

INFLUENCE OF HUMAN RESOURCE PRACTICES ON IMPLEMENTATION OF INFORMATION TECHNOLOGY PROJECTS AMONG COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA

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**INFLUENCE OF HUMAN RESOURCE PRACTICES ON IMPLEMENTATION OF
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NAIROBI COUNTY, KENYA**

BY

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ABSTRACT

The adoption of information technology in the provision of banking services has encountered failures in the process of implementing IT projects in this sector. Human resource practices interact with other organizational factors to influence project implementation in the following ways; well-trained staffs are able to offer solutions to implementation problems. In addition well rewarded staffs are highly motivated to solve implementation problems. Good performance management also helps to solve implementation problems. This study therefore aimed to examine the influence of human resource practices on implementation of information technology projects among commercial banks in Nairobi, Kenya. The specific objectives of the study were: to establish the influence of training & development, examine how recruitment and selection, determine and assess how reward system influence implementation of information technology projects among the commercial banks. This study was quantitative in nature and thus it employed a descriptive research design. The selected banks included Consolidated bank, Credit bank limited, Bank of Baroda limited, African Banking Corporation limited, Giro commercial bank limited, prime Bank and Paramount Universal Bank Limited. The target population was the 362 employees working in the IT department in these banks. Stratified sampling technique was used in selection of 109 employees (30% of 362) as the study sampled from the target population. Primary data was collected through questionnaires that had close ended items. The questionnaires were administered through drop and pick method. Data analysis was carried out using the Statistical Package for Social Sciences software to using quantitative and qualitative techniques. The study found that training, recruitment and selection, performance management and reward system have a positive and a significant influence on implementation of IT Projects. The study also found that organizational culture has a moderating effect on the relationship between human resource practices and implementation of information technology projects among commercial banks in Nairobi, Kenya. The study concluded that that recruitment and selection that aims at obtaining qualified applicants boosts the success of implementation of projects. In addition for good implementation of projects, applicants should be interviewed before being hired. The study recommends that organizations employees should be free to nominate themselves for training on projects. In addition, senior managers and supervisors of various banks should nominate employees for training. This would help improving the performance of the projects. The banks should also invest in training of employees in order to boost employee's ability to implement IT projects.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizations generally undertake projects as a means of achieving their strategic objectives. However, most organizations are facing challenges for the effective implementation of programmes as a result of the complexity involved in the whole process. In fact, a lot of managers prefer to take part in the formulation of the projects instead of the process of implementation of the projects. This is due to the uncertainty nature of project implementation. According to (Raps & Kauffman, 2005), project implementation success rate is low and the success rate is estimated to be in the range of 10 to 30 percent. The failure of a project can negatively affect the organization in many ways which may include the loss of resources committed to the project which is finally treated as sunk cost.

This scenario may result in the staff being demonized, loss on the organization's competitiveness and then kills its sustainability in the long run. The challenges likely to be encountered during the process of project implementation includes poor monitoring and evaluation, lack of alignment between the strategy of the organizational structure, culture, inadequate resources, lack of staff motivation, unhealthy politics in the organization, lack of involvement of the stakeholders throughout the whole process and staff resistance and even stakeholders (Okumus, 2003).

According to the Economist (2009), the success stories of Information Technology (IT) in the banking industry is still low. Despite the fact that all banks have invested in IT systems and are using a form of IT system in their operations, most banks are not satisfied with their new systems, despite the huge investment made in acquiring them. Currently most bank payments still involved use of paper yet despite the investment in new technology. Harris (2002) acknowledges that banks are investing in IT technology in order to gain competitive advantage and maintain the threatened domination of the market for financial services.

In the commercial banks, projects are meant to serve the customers as expected and reduce on the costs therefore if they fail, their impact on the customers is very huge as the customers do not get what they expected leading to loss of business for the banks. Therefore banks are always implementing innovative technological solutions in order to improve the service delivery to their customers. These solutions are always implemented in terms of projects, which demands proper implementation of these projects to achieve the above objectives.

A Standish Group (2014) report identified that a resounding 66% of the projects in the commercial banks in the United States had failed in meeting their objectives. Overall, among the 40,000 projects studied, there was a loss of \$55 billion due to project failure consisting of \$38 billion loss in dollar value and \$17 billion loss in cost overruns. However the 66% failure rate reported in 2014 was a great improvement from the 1994 studies in which the failure rate was reported at 84%.

In the African context, the South African financial sector, which is comprised of the banking, insurance and securities industries, contributes about 20% of the country's GDP (Hawkins, 2004). Therefore banks have to constantly innovate solutions in order to provide convenient, reliable, and expedient services to customers. According to Canel, Rosen and Anderson (2000), customers are expecting and demanding better services and products due to new information communication technologies and globalization.

Most of the banks in Nigeria have gone to the international level since most of the banks have opened branches across West Africa with the fear of emergence of new players' as well especially foreign banks. In order to enable the banks play more actively in the international arena, they have come back to the capital market with shored up funding from the shareholders beyond the required minimum level. At the same time, majority of the banks have implemented and successfully completed projects in information and technology which has enabled them to ease communication between themselves and their employees as well as their customers, (Oluwatolani, Joshua & Philip, 2011).

In Ghana, implementation of electronic payment systems in the banking sector, has become is a notable element of trade and commercial activities. At the same time, the Central Bank of Ghana has integrated several companies to support and add value to

the general efficiency of the payments systems by providing more affordable and convenient access by the Ghanaian people. This has been made possible through the introduction of various technological platforms, (Kumanga, 2010).

According to Kithinji and Waweru (2007) in the period ending December 2007, there was a 30% rise in the profitability in the Kenya banking sector with that of the asset portfolio growing by 26.1% from the previous year's rates. This is an indication that the sector continuous to grow tremendously over the last few years which can also be attributed to the reduced performance of some loans and improvement in the adequacy of the fresh capital ratios.

1.2 Problem Statement

Trade has been in existent since the early days of man civilization and in our times it's the main cause of economic development. Barter trade was the earlier form of trade which involved exchange of goods and services. Initially, before the development of banks, the barter system of trade was the main method of trade which involved exchange of *goods* and *services*. Due to the inherent disadvantages of barter system, there was some need to invent a medium of exchange which makes the exchange of goods and services easier and convenient. Some of the characteristics which was required with this medium of exchange was familiarity, recognizable and acceptability to all people, since it had to serve as the medium of buying goods and services. This medium of exchange later came to be known as paper money. With the use of paper money, the barter system of trade was finally replaced with paper money which introduced the need to keep the money safely which subsequently led to the introduction of banks (Aruko, 2016).

Though the concept of money has been universally accepted, with the emergence of information communication technology, the need for faster movement of money has led to the development of e-banking. The emergence of electronic banking (e – banking) has led to the continuous use of IT by the banks as a means through which service delivery to consumers is made faster and cheaper. Commercial banks in Kenya have not lagged behind and have come up with various e-banking services tailored for their diverse customer base. The adoption of information technology in the provision of banking services has encountered failures in the process of implementing IT projects in this sector. Human resource practices interact with other

organizational factors to influence project implementation in the following ways; well-trained staffs are able to offer solutions to implementation problems. In addition well rewarded staffs are highly motivated to solve implementation problems. Good performance management also helps to solve implementation problems (Njururi, 2013).

Research show that poor human resource practices may have a negative impact in the implementation of IT projects in the commercial banks (Armstrong and Taylor, 2014). Staff who lack necessary skills and necessary qualifications may result in slow down of implementation of projects. In addition when staffs are not well remunerated, may also result to slow down of implementation of projects. For example Onsogo (2008) found small banks had the highest profits at 41% as opposed to 25% for the large banks in his study *on information technology investment among commercial banks in Kenya*. The study further established that 56% of the banks that were sampled in the study had a minimum of 2 IT projects that had failed due lack of focus on the initial objectives of the projects, lack of adherence to the set budget and failure to meet the set timelines for the implementation of the projects (Onsogo, 2008).

According to Ndivo (2013), the changing business environment has made it difficult to plan for staff increments due to increasing cost-consciousness and staff redundancies, banks have found it difficult to co-ordinate the development of their existing staff and consequently have turned to outsourcing their non-core activities. This has led to 30% failure in IT project implementation.

There are several past research studies which have been done on information technology project implementation but from the best of our knowledge there are few studies which have been done on the influence of human resource practices on implementation of information technology projects in Kenya commercial banks. Njururi (2013) conducted a study on factors influencing information technology project implementation in commercial banks: a case of Kenya Commercial Bank, Kenya. This study focused on Kenya Commercial Bank while the current study focused on six commercial banks in Kenya. The current study therefore filled the gaps by focusing on influence of human resource practices on *implementation of information technology projects among commercial banks in Kenya*.

1.3 Purpose of the Study

The general objective of the study was to investigate the influence of human resource practices on implementation of information technology projects among commercial banks in Nairobi, Kenya.

1.4 Objectives of the Study

The specific objectives of the study were:

- i) To establish the influence of training on implementation of information technology projects among commercial banks in Nairobi, Kenya
- ii) To examine how recruitment and selection influence implementation of information technology projects among commercial banks in Nairobi, Kenya
- iii) To determine the influence of performance management on implementation of information technology projects among commercial banks in Nairobi, Kenya
- iv) To assess how reward system influence implementation of information technology projects among Kenyan commercial banks with a focus on banks in Nairobi.
- v) To establish the moderating influence of organizational culture on the relationship between implementation of human resource practices and information technology projects among commercial banks in Nairobi, Kenya

1.5 Research Questions

In carrying out this study, the study sought to answer the following research questions:

- i) How does training influence implementation of information technology projects among commercial banks in Nairobi, Kenya?
- ii) How does recruitment and selection influence implementation of information technology projects among commercial banks in Nairobi, Kenya?
- iii) To what extent does performance management influence implementation of information technology projects among commercial banks in Nairobi, Kenya?

iv) How does reward system influence implementation of information technology projects among commercial banks in Nairobi, Kenya?

vi) What is the moderating influence of organizational culture on relationship between implementation of human resource practices and information technology projects among commercial banks in Nairobi, Kenya?

1.6 Significance of the Study

This study would be very valuable to a number of stakeholders;

First, this study is very useful for makers of policies in this industry as it gives them information on effective implementation of IT projects in their view of the human resource practices relevant to the implementation of information technology projects among commercial banks.

The study identified project implementation challenges and intended to find solutions to the process of implementation of information technology projects when providing services by the commercial banks. Further it intended to suggest thresholds and the best practices that could be used in commercial banks operations. The study was intended to provide information on the active involvement towards project implementation success within the organization for the information technology project managers and top management in the banking sector.

Lastly, this study would be of great significance to the academician as they seek to improve their knowledge on the influence of human resource practices on implementation of information technology projects among commercial banks. Further, given the limited knowledge in this field, the findings of this study would add onto the existing sources of reference for future and other researchers.

1.7 Assumptions of the Study

The sample was obtained with the assumption that it was representing the population the study made inference to. Secondly, the study assumed that the study would get genuine responses from the respondents.

1.8 Limitations of the Study

There were several challenges that were faced during the research process. First the respondents did not want to take part in the study due to the fear of disclosure of information pertaining to the banks. This is because they feared being victimized for having given information about the banks just in case there was leakage of the information from the research point. However, to counter this, the research had to give them an assurance that the information would be kept confidential used only for the purpose of this study. Second the respondents had little time to complete the questionnaires. Also the researcher overcame this by requesting the management of the commercial banks to set specific times when IT managers could fill out the questionnaires. In all in all, all the strategies were employed to enhance the research process and ensure its completion to the end.

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1.9 Delimitations of the Study

The aim of the study was to evaluate the human resource practices that are applied by the banks during the implementation of IT projects. It targeted all the complete and incomplete projects in all the selected commercial banks in Kenya. Commercial banks were selected due to their ease of access by the researcher, availability of time to conduct the study and budgetary constraints. This study was carried out in the year 2016/2017.

1.11 Definition of Significant Terms

Employee Selection- This is the process of identifying the candidate after thorough evaluation through interview

Human Resource Development- is the process of growing employee's career wise by increasing employees' knowledge, skills and education.

Human Resource practices - are the set of activities and conduct of operation applied by an organization in the management of its employees. It works through facilitation of the development of capabilities which are firm specific, generate organization knowledge to sustain competitive advantage and produce complex social relations in the organization.

Human resource: These are staff members in different departments within an organization who contribute to implementation of projects within an organization.

Organization Culture- is the behavior of employees within an organization.

Performance management: is the process of planning, monitoring and reviewing of all/an employee's work objectives/targets versus the actual output carried out by the managers and employees working together.

Project Implementation: The set of interacting and interrelated activities that are carried out to execute a project within a stipulated period of time

Recruitment- is the process of seeking, interviewing and placing new staff for an organization.

Reward system- these are structures in an organisation responsible for compensating employees

Top management support: This refers to the continued involvement of the executive management of the organization in the implementation of a particular project.

Training- this is the process of acquiring specified skills and knowledge for the purpose of improving ones professional skills and competency.

1.1.2 Organization of the Study

This study has been organized into five chapters. Chapter one is the introductory section which presents the background of our study, problem statement, the purpose of our study, objectives, research questions, justification of our study, significance of our study, assumptions of the study, scope of the study, limitations and delimitation of the study and definition of the terms used.

Chapter two is a presentation of the review of previous and similar studies and materials done by various researchers before based on study variables in each research question. The chapter winds up with the relevant theories and the conceptual framework.

Chapter three deals with the research methodology used in this study. It presents the research design, target population, sampling size and sampling procedures, instrument

validity and reliability, data collection methods, data analysis and ethical considerations.

Chapter four shows the data analysis, presentation and interpretation of results as outlined in the research methodology. Chapter five discusses the summary of the findings, giving the discussions and conclusions as well as making recommendations of the study with regard to the objectives of the study.

4 CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sought to review literature on the influence of human resource practices on implementation of information technology projects among commercial banks in Kenya. In order to meet this purpose this chapter identified theoretical framework in relation to human resource practices and developed a conceptual framework of the study. General and empirical literature also reviewed in line with the study objectives.

2.2 Implementation of IT Projects

Projects are usually executed in order to achieve strategic objectives of an organization and therefore provides a means of coming up with new products or services, or improving organizational processes (Njau, 2012). The measurements used in the management of projects to measuring success is a complicated one because success can be touched and is hard to be agreed upon by all the stakeholders in the project. This is because a project is considered successful if offers acceptable quality, it is delivered on time and on schedule standards and within the budget, (Wong, Cheung & Leung, 2008). In practice over 80% of projects are usually completed late according to Sid (2004), or over budget Standish Group (2005). This is demonstrated by a classical example of major transport projects which usually overspent their budget and there has been no trend towards addressing this problem of over expenditure in projects over a period of eight decades (Flyvbjerg 2003).

According to Martinez (2002) the initial two stages of a project are project scope definition and planning” and “culture and value assessment which are very important the success of a project and especially for large-scale projects. These two stages are meant deal with communication, as well as operational expertise, the essential functions critical to the projects’ success, business vision strategic decision making and executive support. He goes on to list others such as, change management, quality assurance, project administration, competent team members, project control, working environment, involvement of users and knowledge transfer and system integration.

The scope definition of the project is an important phase and it's therefore necessary completely define the scope for all the team members to understand and agree to what is being implemented as much as possible at the beginning. The assessment of culture and value will take into account the preparation of the management of change and the planning to progressively direct the organization toward behavior in relation to the change, recognizing of the features of the cultures and values that are appropriate for the successful execution of the level of change as a result of the project, classify and analyze universal habits and standards of all pretentious business units and the IS separation, (Martinez, 2002).

2.3 Training and Implementation of IT Projects

According to McCarty (2012) there has not been a very good understanding of the link ¹⁷ Project Management Information System (PMIS) creation of value in the organization with training. Therefore research is meant to enhance this understanding in the contemporary IT projects in the industry dealing with management software and training practices and results. McCarty (2012) add that the frequency, comparative efficiency and competence of several that is commonly used for delivery of training services for increasing PMIS outcomes.

This also deals with the nexus between individual and organizational distinctiveness on the results in the operation and outcome in the PMIS industry. There are statistically significant variations in levels of consumption, efficiency and effectiveness among the training methods that were examined during the study. It is therefore advisable for the organizations to effectively make use of the benefits they gain during trainings by implementing programmes, projects and managing portfolio software as expected.

The general organizational brand and maintenance of high levels of engagement can be realized general training and job specific training which enhances learning and development both professionally and skills, (Barrow & Mosley, 2005). Through training, organizations are able to enhance commitment from their staff and increase retention capability for the organization (Torrington *et al.*, 2005). When organizations investment in the training of their employees, they demonstrate how important the employees are to the organization, (Dockel, 2003). Therefore organizations are able to

close the performance of their staff both in the current and future atmosphere and also remain competitive in the market as employees acquire contemporary skills and competencies as they emerge in the market (Greenhalgh & Mavrotas, 1996).

2.4 Recruitment and Selection and Implementation of IT Projects

Paul and Anantharaman (2013) says that recruitment is a way to ensure that the right people with the characteristics desired by the organization and the necessary knowledge are chosen and made to work with the firm. These people should also be able to adapt effectively to the organizational culture and climate. Furthermore when employees are pin-pointed, the organization is able to reduce of the costs of educating and developing its employees in future. Paul and Anantharaman's (2013) study concludes that when there is an effective recruitment process, the organization gets employees with the right qualifications and skills which leads to quality products and services and eventually improved on the economic performance of the organization.

During the recruitment process, the management makes sure that the number of candidates is high so as to increase the selection ratio for more suitable candidates among those who avail themselves during interviews. This process should provide adequate information to attract applicants who are qualified and also prevent in unqualified candidates from wasting time and resources applying for the jobs. This point has been supported by (Pfeffer, 2015) who concurs that all organizations must provide adequate information to the job seekers for them to respond effectively to the advertised job.

¹² Collins and Stevens (2002) research on marketing identified four main types of recruitment activities which are usually carried out in the early stages which were related to the intentions and decisions of job seekers' applications. Many research works on recruitment have cited organizational factors. From the aforementioned studies it can be drawn that recruitment outcomes is highly affected by reputation early recruitment practices and corporate advertising.¹²

Cable, Aiman-Smith, Mulvey and Edwards (2000) like corporate advertising influencing job seekers' opinions and decisions made during job applications mainly during the initial recruitment phase and reputation of an organization as factors likely to influence job seekers' opinions of an organization. However, most recruitment

research works have failed to examine the consequences of multiple factors simultaneously though many organizations usually take various measures to increase the probability of beefing up the records of the applicants (Rynes, 1991). The contributions of the preceding works can be views as contribution to the literature on recruitment. This was achieved by studying a broad collection activities during recruitment and other related factors in the organization simultaneously in order to identify those factors that lead successful recruitment in organizations.

2.5 Performance Management and Implementation of IT Projects

Ngati (2011) conducted a study on performance management practices among stock broking firms in Kenya. According to this study performance management is meant to establish a high performance culture in which employees in the organization take responsibility for contribution within a framework of effective leadership, for their own skills and improvement of business processes. Implementing Performance management in an organization requires the synchronization of multiple key practices. In this study we focused on the essential core practices in performance management. These are goal setting, employee development, training line managers to carry out performance appraisal, performance appraisal, and performance feedback and also reward and recognize performance.

The study found out that to a greater to a great extent, most stock broking firms adhere to the performance management practices. The best practices in operation among the stock broking firms were also identified. It was established that line managers are held accountable for performance management in most of the stock broking firms under study. From the study it was also established that there was need for the management in broking firms to understand the importance of the performance management practices. In order to maintain effective performance management systems, the managers working in stock broking firms will need to focus more attention to training of managers to conduct performance appraisal and performance reward and recognition. However, in most cases these most firms pay least attention to these performance management practices.

Shariff (2011) did a study on factors influencing the strength of the relationship between performance management and performance outcomes. The study explored whether performance management is the only single factor that influences

performance outcomes. Indeed, the study revealed the existence of a strong relationship between performance management and performance outcomes. However, there were other moderating factors that were also discovered to affect the strength of this relationship, other than performance management itself. The need for the study arose out of the need to develop a better understanding on whether performance management is a necessary tool in achieving performance outputs.

Subsequently, while performance management can be said to have successfully influenced performance outputs in most corporate organizations, in some cases it has miserably failed. Thus some organizations have been unable to see a clear link between performance management and performance outcomes, hence the main objective for the study. Today, no one performance management theory, model or system has emerged as the most universally reliable, comprehensive, perfect and effective in enabling organizations achieve good performance outputs. In conclusion, it is worth noting that for any performance management tool or system to be effective in achieving tangible performance outputs, there are some moderating factors which must exist that influences the strength of this relationship. Even of more importance is the process through which it is executed and implemented. It is therefore important to look at performance management in its more holistic nature in order to achieve the desired performance outputs. Keywords: Human resource Management (HRM); Performance Management (PM); Performance Outputs (PO); Organizational Performance (OP).

¹ Gathoni (2012) assessed the perceived effect of performance management practices affecting employee satisfaction using Swedish Cooperative Centre as a case study on the perceived factors of performance management practices affecting the employee. This was a descriptive survey and data was collected from all the employees by use of a questionnaire and was analyzed through quantitative analysis. This study found the employees seemed to be satisfied by training, career development and performance related pay through performance agreements, planning, and managing over a given period of time and performance reviews. However the employees were not satisfied by the rest of performance management practices as they were considered insignificant.

From the study, it was found out that there is a connection between the number of years in service in the organization and some of the performance management practices whereby majority of the employees who had stayed in the organization exceeding 10 years seemed to be more satisfied with the training, rewards, performance related pay and rewards.

From the above observation, it was concluded that the performance management practices gain familiarity among the employees over the years. However the researcher proposed the use of a well-structured performance management process that assists both the Organization and employees in improving the overall performance and communication. Communication will ensure that the employees are conversant with the existing performance management practices and how they can use that for job satisfaction throughout their time with a given organization.

2.6 Reward System and Implementation of IT Projects

Another study was done by Eriksson (2011) on reward systems and incentives in an organization dealing with the implementation of projects with the aim of identifying reward systems and incentives influencing Managers in charge of Construction Site. This was a case study research done in of the districts in Skanska Sweden.

Data used in the research was obtained using roughly 10 semi-structured interviews designed and given to managers at Skanska. The results obtained showed general challenges are linked on the basis of the projects implemented in the organizations. The study provided information on the perception of the construction site project managers in the work and reward paradigms. The question were meant to indentify the rewards that are related to the context of the organization in the construction field Some gifts and systems for rewards which affects site manager reward systems were found, which had the greatest impact on the performance of the projects. These rewards emanate from the individual personal values, the project environment, social relationships the company and the job position.

Assava (2012) conducted a study on the effects of reward system on employee performance in National water conservation & pipeline corporation, Nairobi. The sample size population of the study was 206 employees. The findings of the study on the use of a reward based system in NWC & PC found out that indeed they use a reward based system in the organization, although not a comprehensive one. This is

because only 56% of the respondents confirmed indeed that they use a reward based system. Also salary and wages, performance bonuses and monthly target based incentive schemes were all ranked highly as proof of the existence of a reward system in the organization. From the findings, it was found out that there is a corresponding relationship between reward system and the organization performance which also confirmed by the results of the questionnaire where majority of respondents mentioned above shared the same opinion.

2.7 Organizational culture and Implementation of IT Projects

Owens (2007) defines organizational culture as shared values and belief patterns observed over time which yields interactive standards that are used in findings solutions to problems. The assumptions and beliefs of the managers and employees are embodiment of the organizational culture and (Aycan *et al.*, 2009). For Chatman and Cha (2003) organizational culture is an arrangement of shared beliefs, assumptions and values which directs staff / employees in the organization's behaviors which are appropriate and inappropriate for its effective operations.

According to Yilmaz (2008) the organizational culture is demonstrated through the assumptions, values, beliefs, attitudes and behaviors by the employees and is a very important for the competitive advantage of the firm. Hall (2003) says that it outlines the procedure to be followed in the organization, creates unity among the organizational abilities and molds them into a solid whole. It further provides solutions to the challenges facing the organization hence, preventing or helping in the achievement of the organization's goals.

Kandula (2006) pointed it out that strong culture is the most important attribute to good performance. He argues further that due to inherent differences cultures in different organizations, the same strategies employed in two or more organizations operating in the same industry and locality do not yield same results. An average employee can perform well and excel under a positive and strong culture whereas an outstanding employee can underperform and achieve dismal results in a weak culture due to demotivation. Therefore organizational culture has an active and direct role in implementation of projects.

2.8 Theoretical Framework

A theoretical framework is a guide to a research process for the measurement of the statistical link to enhance outcome of the research results (Defee, Randal, Thomas & Williams, 2010). Esper, Mentzer and Stank (2008) stresses that a research process is considered good should be anchored on relevant theory. This study is built on the resource-based view theory.

2.8.1 Resource-Based View

Resource based view which is abbreviated RBV is an economic tool that came into existence in 1980s and 1990s which is often used by firms in achieving competitive advantage. RBV is attributed to works published by Wernerfelt (1980). It is a conceptual model that views resources as an important element to achieving superior firm performance. Sparrow *et al* (2002) says that companies need to be very careful with the selection and recruitment process for them to be differentiated in the market. Whereas capital and technology are easy to obtain for the organization at any given time, it is not equally easy for the acquisition of employees who are highly motivated and qualified.

The theory argues that the caliber of the staff employed by an organization plus the quality of their work is the determining factor on the strengths and weaknesses of the organization. In his study, Boxall (1998) established that firms which have the advantage of human capital have the capability of recruiting and retaining exceptional staffs with high qualifications and work experience. In view of the arguments in this model, organizations are advised to assess their workforce often to ensure that they choose their right people with the right skills from the right places in order to maintain competitive edge in the market (Barney, 2001) and if they failed at that, they should establish ways to make up for failure during the process of recruitment.

This theory is deemed relevant to this study as it informs one of the independent variables which is recruitment. When the right staff are chosen for the job there will be successful implementation of projects.

2.8.2 Vroom Expectancy Theory

The expectancy theory is a vital anchor for understanding the motivators of people towards work and informs the decisions on how to design and manage the contingent

schemes of payments and its effectiveness as a measurement tool, (Vroom, 1964). For Lawler and Suttle (1973) there is a difference between the efforts leading to behavioral actions with successful performances and the outcome produced by those actions.

In the opinion of Lawler (1971) as cited by Lawler and Suttle (1973) motivation is a function of the effort that is combined with behavior leading to successful completion of a goal while for Vroom (1964) motivation of the force that compels a person to do something determine by the expectation that the action will be followed by an outcome. This theory focuses on how motivation affects performance. Expectancy is a momentarily belief which is followed by a foreseen outcome and it is about the thinking that a particular action will lead to an outcome with a reward and that the reward is worth the effort.

This theory is therefore found to be relevant to this study as it informs one of the independent variables which is reward systems. A good reward system motivates the employees thus improving their performance. This would lead to successful project implementation.

2.9 Conceptual Framework

Conceptual framework is a theorized framework demonstrating the relationship between the dependent and independent variables under study. In this study, the dependent variable is implementation of projects while the independent variables include; training, recruitment and selection, performance management and reward system.

Independent Variables

Dependent Variable

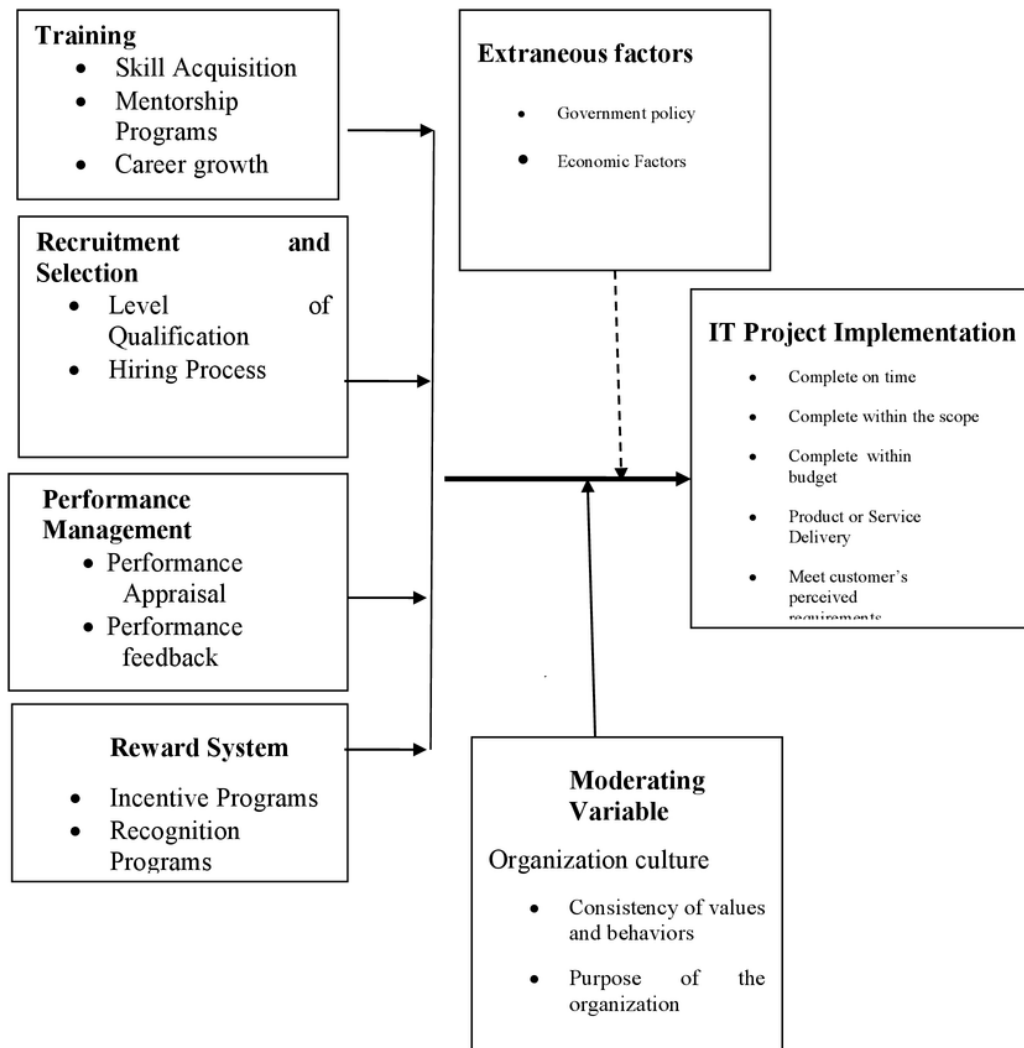


Figure 2.1: Conceptual Framework on the Influence of Human Resource Practices and IT Project Implementation

2.9.1 Training

According Cole (2002), training this is the process of acquiring specified skills and knowledge for the purpose of improving ones professional skills and competency. There has not been a very good understanding of the link **Project Management Information System (PMIS) training and the creation of organizational value.** Therefore research is meant to enhance this understanding in the contemporary IT

projects in the industry dealing with management software and training practices and results. McCarty (2012) add that the frequency, comparative efficiency and competence of several that is commonly used for delivery of training services for increasing PMIS outcomes.

This also deals with the nexus between individual and organizational distinctiveness on the results in the operation and outcome in the PMIS industry. There are statistically significant variations in levels of consumption, efficiency and effectiveness among the training methods that were examined during the study. It is therefore advisable for the organizations to effectively make use of the benefits they gain during trainings by implementing programmes, projects and managing portfolio software as expected.

The general organizational brand and maintenance of high levels of engagement can be realized general training and job specific training which enhances learning and development both professionally and skills, (Barrow & Mosley, 2005). Through training, organizations are able to enhance commitment from their staff and increase retention capability for the organization (Torrington *et al.*, 2005). When organizations investment in the training of their employees, they demonstrate how important the employees are to the organization, (Dockel, 2003). Therefore organizations are able to close the performance of their staff both in the current and future atmosphere and also remain competitive in the market as employees acquire contemporary skills and competencies as they emerge in the market.

2.9.2 Recruitment and Selection

The basic idea of recruitment is that it is a way to ensure that the right people with the characteristics desired by the organization and the necessary knowledge are chosen and made to work with the firm (CIPD, 2010). These people should also be able to adapt effectively to the organizational culture and climate. Furthermore when employees are pin-pointed, the organization is able to reduce of the costs of educating and developing its employees in future. Paul and Anantharaman's (2013) study concludes that when there is an effective recruitment process, the organization gets employees with the right qualifications and skills which leads to quality products and services and eventually improved on the economic performance of the organization.

During the recruitment process, the management makes sure that the number of candidates is high so as to increase the selection ratio for more suitable candidates among those who avail themselves during interviews. This process should provide adequate information to attract applicants who are qualified and also prevent unqualified candidates from wasting time and resources applying for the jobs. This point has been supported by (Pfeffer, 2015) who concurs that all organizations must provide adequate information to the job seekers for them to respond effectively to the advertised job.

According to Dell, Ainspan, Bodenber, Troy, and Hickey (2001) the hiring process of new employees should be transparent. Research has shown that the use of an EB strategy helps organization select staff who will distinguish themselves as an attractive employer contribute to the company's brand and understand the importance of selecting the right staff, (Foster, Punjaisri and Cheng, 2010).

2.9.3 Performance Management

Performance management is a method which leads to the effective organization of individuals or teams in an organization in order to attain performance at high levels (Armstrong & Baron 1998) which is comprised of occupational health, competency frameworks, coaching, succession planning, flexible working, talent management, job/work design and wellbeing. Buy-in of leaders at all levels is the key to successful performance management to enhance implementation successfully and the effective information management, (Kimani, 2011).

Performance management traces its origin to three approaches to management namely merit rating, management by objectives and performance appraisal. These systems have been operated from the management to sub-ordinate staff which integrates annual meeting to deal with the past history of the company and are used to decide on the merits of payment (Owalla, 2011).

Performance management does not focus on individual employees as persons, but it focuses on the jobs, tasks, structures and procedures (Cole, 2002). Lawson (1995) indicated that the performance management system allows individuals growth their own capabilities, achieve to their own benefit, increase their job satisfaction and that of the organization as a whole. Performance management has been used as their main means for the managers to communicate the requirements of the organization to them

employees and provided response on how well the employees have been achieving job goals. Other HR processes identified linked to performance management in their order of importance to employees included: learning and development, career development. According to CIPD (2011) found that performance related pay, assessment of development needs, objective setting, regular reviews and feedback are the foundations of performance management survey on current trends and practice of performance management, there was a surprisingly degree of agreement that performance appraisal.

2.9.4 Reward System

EVP and the employer brand are therefore dependent on each other, with the brand promise being delivered through the EVP (Nienaber, 2009). Companies are increasingly allocating funds to what has been termed employer branding (Davies, 2008). According to Abbasi *et al.* (2000) payments and money received have a positive influence on the psychological, economical and sociological conduct of a person. This is able to inform the employer branding as the process of making a company identity and managing its image in the market (Spitzmuller, Huntington, Wyatt, & Crozier, 2002).

When employees put their effort in giving the organization their services, they get rewards which can also be informed of compensation for attracting and retention of highly performing staff (Khan, 2012). Other studies have shown that there is a relationship between retention of staff in the organization and the reward structure (Chew & Girardi, 2008).

According to Som, (2008) this was confirmed by Katua, Mukulu and Gachunga (2014) who found that rewards and compensation strategies greatly influences performance of employees in the banks therefore contributing heavily to the general performance of the commercial banks in Kenya. They further recommended that compensation systems that motivate employees' human resources managers must pay attention to become productive and innovate. Therefore HR helps in ensuring that the right reward and motivation structures are adopted in the organization to enhance employee retention. This is because the staff morale is kept high and are also motivated through the use of fringe benefits, bonuses, other forms of compensation strategies on regular and specific periods keeps and financial rewards allowances

(Danish & Usman, 2010). Proper, Deeg and van der Beek (2009) found a statistically significant and positive relationship on rewards and motivation on their study. This means that in case there is an alteration between the reward systems in an organization, there will be a corresponding change in the level of satisfaction and motivation to work. At the same time, the periodic increments in salary plus some level of challenges in the work environment have an influence on an employee's retention in the work place.

2.10 Summary of the Literature

In this chapter, an overview has been provided on the influence of human resource practices on project implementation worldwide, in Africa and in Kenya. Gathoni (2012) conducted a study on perceived influence of performance management practices on employee satisfaction at Swedish Cooperative Centre. This study focused on Swedish Cooperative Centre thus presenting a scope gap. The current study focused on Kenya six commercial banks. Ngati (2011) conducted a study on performance management practices among stock broking firms in Kenya. The study focused on broking firms in Kenya thus presenting a sectorial gap. The Present study's focus was the banking sector.

Shariff (2011) conducted a study on factors influencing the strength of the relationship between performance management and performance outcomes. The study's focus was an individual bank whereas the present study was based on six commercial banks. The study therefore was more representative than that of Shariff. A study by Eriksson (2011) on the influence of reward systems and incentives of construction site managers used only one variable – that of reward system. This study focused on only one variable which is reward system only thus presenting a conceptual gap. The current study will focus on more variables which include training, recruitment and selection and performance management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methods applied to enable the achievement of the research objectives. The chapter described the steps and approaches that were followed in executing the study. Specifically, the research design, the study population, selection of respondents and data collection methods. The chapter equally presented how the study variables were operationalized as well as the data analytical techniques.

3.2 Research Design

Research design refers to how data collection and analysis were planned so as to meet objectives of the research (Chandran, 2006). According to Cooper and Schindler (2007) considered as to find answers to research questions as a plan and structure of investigation.

This study was quantitative in nature and thus it employed a descriptive research design. This is because the study intended to provide a description that is factual and accurate (Polit & Hungler, 2003) and allowed the researcher to describe the influence of human resource practices on implementation of information technology projects among commercial banks in Kenya. Descriptive research design is a research done to give explanation on the features of a specific occurrence and can be used to define the features of definite actions or situations, to make specific predictions and also approximate the number of people behaving in certain ways (Saunders, Lewis & Thornhill, 2009). Adoption of this design gave the researcher the chance to carry out the study using the available tools and resources by effectively planning on the process of data collection at a reasonable time frame.

3.3 Target Population

The selected banks included consolidated bank, Credit bank limited, Bank of Baroda limited, African Banking Corporation limited, Giro commercial bank limited, prime

Bank and Paramount Universal Bank Limited (Appendix I). The target population was the 362 employees working the IT department in these banks.

Table 3.1: Target Population

Category	Population	Percentage
consolidated bank	50	11.9%
Credit bank limited	46	14.1%
Bank of Baroda limited	42	17.3%
African Banking corporation limited	69	15.7%
Giro commercial bank limited	46	14.1%
prime Bank	53	12.4%
Paramount Universal Bank Limited	57	14.6%
Total	362	100%

3.4 Sample Size and Sampling Technique

This section of the study discusses how the sample size was arrived at and the sampling technique involved.

3.4.1 Sample Size

The term sample refers to part of the population chosen for research to stand for the entire population (Kotler & Armstrong, 2006). The study sample for this study was 30% of the target population. According to Mugenda and Mugenda (2003), choosing a sample size of 10-30% from a target population is recommended as it is able to reduce of the errors of sampling. The sample size therefore was 109 employees (30% of 362) of the selected commercial banks in Kenya.

3.4.2 Sampling procedure

Stratified random sampling was used to select the sample which was 109 employees in the IT department of consolidated bank, Credit bank limited, Bank of Baroda limited, African Banking Corporation limited, Giro commercial bank limited, prime Bank and Paramount Universal Bank Limited. Stratified random sampling ensured that the study eliminated bias in its choice of respondents.

Table 3.2: Sample Size

Category	Population	Sample	Percentage
consolidated bank	50	15	11.9%
Credit bank limited	46	14	14.1%
Bank of Baroda limited	42	13	17.3%
African Banking corporation limited	69	20	15.7%
Giro commercial bank limited	46	14	14.1%
prime Bank	53	16	12.4%
Paramount Universal Bank Limited	56	17	14.6%
Total	362	109	100%

3.5 Research Instrument

Primary data was collected using questionnaires. A questionnaire is a pre-written group of questions using the research objectives where the respondents write their guided closely by delineated alternatives, (Cooper & Schindler, 2006). The questionnaire was subdivided into five parts. Part 1 presented question on training, part 2 presented questions on recruitment and selection, part 3 presented questions on performance management while the last part contained questions on the reward systems. The fifth section contained questions on organizational culture while sixth section contained questions on implementations of information technology projects among commercial banks in Kenya.

3.6 Pilot Testing

According to Cooper *et al.*, (2002) a pilots study is a preliminary study undertaken to test the research instruments and also understand the study area before the main study. For this study, a pilot study was carried out with 11 respondents. Cooper and Schindler (2006) supports that the purpose of pilot test is to detect weaknesses in the formulation of the research instruments and offer substitution data collection for a probability sample.

3.6.1 Validity of Research Instrument

Validity refers to the fact that the questionnaire should be formulated based on the research objectives where the results can be correctly utilized and understood when a measure is considered reliable and valid (Elstak, 2013). Validity of the research instruments for this study was tested using two operation managers who were asked to evaluate the meaningfulness, relevance, clarity and politeness of the contents. After they gave their views and comments, the instruments were adjusted accordingly.

The two types of validity were used in this study i.e construct and content. Construct validity involved the evaluation of the instruments based on the subject of each of the variables/objectives which was also closely tied to the conceptual framework while content validity dealt with ensuring that all the necessary information was captured in the instruments as spelled out in the indicators presented in the conceptual framework.

3.6.2 Reliability of Research Instrument

Reliability is the consistency, dependability and how stable the research data is after field work which usually the objective of the researcher in any given research process (Cooper & Schindler, 2003). The degree of error highly affects reliability in research because the random error increases with decreases in reliability. For research results must be reliable and valid for them to be used in a research process.

The questionnaire was tested reliability analysis of internal consistency which was measured using the coefficient of internal consistency from the Cronbach alpha model. The measure of internal consistency is used to measure the link between diverse items in a research process either in a small or large scale tests. It takes into account that similar constructs and scores. According to Castillio (2009) the rules of thumbs that apply in a reliability test are when the reliability coefficients is 0.9 – 0.8 it is considered excellent, 0.7 – 0.6 is good/acceptable, 0.6 – 0.5 is questionable and <0.5 poor and unacceptable. For this study, the acceptable value of 0.7 was used as a cut-off of reliability for this study.

3.7 Data Collection Procedure

During the field work, the instruments were administered using drop and pick method due to the fact that most of the respondents were considered to be very busy and well educated to fill in the questionnaires on their own and the respondents were given a

period of two weeks to fill in the questionnaires. In case where the respondents had not filled and dropped his/her questionnaires at the drop off point after the two weeks, the researcher made follow up personally either orally or phone calls and implored on the respondents to give in their input as it was necessary for the achievement of the research objectives. The data collection procedure took one month in the end.

3.8 Data Analysis Techniques

After the field work, the questionnaires were assessed for the response rate, organized and then coded into the computer using the SPSS. The output was then presented in form of tables using frequencies, percentages, means and standard deviations for interpretation. The strength of the relationship between the variables and the direction was determined using correlation analysis while regression analysis was used to test the specific effect of each of the independent variables on the dependent variable.

The regression model was presented as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

\bar{Y} = IT Project Management

$\{\beta_i; i=1,2,3,4,5\}$ = The coefficients for the various independent variables

i. X_i for;

X_1 = Training

X_2 = Recruitment and selection

X_3 = Performance Management

X_4 = Reward System

X_5 = Organization Culture

ii. e is the error term which is assumed to be normally distributed with mean zero and constant variance.

3.9 Ethical Considerations

There are the moral standards guiding the conduct of the research in all the stages. It shows the limits for which the researcher can go and how to interact with all the research subjects, (Polit & Beck, 2003). For the purpose of this study, three principles of ethics were used which are beneficence, justice and respect for humanity (Polit & Beck, 2003). These were applied when the researcher obtained an introduction letter from the University of Nairobi, extra mural department - project planning and management. After which she introduced herself to the management of the commercial banks to pave way for the data collection exercise.

The principles of beneficence is based on the thinking that a researcher must make all the necessary effort to minimize all the risks which might be encountered during field work while at the same time, maximizing the benefits for the participants and the society as a whole, (Polit & Beck, 2003) while that of respect for humanity is based on the grounds that all individual should be treated as autonomous agents in a given research process. This was to ensure that the participants were safe during the entire research process, prevent any form of exploitation and also keep the information as confidential as possible.

3.10 Operational Definition of the Variables

This section presents the breakdown on of the research variables on the basis of the indicators, type of analysis, data type and the tools used for analysis. It is a breakdown on the variables presented in figure 2.1. The purpose of operationalizing the research

variables is to reduce the abstractness of the variables and make them easy to understand and formulate the research instruments into characteristics which can be easily observed (Sekaran, 2000; Zikmund, 2000).

Table 3.3: Operational Definition of Variables

Variable	Indicators	Type of Analysis	Type of Data	Tool of Analysis
IT Project Implementation	<ul style="list-style-type: none"> • Complete on time, scope and within budget • Product or Service Delivery • Meet customer's perceived requirements 	Inferential Statistics	Ordinal	Frequencies Mean Correlation
Training	<ul style="list-style-type: none"> • Skill Acquisition • Mentorship • Career growth 	Descriptive Inferential	Ordinal	Frequencies Mean Simple regression
Recruitment and Selection	<ul style="list-style-type: none"> • Qualification • Skill matching • Hiring process • Goal Setting 	Descriptive Inferential	Ordinal	Frequencies Multiple regression
Performance Management	<ul style="list-style-type: none"> • Employee Development • Performance Appraisal • Performance feedback 	Descriptive Inferential	Ordinal	Frequencies Mean Simple regression
Reward System	<ul style="list-style-type: none"> • Incentive Programs • Recognition Programs • customer base 	Descriptive Inferential	Ordinal	Frequencies Mean Multiple regression

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presented the data analysis, interpretation and presentation. The data was presented based on the research objectives. The first section presented data on the response rate, demographic information of the respondents and the rest of the sections were presented as per the study objectives.

4.1 Response Rate

After the field work, 91 questionnaires were found to have been filled and returned for analysis representing 83.49% of the sample size of 109 while 16.51% amounted to the unreturned questionnaires, a response supported by renowned scholars. This was presented in table 4.1

Table 4.1: Response Rate

Response	Frequency	Percent
Responded	91	83.49%
unresponded	18	16.51%
Total	109	100%

4.2 Demographic Information

This section presents the descriptions of the respondents in terms of their gender, age, education level and duration worked in the current employment

4.2.1 Gender

The respondents were asked to indicate their gender. The majority of respondents were male as supported by 53.2% while the female respondents are 45.6 %. This implies that the most banks are male dominated. The findings are presented in table

Table 4.2: Gender

Details	Frequency	Percent
Male	49	53.85%
Female	42	46.15%
Total	91	100%

4.2.2 Age

The respondents were asked to indicate their age. According to study findings in table 4.3, 56% of respondents are aged between 36 - 55 years, 33% aged above 56 years and 11% are aged between 18 – 35 years. This implies that the study population is mature and able to understand the questionnaire.

Table 4.3: Age of respondents

Details	Percent
18-35 years	11%
36-55 years	56%
56 years and above	33%
Total	100%

4.2.3 Education Level

The respondents were further asked to indicate their education level. The results in table 4.4 showed that majority of the respondents who were 51.03% indicated that they were undergraduates, 39.74% stated that they were postgraduates while only 9.23% who had only attained secondary education. This implies that most employees of the commercial banks are educated and thus have the capacity to improve the performance of the projects.

Table 4.4: Education Level

Details	Percent
Secondary Level	9.23 %
Undergraduate	51.03 %
Postgraduate	39.74 %
Total	100%

4.2.4 Years Employed in Current Position

The respondents were asked to indicate how many years they had been employed in their current positions. The majority of respondents at 34% had been in the bank for 3-5 years while 23% had been in the bank for less than 2 years and 21% had worked in the firm for more than 5 years. The findings are presented in table 4.5

Table 4.5 Years employed in current position

Details	Percent
Less than 2 years	29.49 %
3-5 years	43.59 %
More than 5 years	26.92 %
Total	100%

4.3 Human Resource Practices and Implementation of IT Projects

This section contains the descriptive statistics on training, recruitment and selection, performance management, reward system, organizational culture and Implementation of IT projects.

4.3.1 Training and Implementation of IT Projects

The respondents were asked to state whether they have received any formal training on project management. The results in Table 4.2 showed that majority of the respondents (89%) indicated that they had received formal training on project management while (11%) had not received any formal training on project management. The findings are as shown in Table 4.6 on formal training.

Table 4.6: Formal Training

	Frequency	Percent
No	10	11%
Yes	81	89%
Total	91	100%

The respondents who indicated that they had received formal training on project management were further asked to indicate the level of the training. The results as shown in Table 4.7 revealed that majority of the respondents (58%) had received formal training on project management at degree level, 15% had received at diploma level, 10% on professional course, another 10% on certificate level while only 7% had received formal training on project management at other levels.

Table 4.7: Level of Education

	Frequency	Percent
Certificate	9	10%
Diploma	14	15%
Degree	53	58%
Professional course	9	10%
Other	6	10%
Total	91	100.00

The study sought information on whether the banks provided education and training chances for the users of the IT projects. The results show that most of the respondents (82%) indicated that their banks provide education and training opportunities for the end users of the IT project while (18%) who indicated that their banks do not provide any education and training opportunities for the end users of the IT project.

Table 4.8: Providing Education and Training Opportunities

	Frequency	Percent
No	16	18%
Yes	75	82%
Total	91	100%

The study further asked on what kind of skills were acquired from the trainings provided to the respondents. The results as indicated in Table 4.9 revealed that majority of the respondents (62%) mentioned that they had received technical skills from the trainings, (21%) indicated that they had received managerial skills, with (9%) stated that they had received professional skills while on (8%) had received other skills.

Table 4.9: Trainings Skills

	Frequency	Percent
Professional	8	9%
Technical	57	62%
Managerial	19	21%
Others	7	8%
Total	91	100%

When the respondents were asked to indicate whether mentorship programs were available in their banks, (88%) of the respondents indicated that there were mentorship programs in their bank while (12%) of the respondents stated that there

were no mentorship programs in their banks. The results on the availability of mentorship programs are presented in Table 4.6.

Table 4.10: Mentorship Program

	Frequency	Percent
No	11	12%
Yes	80	88%
Total	91	100%

The results in Table 4.11 revealed that majority of the respondents 65.9% (57.10% + 8.80%) agreed with the statement that there exists a training policy on projects in their bank. The results further showed that majority of the respondents (62.7%) agreed with the statement that employees are free to nominate themselves for training on projects. The results also showed that majority of the respondents (70.3%) agreed with the statement that senior managers and supervisors nominate employees for training. The results also showed that majority of the respondents (81.4%) agreed with the statement that their bank conducts extensive training programs for its employees.

The consequences also displayed that most of the respondents (63.7%) supported that staff are sent for training in order to get promotion in their work place. The results also showed that most of the respondents at 60.5% were in agreement with the statement that there is a coaching and mentorship programs for all employees in their bank. Further 72.5% agreed with the statement that their bank projects are completed on time due to the highly trained and skilled staff. The results also revealed that majority of the respondents (60.4%) agreed with the statement that there exists career progression/path of employees in the bank

Table 4.11: Training, Development and Implementation of IT Projects

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
There are policies guiding training on projects undertaken by our bank	11.00%	8.80%	14.30%	57.10%	8.80%	3.44	1.13
The staff are allowed to choose themselves for deployment during trainings on projects	11.00%	12.10%	14.30%	41.80%	20.90%	3.49	1.26
The employees are chosen by the supervisors and senior management for trainings on project management.	13.20%	2.20%	14.30%	63.70%	6.60%	3.48	1.11
The bank had an elaborate training plan for its entire staff on project management.	5.50%	9.90%	3.30%	40.70%	40.70%	4.01	1.16
Trainings are used to prepare staff for promotion	9.90%	7.70%	18.70%	58.20%	5.50%	3.42	1.05
Coaching and mentorship programmes are used for training our staff	1.10%	27.50%	11.00%	30.80%	29.70%	3.60	1.21
The bank projects are completed on time due to the highly trained and skilled staff.	9.90%	5.50%	12.10%	53.80%	18.70%	3.66	1.15
The organization provided opportunities	17.60%	5.50%	16.50%	56.00%	4.40%	3.24	1.20

for career growth and development for all its employees

Average **3.54 1.16**

The respondents were further asked to indicate their range of training budget. Majority of the respondents (58%) indicated that the training budget in their bank is over 100,000, 26.4% of the respondents indicated the training budget in their bank is between 51000 – 10000, with 8.8% stating that training budget in their bank is between 11000 – 50000 while only 6.6% of the respondents who indicated that the training budget in their bank is less than 10000.

Table 4.12: Range of Training Budget

	Frequency	Percent
Less than10,000	6	6.6%
11,000- 50,000	8	8.8%
51,000- 100,000	24	26.4%
Over 100,000	53	58.2%
Total	91	100%

The respondents were further asked to give their opinion on whether specific training influence implementation of IT projects. The results in Table 4.13 revealed that majority of the respondents (79%) indicated that training influence implementation of IT projects, (18%) were not sure while (3%) indicated that training does not influence implementation of IT projects.

Table 4.13: Training and Implementation of IT Projects

	Frequency	Percent
No	3	3%
Not Sure	16	18%
Yes	72	79%
Total	91	100%

4.3.2 Recruitment and Selection and Implementation of IT Projects

The second objective of the study was to examine how recruitment and selection influence implementation of information technology projects among commercial banks in Nairobi, Kenya.

The respondents were further asked to indicate how often recruitment is carried out in their bank in a year. The results as shown in Table 4.14 revealed that majority of the respondents (56%) indicated that recruitment is carried out in their bank in the bank twice in an year, (33%) indicated that training had been carried out more than two times in an year while (11%) indicated that training had been carried out once in an year.

Table 4.14: Recruitment

	Frequency	Percent
Once	10	11%
Twice	51	56%
More than two times	30	33%
Total	91	100%

The respondents were asked to indicate their level of qualification desired during recruitment. The results in Table 4.15 revealed that 68% of the respondents indicated that the qualification desired during recruitment was degree, (21%) stated that the level of qualification desired during recruitment was diploma, (6%) of the respondents indicated that the level of qualification desired during recruitment was certificate (5%) indicated that the level of qualification desired during recruitment was postgraduate.

Table 4.15: Level of Qualification Required during Recruitment

	Frequency	Percent
Certificate	5	5.5%
Diploma	19	21%
Degree	62	68%
Post graduate	5	6%
Total	91	100%

The results in Table 4.16 revealed that majority of the respondents (57.1%) agreed with the statement that the recruitment and selection aims at obtaining qualified applicants in their bank. The results also showed that 76.9% of the respondents agreed with the statement that all the necessary information is given to the applicants before their evaluated for recruitment. Further 82.4% of the respondents said that all the qualification for jobs is fully spelt out before the process of hiring the staff by the banks. The results further revealed that 81.3% of the respondents agreed that the banks fill in vacancies from their home grown staff after assessing their performance.

The results further revealed that 69.3% of the respondents agreed with the statement that our organization gives preference to an internal employee whenever a vacancy exists. The results further revealed that 82.5% of the respondents agreed with the statement that applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired in their bank. The results further revealed that 89.1% of the respondents agreed with the statement that recruitment process is transparent in their bank. The results also showed that 64.8% of the respondents agreed with the statement that the hiring process of employees is transparent. The results also showed that 69.2% of the respondents agreed with the statement that employees are satisfied with the recruitment (hiring) procedure of the company. The results also showed that 59.4% said that the HR clearly spells out the job descriptions and specifications before they commence on the process of hiring new staff. The results also showed that 62.7% of the respondents agreed with the statements that resume screening and criteria for Short listing candidates used by the bank are satisfactory.

Table 4.16: Recruitment, Selection and Implementation of IT Projects

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Qualified applicants are identified through effective recruitment and selection process	4.40%	27.50%	11.00%	54.90%	2.20%	3.23	1.02
Adequate information is provided to the applicants during job advertisement while recruiting new staff in the organization	4.40%	14.30%	4.40%	56.00%	20.90%	3.75	1.08
Sometimes the organization fills vacancies from its home grown staff who are qualified	4.40%	8.80%	4.40%	67.00%	15.40%	3.80	0.96
Our organization gives preference to an internal employee whenever a vacancy exists.	7.70%	4.40%	6.60%	51.60%	29.70%	3.91	1.11
Applicants are	2.20%	1.10%	27.50%	46.20%	23.10%	3.87	0.86

thoroughly interviewed before being hired.							
Recruitment process is transparent in the organization.	3.30%	7.70%	6.60%	47.30%	35.20%	4.03	1.02
The hiring process of employees is transparent	2.20%	5.50%	3.30%	44.00%	45.10%	4.24	0.92
Employees are satisfied with the recruitment (hiring) procedure of the company.	3.30%	1.10%	30.80%	54.90%	9.90%	3.67	0.80
The job description and specifications are clearly defined during the recruitment process	5.50%	8.80%	16.50%	67.00%	2.20%	3.52	0.90
Internal recruitment motivates employees	11.00%	12.10%	17.60%	36.30%	23.10%	3.48	1.28
Resume screening and criteria for Short listing candidates used by the bank is satisfactory	13.20%	11.00%	13.20%	49.50%	13.20%	3.38	1.24
Average						3.72	1.02

The respondents were further asked to indicate whether they were comfortable with the hiring process. The results as shown in Table 4.17 revealed that majority of the respondents who were (82%) indicated that they were comfortable with the hiring process while only 18% of the respondents who were not comfortable with the hiring process in their bank.

Table 4.17: Hiring Process

	Frequency	Percent
No	16	18%
Yes	75	82%
Total	91	100%

The respondents were asked to indicate how their bank source for new job applicants. The results as shown in Table 4.14 revealed that majority of the respondents (66%) indicated that their bank source for new job applicants through advertisements, with

27% stating that their bank source for new job applicants through networking while only 7% who indicated that their bank source for new job applicants through other methods.

Table 4.18: Source for New Job Applicants

	Frequency	Percent
Advertisements	60	66%
Networking	25	27%
Others	6	7%
Total	91	100

The respondents were further asked to indicate the method of interview used in their bank. The results presented in Table 4.19 revealed that majority of the respondents (45.1%) indicated that their bank use face to face interview method, 18.7% indicated that their bank use panel interview method, another 9.9% indicated that their bank use group interview, 7.7% indicated that their bank use sequential interview, 5.5% indicated that they use lunch/dinner interview while only 3.3% who indicated that their bank use other methods of interviews.

Table 4.19: Method of Interview

	Frequency	Percent
Interviews through telephone	9	9.9%
Doing interviews through face-to-face	41	45.1%
Staff are interviewed by a panel	17	18.7%
Interviews are done in groups	9	9.9%
Interviews are done through a sequence	7	7.7%
Interviews are done during lunch / dinner time	5	5.5%
Others	3	3.3%
Total	91	100%

The respondents were asked to indicate whether recruitment and selection influence implementation of IT Projects in their banks. The results as indicated in Table 4.20 showed that majority of the respondents (74%) indicated that recruitment and selection influence implementation of IT Projects in their banks, with 20% stating that they were not sure whether recruitment and selection influence implementation of IT Projects in their banks while only 6% who indicated that recruitment and selection does not influence implementation of IT Projects in their banks

Table 4.20: Recruitment, Selection and Implementation of IT Projects

	Frequency	Percent
No	6	6%
Not Sure	18	20%
Yes	67	74%
Total	91	100%

4.3.3 Performance Management on Implementation of IT Projects

The third objective was to find out the influence of performance management on implementation of information technology projects among commercial banks in Nairobi, Kenya

The results in Table 4.21 revealed that majority of the respondents (74.7%) agreed that goal setting is part of performance management in their bank. The results further showed that most of the respondents (81.3%) agreed that employee development is part of performance management in their bank. The results also indicated that most of the respondents (75.8%) agreed that training of managers to carry out performance appraisal is part of performance management in their bank. In addition the results indicated that most of the respondents (69.2%) agreed that performance appraisal is part of performance management in their bank. The results also indicated that most of the respondents (70.4%) agreed that performance feedback is part of performance management in their bank. The results also indicated that most of the respondents (65.9%) agreed that performance reward and recognition is part of performance management in their bank.

Table 4.21: Performance Management Practices

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Goal setting	1.10%	6.60%	17.60%	51.60%	23.10%	3.89	0.87
Employee development	4.40%	3.30%	11.00%	56.00%	25.30%	3.95	0.95
Training of managers to carry out performance appraisal	3.30%	5.50%	15.40%	52.70%	23.10%	3.87	0.95
Performance appraisal.	8.80%	8.80%	13.20%	54.90%	14.30%	3.57	1.12
Performance feedback	4.40%	12.10%	13.20%	26.40%	44.00%	3.93	1.21
Performance reward & recognition	12.10%	9.90%	12.10%	58.20%	7.70%	3.40	1.15
Average						3.77	1.04

The respondents were asked to indicate whether there is performance appraisal done in their bank. The results are presented in Table 4.22 below. Majority of the respondents (82%) indicated that their bank have performance appraisal, with 10% stated that they are not sure whether their banks have performance appraisal while only 8% of the respondents who indicated that their banks don't have performance appraisal.

Table 4.22: Performance Appraisal

	Frequency	Percent
No	7	8%
Not Sure	9	10%
Yes	75	82%
Total	91	100%

The respondents who indicated that there is performance appraisal in their banks were further asked to indicate the number of times performance appraisal is done in their bank. The results as presented in Table 4.23 found that most of the respondents (64.8%) showed less than 3 times, 20.9% stated 3- 5 times, 8.8% indicated 5 – 7 times while only 5.5% who indicated more than 7 times.

Table 4.23: Number of Performance Appraisal

	Frequency	Percent
Less than 3 times	59	64.8%
3- 5 time	19	20.9%
5 – 7 times	8	8.8%
More than 7 times	5	5.5%
Total	91	100%

The respondents were further asked to state the areas of performance appraisal are emphasized. The results in Table 4.24 revealed that majority of the respondents (76%) stated that the areas of performance appraisal are emphasized is management by objective, 14% indicated behavioral checklist while only 10% who indicated psychological appraisal.

Table 4.24: Areas of performance appraisal are emphasized

	Frequency	Percent
Psychological appraisal	9	10%
Behavioral checklist	13	14%
Management by objective	69	76%
Total	91	100

The respondents were further asked to state whether performance management influence implementation of IT Projects in their banks. The results as presented in Table 4.25 showed that majority of the respondents (74%) stated that performance management influence implementation of IT Projects in their banks, with 20% stating that they were not sure whether performance management influence implementation of IT Projects in their banks while only 6% who indicated that performance management does not influence implementation of IT Projects in their banks.

Table 4.25: Performance Management and implementation of IT Projects

	Frequency	Percent
No	6	7%
Not Sure	13	14%
Yes	72	79%
Total	91	100%

4.3.4 Reward System and Influence on Implementation of IT Projects

The fourth objective of the study was to assess how reward system influence implementation of information technology projects among commercial banks in Nairobi, Kenya

The respondents were asked to state whether there are incentives for employees programs in their bank. The results as shown in Table 4.26 revealed that majority of the respondents (74%) indicated that there are incentives for employees programs in their bank, with 17% stating that they were not sure while only 9% who indicated that there are no incentives for employees programs in their bank.

Table 4.26: Incentives

	Frequency	Percent
No	8	9%
Not Sure	16	18%
Yes	67	74%
Total	91	100%

The results in Table 4.27 showed that majority of the respondents (85.7%) indicated that their organization offer salary and allowances while only 14.3% of the respondents who indicated that their organization do not offer salary and allowances. In addition the results revealed that majority of the respondents (89%) indicated that their organization offer merit based pay while only 11% of the respondents who indicated that their organization does not offer merit based pay. The results as shown in Table 4.23 also revealed that majority of the respondents (85.7%) indicated that their organization offer annual salary review while only 14.3% of the respondents who indicated that their organization do not offer annual salary review.

The results also revealed that majority of the respondents (89%) indicated that their organization offer medical insurance cover while only 11% of the respondents who indicated that their organization do not offer medical insurance cover. In addition the results also revealed that majority of the respondents (86.8%) indicated that their organization offer non-financial benefits training while only 13.2% of the respondents who indicated that their organization do not offer non-financial benefits training. The

results also revealed that majority of the respondents (89%) indicated that their organization offer bonus pay while only 11% of the respondents who indicated that their organization do not offer bonus pay. The results also revealed that majority of the respondents (90.1%) indicated that their organization offer retirement benefit while only 9.9% of the respondents who indicated that their organization do not offer retirement benefit. The results also revealed that majority of the respondents (90.1%) indicated that their organization offer retirement benefit while only 9.9% of the respondents who indicated that their organization do not offer retirement benefit. The results also revealed that majority of the respondents (89%) indicated that their organization offer pension pay while only 11% of the respondents who indicated that their organization do not offer pension pay. The results also revealed that majority of the respondents (85.7%) indicated that their organization offer employee appreciation while only 14.3% of the respondents who indicated that their organization do not offer employee appreciation. The results also revealed that majority of the respondents (85.7%) indicated that their organization offer housing allowance while only 14.3% of the respondents who indicated that their organization do not offer housing allowance.

Table 4.27: Incentive Program Offered

		Frequency	Percent
Salary and allowances	No	13	14.3
	Yes	78	85.7
Merit based pay	No	10	11
	Yes	81	89
annual salary review	No	13	14.3
	Yes	78	85.7
Medical Insurance cover	No	10	11
	Yes	81	89
non-financial benefits training	No	12	13.2
	Yes	79	86.8
Bonus pay	No	10	11
	Yes	81	89
Retirement benefit	No	9	9.9
	Yes	82	90.1
Pension pay promotes	No	10	11
	Yes	81	89
Employee appreciation	No	13	14.3
	Yes	78	85.7
Housing allowance	No	13	14.3
	Yes	78	85.7

The respondents were further asked to state whether reward system influence implementation of IT Projects in their banks. The results as shown in Table 4.28 showed that majority of the respondents (74%) indicated that reward system influence implementation of IT Projects in their banks, with 25% stating that they were not sure whether reward system influence implementation of IT Projects in their banks while only 1% who indicated that reward system does not influence implementation of IT Projects in their banks.

Table 4.28: Reward System and implementation of IT Projects

	Frequency	Percent
No	8	1%
Not Sure	16	25%
Yes	67	74%
Total	91	100

4.3.5 Organizational Culture and Influence on Implementation of IT Projects

In the fifth objective, the study sought to determine the regulating influence of organizational culture on the link between implementation of human resource practices and information technology projects among commercial banks in Nairobi, Kenya.

The findings in Table 4.29 revealed that 69.2% of the respondents were in a agreement with the statement the organization actively encourages cooperation across all its departments. The results also 75.8% said that implementation of projects in the organization is guided by clear and steady set of standards. The results also revealed 84.6% of the respondents said that the projects are guided by both long term purpose and clear direction. The results also revealed that most of the respondents (65.9%) indicated that the organization uses teamwork to do their work instead of hierarchy.

Table 4.29: Organizational Culture

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
The organization encourages cooperation across all its operations	17.60%	2.20%	11.00%	63.70%	5.50%	3.37	1.21
Projects in this organization are implemented in a clear and consistent plan	19.80%	4.40%	0.00%	56.00%	19.80%	3.52	1.39
Projects are implemented in a long term purpose here	12.10%	3.30%	0.00%	59.30%	25.30%	3.82	1.21
Work here is done through team work instead of the organizational hierarchy	12.10%	9.90%	12.10%	58.20%	7.70%	3.40	1.15
Average						3.53	1.24

The respondents were further asked to state whether organizational culture influence implementation of IT Projects in their banks. The results in Table 4.30 showed that majority of the respondents who were 70.3% indicated that organizational culture influence implementation of IT Projects in their banks, 20.9% indicated that they were not sure whether organizational culture influence implementation of IT Projects in their banks while only 8.8% who indicated that organizational culture does not influence implementation of IT Projects in their banks.

Table 4.30: Organizational Culture and implementation of IT Projects

	Frequency	Percent
No	8	8.8%
Not Sure	19	20.9%
Yes	64	70.3%
Total	91	100%

4.3.6 Implementation of IT Projects

The respondents were asked to state whether projects always start and end at the anticipated time. The results in Table 4.31 revealed that majority of the respondents (70%) indicated that IT projects in their bank always start and end at the anticipated time, 19% stated that were not sure, 11% of the respondents indicated that IT projects in their bank do not start and end at the anticipated time

Table 4.31: Time to start and end the project

	Frequency	Percent
No	10	11%
Not Sure	17	19%
Yes	64	70%
Total	91	100

The respondent were asked to indicate whether their bank meet customer's perceived requirements. The results in Table 4.32 revealed that majority of the respondents (74%) indicated that their bank meet customer's perceived requirements, 14% were not sure while only 12% who indicated that their bank do not meet customer's perceived requirements.

Table 4.32: Customer Perceived Requirement

	Frequency	Percent
No	11	12%
Not Sure	13	14%
Yes	67	734%
Total	91	100

The respondents were further asked to state whether their IT projects are completed within the budget. The results in Table 4.33 revealed that majority of the respondents (72%) indicated that IT projects in their bank are completed within the budget, 19% were not sure while only 9% who indicated that IT projects in their bank are not completed within the budget.

Table 4.33: IT Projects Completed within Budget

	Frequency	Percent
No	8	9%
Not Sure	17	19%
Yes	66	73%
Total	91	100

The respondents were further asked to indicate how they would rate the efficiency of their bank in service delivery to the community. The results in Table 4.34 revealed that majority of the respondents who were 44% indicated that they would rate the efficiency of their bank in service delivery to the community as good, 18.7% indicated they would rate it as poor, 15.4% indicated very good, 12.1% indicated very poor while only 9.9% who indicated neither good or poor.

Table 4.34: Efficiency banks in service delivery to the community

	Frequency	Percent
Very Poor	11	12.1%
Poor	17	18.7%
Neither Poor or good	9	9.9%
Good	40	44%
Very good	14	15.4%
Total	91	100%

The respondents who indicated that the efficiency is poor were further asked to indicate what is needed of the staff in order to improve the situation. The results in Table 4.35 revealed that majority of the respondents (80%) indicated that their bank need to train the current personnel to improve the efficiency of the bank, 11% indicated that they need to lay off some people so as to avoid duplication of work while only 9% who indicated that their bank should employ more qualified people to improve their efficiency.

Table 4.35: Improvement of Banks efficiency in service delivery to the community

	Frequency	Percent
Employ more qualified people	8	9%
Lay off some people to avoid duplication of work	10	11%
Train the current personnel	73	80%
Total	91	100%

4.4 Inferential Statistics

Inferential analysis was done to carry out the correlation and regression analysis of the relationship between the study variables.

4.4.1 Correlation Analysis

In Table 4.36 the correlation analysis showed a positive and significant relationship between training and implementation of IT Projects among the banks ($r=0.253$, $p=0.016$). The results in Table 4.31 also revealed that recruitment and implementation of IT Projects are positively and significant related ($r=0.271$, $p=0.009$). The results also revealed that performance management and implementation of IT Projects are positively and significant related ($r=0.292$, $p=0.005$). The results also showed that reward system and implementation of IT Projects are positively and significant related ($r=0.220$, $p=0.036$). The results also revealed that organizational culture and implementation of IT Projects are positively and significant related ($r=0.225$, $p=0.032$).

Table 4.36: Correlations Matrix

		implementatio n of IT Projects	Tra inin g	recru itmen t	Performanc e Managemen t	Rewar d System	Organizati onal Culture
implementatio n of IT Projects	Pearson Correlati on		1				
	Sig. (2-tailed)						
Training	Pearson Correlati on	.253*	1				
	Sig. (2- tailed)	0.016					
recruitment	Pearson Correlati on	.271**	0.10 2	1			
	Sig. (2- tailed)	0.009	0.33 7				
Performance Management	Pearson Correlati on	.292**	0.11 3	0.185	1		
	Sig. (2- tailed)	0.005	0.28 6	0.079			
Reward System	Pearson Correlati on	.220*	.232 *	.226*	0.046	1	
	Sig. (2- tailed)	0.036	0.02 7	0.031	0.665		
Organizational Culture	Pearson Correlati on	.225*	0.05 3	.215*	0.071	0.014	1
	Sig. (2- tailed)	0.032	0.62 3	0.041	0.504	0.895	

* Correlation is significant at the 0.05 level (2-tailed).

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

4.4.2 Regression Analysis

The results in Table 4.37 presented the fitness of model of regression model used in explaining the study phenomena. Training, recruitment and selection, performance management, reward system and organizational culture were found to be satisfactory variables in implementation of IT projects. This was supported by coefficient of determination also known as the R square of 65.8%. This meant that Training, recruitment and selection, performance management, reward system and organizational culture explain 65.8% of the variations in the dependent variable which was financial sustainability. The results further meant that the model applied to link the relationship of the variables was satisfactory.

Table 4.37: Model Fitness

Indicator	Coefficient
R	0.811
R Square	0.658
Adjusted R Squared	0.642
Std. Error of the Estimate	0.18353

Table 4.9 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model. Further, the results imply that the independent variables are good predictors of implementation of IT projects. This was supported by an F statistic of 41.708 and the reported p value (0.000) which was less than the conventional probability of 0.05 significant levels.

Table 4.38: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.081	5	0.616	41.708	0.001
Residual	11.125	85	0.131		
Total	14.205	90			

Regression of coefficients results in Table 4.39 shows that training and implementation of IT projects are positively and significant related ($r=0.136$, $p=0.006$). The Table further indicates that recruitment and implementation of IT projects are positively and significant related ($r=0.097$, $p=0.016$). It was further established that performance management and implementation of IT projects were positively and significantly related ($r=0.157$, $p=0.023$). In addition the results also revealed that reward system and implementation of IT projects were also positively and significantly related ($r=0.113$, $p=0.001$) while organizational culture and implementation of IT projects were also positively and significantly related ($r=0.103$, $p=0.003$)

Table 4.39: Regression of Coefficients

	B	Std. Error	t	Sig.
(Constant)	0.978	0.349	2.805	0.006
Training	0.136	0.079	1.735	0.006
Recruitment and Selection	0.097	0.068	1.418	0.016

Performance Management	0.157	0.067	2.323	0.023
Reward System	0.113	0.085	1.328	0.001
Organizational Culture	0.103	0.061	1.696	0.003

Thus, the optimal model for the study is;

$$IT \text{ Project Implementation} = 0.978 + 0.136 \text{ Training} + 0.097 \text{ Recruitment and Selection} + 0.157 \text{ Performance Management} + 0.113 \text{ Reward System} + 0.103 \text{ Organizational Culture}$$

The result indicates that performance management has the highest impact on the IT project implementation with a change of one unit leading to an improvement of 15.7 % in project implementation. A change in a unit of training unit will lead to an improvement of 13.6 % of the project implementation, with a one unit change in reward system to an improvement of 11.3% on the project implementation. A unit change in organizational culture would result in a 10.3% in IT project implementation while a unit change in recruitment and selection would result in a 9.7% in IT project implementation

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of the research on the influence of human resources practices on implementation of IT projects among the commercial banks in Kenya. The chapter presents the study summary, conclusions and recommendation. These have been presented on the basis of the research objectives.

5.2 Summary of Findings

5.2.1 Training & development and implementation of information technology projects

For the first objective the findings revealed that there was a positive and significant association between training and implementation of IT projects. The findings were also supported by the likert scale analysis where most of the respondents agreed with this argument together with the regression results which showed a positive and significant relationship between training and implementation of IT projects.

5.2.2 Recruitment and selection and implementation of information technology projects

In the second objective, the findings revealed that there was a positive and significant association between recruitment and selection and implementation of IT projects. The findings were also supported by the likert scale analysis where most of the respondents agreed with this argument together with the regression results which showed a positive and significant relationship between recruitment and selection and implementation of IT projects

5.2.3 Performance management and implementation of information technology projects

The findings in the third objective revealed that there was a positive and significant association between performance management and implementation of IT projects. The findings were also supported by the likert scale analysis where most of the respondents agreed with this argument together with the regression results which

showed a positive and significant relationship between performance management and implementation of IT projects.

5.2.4 Reward system and implementation of information technology projects

In the fourth objective the findings showed that there was a positive and significant association between reward system and implementation of IT projects. These were also supported by the likert scale analysis where most of the respondents agreed with this argument together with the regression results which showed a positive and significant relationship between reward system and implementation of IT projects

5.2.5 Organizational Culture and implementation of information technology projects

In the fifth objective the findings revealed that there was a positive and significant association between organizational culture and implementation of IT projects. The findings were also supported by the likert scale analysis where most of the respondents agreed with this argument together with the regression results which showed a positive and significant relationship between organizational culture and implementation of IT projects

5.3 Discussions

The study established that there was a positive and significant association between training and implementation of IT projects ($r=0.136$, $p=0.006$). These findings agreed with that of McCarty (2012) who found that training of employees is important on the implementation of projects.

The study further established that recruitment and implementation of IT projects are positively and significant related ($r=0.097$, $p=0.016$). These findings agreed with that of Gatewood, Gowan and Lautenschlager (1993) who found that early recruitment practices, corporate advertising, and reputation positively affects implementation of projects.

The study also showed that performance management and implementation of IT projects were positively and significantly related ($r=0.157$, $p=0.023$). The results were consistent with that of Murphy and Cleveland (1995) who believed that performance appraisal is a tool that can help to improve project implementation.

In addition the study established that reward system and implementation of IT projects were also positively and significantly related ($r=0.113$, $p=0.001$). These findings agreed with that of Assava (2012) who conducted a study on the effects of reward system on employee performance in National water conservation & pipeline corporation, Nairobi. The study argued that reward system has a significant effect on employee performance thus leading to better implementation of projects.

Lastly the study established that organizational culture and implementation of IT projects were also positively and significantly related ($r=0.103$, $p=0.003$). These findings also agreed with that of Chatman and Cha (2003) who found that organizational culture has a positive influence on performance of projects.

5.4 Conclusions

Based on the findings of the study, it can be concluded that training, recruitment and selection, performance management, reward system and organizational culture have a positive and a significant effect on implementation of IT Projects.

The study found that when staff are poorly trained, they perform poorly and give poor quality services. Therefore the organization should have well organized training programmes which will lead to quality services and products for enhanced competitive edge. The study also established that recruitment and selection that aims at obtaining qualified applicants boosts the success of implementation of IT projects. In addition, for good performance of projects applicants should be interviewed (job related questions, same questions asked of all applicants) before hiring

5.5 Recommendations

The study recommends that organizational employees should be free to nominate themselves for training on projects. In addition, senior managers and supervisors of various banks should nominate employees for training. This will help improve the performance of the projects. The banks should also invest a lot of money on training of employees so as to boost their performance.

The study also recommends that a recruitment process which is cost effective should attract staff who have the right qualifications and give adequate information to the

unqualified staff for self-selection out of the process. Further the job advert should contain adequate information for the requirements of the job before the commencement of the recruitment process. In addition human resource should clearly define the job description and specifications during the process of recruitment.

The study also recommends that goal setting and employee development should be part of performance management in every organization. In addition, training of managers to carry out performance appraisal should always be part of performance management. This will help to boost the success of project implementation.

5.6 Areas for Further Studies

Based on the findings of this study, an area for further study could be banks from other Counties for the purpose of making a comparison of the findings with those of the current study.

INFLUENCE OF HUMAN RESOURCE PRACTICES ON IMPLEMENTATION OF INFORMATION TECHNOLOGY PROJECTS AMONG COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA

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