, 25.6% of the respondents were client representatives, 15.4% were contractors, 20.5% were consultants and 38.5% were project end users. This information was important since it ensured all the sectors involved in the construction project implementation were included for the study due to their varying roles in project implementation. The total rate of return was 84.8%. The evaluation of the overall return rate was considered excellent (Babbie, 1989)

Respondents’ general information/Demographic profile

Respondents’ level of education: Majority (over 90%) of the respondents had a minimum of a diploma, with first degree and masters degree holders forming the bulk of the respondents. Respondents with secondary education only were few, at below 10%. These results are as shown in table 4.2. These results indicate that majority of respondents were well learned.

Table 4.2: Respondents’ level of education

Level of education	Response	Percent	Cumulative Percent
Secondary	3	7.7	7.7
Diploma	9	23.1	30.8
First degree (BSc./BA)	14	35.9	66.7
Msc. degree and above	13	33.3	100.0
Total	39	100.0	

Experience in Construction Project implementation: Table 4.3 illustrates the respondent’s level of experience in construction works.

Table 4.3: The number of years of experience in the construction field

Experience in construction field	Frequency	Percent	Cumulative Percent
0-5 years	9	23.1	23.1
5-10 years	4	10.2	33.3
10-15 years	6	15.4	48.7
Over 15 years	20	51.3	100.0
Total	39	100.0	

From these results, 76.3% of the respondents had over five years of experience in construction work and only 23.7% had less than five years experience. This shows majority of respondents had good understanding of the construction field.

Delay factors

Relative importance and ranking of delay factors: The question sought to find out the major delay factors that affected construction project implementation. Table 4.4 below illustrates the relative importance and ranking of the significant delay factors affecting public sector construction projects.

The top ten most important factors according to the survey and in order of ranking from very important to least important are: delay in payments, poor cash flow in project, poor contractor supervision, insufficient communication between parties, delay in instruction, underestimation of contract time, poor professional management, client initiated variations/change orders, inadequate skill and experience of contractor staff and poor site management, delay by sub contractors, shortage of skilled labour and slowness in decision making by client. Poor site management, delay by sub contractors, shortage of skilled labour and slowness in decision making by client are all ranked in position ten in this survey.

Delay in honouring payment certificates and poor cash flow in a project are the top most important delay factors. They result in slowed performance on the part of the contractor (e.g. delays in supplier and staff payments affect material supplies and staff motivation) and hence delayed accomplishment of tasks or planned activities. Karim and Marosszeky (1999) are in agreement with this result by observing that delay in payment from owner to contractor affects the time performance. This study also compares well with the studies by Algebhari, et al. (2005) and Sweis, et al. (2007), both of whom reported that a financial related factor was one of the most critical factors that cause delays in construction projects. Poor contractor supervision affects the quality of output and results in repeat jobs which cause delay in project delivery. Insufficient communication between parties and delay in instruction which are ranked in positions 4 and 5 respectively, both affect project delivery in that time is wasted while waiting for clarifications or instruction. Underestimation of contract time which is ranked in position 6 results mainly from limited donor timelines for the project and is eventually portrayed as a delay. Poor professional management, ranked in position 7 is mainly a preserve of the project consultants. It results in delays when consultants fail to deliver on their targets in a timely manner due to their inefficiencies.

Table 4.4: Relative importance and ranking of delay factors

Delay in Projects Implemented in KARI	Responses		
	N	Percent	Rank
Delay in honouring payment certificates	22	8.40%	1
Poor cash flow in project	20	7.70%	2
Poor contractor supervision	18	6.90%	3
Insufficient communication between parties	18	6.90%	4
Delay in instruction	14	5.40%	5
Underestimation of contract time	13	5.00%	6
Poor professional management	13	5.00%	7
Client initiated variations/change orders	13	5.00%	8
Inadequate skill and experience of contractor staff	12	4.60%	9
Poor site management	10	3.80%	10
Delay by subcontractors	10	3.80%	10
Shortage of skilled labour	10	3.80%	10
Slowness in decision making by client	10	3.80%	10
Late delivery of materials	9	3.40%	11
Poor design	9	3.40%	11
Shortage of equipment	9	3.40%	11
Shortage of materials	7	2.70%	12
Breakdown of equipment	7	2.70%	12
Unfavourable site conditions	7	2.70%	12
Bad weather conditions	7	2.70%	12
Legal disputes	6	2.30%	13
Construction methods	5	1.90%	14
Third party interference	5	1.90%	15
Accident during construction	3	1.10%	16
Necessary variations	2	0.80%	17
Shortage of unskilled labour	2	0.80%	18
Total	261	100.00%	

Client initiated variations/change orders result in scope changes which require management approval and this can take some time and hence lengthen delivery time. Ranked number 9 is inadequate skill and experience of contractor staff. This factor results in slowed rate of works’ performance as the contractor staff can not perform fast enough like those who are experienced. Poor site management, Delay by subcontractors and Shortage of skilled labour are all ranked in position ten and are mainly contractor factors. A contractor who does not effectively manage his project will have delays from poor supervision and inability to engage qualified staff. Slowness in decision making by client can be as a result of bureaucracy or inefficiency of client agents in the project. This factor results in delays as decisions are awaited to cause implementation. The study is in agreement with that of Toor and Ogunlana (2008) who found in their study that lack of resources, poor contractor management, shortages of labour, design delays, planning and scheduling deficiencies, change orders and contractor’s financial difficulties were the main problems that cause delay in major construction projects in Thailand. A similar study conducted by Koushki, et al. (2004), in Kuwait, on time delay and cost overrun produced similar results

Responsibility for delay: The question sought to establish the level of responsibility for delays as seen by the respondents. The results were as shown in table 4.5 and figure 4.1 below.

Table 4.5: Level of responsibility for delay

Who is Responsible for Delay	Responses	
	N	Percent (%)
Client	177	25.1
Consultant	157	22.2
Contractor	325	46.0
End user	47	6.7
Total	706	100.0

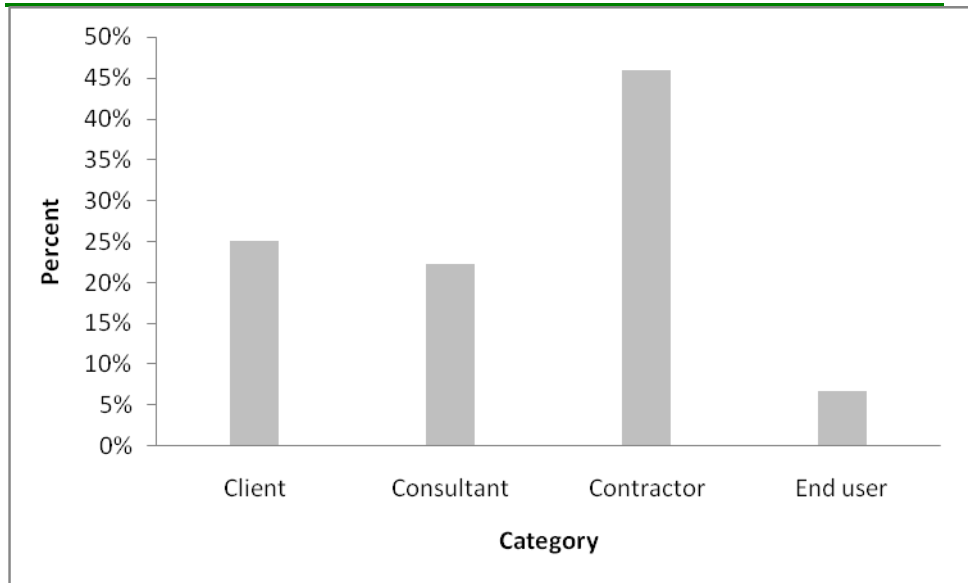


Figure 4.1: Level of responsibility for delay

From table 4.5, the contractor has the highest level of responsibility for delay which is at 46%. The client and consultant sectors have delay responsibility level of 25.1% and 22.2% respectively. The end-user has least responsibility level at 6.7%. The results demonstrate that the contractor has the highest responsibility for delay and therefore needs to be in the forefront in taking all necessary precautions to mitigate delays factors.

Extent of project implementation delay: The question investigated the rate of project delivery relative to the planned completion time. The survey results are shown in table 4.6 and figure 4.2 below.

Table 4.6 shows that about 90% of the respondents were of the opinion that projects came in late or were delayed and only 7.7% indicated that projects came in on or within time (i.e. were not delayed). From the cumulative percentage column, 43.6% of the respondents indicated that the projects were on time or delayed by less than six months and the other 56.4% (more than half) were of the opinion that projects were delayed beyond six months. This result compares fairly well with the secondary data where more than 50% of the projects were delayed. It can be concluded that mitigation measures need to be taken to counter the effects of delay in project implementation if a higher rate of project delivery is to be achieved.

Table 4.6: Extent of delay for the projects implemented in KARI

Extent of delay	Frequency	Percent	Cumulative Percent
No Response	1	2.6	2.6
Not delayed (The project is completed within contract period)	3	7.7	10.3
Delayed by less than six months	13	33.3	43.6
Delayed by between 6 and 12 months	12	30.8	74.4
Delayed by more than 12 months	10	25.6	100.0
Total	39	100.0	

Extent the project you implemented in KARI delayed?

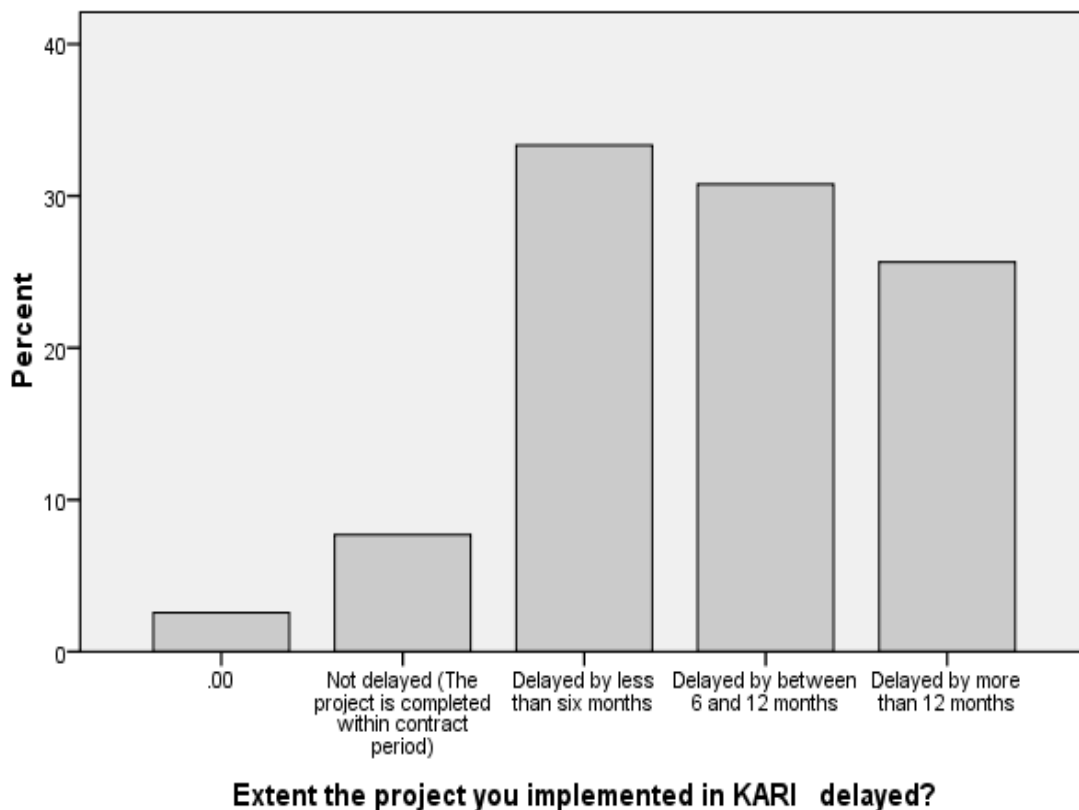


Figure 4.2: Extent of delay for the projects implemented in the study

Risk Mitigation Strategies: The question sought to gain from the experience of the respondents on the risk mitigation strategies that ought to be taken to counter the problems resulting from project implementation factors. Table 4.7 summarizes the respondents’ perception on the relative importance of the risk mitigation strategies and their ranking in order of importance.

Table 4.7: Risk mitigation strategies

Risk mitigation strategy	Ranking, %				
	Very Important	Important	Less Important	Not Important	No Response
Client to have clear vision of what is needed at design and planning stages	92.3	7.7			
Client to engage competent consultants for the projects	89.7	10.3			
Government officials to regularly inspect the project	25.6	35.9	15.4	23.1	
Very close supervision by all parties	69.2	28.2			2.6
Client to ensure timely payment of certificates	69.2	28.2			2.6
Contractor to be financially stable	71.8	25.6			2.6
Contractor to have staff with proven competency	59.0	38.5			2.6
Regular site meetings to review progress and address new developments	59.0	38.5			2.6
Top management involvement	35.9	41.0	20.5		2.6
Good communication flow	66.7	28.2	2.6		2.6
Regular project appraisal	33.3	59.0	5.1		2.6
Set realistic contract time	56.4	41.0			2.6
Ensure timely approval of requests	64.1	33.3			2.6
Ensure timely decision making	69.2	28.2			2.6

From this table, the ten most important risk mitigation strategies, in order of importance ranking, are:

- 1). Client to have clear vision of what is needed at design and planning stages.
- 2). Client to engage competent consultants for the project.
- 3). Contractor to be financially stable.
- 4). There be close supervision by all parties in the project.
- 5). Client to ensure timely payment of certificates.
- 6). All parties to ensure timely decision making.
- 7). There is good communication flow between and across all levels.
- 8). There is need to ensure timely approval of requests.

9). Contractor to have staff with proven competency.

10). There are regular site meetings to review progress and address new developments.

Other mitigation strategies are:

11). Realistic contract time is set.

12). There is need for regular project appraisal

13).It is important to have top management involvement.

Figure 4.3 below illustrates these results in form of a bar chart.

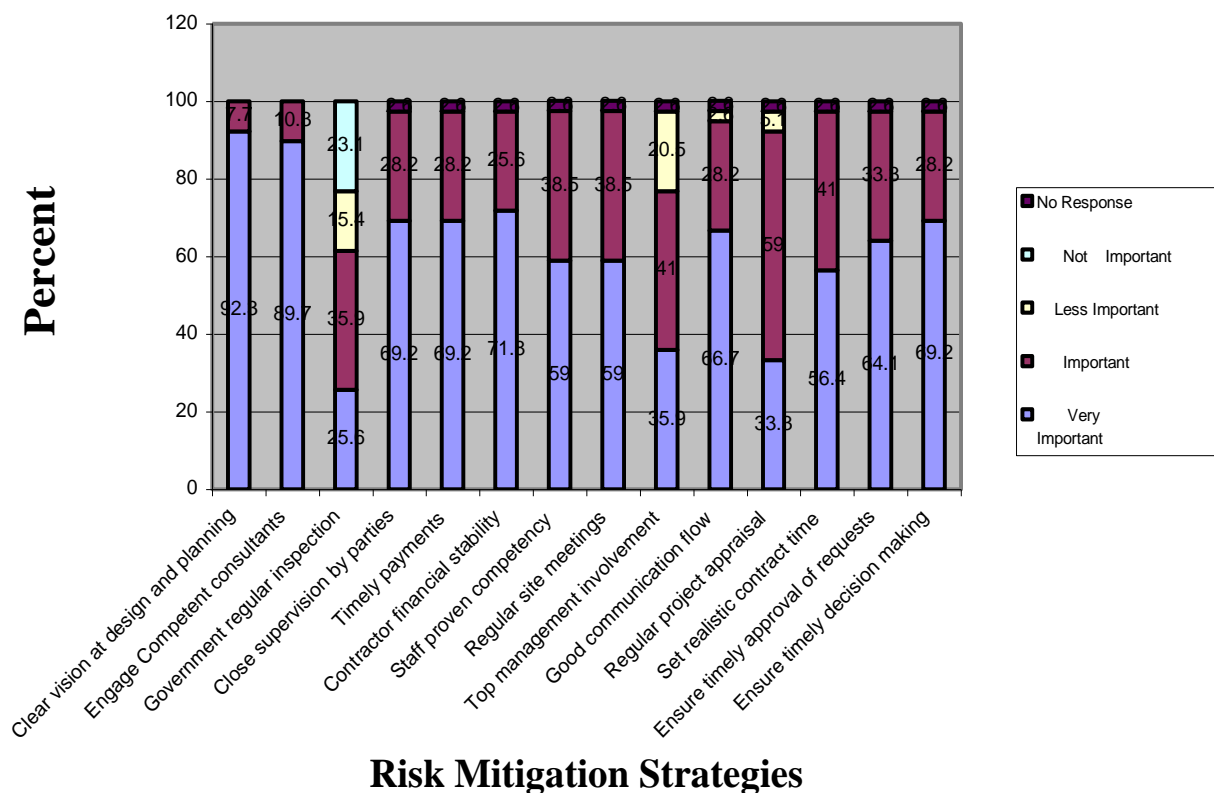


Figure 4.3: Risk mitigation strategies

Summary and Conclusions

Several factors cause the overall delay in construction projects. The study established the ten major delay factors in order of importance as: delay in payments, poor cash flow in project, poor contractor supervision, insufficient communication between parties, delay in instruction, underestimation of contract time, poor professional management, client initiated variations/change orders, inadequate skill and experience of contractor staff and poor site management, delay by sub contractors, shortage of skilled labour and slowness in decision making by client; the last four all being grouped in

position ten). On responsibility for delay, the highest responsibility is to the contractor. All the other players in the project implementation have a role on delay factor, though at a lower scale. The beneficiary centre or end-user has the least level of responsibility for delay (at 6.7%). This is because they do not make key decisions on the project during implementation. Delays are harmful and should be reduced to the objectively lowest level possible. Investigation on the extend of project implementation delay for the projects under study showed very few projects (7.7%) came in within their contractual time and a relatively higher number (33.3%) came in with a delay of less than six months. Over 50% of the projects were delayed by over six months. This clearly calls for stringent measures aimed at countering the delay factors.

Based on the research findings, the following conclusions can be drawn: The top ten most important delay factors are delay in honouring payments, poor cash flow in project, poor contractor supervision, insufficient communication between parties, delay in instruction, underestimation of contract time, poor professional management, client initiated variations/change orders, inadequate skills and experience of contractor staff and poor site management, delay by sub contractors, shortage of skilled labour and slowness in decision making by client (the last four all being ranked in position ten). The contractor bears greatest responsibility for delay.

Recommendations

1. The client needs to have a clear vision of what is needed at the onset of design and planning stages, engage competent consultants and contractors, ensure timely payments and timely approval of requests.
2. All parties in the project need to ensure that there is close supervision of the project, decisions are made in a timely manner, and that there is good communication flow between and across all levels, including top management.
3. The contractor needs to have personnel that have proven competence
4. Further research needs to be carried out in many more public institutions and government ministries in the country for more generalized results.

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ICT INTEGRATION BY KENYAN HIGH SCHOOL TEACHERS UNDER THE GOVERNMENT SPONSORED PROJECT IN THIKA WEST-KENYA: A LITERATURE REVIEW

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Abstract

Researchers have delved in the study on Information Communication and Technology (ICT) integration in schools worldwide. Literature based on social approaches indicate that successful ICT integration by teachers is dependent on factors such as attitude, resource provision, skills among others but none has approached the study from a project management perspective. Some have dwelt on barriers for ICT integration with recommended way forward that include better policies, change of rigidity of teachers, and provision of required infrastructure. This can appropriately be solved by better management. Reports show that the integration has been embraced by teachers whereas in others there is need for rigorous actions to endear them. This study focuses on the project management activities associated with the ICT integration into instructional methods by Secondary school teachers in Kenya. The study is based on Government sponsored initiative that saw each participating school receive computers, internet connectivity and some computer disks (CDs) containing eContent for instructional purposes. The respondent for the survey based study will come from the schools that benefited from the Economic Stimulus Program - Information Communication and Technology (ESP-ICT) project. The activities under focus are: Provision of resources for ICT teacher, ICT teacher motivation, teacher monitoring on ICT adoption, teacher team development and ICT E-readiness of the teacher, all geared to management aspects of projects in anticipation of achievement of desired objectives. The theoretical framework of the study will be the Unified theory of acceptance and use of Technology (UTAUT) model for ICT and the Context, Input, Process, Product (CIPP) model for the project management. Not much of the acceptance model theory has guided previous studies especially when used together with the CIPP model. This paper documents existing literature as a preliminary to the real study. It brings out the existing gap in previous studies as far as Project management aspects are concerned.

Key words: Project Planning, Monitoring, e-learning, Instructional methods, Unified theory.

Introduction

The concept of Economic Stimulus Programme (ESP) came into existence and public limelight in the 2009 /10 Budget speech to parliament. The government allocated a total budget of Kshs.22Billion for it with the aim of boost economic growth and led the Kenyan economy out of a recession situation brought about by economic slowdown¹.

The key objectives of the economic stimulus included among others improving infrastructure and the quality of education and health care, stimulating economic activity and creating employment opportunities. ICT in education is the application of Technology in pursuant of relaying of information from the instructor to the students. It has many advantages such as improving the retentive memory of students as images can easily be used in teaching, teachers can easily explain complex instructions and ensure student's comprehension, they are also able to create interactive

¹ http://en.wikipedia.org/wiki/Kenya_Economic_Stimulus_Program

classes and make the lessons more enjoyable which could improve student attendance and concentration, This results to improved academic performance.

The reasons for introducing ICT in schools are 4 fold: Tech Innovations, Globalization of Economy and Information, Knowledge based economy and Society and Escalating Demand for Education (Temba, 2013). ICT Integration Manual was developed by Ministry of Education (MOE) to ensure resources were disbursed to beneficiary institutions with procurement, installations and capacity building of teachers in these institutions. The schools that benefited were under the category that was referred to as “pockets of poverty”.

The basis of undertaking the project in these regions which were classified as marginalized and poverty stricken was majorly to eradicate poverty through empowerment of people, deal with job insecurity and promote growth. Apart from classroom instruction, ICT is an administrative tool for teachers and administrators. Teachers are also involved in class administrative duties such as student record keeping, lesson planning, preparing handouts, tutorials and slides, preparing exams papers, marking papers and recording of results, performing some type of statistical analysis on marks, and so on (Jhurree, 2005). The researcher further expounds that administrators are also involved in a variety of work that requires technology, such as the computation of school performance for a certain year, keeping of records of employees, and preparation of school budget. Technology can therefore become an extremely useful tool in handling of a number of the administrative tasks for both teachers and administrator as well as in integration in classroom teaching. According to UNESCO report , there is need to equip school principals, administrative staff, teachers and students (the users) with the appropriate ICTs skills and advising principals and teachers on pedagogical issues in the use of ICTs. All users should also be provided with on-going support in using the technology platforms, content and applications.

Objectives of the research

General objective

To investigate the project management activities in the ICT integration by teachers at Kenyan High schools in Thika District of Kiambu County under the Government funded E learning project.

Specific objectives

1. To establish the relationship between resources availed and ICT integration by teachers.
2. To investigate the motivational strategies undertaken to boost teachers morale in integrating ICT in class.
3. To establish the monitoring strategies used to indicate teachers integration of ICT in classroom instructions.
4. To determine the team development strategies adopted to enable teachers integrate ICT in their teaching.
5. To investigate the E readiness of teachers for ICT integration in class.

This research has been guided by the following questions.

1. Have resources been availed to the teachers to enable them integrate ICT in class?

2. Which motivational strategies have been employed to make teachers integrate ICT their classroom instructions ?
3. How has monitoring been done to gauge teachers integration of ICT in their teaching?
4. What team development strategies have been put in place to lead to successful teachers integration of ICT?
5. How have teachers been prepared for E readiness in integrating ICT in classroom instructions?

To explore the existing literature on ICT integration by teachers in Kenyan High schools and determine the gaps in relation to Project management.

Literature Review

Studies based on social approaches in regard to ICT integration have flooded the ICT research Arena. Most of the noticeable aspects in these literature include issues such as barriers / challenges to successful integration of ICT in educational institutions, ICT integration in specific subjects , different categories of Secondary schools and their ICT adoption, teachers perceptions in integrating ICT in class, success factors in ICT adoption in teaching, Institutional management and effect on ICT adoption, ICT usage, E- Readiness for ICT adoption among others. The theoretical frame work that has been employed in some of these studies is the (Technology Acceptance Model) TAM, devised by Davis (1986).

Challenges to successful integration of ICT in educational institutions.

Literature documents these challenges as follows; Frequent breakdowns of the equipment, lack of internet connection in the classroom and inadequate resources (Bingimlas, 2009). Further, there are financial constraints , employment insecurity, lack of technical readiness, insufficient policy guidelines, negative attitude and beliefs of the teachers coupled with their knowledge and attitude (Ahmed, 2009). Aradom (2012) lists the inhibiting factors as unrealistic policies of ICT, poor infrastructure, lack of teacher competence, confidence, incentive, perception and beliefs, imposed curriculum, lack of proper network, political instability, brain drain, sporadic electricity, poor transportation, lack of public awareness and participation and poor pedagogical skills.

Research indicates that, until recently, training opportunities have remained limited in availability and inconsistent in quality. (Hennessy et al., 2010; Unal and Ozturk, 2012 ; Salehi and Salehi , 2012). Hennessy (2010) identifies a need for teachers and teacher educators to integrate ICT into subject teaching. Another suggestion was that of assisting teachers to work collaboratively over time with peers, and to learn from one another innovations and experiences.

The perceived low levels of information technology literacy in Secondary schools as portrayed by perceived ICT complexities limits the usage of emerging technologies in leveraging teaching and learning in secondary schools (Nchunge et al., 2012). Additionally, there is complexity perception, which is influenced by attributes such as; inadequate IT literacy, lack of psychological and technical readiness and insufficient policy guidelines.

An increased investment strategy is a way forward which is supposed to improve and equip the schools with ICT- literacy training facilities and resources for both teachers and students in Kenya to address psychological and technical skill readiness. There is a need to establish a sufficient policy frame work for ICT integration in schools in order to leverage the rate of ICT integration in schools

in terms of mechanisms, quality of content, trainer qualifications and system standards (Nchunge et al., 2012).

ICT integration in specific subjects

Other researchers have put their focus on adoption of ICT in specific subject areas. Their findings on success factors as well as challenges majored in the compulsory subjects, that is in the Languages, that is in English and Kiswahili (Miima et al., 2013; Matu et al.,2011) and Mathematics (Dynarski, 2009) and generally in the sciences (Sulungai et al., ; 2011; Campuzano, 2009). These studies reveal that teachers need serious training to acquire relevant skills in teaching and learning of Kiswahili using computers.

According to Miima et al., (2013), challenges facing kiswahili are: Lack of time, confidence, competency, resistance to change and lack of computer facilities and related software and feeling that ICT is a science domain .The paper recommended among other aspects that all Kiswahili language teachers should be trained to acquire skills on how to integrate ICT in their teaching activities, they should be in-serviced in all forms of ICT integration in order to have a positive attitude and accept change in their pedagogy practices, ICT champions in specialized subjects especially Kiswahili language be send in every division to monitor and advice the teachers on computer usage.

Findings reveal that even after having gone through a 10 day course on ways of integrating ICT tools in the teaching and learning of English, the teachers are not carrying out ICT integration .The recommendations from the paper are: Provision of adequate infrastructural facilities and resources, intensified in house training, the full cooperation and support from the school administration, positive attitude of English option teachers, continuous training to update teachers' ICT skills and appropriate training on when, when not and how to use ICT tools appropriately in classroom situations.

Rural and Urban schools

Howley et al., 2011 concludes from their research that attitudes, teachers' preparation for using technology, and the availability of technology had significant positive associations with technology integration, whereas the schools' remoteness and socioeconomic status did not have significant associations. Notably and in contrast to some recent reports, responses from a number of rural teachers indicated that their access to instructional technology continues to be limited and that their preparation for using technology has been inadequate to support the engagement of students with sophisticated technology applications

Categories of schools and ICT adoption

Different categories of schools have been used for research in the previous studies on ICT integration in the Educational sector. These consist of: The (New Partnership for Africas Development) NEPAD schools, public schools and private schools, rural as well as urban schools. The NEPAD schools were set up as centers of excellence in ICT (Information and Communication Technology) integration, so that other schools could copy their model in e-learning (Ayere et al., 2010). Findings indicated that ICT integration in NEPAD schools was significantly different compared to the non - NEPAD schools because they had been equipped with ICT infrastructure and academic performance was much better compared to the NON NEPAD schools.

The pace of ICT adoption in both public and private secondary schools in Kenya is very slow, as characterized by: user complexity perception, inadequate IT literacy, lack of psychological and technical readiness and insufficient policy guideline (Nchunge et al., 2012). Additionally, inadequate technical and psychological preparedness has belated perception change which has hampered

technology acceptance and use in secondary schools. The proposed solution was; Psychological and technical skill readiness of teachers needs to be addressed through increasing investment in ICT facilities, resources and training so as to reverse the slow rate of ICT adoption trend and improvement of the pace of diffusion in secondary schools.

Institutional management and effect on ICT adoption

Management attitude and support positively affect integration of ICTS in the teaching and learning process. There is need for institutions to integrate ICTS through provision of appropriate resources, skills and infrastructure. Administration should appreciate dynamics, use and benefit of ICTS to change beliefs, feelings, thoughts and reluctance for successful integration of ICTS (Moya et al 2006). The most obvious policies inside education that could stimulate more use of ICT in educational management would be widespread training of secondary school administrators and university students in using ICT-based management tools (Kipsoi et al., 2012). According to Sheppard et al ., (1999) the factor that distinguishes one rural school from other less successful project schools is their collaborate model of leadership. It is an innovative school in respect to the integration of ICT in the teaching and learning environment.

Theoretical framework

Previous studies have based their work on Unified Theory of Acceptance and Use of Technology (UTAUT) as well as Acceptance Model (TAM) developed by Davis (1986). This model was based on the theory of reasoned Action. According to Davis, users' acceptance of a given technology is affected by their perceptions on the usefulness and ease-of-use of that technology. Cassim and Obono (2011) discussed TAM that guided the examination of factors affecting the adoption of Information and Communication Technologies (ICT) for the teaching of word problems both for administrative duties and for curriculum delivery. Elsewhere, a proposal by Venkatesh et al. (2003) tested a unified information technology acceptance and use research model, called which aims to explain user intentions to use an information system and subsequent usage behavior.

Project management perspective

Content analysis gives information that encompasses all the above findings but fails in integration of project management perspective that is very crucial for any project success. A project management perspective can be a boosting solution for the recommendations raised from the different findings. In project management, activities encompassing proper planning, , organization, monitoring and evaluation of the projects are undertaken and all these lead to successful implementation. Most of the literature studies are grounded on social approaches. The study will endeavor to find out how project management activities are undertaken in the ESP-ICT beneficiary schools in Thika West District. Issues of management of the inadequate resources can pave way in alleviating some of the challenges. Projects need to be evaluated and monitored and this is also another dimension of management of projects. There will be need to find out the indicators of success of the ICT –ESP project and the outputs and impacts . Now that the project was initiated, launched and rolled out by the Government, aspects of its implementation ought to be put in mind in regard to evaluation. The question will be on whether there is any evaluation tool or template and how often it is done, who does it and the outcome of the evaluation. The survey questionnaires for the subject teachers and interviews for the ICT- Heads of Departments (HODs) and administrators will focus majorly on Project Management activities.

The research Should focus on Secondary schools that benefited from the ESP in the marginalized areas of Thika District . It should be based on a combination of The UTAUT model for ICT and CIPP for project management. CIPP as a model is an evaluation tool that delves in issues of project context that looks into reasons for initiating the specific project, the inputs and resources employed, the processes to be undertaken and finally the product , that is the result of the processes and final output. All these stages are center stage of what project management is all about.

Based on the findings, the recommendation will be engagement of project managers who are trained in monitoring and evaluation to oversee the implementation of the project to its successful completion.

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ELEMENTS OF PROJECT MANAGEMENT APPLIED BY HOME BUILDERS IN THE CONSTRUCTION OF SINGLE FAMILY HOUSES: A CASE STUDY OF NGOINGWA ESTATE- KIAMBU COUNTY.

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Abstract

Construction Industry plays an important role in the economy of any country as the major part of development is contributed by this industry. Since Kenya is under a rapid development in its infrastructure, urbanization, commercial and residential buildings, the construction of single family dwellings is experiencing an exponential growth as most middle income earners are migrating from rental houses to their own houses. Residential construction is a sector that plays a vital role in our country's development. Hence, proper and systematic management of this sector should be applied and implemented by the parties involved. Project management has grown from the early initiatives in the US defense/aerospace sectors in the late 1950s/60s into a core competency that is widely recognized across most industry sectors. The application and implementation of modern project management skills should be adopted in the construction of single-family-dwelling regardless of the size house in order to ensure their success. The data was collected through interviews. There were a total of 12 respondents who were randomly selected from a population of contractors who have actively participated in the construction of family houses within Ngoingwa Estate, Thika Municipality. The data collected was based on the basis of the implementation of elements of project management in the construction of a single family house project. The findings from the study have revealed that most of the contractors are still using traditional techniques while managing their projects risking the success of the project. It can be further suggested that the current management issues at site can be minimized or even resolved should the home builders adapt the proper project management methods in construction. This will form a basis for key players in the industry especially the financiers and government agencies to develop programs that will impart the knowledge and skills to the home builders who oversees the construction of family houses. Most of the homes owners finance these projects by securing development loans from various financiers and thus need to be assured that their set goals will be achieved. These moves could help boost up the growth of the construction industry, particularly in the development of single family houses in upcoming estates in Kenya.

Key Words: Project, Project Management, homebuilders/Contractors.

Introduction

Historically, construction has been related to the level of a country's developmental progress. As such, its success and failure inadvertently becomes national issues and problems. What does construction mean? One of the definitions of the construction industry is the extent of which the facilities are designed and raised with the available materials from the suppliers and labour as stipulated by the government's regulatory agencies in the area of safety, health and employment (Barrie and Paulson, 1992).

Residential construction is a sector that plays a vital role in our country's development. Hence, proper and systematic management of this sector should be applied and implemented by the parties involved, particularly the builders or the contractors. Construction covers both small and big projects. The application and implementation of modern project management methods should be adopted by

single-family-dwelling home builders regardless of the size and level of the businesses. The construction industry in Kenya is very important for the Kenyan economy; contributing 5 per cent of the country's gross domestic product (GDP) and employing more than one million people. The industry in Kenya is expected to see tremendous growth as a result of increased population and government spending on major infrastructure projects around the country. According to industry analysts, the residential construction sector will grow as both the government and private developers try to keep up with the rising demand for housing – occasioned by the rise in population.

“The construction sector expanded significantly mainly supported by increased bank credit for real estate development to the private sector,” Kenya National Bureau of Statistics (KNBS) said in the first Quarterly Economic Performance Report 2011. According to this report by KNBS, the economy of Kenya grew by 4.9 per cent in the first quarter of 2011 due to the improved productivity in the construction industry. by the massive road infrastructure projects currently under way across the county. The construction boom was also reflected in cement consumption which rose to 779.3 million tonnes up from 667.1 million tonnes consumed in Q1 2010.

Kenya is under rapid development in its infrastructure, urbanization, economic zone, industrial parks, commercial and residential buildings and tourism resorts. It is estimated that Kenya's infrastructure industry value and construction industry value will double from 2010-2015. The demand for building construction materials and machinery has witnessed a precipitous rise. The Kenyan construction industry is expected to see exponential growth as the government and private developers increase investments in infrastructure and housing.

The Kenyan construction industry is set for radical reforms following the establishment of a construction regulation body; The National Construction Authority Act 2011. The industry has been in shambles and faced with a number of problems. These includes but not limited to invasion by quacks and rogue practitioner, poor capacity, corruption and lacking funding. Under the new regulations it is now mandatory for all contractors to have formal training. Those caught bending the rules will be automatically de-registered. The new act is a win for the public as it guarantees public safety. All contractors must be registered with the authority meaning that quacks will be locked out. It is an offence therefore to carry out any construction work without first having been registered with the authority.

The Act contains provisions on quality and safety standards of any construction work. The authority is also charged with passing regulations from time to time on the quality of construction offered by contractors. Thus the Act will play a big role in streamlining the quality of construction work within the country. To illustrate the importance of implementing methods of construction management in residential construction, we have got to look at the rapid growth of construction sectors. The demand for housing has been on the rising mode for the past decade or so. Demand for residential housing on the outskirts of Nairobi is fast outstripping supply. According to the institute of surveyors of Kenya, property values are set to gradually increase in coming years as more people are looking for places to call home

Demand for housing units in Kenya is putting pressure on builders who are now feeling the heat in meeting the rising demand. One of the major concerns among housing developers is the capacity for the builders to manage their projects with minimal fluctuations of schedule and budgets.

Statement of the problem

Construction industries around the world suffer from numerous setbacks and problems, in particular those associated with the construction process. There is therefore the need to ensure that the setbacks

and problems are eliminated or mitigated by effective management of the construction process in order for the projects to be successful. In order to achieve excellence in the management of construction projects, it is vital to appreciate, understand and practice the critical elements or ingredients necessary in formulating and facilitating effective project management for construction projects.

Effective Project Management, which essentially is about managing the men, money and machines in the project, ensures that the planning, organizing, coordination, monitoring and control of the project from inception to completion will satisfy the client's requirements and project objectives to achieve project success. In the context of performance and profitability of the construction industry, they are mostly caused by internal problems (Barrie and Paulson, 1992). The continual existence of construction industry bring about to why there are problems in performance and profitability still coexist up to the present day and become pressing issues that need to be resolved (Barrie and Paulson, 1992). In the residential constructions, for instance, the performance of the home builders is considered to be lower where the quantity of houses built per year is one or two units (Tan, 2005). There is growing number of complaints from potential home owners of the poor performance and low productivity of the home builders (Badron, 2005) as the number of construction units of houses increases.

The Kenya Private Developers Association (KPDA) Report 2011 further reported that complaints recorded by the clients are low quality workmanship, cost overrun, delayed completion, poor communication, excessive material and labour used, building failure, and industrial related accidents. As such these issues are not only raised in the previous construction of homes but also a recurring problem in the construction single family houses that deems requires special attention.

Research Question

The study on application and implementation of project management methods in the construction of single family houses by the home builders is to assess their consciousness towards the quality of work. The following research question was used to be able to investigate the management method employed by the home builders:

What are the elements of project management methods that can be applied and implemented by home builders in construction of a single family?

Objective of the study

The aim of this study was to examine the suitability in applying and implementing project management skills in a single family house projects within Ngoingwa Estate, Kiambu County. Therefore, to answer the research question, the following is the objective; to identify the elements of project management methods in the construction of a single family.

Literature Review

Construction as an Industry: The literatures presented here magnify the significance of application and implementation of proper project management methods regardless of the magnitude of the project. Subsequently the review is focus to the results and recommendations in applying and implementing project management methods in small and big scale projects. Construction management or construction project management (CPM) is the overall planning, coordination, and control of a project from beginning to completion. CPM is aimed at meeting a client's requirement in order to produce a functionally and financially viable project.

The construction industry is composed of five sectors: residential, commercial, and heavy civil, industrial, and environmental. A construction manager holds the same responsibilities and completes the same processes in each sector. All that separates a construction manager in one sector from one in another is the knowledge of the construction task. This may include different types of equipment, materials, type of building, and possibly locations.

A contractor is assigned to a construction project once the design has been completed by the architect or is still in progress. This is done by going through a bidding process with different contractors. The contractor is selected by using one of the three selection methods: low-bid selection, best-value selection, or qualifications-based selection. A construction manager should have the ability to handle public safety, time management, decision making, financial and human resources management.

Those who play important roles in the construction industry can be divided into three levels of professional types (Wong, 1977). The first level consists of quantity surveyors, architects, engineers, land surveyors, and project consultants and government authorities. The second level is made up of project managers, site supervisors, material suppliers and machines operators. And finally construction workers, plumbers, electricians, welders, plasterers, carpenters and steel workers constitute the third level. Barrie and Paulson (1992), on the other hand, defined that the construction industry is divided into four categories; residential construction, building construction, heavy engineering construction and industrial construction. Residential construction is further explained as single family homes, multi unit town houses, garden apartments, high-rise apartments and condominiums.

The Elements of Project Management

The project management elements consist of planning, scheduling and controlling (Keizer and Render, 2008). The reviews of literature finding are discussed in the following sub-sections.

Project Planning: Project planning is the first element in project management. It is initiated in the early stage of the construction. The planning, organizing, directing and controlling of project activities are part of project planning. It is the basis of project management while contractors or home-builders are required to comply with the client's needs and wants (Keizer, 2006; Barley and Saylor, 2001). Generally, small project is defined by the length of time it can be completed, i.e. within 6-12 months (Rowe, 2000). Meanwhile, the construction of each family house normally takes between 6-12 months to complete. There are several indicators of unplanned projects activities (Zamini and Bachan, 2008). Two common indicators are project delay and financial loss (Badron, 2005; Alan, 2007).

Project Scheduling: Project scheduling is another important element in project management. Projects with proper scheduled activities can produce better quality work, cost saving and faster construction periods (Keizer and Render, 2008). Indeed, project scheduling is vital to project execution success and in accomplishing the objectives and goals of a project (Graham, 2006). What is equally important is that the contractors adhere to the schedule of projects so that it does not breach the obligation and responsibility of completing the construction of house according to the stipulated time (Al-Kharashe and Skitmore, 2009). The failure to employ proper project scheduling might result in high risk of project being delayed, interruption in project completion and project financial lost (Badron, 2005; Alan, 2007).

Project Controlling: Another important element of project management is project control. Its function is to coordinate resources, people, money, equipment, machinery and time into a designated time frame to accomplish project objectives and obtain satisfying performance and results (Keizer,

2006; Tan, 2005; Pinto and Trailer). The area of control in project management are objective control, design control, budgeting and cost control, authority and approving control as well as financing control and to control costs (Tan, 2005). Thus, in short the basic rule of management is that no project is likely to be successful unless objectives are properly defined and adequate allocations are being made for the necessary labour and materials.

Project cost is equally important as project control regardless of the size of the project (Keizer, 2006). The success of the project is determined by the effective implementation of the management of the project cost (Pinto and Trailer, 1999). Hence managing cost with the scope of time would provide good project outcome (Melton, 2008). Otherwise, the consequence of not applying project costing during the construction process would be reflected by improper material control thus causing excessive wastage of resources (Poon Yu and Jai Bon, 2004).

Resources of Construction: The method of project management in residential constructions in Kenya still remains backward primarily in terms of the methods used. This is from a report by the Engineers Registration Board of Kenya, 2011 (ERB). In Kenya, builders are in general slow to respond to the changing needs of the building industry. Home builders, particularly in small constructions are too sluggish in their approach to new methods and techniques. These factors result in poor workmanship, low standards, longer project durations, completion delays, massive cost overruns, industrial related incidents and building failures (Tan, 2005). What that has been described by Tan (2005) is the reality of home builders not only in the area of this study, but also in the whole nation. The application of management methods in residential construction acts as an adjustment (Wong, 1997) to the building industry. If project management methods were to be employed, a lot of improvements can thus be achieved. The successful factors in managing housing construction industry are linked to the economic environment, project manager experience and qualification as well as commitment of the project team (Inna Didenko and Ivan Kohrt, 2009). The residential construction productivity is still low due to the incapability of the contractor to organize activities (Kader et al., 2006). To put it more succinctly, contractors (home builders) of single-family housing or bungalow are still lacking in their ability to adopt project management methods in the implementation of the project.

Research Design and Methodology

The study is designed to investigate the contractors' profiles and types of project management methods they practice. The interviews were intended to identify the need for project management methods among contractors. They were asked about their action plans, written project planning and project scheduling, and also their approaches during project execution.

Research Design and Process

This research is qualitative by nature. The study is based on the researcher's intention to conduct face to face interview. The research is conducted in two stages. The first stage is the review of literature. The purpose is to acquire a preliminary insight of the project management element concept and to find out the benefits of its application and implementation in a small size project such as the construction of single family house. Rowe (2007) defined small size projects as a project that needs between six and twelve months to be completed.

The Individual-Depth-Interview (IDI) is employed to acquire reliable answers from the respondents (Cooper and Pamela, 2008). IDI is an instructed-questionnaire administrated interview where the respondents are free from outside pressure when providing the answers to the questions asked

(Cooper and Pamela, 2008). The advantage of this method verified that good questions can produce an accurate and truthful answer (Sudman and Wansik, 2004).

Sampling

Sample frame is defined as parties or subjects representing the whole population of the subject (Cooper and Pamela, 2008). The parties normally involved in the project consist of clients, consultants, authorities' contractors, site supervisors and sales officers (Tan, 2008). It has also been suggested by Wong (1997) that individuals directly involved in single-detached-family house construction can be among the owners or financial consultants, project management consultants, architects, town planners, quantity surveyors, engineers, homebuilders, the main contractor, sub-contractors or suppliers.

In this study, the sampling frame is one of the stakeholders in a house construction project. These are the homebuilders or contractors. The sample is the individual (home builder or contractor) in the sampling frames. The contractors were selected randomly from a total of 20 contractors who have participated in the construction of family houses within Ngoingwa Estate, Kiambu County. The list of contractors was obtained from the Department of Engineering of Thika Sub-county.

Data Collection

There are a total of 12 respondents. They were interviewed at the pre-designated locations.

Interview: This study adopted a face-face interview with semi structured open ended questions as method of data collection. The advantages of this method are many. One of the advantages is that the researcher can ask the respondent a series of questions pertaining to the topic of the study (Ackroyd and Huges, 1981). The process of interview requires listening and understanding skills and at the same time respecting what people says in a systematic way (Robin and Robin, 1995). As such, the other advantage is that by performing face to face interview confusion and misunderstanding can be avoided (Bruce 2004). At the same time ambiguous answers from the respondents can be dealt with on the spot, thus vague question can be avoided. During the interviewing process, answers from the respondents were recorded immediately in an interview sheet. Each interview session took about 30 to 45 minutes.

Interview Procedures: The interview session was conducted in a preserved manner whereby several rules and regulations have to be abided. First of all, the interview must be performed at a timely hour whereby it does not interfere with the work activities of the homebuilders or intervenes with the respondents' quality time with their family. Second, the place where the interview was to take place must be agreeable by the respondents. Long travelling time to get to the location of the interview session was being avoided. Therefore, the place chosen for interview must be easily accessed to by the respondent and the researcher. In addition, the words in the questions should be simple, clear and acceptable to respondent. Any words that affect the sensitivity of religion, race, culture, and ethnicity of the respondents should be avoided.

Data Analysis and Findings

The Respondents' Profiles: Table 1 represents the profile of the respondents. The respondent's personality was classified into five variables namely gender, age, experience, qualification and capacity. The results of the last column are showed in percentages. It revealed that 100% of the Home Builders were males. It also showed that 83.3% of Home Builders (contractors) interviewed were forty years of age or above, with more than half (58.3%) with more than ten years experience.

At this stage, they should have acquired more knowledge and skills in home building construction. Ironically, majority (66.7%) of the builders have had no Diploma or Degree from any institutions of higher learning either locally or abroad. The highest academic qualifications for majority of the respondents are certificates in building and construction from local technical institutes. These results indicate that the contractors would have had some personal limitations and obstacles in practicing the Project Management methods concepts due to their minimum academic qualification.

The other measure of performance is the capacity of the home builders to construct house in a year expressed in terms of percentage. The results indicated 75% of the contractors were only capable of building two or less unit per year. It clearly indicates that home builders are incapable of constructing more than 4 units per year. The construction performance is reflected from the low academic qualification of home builders which resulted in the inability to apply project management skills in construction. This is in line with the empirical study conducted by Kader et al. (2004) which revealed that low qualification staff should not be employed because their weakness would likely create barriers and obstacles in achieving company’s goal and objective. Likewise, low productivity is common during the construction of single dwelling house due to the inability of contractor to manage and organize activity (Kader et al., 2004).

Table 1: Respondents’ Profile

Variables	Home Builders	Frequency	Percentage
Gender	Male	12	100
	Female	0	0
Age	<40	2	16.67
	40	3	25.00
	>40	7	58.30
Experience (year)	<10	5	41.70
	10	2	16.67
	>10	7	58.30
Qualification	Certificate	8	66.70
	Diploma	1	8.30
	Degree	3	25.00
Capacity (unit) of construction per year	2 or less	9	75.00
	3	3	25.00
	4 or more	0	0

Data Analysis and Finding of the Project Management Methods applied in House Construction

The results of this interview revealed the findings on skills of modern project management methods in a single family house construction that had been practiced by home builders within Ngoingwa Estate, Thika Sub-County, Kiambu County. This finding was presented in Table 2.

The analysis responded to the interpretation of the first research question: (What are the elements of project management methods that can be applied and implemented in a single family house

construction?). Reasonably, 10 home builders (83.3%) would advance with finding suppliers for materials once awarded the contract as they believed that stocking up materials could guarantee smooth realization of their construction work. However, should there be shortage of materials like cement, sand; building stones, aggregates, steel bars, and timber, the delay in the work activities is unavoidable. In some instances, construction activities may be temporarily stopped. Apparently, materials should be readily available during the construction process. The materials used at the site are an estimated amount in terms of the number of days they can last.

The other aspect of management adopted by majority of the home builders (75%) is the verbal planning during the construction of the houses. Its only 25% of the respondent that indicated that they do prepare written plans before the work commences. Table 2 indicated that only 2 (16.7%) of the builders decided to seek a second opinion about their work. Through discussion with friends, project planning can be used to implement bungalow house

Table 2: Components of project management practiced by contractors

Action Plans	Number of Respondents	Percentage
1. To prepare written plans	3	25.00
2. To find material suppliers	10	83.30
3. To contact friends	2	16.7
<hr/>		
Tools for work activities	Number of Respondents	Percentage
4. Project schedule	0	0
5. check list	1	8.30
6. verbal	11	91.70
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Strategy of uncertainty	Number of Respondents	Percentage
7. Project controlling	0	0
8. Excessive inventory	9	75.00
9. Extra work hours	3	25.00
<hr/>		
Opinions	Number of Respondents	Percentage
10. Depends on individual	2	16.67
11. Traditional	10	83.33
12. Contemporary/ Modern	0	0

Another result showed that none (0%) (Table 2) of the home builders used or employed project management techniques of construction after performing written project planning as the first step that should be taken after being awarded the contract by the client. The results also indicated that most home builders are unaware of written project planning as a means to attain project objective.

Another finding shows that home builders failed to apply accurate techniques of project planning to achieve the targeted project objective. Instead of a written project planning or project scheduling, the home builders prefer verbal communication to organize daily work activities. Further analysis is with regard to the tools that home builders can employ to organize their work activities and to develop

network. As the data shows, all (100%) (Table 2) home builders who were interviewed failed to apply the technique of contemporary methods of construction.

The home builders could overcome the problems and be able to resume the construction operation if strategic planning is to be applied in the house construction project. The interview indicated that 9 (75%) of the home builders considered excessive inventory of materials as the right strategy to tackle uncertainty in material availability. On the other hand, 3 (25%) home builders prefer to add extra work hours to speed up completion time. It was believed that this was the best way to offset uncertainty in price hikes and unavailability of the materials. Based on the results, the approaches adopted were very effective and realistic. Thus, the decision to apply and practice project costing and control was based on previous experience and logic. The finding also indicated that this strategy has been used for a long time and had saved many home builders from losses.

By adding more workers the completion time could be reduced and the burden of tasks carried out by the workers would be reduced. This strategy seemed to be more acceptable and reasonable. It was revealed that present home builders are still practicing and using the conventional methods of construction. This result was supported by the finding from Rowe (2007) which stated that the absence of proper project planning, project scheduling and project control could result in the inability of the project to produce work breakdown structure (WBS), a key structure in project management.

When referring to the views concerning the trend or the practice project management in operation of the house construction, the result showed that 10 (83.3%) home builders said that the current practice was regular and normal, or academically referred to as “Traditional”. The term used to describe the current project management in house construction meets the criterion as described by Rowe (2007), and Al-Khrashe and Skitmore (2009).

From this analysis, it was discovered that home builders still put into practice conventional methods of construction instead of adopting contemporary project management methods. As a result it was recommended that the builders make use of methods of construction which are more thoroughly planned and well executed. This claim concurred with the statement by Keizer and Render (2008), Yu and Boon (2004).

Conclusion

The aim of this study was to examine the application concept of project management techniques in construction of a family houses by the contractors. It is achieved through the finding of the studies described in the subsequent sections.

Elements of the Project Management methods

The finding of the study indicated that once the contract is awarded, the first action plan the home builder did was to search for material suppliers and to seek for the second opinions of what needed to be done before commencement of the work. However, only 25% of the home builders interviewed really sat down and prepared a plan such as project planning, project scheduling and project controlling in writing. Through this they were able to break down the activities involved in the construction of a house project. The rest found no need of preparing written plans as they felt that it has been a routine and they know exactly what to do at any stage of the project. Project management methods were clearly not practiced by majority of the contractors.

Despite the fact that a house project is considered a small project, it still involves a lot of activities just like a large scale project (Tan, 2005 and Rowe, 2007). All the activities need to be planned,

organized and controlled in an orderly manner. A good contractor is characterized by the ability to control and organize all the resources of the project (Marchman, 1998). The finding of this study revealed that home builders of construction projects provide the information and knowledge in project management. Primarily, such methods are project planning, scheduling, and controlling. These tools and methods are extremely important in the application and the management of the family house projects. Thus, home builders can apply project planning, scheduling and controlling in the construction the family house projects.

The need for Project Management Methods in Family House Construction

Despite their low academic qualifications, all home builders are expected to be able to read and interpret the plans of the building. Their experience can certainly help them acquire the most basic skills needed for a home contractor (Abdullah, 2006). Apparently, the home builders are capable of transforming the plan into completed houses. None of the government agencies actually provide the home builders with training and guidance in project management.

Given the opportunity, the home builders were willing to learn and implement the modern methods and techniques of project management.

Contribution

This paper is restricted to investigating the feasibility of applying skills of project management in the construction of family house projects only. The first contribution is to the academic. In fact it is a source of reference and as a stimulant for any higher institution of learning to persuade a full-scale research with a reliable budget and a broader context. The academia will rely on the findings of this paper to refer and to support the point of views. On the other hand, contractors, engineers, architects, project managers, site supervisors and developers will use the findings of this paper to support them in their decision making process.

The second contribution is that this finding can serve as guideline to draw a policy for all home builders specifically in the construction of bungalow houses. What it really means is an effective policy related to housing construction that can be transpired out of this study. Hence the home builders can follow once these rules and regulation set by the government. Failure to do so by the said parties will result in having to bear the consequences of project delay and financial loss.

The third contribution of this paper is to the construction industry. As discovered, education level, knowledge and skill of construction workers and the contractors are essential and crucial in order to cope with the changes and challenges in the industry itself. By having a high level of education, the contractor will be able to cope with technology application in the industry, such as the use of project management software especially in the project initiation

Recommendations

The discussion of findings emphasized how important it is to adapt, apply and implement project management skills in construction of a family house project. This significance does not only apply to the home builders in Ngoingwa Estate but also to others who are involved in the larger residential construction industry. Thus application of such methods could reduce cost over-run, delay of completion time, building failure, low quality workmanship, and industrial-related incidents.

The application and implementation project management methods were proven by previous studies. In the UK, for example, the study conducted by Gibb and Dainty (2007) indicated the acceptance of

home builders toward the construction methods. Surprisingly, this finding revealed a similar previous study in which more than 66% of the home builders who were interviewed were ever willing to emulate the construction methods in building a single-unit family dwelling.

In a similar finding in Saudi Arabia by Al-Kharashe and Skitmore (2009), there is a need to have a proper project planning in construction. Without which, problems can arise in the construction project, especially delays in completion of a project. This delay, in turn will result in the inability to develop strategic plans for scheduling of construction project. Although single family house project is considered a small project, similar to a big scale project, proper project planning, project scheduling, and project controlling are still needed (Sandra, 2007). At the same time, it was proven that this management style can result in high productivity. Gibb and Dainty (2007) for example discovered that project management of construction used by house builders have changed performance and productivity due to proper project planning and assistance from modern technology equipments to speed up work activities.

Based on previous literatures and current research findings, the researcher recommends the project management method is suitable to be applied and implemented in a family house project. It can improve the performance and increase the productivity of contractors.

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HUMAN RESOURCE DEVELOPMENT

FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN PARASTATALS – A CASE OF KENYA PIPELINE COMPANY

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Abstract

The purpose of the study was to evaluate the factors that affect employee performance in parastatals - A case of Kenya pipeline limited. The researcher analyzed the effect of job specific training on employee performance, examined the effect of motivation on employee performance, assessed the effect of employee attitude on employee performance and investigated the effect of work environment on employee performance in parastatals – A case of Kenya Pipeline Company. The study adopted descriptive design to ensure complete description, making minimum bias in collection of data and reducing errors in interpreting the data collected. The target population of the study was 411 staffs from which a sample size was extracted. The sample size was 10% of 411 staffs which gave a sample size of 41 employees. The data was collected by use of questionnaire. The data collected was analyzed by use of SPSS. It was found that other than training, employee attitude, motivation and working conditions, there are other factor like political instability, economic instability and lack of work life balance which also affect employee performance in parastatals. The study recommends that the remuneration package should be reviewed periodically and be pegged on the prevailing market rates and take into consideration economic factors such as inflation, job training opportunities should be fairly distributed among all employees, training in the area of safety and health should be provided which will support the health and safety programmes available, In conclusion the organization should also have a mechanism that caters to the changing political conditions in the country.

Key words: Job training, Employee motivation, Employee attitude, Work environment and Employee performance.

Introduction

The business climate has changed during the past few years. It seems that no industry is immune to a shake up as a direct or indirect consequence of deregulation or competition from abroad. For many organizations, one result of this trend is a justifiable obsession with quality and productivity. It's therefore more important than ever to accurately measure job performance so rewards can be distributed fairly and performance problems can be solved quickly. (Adams 1992) All parastatals are concerned about performance from all levels: from managers to executives to customer service representatives to subordinate because of fear of being sold out or being privatized, closing down, losing employees among other dangers like in the case of 2012 April, where the parliament was to pass 5 bills to scrap off 20 parastatals due to poor performance. Some of the parastatals that were to be scrapped off include, Kenya Research Institute, Kenya Marine fisheries Institute, Kenya Research foundation, Tea Research Foundation, Kenya sugar research Foundation among others.

The performance of an organization depends entirely on the performance of employees which includes the management. Employees at KPC feel worn out and not motivated this explains the high rate of turnover and the ongoing restructuring programmes which have assisted in unmasking issue

of nepotism among managers in the company hand has led to the sucking of the Managing directed and resignation of the human resource manager among other key manager.

Research Methodology

The research study adopted a case study design used both primary and secondary data in order to acquire the required information required as proposed in the proposal. Questionnaires were largely used as the research instruments. These questions were subdivided into two categories i.e. structured (where respondents only answer according to the choices given) and unstructured (questions invite a free response from the respondent). The reasons why the questionnaire were used is that they are time saving because many people could fill them at the same time unlike other methods of data collection, and that employees get to fill them at their own time and thus they don't have to rush into it. This helped in ensuring credibility and accuracy. Data was collected from managers, technical staff and subordinate employees of Kenya Pipeline headquarters office. The questionnaires were dropped and picked after the respondents had completed. Employees were approached by the researcher and an introduction and explanations of the purpose of the study was done one on one by the researcher prior to distribution of questionnaires. Progress reports, service chatter, appraisal reports provided by the human resource manager and newsletters found in the library were also used to provide information on performance of employees and the performance of the entire organization. Data was analyzed using both qualitative and quantitative approaches. Descriptive analysis of data was also used. The data which is numeric collected from the samples and structured questions, was analyzed using simple statistical methods whereby frequency distribution and percentages were widely used for study conclusions. The researcher also used SPSS version 17 which converted frequencies to percentages and analyzed raw data into systematic information. The analyzed data was then presented in form of tables and bar graphs. This method is preferred as it was user friendly.

Research Findings

Gender Classification

The respondents' gender was important so as to establish whether there is any difference on levels of performance between the two sexes and to find out whether the factors being studied applied to both equally. It was established that 20 respondents (48%) were male and 40 of the respondents (52%) were female. This is illustrated in the table below.

Table 1: Gender classification

Gender	Frequency	Percentage
Male	20	48%
Female	21	52%
Total	41	100%

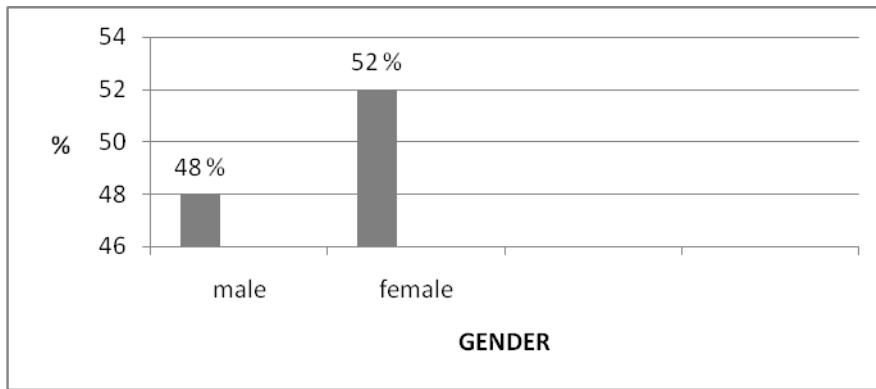


Figure 1: Graph showing distribution of gender of respondents

From the figures above, it can be concluded that the KPC is an equal opportunity employer and no discrimination is made during recruitment of new employees. Both male and females indicated that the motivation programmes they received did not motivate them to perform well and agreed that other organizations provide better rewards than KPC. 75% of females feel that they are not motivated well in terms of their salaries. 75% of males indicated that they are not committed to the organization this shows that they would move to other organization that may provide better motivation. 55% females disagreed that the organization provides good financial and non- financial motivation while 45% of males strongly disagreed that the organization did not provide financial and non- Financial rewards. 75% female employees showed that they were not content with the working conditions in the organization. This was on various aspects such as ventilation, lack of proper fire assembly, cleanliness where there is so much dust stuck in the carpet. 50% male felt that there was no good assistance from management in handling challenges with superiors and there was no provision of assistance in achieving goals and the organization’s culture.

When it came to training, employees showed that the programs were well appreciated but the method of selecting trainees was not good according to the respondents but there was very little notable difference on the gender classifications on this issue.

Levels of Education

This factor was important so as to find out whether different levels of education among the respondents would have an effect on their performance.

Table 2: Academic Qualification

Level of Education	Frequency	Percentage
A - Level	3	7%
Diploma	15	37%
Undergraduate	20	49%
Postgraduate	3	7%
Total	41	100

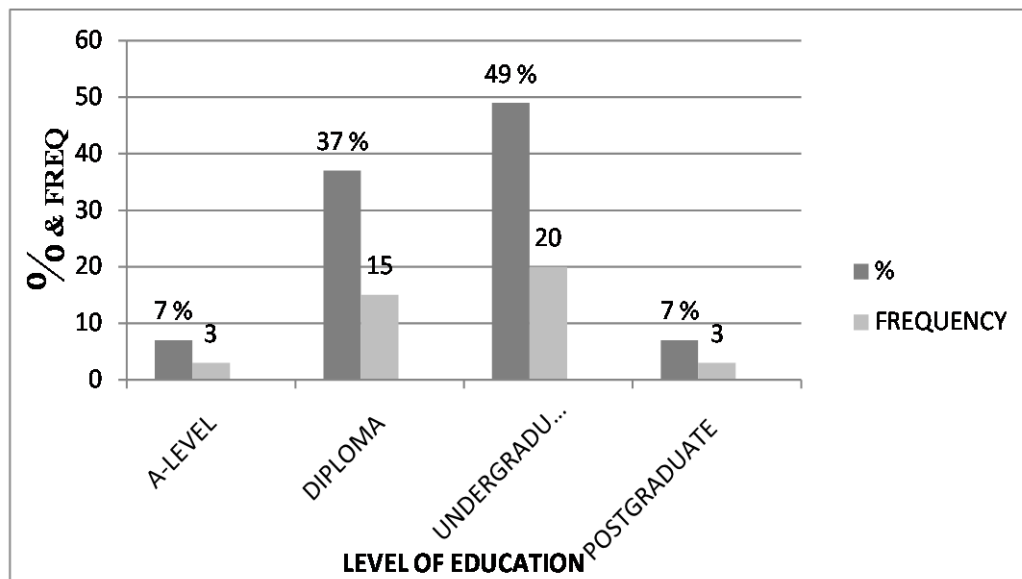


Figure 2: Graph showing distribution of level of education of respondent

From the above information, it shows that 7% of the respondents hold A – Level of education, 37% are diploma holders, 49 % are undergraduates and 7 % are postgraduates. The least number of employees were those with A – Level of education and postgraduate. In the A- Level this was noted especially among subordinates and clerks who had served in the organization for more than 15 years. This group indicated that the salary they received was a fair measure to their qualifications and experience while the rest of the employees (80%) disagreed. The respondents who had university education showed dissatisfaction with the organization’s motivational programs available strategies with 80% indicating that they would leave the organization if and when a career advancement opportunity arose . They also indicate that other organizations offer better rewards than KPC. All the respondents, regardless of their level of education, seemed to have different thoughts about the organization’s working conditions. Almost 50% of the respondents indicated that they were satisfied with the general work environment while 50% were not happy with their working environment this applied mostly to the engineers and some secretaries The same can be said about training in the organization 45% thought the training given was fair to all employees and is aligned to its objectives while 55% thought that the selection of employees to be trained is not open and fair to all employees thus training as a factor does not affect their performance in any way.

Length of service

From the Table 3, the study established that 17% of the respondents have been in the organization for less than 4 years, 24% have worked in the organization for 5-14 years 22% have worked for 15-19 years and 37% have worked for above20 years.

Table 3: Length of service

Years Worked	Frequency	Percentage
Less than 4 yrs	7	17%
5 – 14 yrs	10	24%
15 – 19 yrs	9	22%
Above 20 yrs	15	37%
Total	41	100

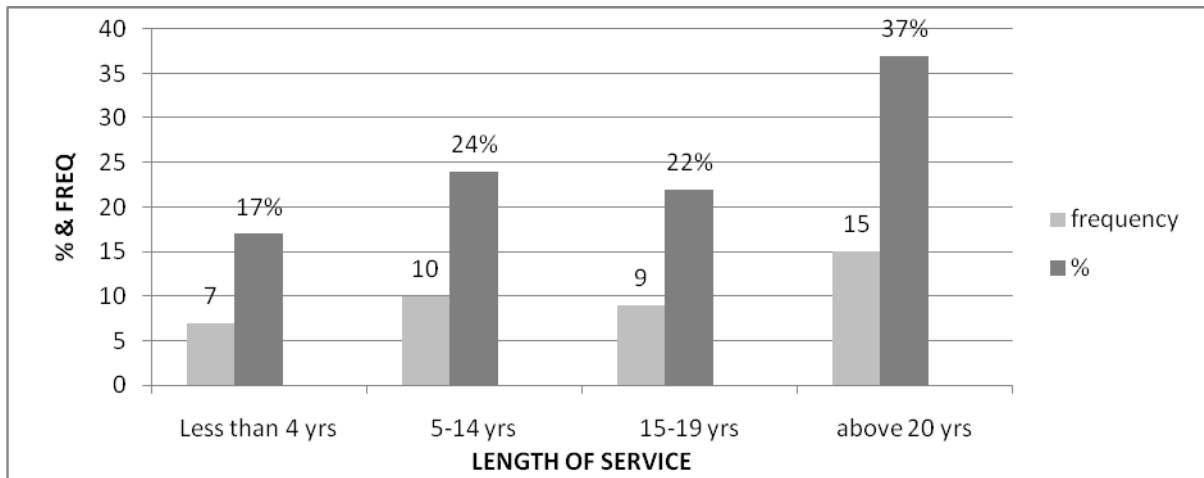


Figure 3: Graph showing distribution of length of service of respondents

This classification indicated that the employees were fairly distributed in terms of length of service in the organization and that the employer gives an opportunity for new bloods. It is a strong point for the company because those with more experience get to demonstrate the daily operations of the company to their newer colleagues while at the same time get to share new ideas and suggestions brought in by the new blood in the organization. Employees who have worked longer are also the majority because pipeline has never retrenched employees and it is not in their habit to dismiss employees often. Employees therefore have security of their jobs.

Effect of Training on employee performance

Table 4: Analysis and discussion on effect of training employee performance

Opinion Statement	S.D	D	N.S	A	S A
1 The organization provides broad based training which expands our knowledge which assists in facing day to day challenges.	-	6%	4%	-	90%
2 The training provided broadens my knowledge about the company which makes me appreciated.	-	15%	10%	75%	-
3 The training I receive increases my prospects of advancing in the organization hierarchy.	75%	-	12%	13%	-
4 The orientation program provides a good form of training for employees.	-	19%	-	80%	1%
5 The training manuals provided by the organization are easy to understand.	-	-	2%	78%	20%
6 Other companies provide better training opportunities which would encourage them to perform well.	-	4%	70%	20%	6%

SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

The study shows that 90% of employees have clear knowledge of the type of training that is provided by the company. The Training in KPC seems to be well accepted and rated highly on most of the respondents' answers. The training programs were said to be applicable to the daily operations of the company and thus considered very valuable to the employees. 90% of employees stated that the training provided helped them to overcome any challenges faced at the work place. Respondents expressed feelings of appreciation since the training provided broadened their knowledge about the organization. This strategy could really improve performance as employees would have a sense of loyalty towards the organization. The training provided is broad based which helped to reduce boredom among the employees and also broadened the employees' knowledge of the organization and industry as a whole. KPC should keep up with this trend so that employees would feel appreciated and thus remain loyal to the firm.

The training manuals provided by the company are also easy to understand which enables employees to comfortably work in their respective departments comfortably as indicated by 88% where 20% strongly agree that the manuals are easy to understand while 78% agree that the manuals are easy to read and understand. This was especially important to newer employees who had not gotten used to the daily operations. This also helps in employee retention as no one would feel out of place in the organization. However, the issue of advancing in the organization hierarchy came up again with respondents indicating that training did not increase chances of promotion; this was from 75% of the respondents which is not a good sign at all. All employees should be made to feel that training is important and could increase promotion chances. This would make all employees appreciate the value of the training provided. 88% of employees felt that training was good but they were not given equal chances to attend the trainings and that the procedures used to choose those to go for training was not fair. Managers on the other hand feel that all employees are given an opportunity to attend trainings at least once in the periodic year even if it's self sponsored.

Effect of Motivation on employee performance

The study analysis reveals that 90% of employees agreed that they aware of the motivation programmes that are provided by the company. This includes shopping vouchers at the end of the year, end year parties, retreats, salaries and other benefits like mortgages, car loans and promotions.

Table 5: Analysis and discussion on the effects of Motivation on Employees Performance

Opinion Statement	S.D	D	N.S	A	SA
1 The organization provides both financial and non financial rewards which motivates me to work harder.	-	77%	-	23%	-
2 The allowances I receive for working overtime are motivating.	-	-	-	-	-
3 The rewards I get for my performance is satisfying.	79%	-	1%	20%	-
4 Other organizations do not offer better rewards compared to what I receive in this organization.	80%	-	20%	-	-
5 I aim to achieve the milestones set for me because the bonuses given are attractive.	-	93%	-	7%	-
6 I am committed to the organization because of the motivation programme that the company provides.	78%	17%	-	-	-

SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Most employees feel that the motivation programmes are not provided equally to all employees. They are aware of the programmes but most of them don't receive both non financial and financial motivation.80% of employees disagree to the fact that other organization do not offer better rewards that KPC thus most of them would move to other organizations which provide better motivation programmes equally.95% of the employees do not attribute their being committed to the organization to the motivation programmes provided. They might be committed to the organization because they have not found greener pastures or because of the training opportunities provided but not because of the motivation programmes provided by the company. Most employees are not motivated to achieve their milestone therefore they end up not achieving them because they do not have the morale which might have contributed to low performance among employees.

Effect of Employee Attitude on Performance

The research findings show that 42 % of employees said they like their jobs because of various reasons which include good pay and job security this mostly applied to those who have low education levels like diploma holders and A- level holders.

Table 6: Analysis and discussion on the effects of Employees attitude on Performance

Opinion Statement	S.D	D	N.S	A	SA
1 I Would rate good performance to positive employee attitude and vice versa.	-	8%	12%	80%	-
2 Employees participate enough in measures towards their own performance.	-	-	10%	80%	10%
3 I get commended by my superiors for work well done which creates a positive attitude towards work.	90%	10%	-	-	-
4 The working conditions in the company enable us to enjoy working.	-	50%	-	50%	-
5 I would not move to another company if another job arises because am satisfied with my job.	80%	-	20%	-	-
6 The management's attitude towards employees is good.	100%	-	-	-	-

SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

58% on the other hand felt that they did not like their jobs because of various reasons which include substandard pay, lack of equal chance of promotion, lack of assistance by management, harassments by managers especially women, poor sanitation and job insecurity because of the restructuring process going on at the moment.80% of employees feel that good performance can also be attributed to a positive attitude since employees who enjoy doing their work are good performers. They also agreed that employees ought to participate in improvement of performance.

Majority of employees (90%) agree that their supervisors and managers do not recommend or appreciate them when they perform well which discourages them and leads to them having negative attitudes towards working hard. Some employees have a negative opinion about their environment where they feel that the working conditions in the company are not conducive for them to work well and others feel that the conditions are favorable to them. 80% disagreed that they would not move to other organizations showing that they are not satisfied with their work following that most of them feel that the management attitude to them is not good and the pay is not satisfying enough.

Managers on the other hand feel that employees have a negative attitude towards them and they tend to extend this to their jobs which causes a lot of problems in their performance.

Effect of working conditions on employee performance

90% of employees indicate that there are bad working conditions which affect their smooth working in the company. From the results of the study, working conditions in KPC seem not to be well appreciated. Employees feel that they are not secure from accidents and that a better fire assembly should be provided as the one available is just next to the tanks storing oil.

Table 7: Analysis and discussion on the effects of working conditions on performance of employees

Opinion Statement	S.D	D	N.S	A	SA
1 My company has a variety of bad working conditions.	-	30%	-	70%	-
2 There are no good facilities to govern employee's safety i.e fire exits, proper ventilation, and cleanliness.	-	30%	-	70%	-
3 I don't receive the entire necessary corporation from both management and colleagues to achieve my goals.	-	-	-	80%	-
4 My work environment and colleagues in general are challenging.	-	-	-	90%	-
5 Harassment by workmates or superiors is intense.	-	5%	15	-	80%
6 There are good health and safety policy and we read and practice them.	-	95%	-	5%	-

SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

50% indicate that there are a variety of bad working conditions which include dirty carpets causing a lot of dust in the offices, poor ventilation systems especially in the offices, cleanliness is not well done. Employees indicated that they don't receive all the necessary help to achieve the set goals from the management and colleagues the working relation is generally challenging. However, the results indicated that there was some form of harassment from both superiors and other colleagues which is a very serious issue that needs to be addressed. 80% of employees feel harassed and may not be able to achieve set goals or targets and may also have an adverse effect on their health as a whole. This harassment seemed to apply across the board but mostly affects female employees Majority of the respondents (90%) indicated that the working environment in the organization was challenging which encouraged them to aim to do their best so as to show their worth to the organization and colleagues too.90% of employees seem to have knowledge on policies governing safety and health at the workplace but do not practice them thus also contributing to the extent of poor working conditions in the company. 5% managers feel that they have tried to provide a good environment for all employees which should not be a reason for their poor performance.

Key Findings

The Effect of Training on Employee performance in Parastatals

The study found out that lack of training of employees contributed to poor performance for most employees in KPC but not to a large extent. The analysis showed that employees' skills were not well utilized or developed since most of them are not given a chance to be trained in order to acquire

more skills which would help them in their challenges and also assist them achieve their milestone and targets. The research indicated that training programs should be practical to the daily operations of an organization and be broad based so that employees can learn more about the organization and industry as a whole which would make them even more valuable to the employees. The importance of taking the training sessions seriously should be stressed by increasing chances of promotion to all those who had undergone training in certain aspects.

The Effect of Motivation on Employee performance in Parastatals

The study analysis revealed that majority of the employees at KPC were not satisfied with the salary that they received which was not based on educational levels or productivity of employees, but on length of service. This contributed to labor turn over as employees had to find alternative sources of income or search for better paying jobs. The reward policies should be reviewed to counter the general feeling that it only favored those in managerial levels to reduce the discrimination notion that was prevalent in the organization. Non financial rewards such as credit facilities and recommendations are also not satisfying to the employees and players in the sector should aim to find ways to improve them so as to attract employees motivate them and retain them.

Effect of Employee Attitude on Performance in Parastatals

As revealed by the study, the management styles of KPC is not beauracratic, free rein or participative. This makes them uncomfortable and not committed to the organization. This in turn has a great effect on employee performance as it reflects how openly or freely members of staff can air their views or suggestions and diminishes their attitude towards the organization and their jobs. Every organization should implement management styles that encourage employees to participate in decision making as this helps to show the employee that he/she is appreciated and valued which creates a positive attitude.

Effect of working conditions on Employee Performance in Parastatals

The study analysis revealed that working conditions were not favorable in terms of the physical facilities being comfortable and secure from accidents it also revealed that most employees are not comfortable with their working environment where they feel that it is not conducive for them to perform well. Engineers feel that the machines used are ancient and dangerous since they can break down at any time. They also feel that process of approval for machines to be maintained takes very long which makes the environment a hazardous. Poor ventilation in some offices especially the old buildings which were not designed well makes those who work uncomfortable therefore they keep on moving out for fresh air, lack of cleanliness leads to different diseases and even infections especially in toilets and dust in offices. The location of the fire assembly discourages employees from running to assemble when there is a fire alarm because it is near the oil tanks which make it even more dangerous especially if a fire occurs. Employees feel that KPC being a highly dangerous company to work in. Some of the strategies/ programmes put in place to eradicate hazards and accidents not effective.

Other factors that affect employee retention in parastatals

Besides these variables, external factors such as economic and political atmosphere were discovered. Most employees feel insecure because they belong to certain communities which are not in the authority of KPC thus they feel like they may be sucked or retrenched. Economical factors such as increased cost of living affects employee performance especially those who feel that their pay/rewards are not satisfying. Employees feel that they do not have free time to be with their

families or venture into other businesses during their free time considering the economic difficulties and cost of living.

Recommendations

The study recommends that each independent variable be looked into. This involves boosting available programmes on the issues and creating more programmes on the issues that have not been addressed. The remuneration package should be reviewed periodically and be pegged on the prevailing market rates and take into consideration economic factors such as inflation. This should be based on proper and reliable performance appraisal systems that can assist to identify top performers. This will go a long way in boosting employee's retention, commitment to organizational goals, and increased levels of motivation. The study further recommends that training and development opportunities should be fairly distributed among all employees so as to ensure that no employee feels left out. The procedure for choosing employees to be trained should be fair to all employees where all employees should be given a chance to be trained throughout the year. These trainings should have a positive impact on the performance of employees. E- Learning should also be introduced so that it can bring equality to all employees especially those who are computer literate and also reduce the costs of training.

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TRAINING AS A DETERMINANT OF EMPLOYEE COMMITMENT: A SURVEY OF KTDA TEA FACTORIES IN KENYA.

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Abstract

The purpose of this study was to investigate the determinants of employee commitment in tea organizations in Kenya. Strong commitment is correlated with high productivity, while low commitment lowers productivity. The primary objective of this research was to determine the influence of training aspects on employee commitment in tea factories in Kenya. To achieve this objective a survey was conducted to canvas the opinions of respondents in public KTDA tea factories in Kenya. Purposive sampling was employed to select six (6) factories based on second payment known as bonus; with three (3) high paying and three (3) low paying. Stratified sampling technique was used to categorize population into managers and employees. Random sampling was used to give the sample size of employees. A total of 273 respondents were randomly selected from a population frame of 861 employees. Qualitative and quantitative data was collected by use of self-administered structured questionnaires and interview schedule. Analysis of data showed low paying factories had a lower average mean in all aspects of training 46.25% compared to high paying at average mean 76.34%. Further analysis using Spearman's rank correlation test revealed significant relationship ($P=0.00<0.01$) between training and commitment. It was recommended that training needs should be conducted periodically so as to organize specific training programmes for improving skills, competence and built employee commitment.

Key words: Training, Employees, Commitment, Organization, Enlisted factories

Introduction

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organizations' objectives and works as an effective team member. The appointment of good workers is critical but of greater significance is the organizations ability to create a committed workforce. In the past organizations secured the loyalty of their employees by guaranteeing job security. However many organizations have responded to competitive pressures by downsizing, restructuring and casualization, thus creating a less secure environment and broken employment psychological contract. A growing number of employees feel they are victims of broken promises. One of the challenges facing modern organizations involves maintaining employee commitment in the current competitive pressures. With no assurance of continued employment, employees have now raised their expectations in other areas. For instance employees expect employers to demonstrate their commitment in terms of pleasant working environment such as affiliation and having access to training for growth (Coetzee, 2005).

As organizations are faced with ever increasing competition and as they prepare for new challenges, one of the key components of survival is maintaining and upgrading the human resource skills and competencies which ultimately lead to organizational efficiency and effectiveness.

Braggs, (2002) argue that companies with committed employees will outperform companies with uncommitted workforce, and contents that demonstrating commitment to employees will generate a reciprocal commitment by employees. Committed employees do better work than uncommitted and organizations with committed employees do better financially than the others. Employers need to determine what is responsible for this disparity. Organizational effectiveness depends on more than maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities beyond role requirements.

It thus seems that employees' willingness to contribute to organization effectiveness will be influenced by their level of commitment (Vance, 2006). Training is of growing importance to companies seeking to gain an advantage among competitors as a tool that leads to higher commitment and retention. Owens, (2006) stressed the vitals of training for continual updating and improvement, identifying one source of human motivation at work as intrinsic motivation: the desire to grow; learn, and to develop oneself. Cherrington (1995) also stated that most learning situations are fundamentally reinforcing because of the satisfaction and commitment associated with the acquiring new knowledge or skills.

Training has influence on company finances and research has shown that, committed employees are found in organizations that do well financially (atsd.com, 2005). Lawson et al (2003) argue that barriers to elicit employee commitment to organization arise from lack of training to update job performance skills and encourage a sense of belonging, thus lowering efficiency and reduced productivity. This view supports (Bartlett, 2001) study who found that training was a current investment that may offer a greater pay off at a later date through reciprocity. Since employee commitment is likely to be influenced by aspects of training, this research was aimed at providing tea organizations with a practical approach to enhance employee commitment and improve productivity.

Problem statement

Training is of growing importance to companies in the world over that are seeking to gain an advantage among competitors as a tool for enhancing higher employee commitment and retention (Owens, 2006). The American Society for Training and Development found that in 2004, the average annual training expenditure per employee was \$955, which was an increase of \$135 per employee from the previous year. The number of formal learning hours per employee also rose from 26 hours in 2003, to 32 hours in 2004 (atsd.com, 2005). Previous empirical studies have provided extensive evidence that training facilitate updating of skills, and lead to increased commitment, well-being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton et al, 2000). According to Lawson et al (2003) barriers to elicit employee commitment arise from lack of effective training to update job performance skills and encourage a sense of belonging, thus lowering efficiency and reduced productivity.

Scholars Green et al (2000) agree that although training can positively impact commitment, general training is not enough, but the relevancy to their current jobs plays a role in establishing more positive employee commitment outcomes. However employee commitment has been affected by the competitive business environment. Employees have become victims of broken promises arising from downsizing, restructuring and casualization, thus creating a challenge for the organizations to maintain a committed workforce with no assurance of continued employment (Coetzee, 2005). Rashid et al (2003) says high levels of commitment are evident in organizations that are doing well financially. One of the

challenges facing modern organizations involves maintaining employee commitment in the current business environment.

Braggs (2002) argue that companies that do well financially outperform others and have committed employees, yet fewer than half the employees in today's workforce are committed to their employer. Employers need to determine what is responsible for this disparity. Observations from 54 enlisted KTDA factories in Kenya show high disparity in average payment of tea deliveries (bonus) over a 3 year period (2009 to 2012). This is evidenced between six (6) selected factories from different Counties. The disparity of average payments (high and low) in KTDA tea organizations has been attributed to different levels of employee commitment (Silverthorne, 2004; Cohen, 2007; Tiampati, 2012). Empirical literature showed that little had been done to establish the determinants of employee commitment in KTDA tea factories. This study was therefore undertaken to determine the influence of training aspects on employee commitment in KTDA tea factories in Kenya.

Research objective

The main purpose of this study was to determine the influence of training on employee commitment: A survey of KTDA tea factories in Kenya.

In order to achieve these objective, different aspects of training were identified namely: Training for new skills, availability of resources for training, continuous training, training to acquire competence and training policy.

Literature review

Based on social exchange theory training increase commitment as a way of reciprocation, while investment theory notes training is an investment that was based on individuals perception of their investment in organization; age, length of service, accumulation of credits and likelihood of finding suitable position in some other organization. Thus the length of service in organization or seniority should be positively related to the growth of investments and reduced mobility (Meyer et al, 2004). The study was also guided by Herzberg's two-factor theory (cited in Armstrong, 2009). The basic tenets of the two-factor theory provide insight into areas managers or employers can influence in order to increase the satisfaction of their employees and thus gain commitment and loyalty to organization.

Commitment is two-way activity, if employers want committed employees, they need to be committed employers. Committed employees do better work than uncommitted ones and organizations with committed employees do better financially, yet fewer than half the employees in today's workforce are committed to their employer. Employers need to determine what is responsible for this disparity. With no assurance of continued employment in the current competitive work environment, employees have raised their expectations in areas like a pleasant working environment with affiliation and access to training (Coetzee, 2005). According to Poh, (2001) training is the process of providing employees with specific skills, and helping correct deficiencies in their performance. Barrett and O'Connell (2001) argue that employees may view some human resource practices as a "gift". Training is one such practice that employees may view as a "gift". The result of this "gift" is that employees exert more effort, become more productive, and have a greater sense of debt to the organization. The "gift" also has the potential to make employees feel like "insiders" into the organization. An "insider" is likely to be more committed and

devoted to the company in reciprocation. Reciprocity indicates that it is the employee's obligation to "pay off" their debt to the company that will lead to greater commitment.

Dockel, (2003) supports this view and argues that investment in training is one way to show employees how important they are. This also supports Herzberg (1959) theory cited in Armstrong, (2009) who identified advancement opportunities as motivators. The theory notes that by offering training opportunities employees will feel the organization is investing in them and that there are opportunities for growth in the organization hence give meaning to the current job.

Braggs, (2002) argued that companies with committed employees will outperform companies with uncommitted workforce, and contents that demonstrating commitment to employees will generate a reciprocal commitment by employees. The workplace is changing dramatically and demand for the highest quality of products and services are increasing. Organizational effectiveness depends on more than maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities beyond role requirements. To remain competitive in the face of these pressures, employee commitment is crucial. Thus the benefit of having the best trained workforce to use the most advanced technology can never be overemphasized Lawson et al (2003) argued that barriers to elicit employee commitment to organization arise from lack of training to update job performance skills and encourage a sense of belonging, thus lowering efficiency and reduced productivity. This view supports (Bartlett, 2001) study who found that training was a current investment that may offer a greater pay off at a later date through reciprocity. The findings also found that increased investment on the part of the employee ties them closer to the organization without which they are not inclined to stay. Frazis and Spletzer, (2005) studied training for social identity and found that training helps employees identify with the organization while new and current employees acquire the knowledge and skills they need to perform their jobs, thus enhancing commitment to the organization.

Karia et al (2000) studied the importance of training for continual updating and improvement in Malaysia and found that employees view training as a gift and strive to repay (reciprocate) by increasing commitment to their organization. Further empirical studies have provided extensive evidence to support this, that training facilitate the updating of skills, and lead to increased commitment (Acton and Golden, 2000; Karia and Ahmad, 2000). A study by Aon Consulting in Canada in 2000, on effectiveness of various organizational practices in building employee commitment identified five key areas namely, safety and culture ,rewards, affiliation, growth and work-life/harmony. However areas that motivated employees more was training. Results indicated that 60% of employees reported their co-workers improved their skills to make better contribution to the organization, and 78% were satisfied with the training provided on the job (Madigan and Dorell, 2000).

Bartlett (2001) studied the association between employee attitudes towards training, and feelings of organizational commitment, with a sample of 337 registered nurses from five hospitals in Malaysia, using social exchange theory as a model for examining the relationship. The findings found that perceived access to training, social impact of training, motivation to learn, and perceived benefits of training are positively related to organizational commitment. Groen, (2006) supports this view by asserting that fostering an environment where participation in training programs are encouraged and linked to overall human resource strategy can have a significant impact on employee's level of commitment and improve efficiency and productivity in organization.

Research methodology

The study employed a descriptive cross-sectional design .This design was appropriate since it provided a snap shot of the variables in the study at one point in time thus providing objective information across all departments. According to Meijen, (2007), it reveals how variables under study are represented in a cross-section of a population.

Sampling techniques and sample size

Table 1: Target Population

Selected Factories	Population	Sample size
Imenti	137	43
Iriani	109	35
Nyansiongo	133	42
Mogogosiek	192	61
Kapkatet	193	61
Chebut	97	31

The target population of this study was from the six (6) selected tea factories from the various Counties of the tea growing and processing areas in Kenya. They are viewed as representatives of the 54 enlisted tea factories for two main reasons: First a stratification of all high paying and low paying factories resulted in a choice of three(3) from high and three (3)from low paying factories that were purposively selected. Secondly conditions prevailing are the same for factories of similar categories. Respondents were taken from all departments, namely factory operations, finance, technicians and field operations. This helped to collect information across all sections. The sample for the study was obtained from the total population of 861 using Slovens’ formula for finite populations (Yara et al, 2012).This gave 273 respondents or 31.7%, which was well above the acceptable sample. According to Mugenda and Mugenda, (2003) a representative sample is at least

10% to 20% of the study population. Stratified sampling technique was used to categories employees into management and non-management. Six (6) managers one from each factory were interviewed.

Research instruments

This comprised a self-administered questionnaire for employees and interview schedule for management. Information on employees’ attitudes was solicited using questions of likert-type scale containing 5 response alternatives. Namely Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD) these questions were rated 5,4,3,2 and 1 respectively. The weight of 5 was allocated to the response that was hypothesized to have the most positive influence on employee commitment to organization while 1 was allocated to the most negative.

In order to determine the strength of the relationship between the independent and dependent variable another set of 5 response alternatives were used, Namely Very High (VH), High (H), Medium (M) Low (L), and Very Low (VL).These were also rated 5,4,3,2 and 1 where the weight of 5 was allocated to the variable with the most influence while 1 was allocated to the variable deemed to have the least influence. Further two questions were put forward to find

out whether the employees were committed to their organization in form of “NO “or “YES”, and another to rate their level of commitment as very low, low ,moderate ,high and very high. Likert-scale was used in this study since it was more reliable, and objective (Mugenda and Mugenda, 2003).

Research findings biographic information

The first part of the questionnaire deals with biographic information of the respondents and the information that follows was obtained. Filled 210 questionnaires were received which constituted 76.9 % response rate. Descriptive statistics applied showed that the sampled employees who responded in the selected tea factories comprised n=148 which translate to 70.5 % male and n= 62 translating to 29.5% female, table 2.

Table 2: Gender of respondents

	Frequency (%)	
Male	148	70.5
Female	62	29.5
Total	210	100

Table 3: Cross tabulation table: Biographical information

Descriptions	Frequency	Percentage
Age		
Under 30	82	39.0
30-39	95	47.1
40-49	25	11.9
50 & above	4	1.9
Qualification		
Primary & below	11	5.2
Secondary	103	49.0
Tertiary	96	45.7
Length of stay		
Less than 2 years	72	34.3
2 - 4 years	41	19.5
5 - 6 years	47	22.4
More than 6 years	50	23.8
Department		
Factory	71	33.8
Financial	25	11.9
Technical	63	30.0
Field Operators	51	24.3
Total	210	100

The sample indicated that 39 % of the respondents accounted for age group under 30 years, 47.1% between 30-39 years, 11.9% 40-49 years and only 1.9% were of the age 50 years and above.5.2% of the respondents had education of primary and below,49% had secondary education while 45.8% had tertiary education. Further analysis showed 53.8% respondents had been in the organization for 4 years and below, while 46.2% had spent 5 years and above

in their organization. The descriptive statistics also showed that the respondents comprised 33.8 % factory workers, 11.9 % were from finance department, 30% were technicians while 24.3% were field operators, table 3. This indicates that respondents were drawn from all sections of the factory thereby providing objective view of information.

Training

Section b of the questionnaire contained questions to capture the respondents’ attitudes on different aspects of training, namely training to gain new skills to handle work tasks provision of resources for training, opportunities to learn, grow and advance, training to gain competence to handle job properly and policy for education and training as part of life activities in their organization. Descriptive statistical analysis gave the information shown on table 4.

Table 4: Employee response on provision of different aspects of training

Training aspects	Average mean % of respondents	
	High paying factories	Low paying factories
Training for new skills	71.93	51.23
Resources	71.1	48.17
Continuous training	67.63	40.27
Acquire competence	74.9	49.73
Training policy	77.54	41.87
Average %	72.61	46.25

Table 4 shows average mean percentage of responses on the different aspects of training for high and low paying factories. Results indicate that high paying factories were rated high for all aspects of training. Namely training for new skills was rated at 71.93% for high paying factories against 51.23 % for low paying, resources 71.1% against 48.17%, continuous training 67.63% against 40.27%, acquisition of competence 74.9% against 49.73% for low paying and training policy 77.5% for high paying against 41.87% for low paying. Further analysis showed that training has been taken seriously at 72.61% compared to 46.25% for high and low paying respectively. Furthermore in terms of policy on training high paying factories showed a high mean percentage of 77.5% compared to 41.87 % for low paying factories.

To establish whether training of employees were independent of employee commitment to organization, a null hypothesis was generated and tested using Spearman’s rank correlation.

H₀ : Training is not significantly related to employee commitment in KTDA tea factories in Kenya. The correlation matrix obtained from Spearman’s rank correlation showed significant results. The result showed that training for new skills, (r = 0.555 p < 0.01), Training resources (r = 0.550 p < 0.01), continuous training (r = 0.431 p < 0.01), Acquisition of competence (r = 0.443 p < 0.01) while training policy was also significant at (r = 0.383 p < 0.01).

Table 5: Spearman’s (rho) Correlations matrix for different aspects of training

Correlations			
		Are you committed to this organization?	
How has provision of the following committed you to this organization?	Correlation Coefficient	1.000	
	Sig. (2-tailed)	.	
Training for new skills	Correlation Coefficient	.555**	
	Sig. (2-tailed)	.000	
Resources	Correlation Coefficient	.550**	
	Sig. (2-tailed)	.000	
Continuous Training	Correlation Coefficient	.431**	
	Sig. (2-tailed)	.000	
Acquire Competence	Correlation Coefficient	.443**	
	Sig. (2-tailed)	.000	
Training policy	Correlation Coefficient	.383**	
	Sig. (2-tailed)	.000	

N210**. Correlation is significant at the 0.01 level (2-tailed).

This analysis further revealed significant relationship ($p=0.00 < 0.01$) between training and commitment hence the hypothesis: H_0 : Training is not significantly related to employee commitment in KTDA tea factories in Kenya was rejected. This means training is significantly related to employee commitment in KTDA tea factories.

Discussion of results

The study sought to find out the influence of training aspects on employee commitment in tea organizations. Data analysis was conducted by use of descriptive statistics which showed that majority of the respondents were male, however the one third government policy had been observed by the organizations by having 70.5% male against 29.5 % female. Analysis showed that a large majority of the respondents 86.1% were of age 39 years and below, while only 13.8% were aged 40 years and above this meant the organizations had a fairly young workforce which has the characteristics of being energetic and innovative but less stable and may show high turnover in such of better alternatives. This concurs with (Meyer et al, 2004) who argued that investment plans alone is insufficient to produce organization commitment

among employees with medium lengths of service. Analysis showed the respondents were from various departments which gave objective view of the issues in the factories.

Findings revealed that training for new skills contributes to employee commitment. This is consistent with the findings of (Frazis and Spletzer, 2005) who found that training to acquire skills to perform job enhances commitment. Provision of resources for training was found to have a significant contribution to employee commitment. This results were consistent with Bartlett(2001)Who argued that training was a current resource investment which may offer a greater pay off in future through employee reciprocation.

Results on further aspects of training continuous training and acquisition of competence and training policy all showed significant relationship, and that providing employees with regular training and the right type enables employees to do the right thing at the right time ,thereby increasing their productivity and efficiency which ultimately leads to their commitment(Karia and Ahmad,2000).This results are consistent with those of (Groen,2006) asserting that fostering an environment where participation in training programs are encouraged and linked to overall human resource strategy can have a significant impact on employee's level of commitment and improve efficiency and productivity in organization.

Further analysis revealed that low paying factories showed lower mean in all training aspects

46.25 % compared to high paying 76.34 %. Analysis using spearman test revealed significant relationship ($p=0.00 < 0.01$) between training and commitment. The results suggest that part of the disparity in payment among KTDA tea factories is contributed by training aspects. This view is held by (Lawson et al, 2003) who argued that barriers to elicit employee commitment arise from lack of effective training programmes. Hence training programmes should be well-planned and effective to enhance high levels of commitment.

Abraham Maslow's (1954) theory of needs (cited in Armstrong, 2009) asserts that effective training programs caters for esteem needs as well as actualization which commits employees to organizational goals. Furthermore Braggs, (2002) argued that companies with committed employees outperform those with uncommitted workforce, and contents that demonstrating commitment to employees through various training programmes will generate a reciprocal commitment by increased commitment and contribution to the organization. This supports the findings that high paying KTDA tea factories rated highly for all aspects of training provided in the organizations.

Conclusion

The study sought to find out the influence of training aspects on employee commitment in KTDA tea factories in Kenya. The study has implications for management of tea factories since, all aspects of training showed significant relationship to commitment; this means part of the disparity observed in payment of tea bonus (high and low) in various KTDA tea factories in Kenya is contributed by ineffective training programmes. Employment psychological contract has been broken by downsizing, restructuring and casualization and employees expect employers to demonstrate their commitment in terms of pleasant working environment where there is access to training. This can enhance commitment and productivity because employees view training as an investment. It is evident that the problem of employee commitment in KTDA tea factories will continue to bring disparity in average bonus payment unless attention is given to the area of training. Organizations with committed employees outperform others with uncommitted ones; furthermore demonstrating

commitment to employees will generate a reciprocal commitment by increasing effort and contribution to the organization.

Recommendation

Based on the results of the study management of KTDA factories should conduct training needs periodically so as to organize specific training programmes for improving skills, competence and employee commitment. This would provide solutions to organizations faced with low productivity problems by giving special attention to training in their organizations human resource policies for building commitment.

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AN ASSESSMENT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE IN SELECTED PRIVATE SECURITY FIRMS IN KENYA

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Abstract

The security sector is one of the key pillars of economic growth as outlined in vision 2030. Individuals and companies rely heavily on the private security for a wide range of functions. The overall purpose of the study was to carry out an assessment of HRM practices on organizational performance in selected private security firms in Kenya. The study endeavoured to assess the impact of employee welfare practices on organizational performance, identify employee relation practices that influence organizational performance, analyse the effects of work-life balance practices on the organizational performance and to carry out an assessment of the effects of job security measures on organizational performance in the selected firms. The target population were employees of the five selected firms in Nairobi, Mombasa and Nakuru. A descriptive research design was used to carry out the study. The population size was 2000 from which a sample of 95 was selected. Data was collected using both primary and secondary sources. Both qualitative and quantitative data analysis was done by use of Microsoft excel and Minitab programmes. The study identified the provision of medical facilities, sanitary and accommodation of workers employed, amenities and industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counselling services as among the main factors determining employee welfare in the security firms. Sound policies on collective representation were found to be the main factors influencing employee relations. Work-life balance practices were found to have a positive effect on performance. Lack of job security measures was found to be the main reason for high rates of labour turnover in the security firms. The study recommended training of HR managers on the emerging HRM practices for improved organizational performance.

Key words: HRM Practices, Work-Life Balance, Job Security Measures

Introduction

The role of private security worldwide closely mirrors that of the public police (Nehemeth, 2004). According to Munguni (2000), private security companies are increasingly employed to carry out detection and prevention of criminal activities and law enforcement. Private security firms play a number of important roles in Kenya, ranging from guard and investigative services to alarm monitoring, armoured transport, and security consulting. Differentiation of security products and services, the rate of technological innovation and the steady sophistication of crime are among the factors that have increased the dynamism of the competitive environment to which private security organizations must respond to strategically.

Kenya's private security companies face a variety of human resource problems. Upsurge in criminal activities especially in urban centres has led to a variety of responses among private security organizations (Dempsey, 2008). For these firms to survive in a global economy, they

need to exploit all the available resources as a means of achieving a competitive advantage. One resource recently recognized as providing a source of competitive advantage is the human resources of the firm and it is widely accepted that people in organizations are an important source of competitive advantage for firms (Pfeffer, 1994). Today it is commonly accepted that employees create an important source of competitive advantage for firms (Barney, 1991).

Statement of the problem

Private security firms are charged with the responsibility of providing security services to their clients. Matters of security being sensitive and crucial to most clients, the firms must therefore strive at all times to ensure that the right calibre of employees is recruited. The success or failure of the firm therefore depends to a large extent, on the ability of the company to attract and retain the right people for the job – the human resource. However, an organization's ability to retain its employees is a function of many factors (Munguni, 2000).

In the security industry, having a highly motivated workforce helps in giving an organization a competitive advantage in the dynamic business environment that organizations operate. Furthermore the security industry is labour intensive, therefore what matters most are the number of personnel an organization has and their level of competence and commitment to their duties. The study aimed at assessing how HRM practices can be used to address issues of people management in improving organizational performance in private security firms.

Research objectives

The general objective of the study was to carry out an assessment of Human Resource Management practices on organizational performance in selected private security firms in Kenya. Specific objectives of the study were:-

To assess the impact of employee welfare practices on organizational performance in selected private security firms in Kenya,

To identify the employee relation practices that influence organizational performance in selected private security firms in Kenya,

To analyse the effects of work-life balance practices on organizational performance in selected private security firms in Kenya, and

To assess the effects of job security measures on organizational performance in selected private security firms in Kenya.

Justification of the study

The research findings are considered important to provide insight into the various employee-focused HRM practices needed to successfully perform in the private security sector in Kenya. In terms of theoretical significance, the study proposed to fill the gap in the body of knowledge in the practices of HRM in private security firms by investigating the role of HRM practices associated with firm performance.

Theoretical Background and Informing Literature Review

The paper conceptualized that the various HRM practices have effect on organizational performance of private security firms as shown in the following figure.

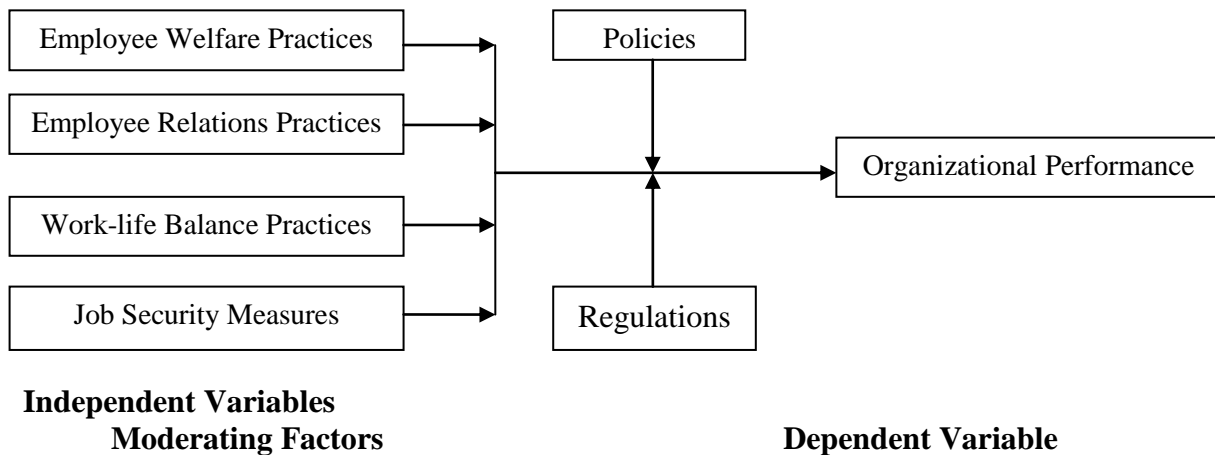


Figure 1: Conceptual frame work

Fig 1 illustrates the relationship between HRM practices and organizational performance of private security firms (the dependent variable). The study conceptualized that HRM practices would form independent variables and its effect was expected to impact positively on the performance of private security firms. These are explained as follows.

Employees’ welfare

The concept of employee welfare has been used by many organizations as a strategy of improving productivity of employees especially in the private security industry since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini & Gwandure, 2011). Priti (2009) argues that the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee.

Despite this, Mwiti (2007) points out that naturally welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, high or low labour turnover. Private security companies provide essential service to the public in Kenya and thus their labour welfare activities need to address the same. It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Manzini & Gwandure, 2011).

Welfare services may be provided for matters concerning employees in terms of supplementing the income of the workers by providing services such as housing, medical assistance, canteens and recreation facilities (Mishra & Manju, 2007). Further, welfare facilities help in raising employees’ standards of living. This makes workers to pay more attention towards work and thus increases their productivity and foster better industrial relations, help organizations’ visibility and popularity (Priti, 2009). Private security companies should develop appropriate employee welfare structures and benefits for the

employees to enhance their job satisfaction as well as organizational efficiency (Alemika, 2008).

Employee relations

Employment relation is the study of the regulation of the employment relationship between employer and employee, both collectively and individually, and the determination of substantive and procedural issues at industrial, organisational and workplace levels (Rose, 2008). According to Kaufman (2010), industrial relations is viewed as the process of rule making for the workplace (Dunlop, 1999); job regulation (Flanders, 1996); social regulation of production (Cox, 1971); the employment relationship as structured antagonism (Edwards, 2005); social regulation of market forces (Hyman, 1995); process of capitalist production and accumulation and the derived political and social class relations (Caire, 1996); conflict of interests and pluralist forms of workplace governance (Kochan, 1998); class mobilization and social justice (Kelly, 1998); the advancement of efficiency, equity, and voice in the employment relationship (Budd, 2004); collective representation and social dialogue (European Industrial Relations Observatory, 2002). According to Bain and Clegg (1984), a traditional approach to employment and industrial relations has been to regard it as the study of the rules governing employment, and the ways in which the rules are changed, interpreted and administered.

Work-life balance

The origin of the term work-life balance (WLB) is fiercely contested, although, it can be argued that the study of contemporary WLB can be traced to work-life conflicts (WLC), or problems workers experience in trying to find a sense of balance within and outside the work setting. The WLC notion posits that most individuals perform multiple roles to an extent that the notion of work-life balance is aimed at minimizing the amount of WLC (Lero & Bardoel, 2009).

Exponents of WLC, such as Dean (2007) and Roper, et al. (2003), among others, often suggest that WLB has developed from claims of social justice or a need to redress discrimination, such as women not being treated equally, while other scholars like Beauregard & Henry (2009) and Lewis (2007) suggest that WLB has risen out of the necessity for businesses to manage growing problems with absenteeism, health stress, labour retention, and the need to be seen as an organization that is sensitive and socially responsible.

Job security

Job security creates a climate of confidence among employees which cultivates their commitment on the company's workforce. Job security requires a certain degree of reciprocity: firstly, a company must signal a clear message that jobs are secure; then, employees believing that this is true, feel confident and commit themselves to expend extra effort for the company's benefit; finally, a company that have learnt that job security contributes to its performance, invests again in job security (Pfeffer, 1998). Probst (2002) has developed a conceptual model of the antecedents and consequences of job security. Antecedents include worker characteristics, job characteristics, organizational change and job technology change.

Consequences include psychological health, physical health, organizational withdrawal, unionisation activity, organizational commitment and job stress. Job involvement, cultural

values, and procedural justice moderates job security perceptions and attitudes. Buitendach and Wall (2005) assessed the relationship between job insecurity, job satisfaction and affective organisational commitment of maintenance workers in a parastatal in Gauteng. Study results revealed small but significant relationships between job insecurity and extrinsic job satisfaction and job insecurity and affective organisational commitment. Job satisfaction was also found to mediate the relationship between job insecurity and affective organisational commitment.

Performance of private security firms

Private security firms have to rise up to the challenge of operating in a very dynamic, technological, competitive and volatile environment. It is only those firms that will embrace HRM practices as their core business which will survive the onslaught that competition brings with it. There are many new market entrants in the private security business which will give existing firms a good run for their money. Successful business operation depends on the ability to compete; the ability to compete depends largely on the quality of the product (March & Sutton, 1977). This will therefore require that an entrepreneurial organization works towards product/service improvement on a continuous basis. This will, in turn, call for managerial talent that is capable of harnessing organizational human resources efficiently and effectively toward meeting the organizations objectives and goals. Most organizations objectives are to make profit; which is partly realized through the provision of competitive and quality products/services. There is a growing realization that HRM practices can give an organization a considerable competitive edge.

Research design

The study used both qualitative and quantitative research designs which were descriptive in nature; as Gall and Borg (1989) noted, “Descriptive studies by nature emphasis interpretation”. The target population was 2000 employees selected from five security firms in Kenya using stratified random sampling technique. The population was divided into three strata representing the three geographical locations where the firms offer their services namely, Nairobi, Mombasa and Nakuru. A specified number of elements were randomly selected from each stratum to form the overall sample of 95 employees. The sample constituted employees at all levels to represent the population of the study. The study was expected to generate descriptive Information. Table 1 shows how the three sub sectors were stratified.

Table 1: Sample sizes according to towns

Location	Population (N)	Sample (n)
Nairobi	1200	55
Mombasa	500	25
Nakuru	300	15
Total	2000	95

Qualitative data was manually analyzed using the researcher’s insight and research skills to bring out the main themes. The emerging themes were then operationalized for content analysis and to make meanings and importance of the study. Responses to quantitative questions were electronically analyzed to reveal relationship between the dependent and independent variables.

Summary of research findings

General characteristics of respondents

Ninety five questionnaires were distributed out of which the researcher received back eighty seven. The questionnaires that were returned reflected 91.6% while those that were not returned reflected 8.6% of the target population. The respondents were distributed across nine departments of the selected private security firms with the guarding section having the highest response at 59.8%. Most of the respondents were within the age range of 31 years and 40 years of age which reflected 41.4%. Out of all respondents, 74.9% were male and the rest female. This indicated an imbalance in gender distribution in Kenyan private security firms. It was also notable that 54% of the respondents had served in their organizations for more than 5 years. This implied that the staff turnover rates were low and organizations were fairly stable. A majority of the respondents at 66.7% had attained an ‘O’ level education with no further training.

Impact of employee welfare practices on organizational performance

Respondents listed a number of welfare practices in their organizations including health care, support during bereavement, career development, among others and this improved organizational performance. Most of the respondents at 66.7% were paid a monthly salary in the range of Ksh 13501 to Ksh 18500 which was fairly above the government minimum wage requirement of Ksh 13674 per month. However, only 16.1% respondents were satisfied with their rate of pay. The need to engage in other activities to supplement their income negatively impacted on organizational performance.

Slightly more than half of the respondents at 55.2% confirmed the existence of training and educational programmes for stress management dealing with issues such as HIV/AIDS which helped them deal with stigmatization and thus enhancing organizational performance. 74.7% of the respondents complained about the lack of employers’ interest in their career development and that of their dependants. This reduced their morale significantly hence negating organizational performance. On a more general assessment, ensuring a good working environment practice emerged as the one having the greatest effect on organizational performance with a mean of 4.5747 based on a likert scale of 1 – 5, with 5 being ‘strongly agree’ and 1 being ‘strongly disagree’ followed by provision of health services with a mean of 4.2069 as indicated in table 2 below.

Table 2: Effect of employee welfare practices on organizational performance

	5	4	3	2	1	Mean	Std Dev
Employers interest in welfare	17	22	26	21	01	3.3793	1.09163
Good work environment	67	09	05	06	00	4.5747	0.88439
Provision of health services	53	15	06	10	03	4.2069	1.19240
Policies on sexual harassment and bullying	11	25	19	20	12	3.0345	1.26167
Counselling services	36	28	08	12	03	3.9425	1.17490
Recreational facilities	06	18	29	16	18	2.7471	1.20289
Support in bereavement	42	13	14	10	08	3.3333	1.38538

Employee relations practices that influence organizational performance

Majority of the respondents at 70.1% were comfortable with the manner in which their employers treated them in regard to equality. The fair treatment contributed towards enhanced organizational performance. Fairness in disciplinary procedures was almost 50:50 with proponents citing improved commitment and enhanced productivity while opponents highlighting growing rates of staff turnover which impacts negatively on organizational performance. 85.1% of the respondents were union members and they listed the benefits of collective bargaining that contributed towards firm growth. Information sharing efforts by senior employees were recognizable by 79.3% respondents pointing to the fact that this enhanced employees’ motivation hence improved organizational performance. Low pay and poor working conditions were revealed to the most probable causes of strikes at 32.2% and 28.7% respectively.

Effects of work-life balance practices on organizational performance

Most respondents at 67.8% were apprehensive of the existence of work-life balance practices at their organizations with part-time working being the most prevalent at 100% and closely followed by shift swapping at 97.7%. A larger portion of the respondents also believed that the practices only contributed averagely towards organizational performance. Respondents too highlighted the impact of work-life balance practices on an individual citing improved morale, commitment, mutuality of purpose at work and the ability to spend quality time with family and private matters. On a likert scale of 1 – 5, with 5 given ‘very good’ and 1 being ‘very poor’, reduced casual absence was ranked as the highest benefit of work-life balance practices in the organizations at a mean of 3.9885 followed by reduced staff turnover and improved commitment and morale with a mean of 3.6437.

Table 3: Benefits of work-life balance practices towards organizational performance

	5	4	3	2	1	Mean	Std Dev
Improved productivity and work quality	20	23	20	14	10	3.3333	1.30889
Improved commitment and morale	33	18	16	12	08	3.6437	1.35524
Reduced staff turnover	31	18	19	14	05	3.6437	1.27569
Reduced casual absence	35	25	19	07	01	3.9885	1.02859
Improved utilization of new recruits	11	17	34	16	09	3.0575	1.14482

Effects of job security measures on organizational performance

44.8% of the respondents felt that their jobs were secure and were not affected by the grading systems in the organizations. 34.5% were neutral to the level of their job security while only 4.6% viewed their jobs as very insecure. All the respondents (100%) indicated that they did not have problem with the grading systems at their work. The duration on probation varied considerably across the organizations majority confirming their employees within the first year of service. A bigger percentage of 93% respondents were comfortable with the rate of staff turnover with many placing it below 8% per annum. Competency analysis and skills analysis were identified as the most crucial attributes to determine one’s job security in the private security firms at 43.7% and 40.2% respectively.

Conclusions

Employee welfare practices had a positive influence on organizational performance at the selected Kenyan private security firms. Priti (2009) argued that the role of welfare practices is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of cooperation and the general well-being of the employee. The influence of employee relations practices was evident beyond doubt with the study identifying the practices that most influence performance of the selected private security firms. Effects of work-life balance practices were noticeable to an average extent and thus there's need for the organization to improve on them. The job security measures adopted by the selected private security firms fitted well with the employers as most of them felt that their jobs were relatively secure. The four variables used in the assessment of HRM practices in private security firms combined helped to arrive at the conclusion that indeed HRM practices have a positive influence towards organizational performance.

Recommendations

Based on the findings of the study, the following recommendations were made:

Kenyan private security firms:

Train human resource managers on the emerging HRM practices for improved organizational performance.

Design and adopt more welfare activities that are suitable to the workforce and continuously liberate employees about the existence of such welfare initiatives to make them comfortable as they discharge their duties.

Improve on internal systems of communication to enhance information sharing. This will build greater mutual trust with employees and hence increase performance.

Engage employees in determining the suitable WLB practices to eliminate casual absenteeism and endeavour to recruit less mobile employees who would concentrate on the job

Absorb employees on permanent basis within one year of employment to give them confidence and commitment to the organization. This will increase the perception of job security and considerably reduce staff turnover which in turn cuts the costs of replacements.

Further research:

This research targeted the private sector of security. To provide a better understanding of HRM practices in the overall security sector, it is recommended that the public security sector also be studied.

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DETERMINANTS OF EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL SYSTEM IN INSTITUTION OF HIGHER LEARNING: A SURVEY OF PUBLIC UNIVERSITIES IN NAKURU COUNTY

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ABSTRACT

A performance appraisal system is important to any organisational work performance; it determines the organization's success or failure. According Horsoo (2010) reports that employees viewed performance appraisal as discriminatory, punitive and judgemental processes, where cronyism and biased considerations dominated objectivity and thus ineffectiveness of the appraisal system. The main objective of the present study was to assess the effects of job related factors on the effectiveness of employee performance appraisal system in institutions of higher learning in Nakuru County. The study adopted a survey design. The study population comprised of all academic personnel in public universities Nakuru County. A sample size of 224 respondents was selected randomly from a population of 507. This number was distributed among academic staff across all the departments and sections. The instrument for collecting data was a questionnaire which was used to collect get both qualitative and quantitative data. The questionnaire were distributed amongst the all academic staff in public universities in Nakuru County. A total of 220 out of 224 academic staff completed questionnaires, which represented all public universities in the county with varying demographic backgrounds. Analysis of quantitative data was done to test hypothesis using the ANOVA and regression analysis. The results indicated that job related factors (training and development, promotion and tasks in organisation had a positive impact on the effectiveness of employee performance appraisal system among the selected institutions of higher learning in Nakuru County. An effective performance appraisal system enables organizations realize their goals as well as employees personal growth.

Keywords: Employee performance appraisal system, organisational work performance, higher institution of learning.

Introduction

Performance appraisal (PA) refers to a process, which studies and evaluates the job performance of personnel formally (Mondy, 2008, Najafi et al., (2000)). Performance appraisal evaluates the individual overall contribution to the organization through assessment of his internal characteristics, working performance and his capability to pursue higher position(s) in an organization (Gruman & Saks, 2011). Nzuve (2007), Yee and Chen (2009) define PA as a means of evaluating employees' work performance over a given period of time. Appraisal is an effective instrument in the human resources management, which if performed correctly and logically, the organization will get its personnel to achieve their interests (Rezghi, 2000). EPAS is a key task towards managing the human resources of an organization in particular positions (Moon, et al., 2007).

Human resources are arguably the most valuable assets of any organization and obviously constitute the largest corporate investment (Roslender et al., 2009). Employees' skills and

competencies have significant bearing on organizations' productivity, profitability and continued survival (International Labour Conference, 2008). Therefore, in order to achieve corporate goals and remain in business there is the need to assess employees' job performance and devise strategies to manage them in an effective manner. Performance appraisals are indispensable for the effective supervision and costing of staff (Jabeen, 2011). It is an important factor in identifying people's talents and capacities and its results can make them aware of advancements, plans and goals (Hamidi, 2010).

The issue of employees' performance in relation to achieving organizational goals has occupied the attention of managers for a long time. Differences in levels of employees' performance are attributed to differences in skill and ability in one part and difference levels of motivation in another (Boachie-Mensah and Dogbe, 2011). Inadequate skills and ability are usually rectified through training and development (Soh, 1998), while differences in motivation are corrected through appropriate motivational strategies and policies.

Therefore, for well- functioning organizations, the use of performance appraisal cannot be overemphasized. However, the extent to which appraisals play a valuable role in the organization depends on how it is conducted. PA is arguably an important aspect of contemporary human resource management, where each individual institution/organization sets out uniform criteria and processes, and procedures for assessing output of staff in terms of quality, quantity, cost, and time over a period, usually during the preceding year.

Performance appraisal widely used for determining wages and salaries, promotion, training and development, providing performance feedback, and identifying employee strengths and weaknesses (Mathis & Jackson, 2005; Noe, et al. 2006; Khan, 2008). Bohlander and Snell (2007), and Mathis and Jackson (2005) identified two uses of performance appraisal information: (a) developmental uses, and (b) administrative uses. Developmental uses include, providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement, identifying individual training needs, determining organisational training needs, reinforcing authority structure, allowing employees to discuss concerns, improving communication, and providing a forum for leaders to help (Bohlander & Snell, 2007). Administrative uses include, documenting personnel decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding retention or termination, deciding on layoffs, validating selection criteria, meeting legal requirements, evaluating training programs/progress, personnel planning, and making reward/compensation decisions (Bohlander & Snell, 2007).

Generally, PA performs three functions; to provide adequate feedback to support employees' development; to serve as a basis for modifying or changing behaviour to produce more effectively for organization; and to provide useful information to supervisors (Erdogan; 2000; Coens and Jenkins, 2002; Law, 2007)

There are various traditional appraisal techniques presently used by different organizations according to their objectives. Yee and Chen (2009) identify different techniques of performance appraisal, including: ranking; trait scale; critical incident; narrative; and criteria based. Terrence and Joyce (2004) also identifies other methods of measuring staff job performance including management by objective (MBO); work planning and review; 360 degree appraisal; and peer review. Some organizations would choose the multifactorial approach, that is to "mix and match" or combine different techniques for their own

performance appraisal that would meet their organizational needs. All available methods have their advantages and disadvantages. Whatever the method of an appraisal, it must effectively address a particular organization's human resource deficiencies. A well designed and an effective performance appraisal system should help the organization achieve its goals and objective if it is properly implemented. But a poorly designed appraisal system can create anxiety and sometimes can provoke the morale of employee (Chen and Mia, 2004; Mulvaney, McKinney and Grodsky, 2008).

This analysis draws on the work of Brown and Heywood (2005), and four groups of variables are included as explanatory factors in our regression equation: workforce characteristics, level of job control, complementary HRM practices and structural factors. According Horsoo (2010) reports that employees viewed employee performance appraisal systems as discriminatory, punitive and judgemental processes, where cronyism and biased considerations dominated objectivity and thus ineffectiveness of the appraisal system. This study therefore focused on analyzing determinants of effectiveness of employee performance appraisal system in selected institutes of higher learning in Nakuru County which were Egerton University and Laikipia University. The specific objective was to assess the effect of job-related factors on effectiveness of employee performance appraisal systems in institutions of higher learning in Nakuru county.

Effect of Job-related Factors on Effectiveness of EPAS

Training and Development- Training and development is one of the job related factors influencing effective performance appraisal system. It plays central role in changing behaviors of people. In business organizations this factor multiplies due to more focused activities and need of specific skills for performing a certain job and achieving a goal (Murphy, 2006). Abbott (2007) specifically concluded in his research that training and development needs arise when an employee is dealing with an issue or problem that may affect his professional development. The issue may be of any type ranging from behavioral to technical needs that leads to ineffective employee performance. Durkhiem (2009) believed that if modern society ever gets threatened then these trained professionals save the society.

Promotion- Promotion may be an employee's reward for good performance, which is positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The opposite of a promotion is a demotion (Hamidi Y. (2010)).

Tasks- Brown and Heywood (2005) state that the expected tenure of the workforce may influence the probability of adopting a formal system of performance appraisal. In particular, the authors argue that the proportions of casual workers, women and long-tenured employees, as well as the turnover rate of the establishment, are related to the use of a formal system of evaluation. He points out that if the purpose of appraisal is to promote worker identification with organisational objectives and develop human capital, a long-tenured workforce will have a positive influence on the adoption of performance appraisal. Following his argument, it is expected that workforce characteristics can be related to the measures used to evaluate performance. Milkovich and Widgor (1991) mention that a system of appraisal that pursues this goal is characterized by an "emphasis on standardization, objective

measurement, psychometric properties (validity, reliability, bias, and others)". In firms of any size, performance appraisals are conducted by the immediate supervisor. While it is widely recognized in the academic literature that supervisors monitor job performance, it is less well acknowledged that they also direct employees as to which tasks to perform and how to carry them out (Mosely et al. 2010).

Method

The study employed a survey design a target population of 507 where a sample of 224 respondents were selected. The questionnaire categorized job related factors as one of the important factors influencing effectiveness of an appraisal system in higher learning institutions (Egerton and Laikipia University). This factor was subdivided into three: training and development, promotion and finally tasks nature. Training and development had four items (TD4), promotion with 3 items (P3) and task (6 items). In order to carry out appropriate analysis, variable scores for each dimension were summed up to get the total scale score for further analysis. The items scale were ordinal from a low of 1 – strongly disagrees to a high of 5 – strongly agree.

Results

From the study, training was selected as a critical component of employee performance. Proper and necessary training of staff while in-service like attending academic conferences, training in research and curriculum development is part and parcel of staff development initiatives in academic institutions. Results of analysis on "Training" show academic staff members who participated in the survey indicating they did receive sufficient training to do a good job, 78 percent. The response included professional training undertaken before employment and also any other in-service training provided by the university. However, 10 percent said they had not received sufficient training more probably referring to in-service training while carrying out their duties. On the matter of quality improvement skills, 67 percent agreed to have had it. Conversely, 18 percent did not agree that they had received sufficient training on quality improvements. Results for mentorship which traces the link between mentorship programmes and job performance indicated that a great majority of the respondents 63 percent were not mentored to improve performance. Only about 19 percent were mentored for improved performance. About 17 percent were either missing data or unsure. Mentorship programmes are necessary for employee career development.

From the study, the responses on regular training was close with 45% percent indicating no and 44 percent yes. However, a big proportion 9 percent were neutral and could therefore hold the answers to this question. Overall the response is not that impressive since the responses were average. Therefore, this matter was not clearly addressed in the study.

Promotion: Results on promotion policy indicated that more than half 53 percent of the sampled respondents from the two institutions of higher learning agreed to have a working policy on promotion. Together with those who strongly agreed, the figure reaches 63 percent. Those who did not think so were in total about 18 percent of the 220 respondents.

Those who are promoted usually deserve by way of position and performance. The question was whether deserving cases were promoted. What the respondents gave was that indeed promotions were fair to deserving cases, 52 percent agreed, 23 percent disagreed. Those that were not sure were 14 percent and those strongly disagreed were 6 percent. So largely promotions were fair to the respondents (55 percent).

Results indicated 44 percent agreed, 6 percent very strongly, 28 percent disagreed with 4 percent quite strongly disagreeing on promotion on merit. Therefore, up to one half of those who responded 50% agreed that merit is followed in promotions. Conversely, 32 percent did not agree. The interpretation is that confidence only lies in half of the members of academic staff about qualifications for promotion.

Task: Questions that were asked on the issues of tasks indicated respondents stating that, task target influence performance with 40 percent agreeing, 32 percent disagreed. About 20 percent were neutral and 5 percent strongly agreed. A clear flowing task process improves performance which then affects the way staff view performance evaluation.

Respondents were then asked whether the appraisal method was acceptable based on the tasks. Here about 34 percent disagreed while 31 percent agreed. A further 3 percent agreed strongly. There was a big group 26 percent that was unsure which is considered average on an ordinal scale. It was also important to ask the respondents whether on the basis of appraisal standards related to task, they felt the rater was fair. Results indicate that 40 percent disagreed while 27 percent agreed. Overall they did not think the rate had been fair as a result of the weakness.

Responses on the issue of expectations at work shows that almost 60 percent were aware of what is expected of them at work. Another 29 percent strongly agreed with this. These shows academic staffs are well aware of their duties at work. After all they are highly trained and qualified for the job they are hired to perform.

Correlation Statistics for the dimensions of job Factors.

A correlation coefficient table was then created to establish how the three dimensions, training and development, promotion, and task are related to the scale total. In other words, how were the dimensions correlated with job related factors? The table 1 reveals that association between training and development, promotion and task with job factors is training and development (0.614); promotion (0.49); and task (0.836). the correlations are all quite significant (0.000) with N=159. Task was leading, followed by training then promotion. This means task issues link very strongly and positively to job factors followed by training and development matters. Therefore, in order to promote job factors, attention must be paid to task, training and promotion respectively.

Table 1. Correlations

			Training & Dev.	Promotion	Task
Spearman's rho	Job factors	Correlation Coefficient	.614**	.490**	.836**
		Sig. (1-tailed)	.000	.000	.000
		N	159	159	159

** . Correlation is significant at the 0.05 level (1-tailed).

Regression between Appraisal System Effectiveness and Job Related Factors

A logistic regression was used to predict the likelihood of job factors to enhance the perception of effectiveness of an appraisal system. Total scale scores for the two were used in

this analysis. The equation describes log of the odds ratio in favour of employee performance appraisal system being perceived effective.

Given the logistic equation:-

$$\ln \frac{P_i}{1 - P_i} = e^{-Z}$$

Where:-

$$Z = \alpha + \beta X_i + \mu_i \quad \hat{y} = \alpha + \beta X_i + \mu_i ; X = \text{Job factors}$$

$$e^{-10.483 + 0.224x}$$

Table 2, show that the likelihood of the respondent reporting appraisal is effective increases by 1.25 times when job factors improve by a unit. This shows that by enhancing job factors by a unit, increases the probability of reporting effectiveness of an appraisal system by 25 percent. At 95 percent, confidence level, the probability values would line between 15 and 35 percent.

Table 2 .Variables in the Equation

							95% EXP(B)	C.I.for	
							Lower	Upper	
		B	S.E.	Wald	Df	Sig.	Exp(B)		
Step 1 ^a	Job factors	.224	.042	28.246	1	.000	1.251	1.152	1.359
	Constant	-10.483	1.861	31.745	1	.000	.000		

a. Variable(s) entered on step 1: Job factors.

Table 3 ‘model summary’ illustrates that job factors alone explain between 26.6 and 37.4 percent variation in effectiveness of appraisal system reported (Cox and Snell R Square and Nagelkerke R. Square).

Table 3. Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	138.208 ^a	.266	.374

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

Discussion

The present study shows that effectiveness of employee performance appraisal system in higher learning institution is equally important if only the job related factors (training, promotions and tasks) are be put into consideration. Satisfaction level with EPAS at Egerton and Laikipia universities among members of academic staff is how only 39% of respondents were satisfied while 40 percent were dissatisfied. Respondents were 169 and 51 from Egerton and Laikipia universities respectively. The objective of this study was to assess the effect of job-related factors on effectiveness of employee performance appraisal systems in institutions of higher learning in Nakuru county. Below, the major conclusions drawn from this study are discussed as follows. Employee performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. Although most employees are aware of the EPAS used in the public universities, the conclusion to that indeed at the universities studied, satisfaction is below average, there are problems with EPAS that can be addressed more accurately to improve performance of employees. In order to predict possibility of EPAS being judged as effective, a necessary tool for improving performance, job related factors should be addressed. The elements to target should be lead by nature of task, followed by training and development and lastly promotion issues. The elements are positively and strongly related to job factors. In turn, job factor leads in influencing EPAS.

Conclusion and Recommendation

The study revealed that the university should have a proper training of staff while in-service like attending academic conferences, training in research and curriculum development is part and parcel of staff development initiatives in academic institutions since it is a critical component of EPAS. A high level of training and development programmes for staff and managers is hypothesized to positively and significantly improve job performance and consequently be included in an effective appraisal tool. It is important that sufficient training be done to enhance academic staff performance.

Promotions should be provided to the employees who deserve them since it help employees progress in their work. It is known to motivate employees who are ambitious and thus a fair promotion policy would enhance employee satisfaction and as a result promote productivity.

The nature of tasks based on tenure, targets, standards and expectations influences how performance is judged (Brown and Heywood, 2005). Tasks are those individual activities involved in discharging ones duties. Employees should understand their tasks and appreciate the role in the work process. A clear flowing task process improves performance which then affects the way staff view performance appraisal system.

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FACTORS INFLUENCING CHIEF EXECUTIVE OFFICERS' CAREER DEVELOPMENT FOR THE MANAGEMENT OF PUBLIC SECONDARY SCHOOLS IN UASIN GISHU COUNTY, KENYA

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Abstract

The purpose of this paper was to investigate factors influencing career development of chief executive officers organizational management in public secondary schools in Uasin Gishu County. This was necessitated by the fact that the management of educational institutions is important for the realization of education outcomes, MDG goals and the Kenyan Vision 2030 but many secondary schools are deteriorating as far as management that includes academic outcomes, resource mobilization and utilization of technology is concerned because of lack of CEO career development. It was based on social constructivist learning theory and adopted descriptive survey design. It targeted CEOs of 99 secondary schools 50 of whom were simple randomly selected and the county head of education were purposively selected. Data was collected using questionnaires. Data was analyzed using descriptive and inferential statistics and presented in tables, charts and graphs. The results of the study show that there is a significant positive relationship between various factors (presented in Table 1) and career development for Chief Executive Officers at 99% level of confidence ($r=0.655$ & $p < 0.01$). The paper recommends that CEOs should look for clearer and workable ways to facilitate their career development for effective organizational management in secondary schools.

Key Words: Factors, career development, management

Introduction

The management of educational institutions is important for the realization of education outcomes, MDG goals and the Kenyan Vision 2030. Within the complex operation of schools in the 21st century, the CEO plays a very vital role in bringing about school improvement and effectiveness. Increased interest career development is based on the fact that school managers can make a difference in both the effectiveness and efficiency of schooling (Hallinger & Snidvongs, 2008). However, according to Rarieya (2007) many secondary schools are deteriorating as far as management that includes academic outcomes, resource mobilization and utilization of technology is concerned because of lack of CEO career development. As a result, this paper sought to establish factors influencing career development of chief executive officers organizational management in public secondary schools in Uasin Gishu County, Kenya.

Literature Review

Factors facilitating Preparation and Career development of CEOs

Bush and Oduor, (2006) asserts the availability of in-service courses especially the one provided by KESI that participants attended before appointment to headship prepares CEOs them for school management. This is by helping them to learn issues about school management that they are to meet once appointed CEOs. Other seminars and workshops

organized by NGOs and other organizations in the private sector CEOs attend also enable them to learn and understand school management issues.

Availability of resources also come in handy in CEO career development. Wong (2004) argues that many of the CEOs say that money to finance them to attend the in-service courses, seminars and workshops are always not available. Some take personal initiative of inquiring how things are being done in some offices like finances while others read literature on management so as to understand what it entails. This prepares them in the sense that when they become CEOs they can apply the knowledge they have gained through those initiatives. Muthini (2004) say that some CEOs feel that their recognition of stakeholders and the support they get from them really helps them to grow. This in turn makes them to run their school effectively and efficiently. Some of the CEOs have problems on appointment to headship, but get a lot of support from the stakeholders like parents, the board and even teachers. This can be the first step to their growth because these stakeholders help them to settle down and establish themselves as CEOs despite the turbulence. Some CEOs hold leadership positions outside their school but related to their work as CEOs. Lessons they learn from these positions also come in handy in the management of their schools and therefore help them to grow as CEOs (Bush and Oduor, 2006). The challenges and problems the CEOs experience helps them to grow as school managers. Solving and overcoming these problems and challenges respectively teaches them some problem solving skills which come in handy whenever they are faced with problems and challenges of the same nature in future.

Factors hindering Preparation and Career development of CEOs

Thody et al (2007) when discussing factors hindering preparation and career development of CEOs begin by noting experience and says that in a study some CEO felt that they had not been deputy CEOs for long enough to enable them gain enough experience that could have properly prepared them for school leadership. Some of them become CEOs barely a year after appointment to deputy CEO ship. He further notes that there were very few leadership seminars and workshops. Most of the seminars and workshops which were available were subject based ones. In such seminars, they only learnt about the subject content and delivery methods, and there was nothing about leadership that could prepare them for school leadership. As a result there was no platform for them to share their experiences they were having as CEOs.

Lack of resources is a problem to some CEOs who are in schools where finances for attending some courses or seminars hardly come by especially KESI courses which cost around 15,000 Kenya shillings for two weeks (Muthini, 2004). Some schools may not afford to sponsor a CEO for such a course due to lack of money occasioned by poor fee payment. Muthini further says that though some have responsibilities delegated to them, CEOs feel shortchanged when their CEOs do not give them decision making powers such that when some became CEOs, they have problems with making decisions.

In a study done by Oplatka (2004), one of the participants in a CEO career development survey claimed that her morale and interest in leadership waned when she was appointed a deputy CEO. Some teachers complained bitterly that it was based on tribalism because the CEO was from her tribe, so she favored her. This discouraged her and could be a hindrance to her preparation as a CEO. others complained that, some of the CEOs they worked under did not recognize them and even give them internal appointments from which could have

prepared them for school leadership. This hampered their preparation because they were not given a chance to exercise their authority before they became CEOs.

Methodology

This study adopted descriptive survey research design to investigate factors influencing career development of chief executive officers organizational management in public secondary schools in Uasin Gishu County. The population of the study consisted of the 99 public secondary schools in Uasin Gishu County. A list obtained from the county Education office, Uasin Gishu in the year 2012 indicates that there were 99 registered public secondary schools. It targeted the 99 CEOs and the county commissioner in charge of education. This brought the total population to 100.

The researcher drew the sample by Stratified sampling in selecting the schools by category, national, provincial and district schools. According to Kothari (2004) stratified sampling is necessary when selecting categories that do not share the same characteristics and are therefore heterogenous. Simple random sampling was used to select the 50 CEOs. The sample frame constituted 50% of target population; a percentage that Kothari (2004) says is acceptable in fairly small populations. Purposive sampling was used to select the county commissioner in-charge of education as he/she had judgemental information based on his status and expertise in education matters in Uasin Gishu county.

Table 1: Sample Size Table

Category of School	Population	CEO	Sample size %	Sample size
National	1	1	100	1
Provincial	21	21	50	10
District	77	77	50	39
County Commisioner	1	1	100	1
Total	100	100		50

In addition, data was collected using questionnaires, document checklist and interview schedule. Data was then described quantitatively using descriptive statistics which included frequencies, means, and percentages through tables, pie charts and bar charts. This was done with the aid of a computer programme-Statistical Package for Social Sciences (SPSS) version 17 for windows. Pearson correlation was used to test the relationship between the independent and dependent variable.

Findings

The main aim of this paper was to determine the factors that facilitate CEO career development for the management of public secondary schools in Uasin Gishu County. Table 2 presents the results of the study findings.

From Table 2, it is clear that majority at 54.0% agreed that the availability of resources was a major factor facilitating CEO career development for improved management. Only 36.0% disagreed and 10.0% were undecided. This implies resources were one of the mainstays of CEO career development facilitation. Wong (2004) argues that many of the CEOs say that money to finance them to attend the in-service courses, seminars and workshops are always not available. Some take personal initiative of inquiring how things are being done in some

offices like finances while others read literature on management so as to understand what it entails. This prepares them in the sense that when they become CEOs they can apply the knowledge they have gained through those initiatives.

Table 2: Factors Facilitating Career Development of CEOs

Factors	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
The availability of resources is a major factor facilitating CEO career development for improved management	27	54.0%	5	10.0%	18	36.0%
The lack of management experience and knowledge is a major factor facilitating CEO career development for improved management	29	58.0%	6	12.0%	15	30.0%
The support from education stakeholders is a major factor facilitating CEO career development for improved management	30	60.0%	6	12.0%	14	28.0%
Other leadership positions (In Unions etc) is a major factor facilitating CEO career development for improved management	25	50.0%	6	12.0%	19	38.0%
The ministry directive to go for career development is a major factor facilitating CEO career development for improved management	34	68.0%	4	8.0%	12	24.0%
The motivation from other CEOs is a major factor facilitating CEO career development for improved management	28	56.0%	6	12.0%	16	32.0%

When asked if the lack of management experience and knowledge was a major factor facilitating CEO career development for improved management, 58.0% agreed, 30.0% disagreed and only 10.0% were undecided. This implies CEOs lack of experience in management created an attitude whether or not to engage in career development. This further means that CEOs wanted to engage in career development to help fill an existing management expertise gap.

When asked whether the support from education stakeholders was a major factor facilitating CEO career development for improved management, 60.0% agreed, 28.0% disagreed and 12.0% were undecided. This implies that support from stakeholders like DEOs, PTA and BOGs were a factor facilitating career development. Muthini (2004) say that some CEOs feel

that their recognition of stakeholders and the support they get from them really helps them to grow. This in turn makes them to run their school effectively and efficiently.

On whether other leadership positions (In Unions etc) was a major factor facilitating CEO career development for improved management, 50.0% agreed, 38.0% disagreed and 12.0% were undecided. This indicates that experience and hands on experience in other leadership positions was a factor towards facilitating career development of secondary school CEOs. Some CEOs feel that the responsibilities they have externally also prepare them for school management (Thody et al, 2007). Some CEOs hold leadership positions outside their school but related to their work as CEOs. Lessons they learn from these positions also come in handy in the management of their schools and therefore help them to grow as CEOs (Bush and Oduor, 2006).

When asked if the ministry directive to go for career development was a major factor facilitating CEO career development for improved management, 68.0% agreed, 24.0% disagreed and 8.0% were undecided. This implies that the Ministry of Education had a directive to ensure career development for its CEOs. Eraut (1994) as cited in Kennedy (2005) say that it is not the type of professional knowledge being acquired but the context through which it is acquired and subsequently used that actually helps people to understand that knowledge. This is strongly supported by Goldring and Vye (2004) when they reiterate that, “learning new knowledge from the perspective of how to put it into practice will enable teachers to develop a connected knowledge base that is adaptive for solving their schools’ problems” (p.210).

Lastly, when asked if motivation from other CEOs was a major factor facilitating CEO career development for improved management, 56.0% agreed, 32.0% disagreed and 12.0% were undecided. This is an indication that other CEOs were helpful in a bid to facilitate their counterparts’ career development.

Correlation Analysis

As part of the analysis, Pearson’s Correlation Analysis was done on the Independent Variables and the dependent variables. The results is as seen on Table 3

Table 3: Correlations

	Career Development	Factors
Career Development	1	
Factors	.655**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation analysis was conducted to examine the relationship between the variables. As cited in Wong and Hiew (2005) the correlation coefficient value (r) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8, to avoid multicollinearity. Since the correlation coefficient is 0.655 which is less than 0.8, there is no multicollinearity problem in this paper.

The paper found that there is a significant positive relationship between various factors (presented in Table 1) and career development for Chief Executive Officers at 99% level of confidence ($r=0.655$ & $p < 0.01$).

Recommendations

Based on the findings of this paper, it is recommended that CEOs should look for clearer and workable ways to facilitate their career development for effective organizational management in secondary schools. Moreover, the Ministry of Education should enhance creation of opportunities for its CEOs to develop their career.

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