

**INFLUENCE OF COUNTY GOVERNMENT HUMAN RESOURCE MANAGEMENT
PRACTICES IN MONITORING & EVALUATION ON PERFORMANCE OF ROAD
CONSTRUCTION PROJECTS IN KIRINYAGA COUNTY, KENYA**

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DECLARATION

I declare that this is my original research work and has not been presented for a degree in any other university.

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DEDICATION

I dedicate this research project to my county citizens and especially my dear children Rita and Clement Makumi. May it be a source of inspiration to the commitment in performance of all their endeavours.

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ABBREVIATIONS AND ACRONYMNS

CDF	Constituency Development Fund
HRD	Human Resource Development
HRM	Human Resource Management
KAPAP	Kenya Agricultural Productivity and Agri-Business Project
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America

ABSTRACT

Human Resource Management is a distinct approach to staffing management which aim at obtaining competitive advantage through the deployment of a highly committed and skilled workforce, using various of techniques. Human Resource Management helps firms improve organizational behavior in such areas as staff commitment, competency and flexibility, which in turn leads to improved performance in monitoring and evaluation. The study concerns influence of human resource management practices in monitoring and evaluation on performance of road construction, a case of road projects in Kirinyaga County, Kenya. The general objective of this study was to evaluate the influence of human resource management practices in monitoring and evaluation on performance of road construction in Kirinyaga County. The specific objectives were to determine how recruitment process of monitoring and evaluation staff, Training of monitoring and evaluation staff, compensation and performance appraisals on performance of road projects influence human resource management practices on project performance. The significance of the study generating knowledge and information on the influence of human resource management practice on project performance, assist the policy makers and program implementers, useful to students in this field of project management as the findings will form bankable empirical literature and also bring to the surface the efficacy of human resource management on project performance. Several theories were applied in this study which includes Resource-Based Theory of Competitive Advantage, HRM Practices and Organization Performance Theory. There was empirical review and conceptual framework for this study. There was use of descriptive survey design and questionnaire was used to administer gathering of primary data. Secondary data validation was used for checking validity of primary data. The target population was 71 while sample was 58. Data was analyzed using SPSS. The findings showed a p-value of 0.0232 for variable recruitment process, and 0.0243 for the Training. Compensation variable had a p-value of 0.0214 and performance appraisals on performance of road projects 0.0244. This showed that the relationship was significant between the dependent and all the independent variables. Presentation was undertaken using frequency tables, charts. The recommendations are that there is need for enhancement of Human resource management practices on performance in monitoring and evaluation.

CHAPTER ONE

INTRODUCTION

1.1 Background

Human resource management (HRM) is defined as strategic approach in management of an company important assets; the persons working there who at personal level or together achieve the organization objective (Armstrong, 2006). Byars and Rue, (2004) stated that HRM represents the activities designed to give an organization the necessary Human Resources (HR) which is one of its largest investments. Senyucel, (2009) considered HRM as a assembles of people focused management practices that consider employees as assets who are trained to forming and maintaining skillful and committed staff for achieving organizational goals. Armstrong (2010) further argued that HRM practices are informal approaches used in managing people.

Globalization of Human Resource Practices Survey Report by Harrison and Kessels (2004), indicates that HRM practices are initial responsibilities of human resource characteristics in an organization which constitutes of training, development, selection, compensation etc. Dessler (2010) explains how effective HRM practices can improve performance, through impacting skills for workers to perform better, creating secure working environment that producing fewer lost-time accidents and accidents costs than do unsafe ones.

Argarwala (2010) stated that a significant relationship exists between the adoption of high-performance HR practices and project performance indicators. He emphasized that HRM staff require to control the changing staff due to changing family structures, global workforce, education knowledge workforce, contingent and workforce flexibility and the diverse nature of employment relationships. Mufeed and Gulzar (2015) argued that the distinctive human resource

practices shape the core competencies which establish the way establishments display competition to one other. Additionally it may be easier for organizations to find a new entrepreneurial strategy to fit with the existing HRM practices and competencies, than to develop new HRM practices and competencies to match new business strategies. According to Mutiso (2013) HRM practices in most organizations derive from the major roles to be carried out in that organization.

The role of the Human Resource Manager concerns the change in competitive market situations and the understanding that HRM practices contribute more strategic on role in the successful performance of an establishment. Organizations that do not emphasis more on attracting and retaining talents can jeopardize their performance, as their competitors may be define superior strategies and outshine them in the employment of their employees (Loriann and Carol, 2007).

Dimba (2008) indicates that, HRM practices require to be several in any wide HRM area in researches on HR practices. Further, Dimba (2008) deals with this by generation of variety of measurement scales for each HR practice identified. thus a broad research field including training cannot be applied as HR practice. Rather different practices may be gotten from this wide field. Chad and Katou (2007) tackled this challenge by grouping 27 HRM practices into broad spectrum groups considered as hiring process, capacity building (training and development), compensation (pay structure), employer relations, performance appraisals among others.

The HRM has emerged to be most essential areas of firm science and actions. It has advanced with others, but rather by industrial alteration and economic development (Boudreau and Ramsad, 2007). Human resources are perceived as ways of acquiring competitive advantage due to its ability in converting the other things (funds, machinery, methodology and material) in to

findings (goods and services). Reliable human resource is the main achievement of organizations in tackling problems the challenges of business today (Tan and Nasurdin, 2011).

Having a competitive human resource goes hand in hand with the success of today's establishment. Effectively human resource produces skillful and active persons that will finally reduce the challenges that corresponds to human resource including unhappiness, out of work, or employees movement (Mufeed and Gulzar, 2015). The challengers can copy other resources including the technology and working capital where human resource are special (Jackson, Schuler and Rivero, 2012). According to Khatri (1999), persons are one of the highly valued component availing changing possibilities and adjustment to firms. Vlachos (2009) states that it's important to note that individuals mainly in high offices, not the company, are the adjust in establishing companies will react to the challenging situations.

The commendable administration of human individuals needs proper Human administrative procedures. According to Storey (1995) HRM is a special approach to work administration that look for more advantage by deploying a highly committed and skilled employees, applying an advanced method. HRM may assist companies have better firm characteristic in fields including staff undertaking, skillfulness and adaptability, that alternatively end up in raising employees achievement (Rizov and Croucher, 2008). For the firm to have a commendable HRM procedures, the company need acquire good Human HRM practices. This is regarded as company actions geared towards the existence of persons and making sure that the resources are geared in direction of the achievement of the company objectives (Jackson et al., 2012).

Researchers have tried hard to identify the classification of HRM practices in various economies sections. Pfeffer (1994) came up with 16 practices that represent best practice. Thereafter changed to the seven classifications being; job security, segregated recruitment, self-guided teams or team work, employment being compensated contingent on firm achievement,

aggressive training, classes minimization and information sharing (Zwikael and Globerson, 2006).

Saxena and Tiwari (2009) in a study evaluated the HRM practices implementation by consideration of blue sheep IT companies that include TATA, Infosys as well as Wipro in India. These companies introduced the 3cTER highlights of HRM practices where there was realization that impacting skills and developing workers, workers to workers relationship, giving rewards, building of culture, developing careers, compensating workers and favours of different nature are as necessary as HRM Practices. HRM practices varies from one country to another and the factors that affect the HRM practices are both external and internal factors. As quoted by Ozutku and Ozturkler (2009), outside and internal features influence HR practices changes importantly across countries.

Mufeed and Gulzar (2015) states that external matter influencing HR practices are the one that put pressure on organizations that seems impossible to be controlled and changed in a commendable way in the short run. These issues include the changes in the economy. Satow and Wang (1994) realized that when there is global economic development, the international direction of HR practices been found to be more relevant. Changes in the Technology where it influence HRM more and more create regular association between technology and HR (Tan and Nasurdin, 2011). Technology alter the way work is done, the duties done and the interactions by which job is undertaken. The internal factors constitute the features within the organization like employee satisfaction and motivation (DeFillippi, 2002).

firms performance is a tool to measures how well an organization has achieved their objectives (Hamon, 2003). companies performance concerns with product or service status, items or service innovativeness, attraction of employee retention of employee, satisfaction of consumers , management/workers interaction and workers association (Delaney and Huselid, 2006). Human

resources practices have been noted as both important and an origin of superiority (Legge, 2005). Bontis (2009), indicates that the human matters of the firm are the one that have potential of learning, altering, innovativeness and provision of the formative trustworthiness that where it is not adequately motivated may guarantee the long-term existence of the company. Delery (1998) finds that the ways applied by an enterprise to organize its individual may influence many organizationally expected results.

In Kenya, several studies have been carried out on human resource practices and organizational performance. Maritim (2007) studied training and development programmes and their impact to effective organizational performance and concluded that training increases organizational performance. Koskey (1997) studied the effects of firm's advancement managerial strategies on working situations and performance in universities and colleges. The study found out that adoption of organizational development strategies had the potential to influence management practices, working situation and achievement in institutions of higher learning.

Kirinyaga County has deficits in terms of the requisites for infrastructure despite the high economic potential. This has exposed the area to the challenge of lack of optimal infrastructure despite the need. The county government has chipped in by way of facilitating enhanced capacities by way of doing roads projects within the county but success rate of construction projects stands at merely 15% according to data collected from the Kirinyaga County Ministry of Transport and Infrastructure in the year 2015.

1.2 Statement of the Problem

Kenya is undergoing enormous transformation in the infrastructure sector. There is a massive investment in the area of construction of roads and this is geared towards making communication easier in terms of movement of goods and people. Most of the construction works is being

facilitated by the county governments at the advent of devolution (GOK, 2014). In Kenya, road construction projects have major non-completion issues. Approximately 60% of construction projects don't succeed due to issues like time mismanagement, lack of sufficient money and lack of proper equipments. According to KURA, (2013) there exist several projects that failed to meet completion deadline as a result of clients hindrances, lack of enough materials, poor infrastructure, inadequate funding and lack of required skills on staff.

A study carried out by Abdullah (2010) to research on the matters leading to delayment in road construction works within Kenya found out that the delays in project execution were occasioned by the long procurement procedures. Odipo (2013) studied on the determinants of performance of development projects with a focus on KAPAP in Nakuru. The study found that project scheduling improves short term productivity but it can increase long term-costs and understaffing has a negative effect on staff schedule and performance of the development projects. Kiendi (2012) research on the effects of management practices on organizational performance, a study in Imenti North District, Meru County on compassion international. The findings are that work design, team spirit, combined process of making decision decision and company communication to have a positive relationship to organizational achievement in an organization.

There is no consistent arrangement among the Kenyan academician on ways of determining HRM practices and measurement of organizational performance. Previous studies on HRM practices on achievement of construction firms in Kenya are quite limited with little empirical research being done to date. This study will hence examine the influence of human resource management practices on project performance: a case of road projects in Kirinyaga County.

1.3 Purpose of the Study

The purpose of this study is to assess the influence of County Government human resource management practices in monitoring and evaluation on performance of Road construction projects in Kirinyaga County.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To establish how recruitment process on monitoring and evaluation influence performance of road projects.
2. To determine how Training in monitoring and evaluation influence performance of road projects.
3. To determine the influence of compensation in monitoring and evaluation on performance of road projects
4. To identify the influence of performance appraisals of monitoring and evaluation on performance of road projects.

1.5 Research Questions

The studies intend to address the following:

1. To which level does recruitment process influence performance of road projects in Kirinyaga County?
2. To what extent does training influence performance of road projects in Kirinyaga County?
3. How does compensation influence performance of road projects in Kirinyaga County?
4. How do performance appraisals influence performance of road projects in Kirinyaga County?

1.6 Significance of the Study

The outcome of the study will assist policy makers can use the findings as reference for policy guidelines geared to promotion of the human resource management practices for superior and

sustainable organizational performance. The results of this the study reinforces the motorcycle urban transport business as an important innovation that youth can embrace to offer hope and livelihoods. The study will be useful to top management, HRM managers and practitioners in designing their HRM practices within a strategic condition at the construction sector in order to improve firm performance.

1.7 Delimitations of the Study

The study tries to find out the influence of human resources management practices on road projects performance, in Kirinyaga County. The variables guiding the study are recruitment process, training, compensation, and performance appraisals. The respondents will be the employees of the county government from the roads and infrastructure department who are directly involved in the implementation of roads projects.

1.8 Limitations of the Study

It was difficult to study the whole population, and therefore the study was limited to employees of roads department in Kirinyaga. Collecting data from very busy officers was a serious challenge in terms of time and patience on their part. Another factor is respondent's bias whereby the respondents may give responses that are likely to favor the researcher's results. Finally, the University has put specific time limit in writing and submission of the report and therefore the researcher did not explore all the areas under the study fully and was only limited to the variables in this study; recruitment process, training, compensation, and performance appraisals.

1.9 Assumptions of the Study

The study was based on various assumptions; the sample selected was representative of the population and the respondents are assumed to have the ability to read, understand and answer the questions asked correctly and truthfully.

1.10 Definitions of Significant Terms

Compensation: This is the amount given out as rewards a worker get for the work which relates to three components: initial reward, pay incentives and indirect reward/ benefits.

Employees: A pool of human resources under which the firm's control direct employment relationship. In this study, employees (workers) are regarded as non-managerial employees who are below the management levels of the organization.

Employee Performance: attainment of the set working targets.

Firm Performance: firm performance is the profit, growth and workers turnover.

Human Resource Management: refers to way establishments manage their workers by assisting them to develop so that they are able to fulfil organizations' missions and goals successfully.

HRM Practices: is the firm issues directed at managing the available human individuals and being alert that the resources are utilized towards the attainment of company objectives.

Management Practices: refer to approaches used in managing people to achievement of the organizational goal and ensure that learning takes place.

Organizational Performance: refers to the efficiency and effectiveness of the organization.

Recruitment: is the process of collecting and evaluating information about an individual in order to extend an offer of employment

Training: It is planned and systematic activities that results in enhanced level of skill, knowledge and competency necessary in performing work effectively

1.11 Organization of the Study

The study is arranged into five chapters. First chapter consists of the study background, problem statement, study purpose, objective, research questions, study significance and definition of the significant terms. Second chapter consist of literature review, theoretical framework, conceptual framework and summary of reviewed literature. Third chapter will consist of research methodology, research design, population of the study, target population, sample size and sampling procedure, research instruments, instrument validity, instrument reliability, procedures on data collection and data analysis methods. Fourth chapter will present the data analyzed, presentation and interpretation while fifth chapter will wind up the study with the findings summary, conclusions, recommendation and suggestion for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The researcher reviews relevant literature to enable easy undertaking of their study highlighting issues on performance, workers engagement and worker selection induction and career advancement, pay structure, and performance appraisals in this section. The aim of this chapter will identify knowledge gaps and to avoid duplication of previous studies done on human resources practices and youth organization performance.

2.2 Performance of road project

Performing is regarded undertaking certain issues of activities for combining both field knowledge and knowhow aimed at producing a reliable result (Elger, 2008). Project output is the extent of attainment of particular determination or even an engagement that correspond to the prescribed target that form the project parameters (Ahmad, 2009). The key needs of good achievement indicators and valuation guidelines are considered to include possession of a little but relevant measures, linkages with crucial project objectives, and giving out of information and availability of finances related valuations (Ankrah, 2005).

According to Mufeed and Gulzar (2015), project achievements consist of the real outcome of a project as considered in relation to actual expectations. Different opinions appear related to achievement signs to be applied in study studying the role of HRM matters on project achievement. Some use finance issues based indicators but there are others use other means (Busienei, 2013). Dyer and Reeves Kindombo (2009) highlighted several of achievement valuation these include workers output dealing with the outcome of the activities on workers

such as perception and doings. Firms results look at working valuation of achievement that include outcome, value and shortage, several or overall that can be related to benefits in nature of finances. Market-based findings is the way finance issues markets prices a firm, More so on shares value or changes of it. In notification of the various signs applied on achievements, this study dwelt on achievements and HR productivity Therefore balance by the construction firms in Kirinyaga County when linking between HRM practices of the employees and performance of the various projects is necessary.

Richard et al. (2009) in a study indicates that there are several ways of determining achievements for checking the suitability of a construction work. This has been outlined in regards to productivity, procedures and finances (Alvarado, 2005). Akintoye (2002) noted various project achievements signs such as funding, period, budgetary issues, trend, weaknesses fulfillments with the item and service delivery; and various firms achievements measures,

Routinely the recognized means of project achievement is on funds-value-period issues (Ali and Rahmat 2009). However there exist variations in several nature of projects in establishing the achievement because valuation is conducted on expectations of achievement levels. For construction work, uniformity does not exist as a result of varying difficulties, existing type and special features of such work (Hendrickson, 2008). Mwaura and Ngugi (2014) indicates that project performance may be measured using schedule, cost and client satisfaction with the quality of the final result. Prabhakar (2008) states that valuation of any construction results is in the valuation of achievement or downfall of the success of the expected outcome of the work and the stipulated effect it has on the studied area. It involves checking the work based on several issues including period, fund and valuation nature. in this research, project performance has been checked based on quality, cost and timeliness of the finalized project.

2.3 Recruitment Process of Monitoring and Evaluation Staff and Road Construction

Mutiso (2013) argued that the general purpose of the hiring procedure is to recruit and select the magnitude and type of worker required to fulfill the HR requirements of an organization and to enhance performance. In addition, the main purpose of hiring process is to attract adequate and sustainable potential workers to apply for positions in the organization and to select the suitable appropriate workers and convince them to take up a position in the organization. Vacancies in construction projects should similarly attract potential candidature to assist in project performance.

An effective hiring process, does not only deal with employing and selection but commendable recruitment, appointing, the induction that is essential. Indeed workers employment and identification, is absolutely critical to effective HRM and organizational profitability (Dessler, 2008). Recruitment and selection exercise in essence requires that job profiles be merged with candidature profiles (the job matching principle). Individuals whose candidature profiles most closely fit the job profiles available in the organization ensure more job satisfaction and low labour turn over. Management and interviewers need to understand the type of the work and must ensure that the needs of the work will be suitably assigned to the right worker (Dessler, 2008). To recruit and select competent employees, HRM managers in construction projects must adhere to competitive hiring process.

Armstrong, (2006) outlined three steps of hiring and placing, definition of needs –work specification preparation as well as specification; period decision and terms of working , employee attraction- analyzing and evaluation of different services of job applying, advertisement, using agencies and agents and nominee selection- sifting candidate interrogation test conducting, testing candidates, testing centers, giving out job, referring of candidate and contracts preparation of workers. It is difficult to state severally the effectiveness of suitable

recruitment. When the organization receive more application it become difficult to make decision (Dessler, 2008). For construction projects, the three stages of recruitment and selection must be adhered to if potential employees are to be selected.

For road works, the hiring and appointing process establish the determination as to what applicant ought to be engaged. According to Tzafir (2006) the reason of this work is to advance the suitability of workers, the firm, motitude and work needs and thus, to create a better work condition. Aggressive hiring and placing system can guarantee a suitable fixing in the persons ability, responsibilities and the firm needs (Fernandez, 1992). Hunter and Schmidt (1982) agreed that workers stability can be gotten by a determination procedure based on person ability. According to Katou and Budhwar (2007) the hiring and placement had positive correlation that relates to all companies achievement considering variables that include productivity, fullness, discoveries and good grade.

HRM activities have valid impact on achievements, corporate money achievements and workers turnover (Pollit, 2004). Katou and Budhwar (2007) through an in-depth study on 21 institutions of learning of Greece found that HR practices such as recruitment was positively related with the elements of organizational performance. A recent study by Billah and Islam (2009) in context of Kenya also found that the hiring process had significant association with employee turnover and organizational performance.

2.4 Training of monitoring and evaluation staff and performance of road construction

Capacity building involves the training and development of human resource to be compatible with the project vision and mission aimed at achieving the envisioned performance. Education and advancement is taken to be the popular in HRM activities (Tzafir, 2006). It is regarded as any energy towards advancing the present grade of potential workers' qualifications, efforts and

education (Aswat, 2008). Thang (2008) through the exercise of studying 66 studies undertaken in several sections globally states that education and advancement result to uplifting skills, capabilities, perception and actions of employees that at the end improve firms achievement.

It is just a methods way applied in providing current or existing worker the knowledge required to do their work (Dessler, 2008).education is regarded as way of improving skillfulness required daily or much later (Jackson & Schuler, 2000).education is simply scheduled and procedural alteration of character through gotten taught eventualities periods and guide that lead to personal achievement in the stages of skills, and completeness needed in undertaking the job assigned (Armstrong, 2006). Dessler (2008), stated that the education process begin by establishment of what training is needed. Analyzing the requirements of it is on the basis of if its on newly recruited staff or the already .The main duty in checking new worker' knowledge impacting requirement is by determination of what the work is concerned with and thereafter separating it into sub jobs and every one of them is later educated on new worker. Assessing current workers education requirement may be done by use of job determination and achievement checking.

Dessler (2008,) additionally indicates that establishing job education requirements is undertaken at several stages such as of company requirements checking that concerns testing the set goals of the firm and the patterns that are possibly have consequences on these goals. It may concern a personnel checking, effectiveness determination checking, and testing of the company situation. Work requirements checking concerns testing of work by checking job situation. For work already, publication of the work to be undertaken, the knowledge needed in doing the jobs and the reducible required values that are gotten. Personal required checking noted spaces existing in an individual present abilities and the one noted as required or admired (Dessler, 2008).

Additionally, designing a education schedule consist of training objectives set up and choosing of education strategies. Education strategies can be subdivided as on-the-induction and

sponsored education strategies. On the inside training involve teaching and education on structured fields teaching, discussing issues, undertaking duties and cases researching (Armstrong, 2006). Finally, actualization of the induction is undertaken. Increasing education is necessary particularly in on job induction. encouraging active participation; self confidence; teaching method to trainees' matching.; provision of spaces for higher education; availing of specified, concise, examinable, and real deliveries; and availing chances for employee to do current matters (jack and Schuler, 2000).

Kirk et al., (2002) indicates that considering if the education has meaning to the work need checking of the worker induction characteristics or checking company documents. Could the education or HRD aggressiveness advanced the company achievement? Has the company raised the way of doing things, high return, or better services to the members or clients being effects of the education schedules?. Being compliant to this requirement is the best approach in regard to majority of the officers in the company. Additionally it seems the worst scenario stage to examine since there are various issues above workers achievement that have effect on company standards. .Traditional in this stage financial and operational statistics including marketing and disposal materials in a project field are taken and examined.

According to Armstrong (2006), successful knowledge transmission reduces education expenses; may raise personal, group and company achievements in dimension of results, standards, timeliness and general output. This may as well advance working adjustability by stretching intervals of knowledge acquired by workers (multiple carrers); attract engage improved standard working class through provision of training and advancement chances, raising the stages of skillfulness and knowledge enhancement therefore making them to get higher work fulfillment. They also acquire advanced skills as well as raising to higher levels in the firm. Management of change is gotten by realizing why there is alteration and give skill and

knowledge required to change to predetermined environment. Additionally it assist in development of a forward looking orientation in the company, that is geared towards achievement advancement as well as giving out advanced stages of service delivery to customers.

In construction projects, training should be considered as a way of human career achievement progression even if that progression is personal initiative or the project. Training should be designed to promote employees with the skills and knowhow required for the current work. when workers are engaged, education schedule should improve workers work orientation and skills, use them on the work and issue even them to other workers.

2.5 Compensation of monitoring and evaluation staff and performance of road construction

Compensation can be regarded as kind of remuneration or rewards issued to workers and originating from their engagement (Dessler, 2007). it is an essential pay for worker since it is one of the main reasons for which people work. Workers standard of living in the community, fulfilment, entrustness and achievement are as well as gifted by the remuneration (Aswathappa, 2008). Workers rewarding issues coming up in better company achievement in Asian organizations (Singh, 2004). According to Moyeen and Huq (2001) in a study on HRM matters of 92 varied construction companies both Public as well as private sector in Dhaka and Bangladesh. The results are that just 62% of studied firms with the respective department.

Spangenberg (1994) stated that payment related to achievement is a famous condition for money proposition touching on some part of personal income directly originating from their achievement. The idea behind pay for performance rewards is to provide staff a reward for having worked hard and effectively. Payment toward achievement is regarded additions required since payment and timely remuneration results to workers motivation in taking their work

seriously (Kreitner and Kinicki, 1992). The popular focused type of payment for achievement is the usual piece rate system, in which case workers receive payments a specified figures of funds for every unit of job. According to Kreitner and Kinicki, (1992), present customer service environment is making managers to adapt actively and proceed more and more instead of piece rate and marketing commission to stress more and emphasis on items and service high standard, interdependence and grouping.

Salaries and commissions payment proceeds to be essential in establishment of incentive to achieve higher, (Mc Callum, 1998). Initial incentives theories including expectancy and equity theories have the prediction of variation in incentives due to valence of output as pay, (Das, 2002). But in reality payment is considered an outcomes and regularly measured within minimum precision, (Mitchell and Mickel, 1999). Although there is relationship between compensation fulfilment and commitment and is one of the pointers of companies commitment, , it has to be factored in as one of the parts in a complex situation, (Parker and Wright, 2001).

According to Bratton and Gold (2003), well designed and properly implemented reward system should be for the following purposes; attract and retain the right people in sufficient numbers to organization, motivate employees to exert maximum effort in their work in order to facilitate achievement of the organization's objectives. Just as important as in other organizations, construction firms in Kirinyaga County require to pass information on the aggregate compensation to its staff. They should emphasize on salary, bonuses as well as benefits, but on the advance valuation aspects of staff including improving lifestyle weighing, rewards and adjustable job arrangements.

Vlachos (2009) stated that job security mainly form an environment of assertiveness on employees that raises their dedication towards organization's staff. Accordingly work security requirement particular extent: including an organization need to show there is job security; and

make workers believe in it, feel confident and have commitments towards their work and make sacrifice for the organization's progress; lastly, an establishment that have knowledge that work security add to its achievement, invests more in job securing. Probst (2002) has formed a framework of the requirements and findings of job securing. These include workers features, work nature, company change and job technical variations. Findings relates to psychology related health, employee health, company eliminations, union activity, firm undertakings and work hardship. Similarly, construction firms in Kirinyaga County should ensure job security of the employees to enhance superior project performance by motivating them to want to stay.

Buitendach and Witte (2005), checked the association on work insecurity and affective firm performance of maintenance employees in a construction company. Study results shows little but important relationships in job insecurity and extrinsic job satisfaction and job insecurity and affective firm performance. but today's enterprise environments in organizations are not nearly and easily availing work security to their workers. For instance, in an assessment of forced work loss in Francophone country between 1982 and 2002. according to Givord and Maurin (2004), technological changes leads to keeping the workers for short term periods, thus raising job lack of security.

When firms guarantee job security, then researches suggests that it has a positively inclined influence on to organization achievements. Pfeffer (1998), Ahmad and Schroeder (2003) indicates that in addition, job security influences operational achievement indirectly due to firm commitment. Michie (2001) checked employment situation easiness to change in approximately 200 UK organizations, results were that job security relates negatively to with organization achievement. Kraimera et al. (2005) in a study applied psychological relevant theories to check the responsibilities of full-time staff predetermined job security in stressing on their reactions to the application of temporary employees by sampling 149 full-time staff who worked with

temporaries. Findings were that employees' predetermined job security on negative connotation correlate with their attitude that temporarily pose a threat to their jobs. For those with high job security, there was a positive correlation between perceived and performance.

According to Delery and Doty (1996) in a study in the US financial sector and got some support positively associated with employment security and organization achievement. In their study of 101 foreign firms operating in Russia, Fey et al. (2000) found evidence that employee job security indirectly advanced organizational achievement. The findings are that not only, was a direct positive association between work security and achievement for non-managers, but job security was the most essential predictor of HR results for non-managerial workers. Therefore for firms in Kirinyaga County to enhance job security, the firm must give fair remuneration, provide happy work place, led by examples and have good communication skills. Few studies have been done in Kenya focusing on the association between work security and organizational achievement.

2.6 Performance appraisal of monitoring and evaluation staff and performance of road construction

Brown and Hewood, (2005), wrote that effectiveness and workers achievement can be raised by the appraisal of workers achievement and that checking of workers achievement leads to productivity improvement of firm. Gichira, (2001), carried out a study the findings indicated that employee performance management system are used in the sectors and that the findings of the performance management systems are used in making a variety of HR inventions and employment decisions. It should also be necessary for the construction firms in Kirinyaga County that do not integrate performance appraisal of their employees to embrace the procedure. Mwendwa, (2005) looked at factors influence of workers achievements appraisals in the hotels sections – Sarova hotels in Nairobi city. The findings were that employee performance appraisals

was a catalyst to organization superior performance. Ngolovoi, (2001) did a research on predetermined socially and psychologically influenced performance consideration in selected foreign establishments in Kenya, the results indicated that performance appraisal bring about increased confidence levels among employees, rivalry between the management and employees dissatisfaction and eagerness to find out how they are related by their supervisors.

Obiye, (2002) researched on special methods rates and applied performance appraisal by employee, in selection middle level public colleges in Nairobi. He found out that most employees preferred to be rated by supervisors and appraisal results used for training and development. From the reviewed literature, it is evident that as a routine performance appraisals is not known in improving performance and may in real sense deteriorate. They states that majority of performance achievement applications neither have no motivation aspects on staff development. To make matters worse they result to collation in supervisor and their juniors and result to undesirable behaviour. Performance appraisal for the construction firms should be geared to improve the employee performance of the projects and any negative outcome need to be mitigated in advance.

2.7 Theoretical Framework

This research is founded on the Resource-Based Theory of Competitive Advantage and HRM practices and organization performance theory which requires that all the resources especially the human resources be involved and managed in projects if such they are to be a success.

2.7.1 Monitoring and Evaluation Theory

The monitoring and evaluation theory is attached to Penrose who introduced it first in 1959. The monitoring and evaluation theory was geared towards the knowledge of the way firms achieve

superior advantage when they apply important seen and unseen materials like human resource at the organization's disposition and its according to (Mahoney, 2004). Barney (1991) who had more attributes in the advancement of monitoring and evaluation theory argued that a resource comprises overall items, abilities, firms systems, organization features, communications, skills including other issues guided through a form which makes the organization to adapt and undertake strategies that leads to improvement of its innovativeness and productivity. The resource-based theory contribute more to the company internal conditions as a main factor for more advantage and stresses on the materials which organizations have introduced to be more competitive in the situation (Wang, 2014).

Emphasis on the importance of resource based theory is put on strategically important useful resources and competencies (like human resources who are competitively hired, trained and motivated to work for an organization) arguing that they should be viewed as sources of competitive advantage (Caliskan, 2010). Rugman and Verbeke, 2002) used terms such as main competencies which provide an organization with a potential competitive advantage. Human resources are strategic to successful project performance, are core to the wholesome operations, have distinctive training to work for the project, and they are strategic assets for the project. According to Rugman and Verbeke (2002), a resource must be valuable, in the sense that it should be able to exploit chances and/or minimize risks in an organization's situation it need to be scarce in an organization's from present and future competitors; it should be improperly organized; as well as not being very easy to alter or substitutes for any other, special competencies, special assets, to refer to most essential resources and skillfulness, resource. Similarly, well trained and compensated human resource According to Lado, Augustine, Wilson and Mary (1994) the resource-based view is of the opinion that human resource protocols may result to perennial competitive advantage through aiding the progress of perfections that are

organization oriented. Human resource is key for the overall success of a construction project in Kirinyaga County as they possess unique capabilities and talents to guarantee the overall project success. The sustained excellent achievement of several establishments is being linked to special abilities for controlling human capabilities to acquire gainful advantage (Çalışkan, 2010). Competitive management of human resource has the benefit of ensuring the gross successful performance of the construction projects in Kirinyaga County right from inception, implementation and to the final completion stage.

2.7.2 HRM Practices and Organization Performance Theory

The effects of HRM guidelines and practices on the gross project performance is very critical in terms of human resources control, (Huselid, 1995). Generally, the main objective of many organizations is to severally increases and advance their return on investments. Many officer consider human resource control as an essential part in their operations, while some contain questionable validity. According to Wright and McMahan, (1992) the human resources may be considered as a source of gainful advantage. They highlighted the essentialness of human capital in the formation of organization particular gainful advantage.

The success of even the specialized worker is constrained where they are not rewarded to achieve more. Bailey, (1993) also agreed to the reality that the input of a highly specialized and rewarded employee will be drastically curtailed, if work is formulated in such a manner that workers do not get the chances to utilize their knowledge and expertise to design current and advanced ways of performing the jobs. So as to be certain that workers are not fully engaged construction projects in Kirinyaga County should apply HRM requirements to motivate employees as well as encouraging commitment and ownership. Construction organizations may reward workers through usage of appraisals that examine person or group achievements and

connecting the appraisals with rewards compensation plan and promotion within the organization. This empirical review clearly shows that HRM systems may have an effect on workers achievement by influencing employees' capabilities and motivation and by organizational structures that enable workers to advance the way activities are performed. Thus Huselid (1995) indicates that based on this assertion an organization's HRM activities need to associate to two approaches of its performance. If advanced HRM systems raises workers' productivity, this may directly influence output that staff have direct control over, and these include sales and commitments. Additionally an increase in the organization financial achievements leads to better remuneration to the workers. Similarly, superior HRM practices in construction projects will maximize the employee's contribution to the overall performance of these organizations.

2.8 Conceptual Framework

It highlights the influence of the independent variables (hiring process, capacity building, compensation, job security, employer relations, performance appraisals, performance feedback and employee health, safety and welfare) and dependent variable; quality time and cost for performance in construction projects.

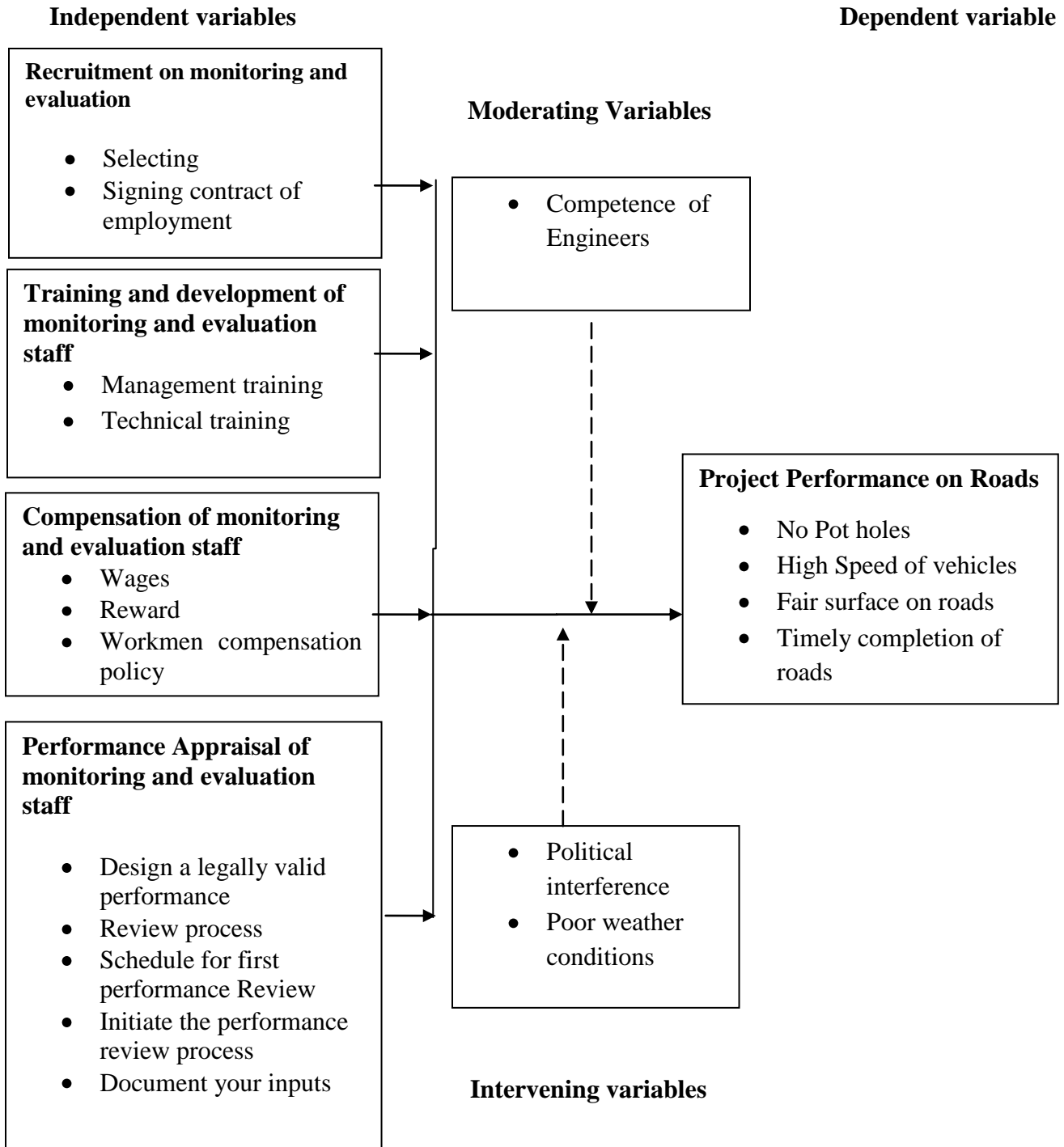


Figure 1 : Conceptual framework

2.9 Knowledge Gap

Literature review given in this study reveals that there are several that influences the county government human resource management practices in monitoring and evaluation on performance of road construction projects. Many road projects tend to be incomplete to an extent of being 60% of all the projects. The research study revealed the actual factors on the ground that influence the non completion of the road construction project include time inefficiency, inadequate funding and lack of advance machinery.

Reviewed literature, indicate that very little has been established on factors that shows the influence of county government human resource management practice in monitoring and evaluation on performance of road construction projects. Recruitment process, training, compensation and appraisal in monitoring and evaluation staff. It is noted that Kenya is changing very fast in the infrastructure development thus much needed to be done in terms of research as well as gathering more information on how the impediments of this development can be identified and this study was intended to bridge this gap.

2.10 Summary of the Literature Review

It give a review on the literature on HRM practices in monitoring and evaluation influencing performance of construction projects. Three theories that formed the foundation of this study, Resource-Based Theory of Competitive Advantage and HRM practices and organization performance theory have been clearly discussed. The association between the human resource activities (recruitment, training, compensation) and appraisals of performance has also been expressed and their influence on achievements of the projects of construction in Kirinyaga County has also been explained. The next chapter will explain the methodology that will inform this research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

There is highlight of the research design, target population, sample and sampling techniques, research instruments, validity and reliability of questionnaires, procedures for data collection as well as data analysis.

3.2. Research Design

Kothari (2004) recommends descriptive survey research design as it facilitates description, recording, analyzing and report conditions as they exist by researchers. It constitutes the blueprint for the collection, valuation and data analysis. The descriptive survey design is well suited for this research because it is easy and cost efficient, respondents were more willing to share information, it was convenient for respondents and thus enhancing good response rates. The data collection and sampling approaches used in this design enabled findings to be generalized to larger populations.

3.3. Target Population

The population for the research contains members of staff of the transport and infrastructure department, public service Board members, procurement officers and HR department in Kirinyaga County who were seventy one in number as derived from Kirinyaga county human resource registry as of December, 2016, as shown in Table 3.1.

3.4 Sample Size and Sampling Technique

To establish the appropriate sample size, the researcher relied on Krecjie and Morgan (1970) OSampling Table (Appendix 5), for a population of 71 county employees, the optimum sample size was 59 (83 percent) as shown in Table 3.1. Therefore, the target population was divided into 5 homogenous subgroups, and then a simple random sampling was taken from each subgroup. The study then adopted probability sampling technique. According to Mugenda and Mugenda, (1999) probability sampling technique allows a researcher to draw samples from the aggregate items based on law of chance whereby each item in the population has equal probability of being selected in the sample. The researcher used a stratified random sampling technique type of probability sampling technique during the research. In order to increase efficiency in the sampling procedure, the researcher treated each one of the 5 divisions in Kirinyaga County as a homogenous part of the population.

Table 3.1 Sampling Frame and Proportionate Sample Size per Stratum

No.	Section	Target Population	Percentage	Sample size
1.	Public Service Board Members	6	83	5
2.	HR	14	83	12
3.	Procurement	11	83	9
4.	Technicians	27	83	22
5.	Subordinate staff	13	83	11
	Totals	71		59

The sampling frame (Table 3.1) shows summarized number of respondents

3.5 Research Instruments

Based on the type of this research there is usage of both primary and secondary data sources, where two sets of instruments were used; a questionnaire (for the public works employees and constructors) and an interview guide for the ministers, public service board members and accountants. Primary data was gotten by use of questionnaire containing both open and also close ended raised questions. The tool was categorized into sections A-C. Section A, comprised of demographic information. Section B comprised of (hiring process, capacity building, compensation, job security, employer relations, performance appraisals, performance feedback and employee health, safety and welfare) and section C comprised of performance in construction projects.

3.5.1 Pilot Testing

Welman, Kruger and Mitchell, (2008) states that a pilot study is done in order to determine the possibility of procession of flaws in the establishment procedures that can include issues such as ambiguity in guidance or time shortage; to determine improper or ambiguously set items; to realize non-verbal behavior by the concerned respondents. The magnitude of the pilot sample may be between 10 to 20 items based on the issues to be examined, however the respondents do are not necessarily to be selected in any format (Cooper & Schindler, 2011). In this study the pilot test was carried out on 10 (which is the minimum of the 10-20 range according to Cooper and Schindler, 2011) respondents; 2 Public Service Board members, 2 HR staff, 2 Procurement staff and 4 Technicians in Embu County, which neighbors Kirinyaga County.

3.5.2 Validity of the Instruments

To ascertain content validity, the tool was written based on the research variables with instructions of how they will be filled up. Content validation is a matter of establishment of whether the content that the tool contains is valid. The researcher also used the University Supervisor opinion to examine the content and the style of the tool in order to judge the appropriateness. Construct validity continued by restraining the questions to the framework of the variables with assurance that the signs of a specific variable fell within the same construct by clearly defining the variable being measured. A pre-test of the questionnaire was done during the pilot study and the responses given were used to guide the researcher in making changes in order to enhance its validity. The results from the pilot study was Cronbach's alpha of 0.7 and above implying that all the variables were acceptable to be used in the final study.

3.5.3 Reliability of Instruments

To test reliability of instrument, the researcher used the test-retest technique. The data collection instrument was administered to the same respondents twice. After the first administration, two weeks was allowed to elapse before the second administration in order to eliminate chances of respondents remembering response given in the first round. The researcher aimed at determining the consistency or reliability coefficient. The coefficient was then be computed using the Karl Pearson's Product Moment coefficient of correlation.

After the data was collected from the various sources, the researcher edited the data to fit analysis of this study. After collecting the data, the researcher grouped and coded the data based on the system of study questions and their objectives. Qualitative data obtained was analyzed by narrative reporting and categorized into themes. Quantitative data was analyzed using descriptive

statistics. Descriptive measures including mean, standard deviation and the inferential technique was used as well. The inferential statistics used in data analysis was correlation. Data was also analyzed and expressed in terms of tables for quick references. The descriptive statistics was obtained effectively using the Statistical Package for Social Sciences (SPSS) programme. The findings was presented using frequency distribution tables.

Table 3.4: Reliability of Tools Test

Variable	Cronbach Alpha	Number of Items
<i>Human resource management practice</i>	0.754	
Recruitment process	0.799	9
Training	0.703	7
Compensation	0.757	7
Performance appraisal	0.758	7

The findings of the study indicated that HRM practices in monitoring and evaluation staff had a coefficient of 0.754, which is the average of the individual independent variables.

3.6 Data Analysis and Presentation

After the data was collected from the various sources, the researcher edited the data to fit analysis of this study. After collecting the data, the researcher categorized and coded the data in order to the format of study questions and goals. Qualitative data obtained was analyzed by narrative reporting and categorized into themes. Quantitative data was analyzed and descriptive statistics applied. Descriptive measures including mean, std and the inferential technique was used as well. The inferential statistics used in data analysis was correlation. Data was also analyzed and expressed in terms of tables for quick references. The descriptive statistics was obtained effectively using the Statistical Package for Social Sciences (SPSS) programme. The findings was displayed with use frequency distribution and tables.

3.7 Ethical Considerations

Written consents from the respondents were gotten. These information on the type, reason duration, protocols and the benefits and likely risks of research was received and the respondents guaranteed confidentiality of information provided. The participants got an the opportunity to interact and ask questions about any issue of the research, at any time during or after even their responses in the study. The participants were requested to respond on questions in the research and do it voluntarily, implying they would have chosen otherwise. The participants would have opted out of the study at time and any level if they feel they are not able to participate without any form of penalty.

3.8 Operationalization of the Variables

OBJECTIVE	VARIABLE	INDICATORS	MEASUREMENT SCALE	RESEARCH APPROACH	TOOLS OF ANALYSIS	STATISTICAL ANALYSIS
1. To establish how recruitment process influence performance of road projects.	Independent Operational efficiency	High productivity of employees	Ratio	Qualitative and quantitative	Regression	Parametric
2. To determine how Training influence	Independent Operational effectiveness	Utilization of resources. Implementation of processes.	Ratio	Qualitative and quantitative	Regression	Parametric

performance of road projects.		Achievement of mission and goals.				
3. To examine the influence of compensation on performance of road projects.	Independent Compensation of employees	Motivated workforce	Ordinal	Qualitative and quantitative		Non-parametric
4. To identify the influence of performance appraisals on performance of road projects.	Independent Compliance with laws	Performance appraisal	Ordinal	Qualitative		Non-parametric

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Here the focus is on analysis of data, presentation and interpretation. It provides the frequencies and the corresponding percentages, correlations analysis and explanations of how these findings relate to the research. The research sought to assess the effect of HRM practices on project performance: a case of road projects in Kirinyaga County. The study also sought to establish how recruitment, training, compensation and performance appraisals influence performance of road projects in Kirinyaga County.

4.2 Response to questionnaire return Rate

The study targeted 71 respondents. However, out of 71 questionnaires distributed, 47 questionnaires which represent 66.2 percent response rate were completely filled in and returned. This complied with Mugenda and Mugenda (2003) who suggested that for a Participation rate of 50% is sufficient for assessment as well as reporting, 60% is good and participation rate of 70 percent and above is appropriate. This participation rate may be associated with the data collection system, in which case the researcher individually distributed tools assisted by one research assistant. The 33.8 percent of the tools that were not responded is as a result of shortage of participants during the collecting period. The response rate shows a commitment of the participant' to be involved in the survey sought by the study.

Table 0-1: Response Rate

Response Rate	Frequency	Percent
Returned	47	64.30%
Unreturned	24	35.70%
Total	71	100%

4.3 Demographic Information of the Respondents

The researcher realized it essential to assess the details of the participants because it give criteria in which the research can considerably produce relevant information. The analysis was on the basis of this information so that the classification does not vary results according to their attention and participation. This section looked at the respondents' gender, age, education level and years of experience.

4.3.1 Distribution of the respondents by gender

In this section the participants were required to state their respective gender. The findings showed that 70.2% of the participants were males while 29.8% of the respondents were females. From the findings it is evident that the department of Transport and Infrastructure is heavily dominated by males because this mostly technical occupation and does not favour women. This is against the constitution that emphasizes on one third rule in any engagement Their responses are shown in Table 4.1.

Table 4.1: Gender of the Respondents

Category	Frequency	Percentage
Male	33	70.2
Female	14	29.8
Total	47	100

4.3.2 Distribution of the Respondents by age

In this section the participants were required to state their age. 2.1 % of the participants were under 25 years of age, 36.2 % of the respondents were aged between 26 to 30 years, 38.3 % of the participants were aged between 31 to 35 years, 8.5 % of the participants were aged between 36 years and 40 years, 6.4 % of the participants were aged between 41 to 45 years and 8.5 % above 45 years. The findings show that the road construction projects are heavily dominated by people in their middle youthful age of 26-30 years of age this indicates most of the employees are youth and it correspond with government policy of creating jobs to the young people as per Table 4.2

Table 4.2: Respondents by gender age

Category	Frequency	Percentage
Under 25yrs	1	2.1
26 to 30 years	17	36.2
31 to 35 years	18	38.3
36 to 40 years	4	8.5
41 to 45 years	3	6.4
Above 45 years	4	8.5
Total	47	100

4.3.3 Distribution of Respondents using Level of Education

In this section the participants were requested to state their level of education. Their responses show that 34 % of the respondents had certificate qualification, 44.7 % of the respondents had diploma qualification, 19.2 % of the respondents had bachelor's degree qualification and 2.1 % had masters' degree qualification. This shows that most of the respondents at least are diploma and degree holders who have the technical education at diploma level necessary to undertake road construction works. Despite employing of young

people the performance in this department is still wanting and requires some intervention. Their responses are shown in Table 4.3.

Table 4.3: Distribution of Respondents by Level of Education

Category	Frequency	Percentage
Certificate	16	34
Diploma	21	44.7
Bachelors	9	19.2
Masters	1	2.1
Total	47	100

4.3.4 Job Experience

In this section the participants were requested to state the years they have worked. 27.7 percent of the participants recorded below 3 years of experience, 40.4% had 4 to 7 years of experience, 19.1% had 8 to 11 years of experience and 12.8 percent had 12 to 15 years of experience. The study showed that most of the respondents had 4 to 7 years of experience. See Table 4.4.

Table 4.4 Job Experience

Category	Frequency	Percentage
0 to 3 years	13	27.7
4 to 7 years	19	40.4
8 to 11 years	9	19.1
12 to 15 years	6	12.8
Total	47	100

4.4 Recruitment of monitoring and evaluation staff and Performance of Road Construction Projects

The researcher asked questions that sought to investigate how recruitment of employees affect the performance of the construction of road projects in Kirinyaga County. The section looked at applicant experience, relevant skills and applicant's level of education and how selection process influenced performance in the construction of road projects in Kirinyaga County.

4.4.1 Applicant's Experience As a Selection Criterion

In this section the respondents from the HR department were asked to whether applicant experience was critical in informing selection to work in the infrastructure and transport department. 28.6% of the participants indicated their disagreement that applicant's experience was the most important criteria in employee selection, 28.6 % of the participants stated that they agreed that applicant's experience was the most important criteria in employee selection and 14.3% of the participant stated that they strongly agreed that applicant's experience was the most important criteria in employee selection.

This correspond with Mutiso (2013) who argued that the overall aim of the hiring process is recruitment and selection of the quantity and standard of workers necessary to fulfil the HR requirement of a firm and to enhance performance. The experience play a major role in determination of those employees to be recruited. The researcher also added that the principal purpose of hiring process is basically to attract sufficient and sustainable potential employees to the organization. Dessler (2008) supported the findings by stating that facilitators and interviewers should realize the kind of the work experience and must have certainty that the need of the work will be taken positively to the future employees and tally with relevant experience and this correspond with the result of this study as indicated in the table 4.5.

Table 4.5: Applicant’s Experience as a Selection Criterion

Category	Frequency	Percentage
Strongly disagreed	2	28.6
Disagree	1	14.3
Not sure	1	14.3
Agree	2	28.6
Strongly Agree	1	14.3
Total	7	100

4.4.2 Applicant’s Relevant Skills As a Selection Criterion

In this section the respondents from the HR department were asked to whether applicant skill was critical in informing selection to work in the infrastructure and transport department. 28.6% of the participants stated that they strongly disagreed that applicant’s skill was the most important criteria in employee selection. The 28.6% of the participant disagreed while 14.3% of the participants shown that they strongly agreed that applicant’s experience was the most important criteria in employee selection. Their responses are shown in Table 4.6. Armstrong (2006), states that the three levels of recruiting and selection are:- requirement definition – job descriptions preparation and skillfulness; determining the condition and situation of engagement, appointees attraction- assessing evaluate, different services of candidates. This tally with findings in this study since it shows that the recruitment stage is essential and consideration of all the conditions makes it more effective.

Table 4.6: Applicant’s Skills as a Selection Criterion

Category	Frequency	Percentage
Strongly disagreed	2	28.6
Disagreed	2	28.6
Not sure	1	14.3
Agree	1	14.3
Strongly Agree	1	14.3
Total	7	100

4.4.3 Applicant’s Level of Education as a Selection Criterion

In this section the respondents from the HR department were asked to whether applicant skill was critical in informing selection to work in the infrastructure and transport department 28.6 % of the participants opined that they strongly disagreed that applicant’s skill was the most important criteria in employee selection while 28.6% of the participant stated that they strongly disagreed that applicant’s experience was the most important criteria in employee. The 14.3% of the respondents strongly agreed that skills were considered. This correspond with Katou and Budhwar (2007) findings which through an in-depth study on 21 institutions in Greece noted that HR practices which include engagement was associated positively with the issues of organizational performance. The level of education is a major element in recruitment and it requires a lot of consideration A recent study by Billah and Islam (2009) in context of Kenya also supported the findings in this study since it found that the hiring process had significant association with employee turnover and organizational performance and its determined by level of education, this is illustrated in table 4.7.

Table 4.7: Applicant’s Level of Education as a Selection Criterion

Category	Frequency	Percentage
Strongly disagreed	2	28.6
Disagree	2	28.6
Not sure	1	14.3
Agree	1	14.3
Strongly agreed	1	14.3
Total	7	100

Further analysis

Inferential statistics

Recruitment is an important aspect that needs a lot of emphasis in the projects. It was found that working experience, applicant skills and applicant level of education in projects is a way forward towards improving performance as shown by responses below:

The below correlation table 4.13 shows the influence of recruitment in performance of road projects. It was established that applicant working experience has an association with performance of road projects Pearson correlation coefficient =0.816, p=0.014. The table also shows that a applicant skills has a relationship with road project performance Pearson correlation coefficient =0.897 p=0.012. Applicant level of education relates with the performance correlation coefficient =0.875, p= 0.016 hence we conclude that the there is correlation between recruitment of human resource and performance of projects particularly roads. (see table 4.8).

Table 4.8. Correlation Analysis of recruitment on monitoring and evaluation and performance of project in road projects

		High Quality road project	Job working experience in recruitment	Applicant relevant skills	Applicant level of education
High quality road project	Pearson Correlation	1	.816	.897	.875
	P-value	.	.014	.012	.016
Job working experience in recruitment	Pearson Correlation	.816	1	-.371(*)	.927
	P-value	.014	.	.023	.000
Applicant relevant skills	Pearson Correlation	.897	-.371(*)	1	-.357
	P-value	.012	.023	.	.008
Applicant level of education	Pearson Correlation	.875	.927	-.357	1
	P-value	.016	.000	.008	.

4.5 Training of monitoring and evaluation staff and Performance of Road Projects

The researcher asked questions that sought to investigate how training of employees influence on performance of the construction road projects in Kirinyaga County. The section looked at those who had attended training, selection process, duration of training, training rating, relevance of training undertaken and whether the training improved performance.

4.5.1 Employees Who Had Attended Training

In this section the respondents were asked to rank the different options that looked at whether the employees had attended any formal training since joining transport and infrastructure department. 36.2% of the participants agreed that they had undertaken training since joining the department while 59.6% of the participants had not attended any formal training. The findings of this study agrees with the results of a research by Thang and Buyens (2008) involving checking 66 research undertaken in various parts of the globe that indicated that education and advancement that result to higher graded knowledge, skills, capabilities, perception and characteristics of workers that at the end improve companies performance. The findings were tallied with the results of study by Dessler (2008),who indicated that the teducation process commences at determination of what training is needed. Just like this study the findings indicated that assessing training requirement is determined by whether one is educating newly recruited or present workers. What they said is contained in Table 4.9.

Table 4.9: Employees Who Had Attended Training

Category	Frequency	Percentage
Attended competency training	17	36.2
Not Attended any Training	30	63.8
Total	47	100

4.5.2 Training Selection Process

In this section the respondents who had undertaken training were asked to indicate how they were selected to train.2.1 percent of the respondents indicated they were selected upon joining the department ,19.1 percent of the respondents indicated that it was out of supervisor’s recommendation,10.6 percent of the respondents said it was compulsory for employees to train,2.1 percent of the respondents indicated that they had requested through

their line supervisors for training, 2.1 percent of the respondents indicated that it was out performance appraisal recommendations that they were trained and 63.8 percent of the employees did not respond as they were not beneficiaries of competency training. This clearly shows the reason that majority of the employees had not been trained and majority of those trained was due to supervisors recommendation. Dessler (2008,) findings are similar to results of this study that indicated that determining training needs is done at three levels; organizational needs analysis which involves examination of short and long-term objectives of the organization and the trends that are likely to affect these objectives this is as per Table 4.10.

Table 4.10: Training Selection Process

Category	Frequency	Percentage
On joining the department	1	2.1
On supervisors recommendation	9	19.1
Compulsory	5	10.6
Employee request	1	2.1
Performance appraisal	1	2.1
Non beneficiaries	30	63.8
Total	47	100

4.5.3. Training and Improved Performance

The participants were expected to if the training they had undertaken had improved performance. 47.1% of the participants stated that the training had improved performance at work place while 52.9% of the participants indicated their training were not of any value towards improving performance at work place. The findings of Armstrong (2006), correspond with finding of this study that argues that effective training minimizes learning expenses; improve personal desire, grouping and company performance in consideration of output. The study also indicted just as Dessler (2008,) shows that high standard, speed and gross output of human resource raises operational flexibility by expanding variety of skills gotten by workers the research also indicates that training attract high quality workers by giving them learning and development chances. Armstrong (2006) findings correspond with

the results of this study indicating that, the raising the levels of skillfulness of employers and improving their knowledge, thus making them to get high level job satisfaction to gain advanced compensation and to be promoted in the establishment. Their responses are shown in Table 4.11.

Table 4.11: Training and Improved Performance

Category	Frequency	Percentage
Training Had Improved Performance	8	47.1
Training Had Not Improved Performance	9	52.9
Total	17	100

Inferential statistics

Training helps a lot in the projects management. It was found that training need assessment is important and assist a lot in road projects output. It is a way forward towards improving performances shown by responses below. The below correlation table 4.12 shows the influence of training in performance of projects mainly road projects. It was established that number of staff has an association with performance of projects Pearson correlation coefficient =0.819, p=0.024. The table also shows that training process has a relationship with project performance Pearson correlation coefficient =0.896 p=0.018.training level of improvement relates with the performance correlation coefficient =0.873,p= 0.019. Hence we conclude that the there is correlation between training of human resource and performance of projects particularly roads. (see table 4.12).

Table.4.12. Correlation Analysis of relationship between training on monitoring and evaluation staff and performance of projects

		High Quality project	road	Number of staff attending training	Training selection process	Training level improvement
High quality road project	Pearson Correlation	1		.819	.896	.873
	P-value	.		.024	.018	.019
Number of staff attending training	Pearson Correlation	.819		1	-.381(*)	.937
	P-value	.024		.	.027	.000
Training selection process	Pearson Correlation	.896		-.381(*)	1	-.377
	P-value	.018		.027	.	.008
Training level of improvement	Pearson Correlation	.873		.937	-.377	1
	P-value	.019		.000	.008	.

4.6 Compensation of monitoring and evaluation staff and road Project Performance

In this part the respondents were expected to state how compensation affects road projects performance, in Kirinyaga county .The section also looked into whether job incentives, basic pay and recognition system improved performance of road projects in Kirinyaga County.8.5 percent of the respondents indicated they strongly agreed that incentives at work place improved performance,57.4 percent of the respondents agreed that incentives at work place improved performance,23.4 percent of the respondents were not sure if incentives at work place improved performance,2.1 percent of the respondents disagreed that incentives at work place improved performance, and 8.5 percent of the respondents strongly disagreed that incentives at work place improved performance. Dessler, (2007). Ag with the findings of this study that indicated that rewarding is very much essential for workers since it is one of the major reasons for which people work. Aswathappa, (2008) correspond with findings of this study that workers' standard of living in the society, fulfilment, attachment and achievement are also affected by the rewarding. workers compensation procedures leads to

improved firm performance in Indian organizations according to (Singh, 2004) the findings that correspond with the results of this study. Their responses are shown in Table 4.13

Table 4.13: Job Incentives

Category	Frequency	Percentage
Strongly Agree	4	8.5
Agree	27	57.4
Not Sure	11	23.4
Disagree	1	2.1
Strongly Disagree	4	8.5
Total	47	100

4.6.1 Improved Basic Pay and Project Performance

The researcher asked questions that sought to assess whether basic pay motivates employees performance in road projects. 21.3% of the participants indicated they strongly agreed that improved basic pay at work place improved performance, 42.5 percent of the respondents agreed that improved basic pay at work place improved performance, 23.4 percent of the respondents were not sure if improved basic pay at work place improved performance, 6.4 percent of the respondents disagreed that improved basic pay at work place improved performance. Moyeen and Huq (2001) studied HRM practices of 92 which involved small, medium and large construction firms located in Dhaka, Bangladesh correspond with the findings of this study whose output is that only 62% of surveyed firms had an HR/Industrial Relations (IR) department. Spangenberg (1994) like the findings of this study stated that pay for performance is a popular term for financial incentive linking at least some portion of an individual's salary directly to results or accomplishments. Their responses are shown in Table 4.14.

Table 4.14: Improved Basic Pay

Category	Frequency	Percentage
Strongly Agree	10	21.3
Agree	20	42.5
Not Sure	11	23.4
Disagree	3	6.4
Strong disagreed	3	6.4
Total	47	100

4.6.2 Recognition System and Road Project Performance

The researcher asked questions that sought to examine how recognition system of employees influenced performance of the road construction projects in Kirinyaga County. The section looked at whether recognition system was a motivation factor on performance.

4.6.3 Recognition System as a motivation factor in Road Project Performance

The researcher asked questions that sought to assess whether being recognized after achieving of targets motivated employees performance in road projects. 12.8 percent of the respondents indicated they strongly agreed that being recognized at work place improved performance, 42.5 percent of the respondents agreed that being recognized at work place

Improved performance, 27.7 percent of the respondents were not sure if being recognized at work place improved performance, 2.1 percent of the respondents strongly disagreed that being recognized at work place improved performance. Brown and Hewood, (2005) agree with the findings of this study that wrote and stated that achievement and workers, performance may be raised by the appraisal of workers performance and added that checking of employee performance results to advancement of productivity of firms. Gichira, (2001), carried out a study on employee performance in the private security services and agreed that recognition system is a better way toward improving the performance. Their responses are shown in Table 4.15.

Table 4.15: Recognition System and Road Project Performance

Category	Frequency	Percentage
Strongly Agree	6	12.8
Agree	20	42.5
Not Sure	13	27.7
Disagreed	7	14.8
Strongly Disagree	1	2.1
Total	47	100

Further analysis

Inferential statistics

Human resource compensation is crucial in improving performance in a project. It was found that improved basic pay and recognition system of employees is a way forward towards improving performance as shown by responses below:

The below correlation table 4.13 shows the influence of compensation on performance of projects mainly road projects. It was established that basic pay has an association with performance of projects Pearson correlation coefficient =0.869, $p=0.034$. The table also shows that employees basic pay has a relationship with project performance Pearson correlation coefficient =0.816 $p=0.012$, recognition system relates with the performance, correlation coefficient =0.854, $p= 0.029$ hence we conclude that the there is correlation between compensation of human resource and performance of projects particularly roads. (See table 4.16).

Table 4.16. Analysis of correlation between compensation of monitoring and evaluation staff and project performance

		High Quality road project	Job incentives	Employees Basic pay	Recognition system
High quality road project	Pearson Correlation	1	.869	.816	.854
	P-value	.	.034	.012	.029
Job incentives	Pearson Correlation	.869	1	-.281(*)	.737
	P-value	.034	.	.027	.000
Basic pay	Pearson Correlation	.816	-.281(*)	1	-.377
	P-value	.012	.027	.	.008
Recognition system	Pearson Correlation	.853	.737	-.377	1
	P-value	.029	.000	.008	.

4.7 Performance Appraisal of monitoring and evaluation staff and Project Performance

The researcher asked questions that sought to examine how performance appraisal of employees influenced performance of the road construction projects in Kirinyaga County. The section looked at how necessary was appraisal system on performance, and how the process was related to road work performance.

4.7.1 Importance of Performance Appraisal on Project Performance

Here respondents were expected to state how necessary performance appraisal in tracking and ensuring performance was achieved in the transport and infrastructure department. 42.9 % of the participants indicated they strongly agreed that performance appraisal system improved performance in the department ,29.7% of the respondents agreed that performance appraisal

system at work place improved performance and 19.1 percent of the respondents disagreed that performance appraisal system being recognized at work place improved performance. Mufeed and Gulzar (2015), correspond with findings of this study indicating that the project performance comprises of the actual output or results of a project as measured against its intended outputs. However Busienei (2013) has divergent views on the performance appraisal to be used in research investigating the role of HRM practices on project performance. Their responses are shown in Table 4.17.

Table 4.17: Importance of Appraisal process on road Project Performance

Category	Frequency	Percentage
Strongly Agree	20	42.5
Agree	14	29.7
Not sure	1	2
Disagree	9	19.1
Strongly disagreed	3	6.3
Total	47	100

4.7.2 Performance Appraisal System on road Project Performance

In this part the respondents were expected to indicate whether effective performance appraisal system contributed to achievement of performance in the department. 31.9 % of the respondents indicated they strongly agreed that performance appraisal system improved performance in the department, 42.5% of the participant agreed that performance appraisal system at work place improved performance and 17.0 percent of the respondents disagreed that performance appraisal system being recognized at work place improved performance. Kidombo (2009) findings are similar to results of this study and states that although it is essential to apply both financially related and non financial results, there is need to believe in truth that, this non financial standard or signs can finally lead to performance of finance nature for the organization. Richard et al. (2009), correspond with findings of this study that there are many future measurements of achievement for assessing the achievement of a

construction project. Likewise Alvarado (2005) agrees that all address performance in three key areas: quality, procedures and funding. Their responses are shown in Table 4.18.

Table 4.18: Performance Appraisal System on Project Performance

Category	Frequency	Percentage
Strongly Agree	15	31.9
Agree	20	42.5
Not sure	2	4.3
Disagree	8	17.0
Strongly disagreed	2	4.3
Total	47	100

Further analysis

Inferential statistics

Performance appraisal help greatly in the projects management. It was found that appraisal process and appraisal systems are important and contributes a lot in performance in road projects. It is a way forward towards improving performance as shown by responses below:

The below correlation table 4.13 shows the influence of performance appraisal in performance of projects mainly road projects. It was established that performance appraisal system has an association with performance of projects Pearson correlation coefficient =0.822, p=0.019. The table also shows that road construction project completion has a relationship with project performance Pearson correlation coefficient =0.831 p=0.029. Departmental performance appraisal relates with the performance correlation coefficient =0.823, p= 0.014. Hence we conclude that the there is correlation between performance appraisal of human resource and performance of projects particularly roads. (See table 4.13).

Table.4.19. Correlation Analysis of relationship between performance appraisal of monitoring and evaluation and performance of projects

		High Quality road project	Performance appraisal system	Road construction Project completion	Departmental performance appraisal
High quality road project	Pearson Correlation	1	.822	.831	.823
	P-value	.	.029	.011	.014
Performance appraisal system	Pearson Correlation	.822	1	-.781(*)	.837
	P-value	.029	.	.033	.000
Road construction project completion	Pearson Correlation	.831	-.781(*)	1	-.357
	P-value	.011	.033	.	.008
Departmental performance appraisal	Pearson Correlation	.823	.857	-.377	1
	P-value	.014	.000	.008	.

4.8 Departmental Performance

The researcher looked at the specific information regarding performance of transport and infrastructure department in road construction projects. The section looked at the number of projects undertaken and the number completed within stipulated timelines.

4.8.1 Road Construction Projects Completed

In this section the participants were required to state the number of projects that had been completed by the department. 64.6 percent of the respondents indicated that they had completed between 2 and 5 projects, 31.3 percent of the respondents indicated they had

completed between 5 and 10 projects and 2.1 percent of the respondents indicated that they had completed more than 10 projects. Ali and Rahmat (2009) correspond with the results of this study indicating that the generally-accepted measure of performance of project is the basic cost quality time triangle. Hendrickson, (2008) indicates that for construction projects, there is no universally accepted completion time as a result of differing complex nature, inherent type as well as the unique features of such projects. This correspond with findings of this study that shows that the completion of projects is determined by variety of factors. Mwaura and Ngugi (2014) stated that project performance can be measured by time it takes tallying with results of this study. Their responses are shown in Table 4.16.

Table: 4.16 Road Construction Projects Completed

Category	Frequency	Percentage
Between 2 and 5	17	64.8
5 and 10	22	31.9
More than 10	8	2.1
Total	47	100

4.8.2 Road Construction Projects Completed Within Time

In this part the participants were expected to show that the number of projects that had been finalized within time by the department. 47.9 percent of the respondents shows that they had finalized within time were between 25 and 50% of the projects, 33.3 percent of the respondents shows they had finalized within time were between 50 and 75%, 16.7 of the projects had completed within time were between 75 and 100%. Prabhakar (2008) correspond with the findings of this study since states that completion of any project results is in reality a valuation of success or failure of the achievement of the goals and not the time taken in completing the project. Mwaura and Ngugi (2014) shows that evaluating a project on the bases time criteria, cost and quality are the best but not entirely basing it on completion time and this correspond with finding of this study. Their responses are shown in Table 4.17.

Table: 4.17 Road Construction Projects Completed

Category	Frequency	Percentage
Between 25 and 50%	23	47.9
50 and 75%	16	33.3
75 and 100%	8	16.7
Total	47	100

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings of this study, its conclusion and also recommendations. The management of human resource in road project is a big challenge.

The county government have to strategize on how to implement the utilization of the human resource to get the maximum production in terms of workmanship and realize high productivity level in terms of project performance on roads. Considering the fact that there is need for being keen on recruitment, training, compensation and performance appraisal the project managers have the responsibilities of ensuring road projects are undertaken effectively within a contract period of time, budgeted sum and with desired quality.

5.2: Summary of the Major Findings

The need for this research was to investigate the influence of HRM practices on project performance, a case of road projects in Kirinyaga County, Kenya

In the research there was testing the effect of dependent variables and independent variables. There is a discussion of HRM practices and performance in terms of performance in roads projects. The independent variables in this study include recruitment, training, compensation and performance appraisal. Thus the discussion is on the dependent and independent variables.

The study was an investigation of influence of HRM practices on project performance, a case of road projects in Kirinyaga County, Kenya

. The study showed that human resource management practise has an effect on project performance on roads projects.

5.2.1. Recruitment of monitoring and evaluation staff and project performance on roads projects.

The research indicates that most of the respondents' strongly agreed the applicant skills as selection criteria that projects play a great role in project success. This is supported by 42.9% of the respondents. A good number of respondents who are 34.2% of the respondents agreed that applicant experience as selection criteria is important in a project. The findings of this study showed that recruitment play an important aspect in a project performance.

The findings of this research agree with Mutiso (2013) that indicates the gross aim of the hiring process is to recruit and select the number and quality of employees supposed to satisfy the HR needs in an organization and to enhance performance. Mutiso(2013) as it is found in this study continued arguing that the principal purpose of hiring process is to attract skilled and quality potential employees when applying for vacancies in the organization that assist in identification of the suitable applicants.

5.2.2. Training of monitoring and evaluation staff and project performance on roads projects

The study showed that training contribute greatly to project performance particularly roads projects enterprises and the according to 59.6 % of the respondent had not attended any formal training. The 63.8 percent of the employees did not respond as they were not beneficiaries of competency training. This clearly shows the reason that majority of the employees had not been trained and this may affect the project performance especially on roads. The 47.1% of the participants indicated that the training had improved performance at work place while 52.9% of the participants opined they training were not of any value

towards improving performance at work place. Thus shows that they appreciate the training but it seems it's not forthcoming to many of the respondents.

The results in this study agree with Dessler (2008), who states that the induction procedure should commence with determination of the kind of training that is necessary. Like in this study the author continued and said that analyzing induction requirements the basis are if a person is learning as a newly trained or existing worker. This study shows that the major responsibility in analyzing newly employed worker training requirement is the determination of what job concerns and thereafter break it down into smaller tasks, and this corresponds with the findings in Armstrong, (2006). Analyzing present worker' training requirement can be undertaken through job assessment and performance assessment. Dessler (2008,) further adds that determination of training requirements is undertaken at three stages which include firm needs assessment that concerns testing of both short and long term goals and objectives of the establishments and the pattern that are possibly to influence these goals and this corresponds with findings in this study that indicated that there is need for undertaking training of human resource at all levels for maximum productivity.

5.2.3. Compensation of monitoring and evaluation and project performance on roads projects

The results showed that majority of the respondents strongly agreed that compensation has a great effect on project performance of roads projects and this was supported by 57.4 percent of the respondents who agreed that incentives at work place improved performance, 23.4 percent of the respondents were not sure if incentives at work place improved performance. , 48.9 percent of the respondents agreed that improved basic pay at work place improved performance. This shows that compensation is necessary if the performance of the projects is to improve.

This study agrees with a study by Vlachos (2009) that indicates job security forms a climate of assurance among workers that improves their motivation on the firm's employment. Like in this study's findings, Vlachos (2009) indicates that Job security requires a certain degree of reciprocity. Probst (2002) indicates that antecedents involve employees' features, job features, organizational change and technology of job change, this agrees with this study that indicated that health related to psychological, health related to physical activities, firm withdrawal, unionization actions, commitment and work stress are important factors to consider.

5.2.4. Performance appraisal of monitoring and evaluation staff and project performance in roads projects

The study shows that most of the respondents 36.2% of the participants stated that they strongly agreed that performance appraisal system improved performance in the department, 46.8% of the participants agreed that performance appraisal system at work place improved performance. The 64.6 percent of the respondents indicated that they had completed between 2 and 5 projects, 31.3% of the participants stated they had completed between 5 and 10 projects. This shows that performance appraisal is necessary in work environment.

The findings of this study correspond with the results in Brown and Hewood, (2005), that indicates that success and workers' achievement can be raised by the appraising of workers' performance and that evaluation of workers' performance results in raising of success of the firm. The findings also agree with Gichira, (2001), that indicates that employee performance administrative practices are applied in the sector and that the results of the performance management systems are used in making a variety of HR inventions and employment decisions. Mwendwa, (2005) looked at factors affecting staff performance appraisals in the hospitality industry and just like the findings of this study the findings were that employee performance appraisals was a catalyst to organization superior performance.

5.3 Conclusions

The results from this study have shown that recruitment, training, compensation and performance appraisal relate with the project performance of roads projects.

The recruitment has a relationship with the performance in monitoring and evaluation and this was showed from the findings of the research. This implies that the way of recruiting the staff is important and is of much help to the roads projects quality and completion.

The training is critical in the sustainability of the projects. Where the training is not done as per the requirement, the performance of employees decline and there is a problem for the project completion and quality. This can be sorted out if there is proper training is offered. The training assist in impacting skills to the staff who then become more productive.

The compensation play a great role in motivation of the human resource. This boost their productivity thus faster completion of the study.

Performance appraisal as it is practiced in many organizations is a modern way of making the human resource be more active. Thus it's a necessity in all the organizations since it play a great role in making workers to work harder.

All these can be achieved largely if there is financial planning proper human resources management practices. This shows that all the variables applied in this study are relevant and can be applied to make the projects particularly for the roads to succeed.

5.4 Recommendations

The directives and recommendations of this research are based on the results on the study objectives as well as the conclusion which relates to the study.

Human resource management practice needs to be more emphasized to ensure that project succeeds and is done efficiently. Recruitment play a great role in project performance in

monitoring and evaluation thus time is required in recruitment to ensure its done in a credible manner. If more recruitment is done and for the right people more projects will be undertaken.

The project managers and the government need to avail incentives for earlier so that the workers can be motivated to work harder. This include paying better salaries and allowances. The project managers or the ministry should formulate strategies for improved technology and human resource skills so that the projects can be undertaken and completed at a faster rate.

There is needs to aggressively be providing scholarship to youth especially for specialized courses in road construction so that they can be more productive in their work. Seminars and workshops needs to be organized so that the human resource can get skills and expertise required for managing their projects effectively.

5.5. Areas for Further Research

A research can be done on the influence of advanced technology in human resource productivity in project management. Another study can be done on the effects of the human resource learning on the project completion period.

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APPENDIX 1:

LETTER OF INTRODUCTION

John Makumi Ngangu
Transport, Roads and Infrastructure
Kirinyaga County Government
P. O. Box 390,

KERUGOYA
Date

Thro.
County Secretary
Kirinyaga County Government
P.O. Box 260 - 10304,
KUTUS.

RE: ACADEMIC RESEARCH

I am John Makumi Ngangu, a student from University of Nairobi pursuing a Master degree in Project Planning and Management.

I am conducting a research on the **influence of human resource management practices on project performance**: a case of road projects in Kirinyaga County.

The research will only touch three departments namely;

- a) Department of transport roads and infrastructure.
- b) Department of Human Resources.
- c) Public Service Board.

I would be most grateful if they accept to fill the attached questionnaire to enable me complete research study. This research is for academic purpose and any findings can in future be used by the interested parties.

The information given will be treated with utmost confidentiality and will be greatly appreciated.

Thank you in advance.

Yours faithfully;

Sign.....

John Makumi Ngangu
RESEARCHER.

Cc. Director Human Resource.
Public Service Board
Transport and Infrastructure

APPENDIX 2: QUESTIONNAIRE FOR THE TRANSPORT AND INFRASTRUCTURE DEPARTMENT EMPLOYEES

Please you are requested to complete the questionnaire honestly and possibly give as much detail as possible. Where necessary tick (√) appropriately

SECTION A: DEMOGRAPHIC DATA OF THE RESPONDENT

Gender:

Male ()

Female ()

Age (of respondent)

Under 25 years ()

26 – 30 years ()

31 – 35 years ()

36 – 40 years ()

41 - 45 years ()

Above 45 years ()

Your highest education Level

Secondary ‘O’ level ()

Certificate level ()

Diploma level ()

Bachelor’s degree ()

Master’s degree ()

PhD ()

Other Specify.....

How long have you worked in this ministry?

0 – 3 years ()

4 – 7 years ()

8– 11 years ()

12 – 15 years ()

SECTION B: ROAD PROJECT PERFORMANCE

Instructions

Please indicate the extent to which you strongly Agree - SA, Agree – A, Not Decided – ND, Disagree – D, or Strongly Disagree – SD to the following statements by way of ticking;

	SA	A	ND	D	SD
a) Do you agree that staff understanding and adherence to specifications of road design influences quality completion of road projects?					
b) Do you agree that staff technical knowledge contributes to project, their commitment to achieve road projects success?					
c) Do you agree that the uniqueness of technical staff’s contributes to the adherence to standards and contractual performance?					
d) Do you agree that use of work schedules and plans enhances monitoring of road projects and completion in time?					

SECTION C: RECRUITMENT AND SELECTION ON PROJECT PERFORMANCE.

Q1. Since how many years have you been working with this organization?

- a. 0-5 Years
- b. 5-10 Years
- c. 10 to 15 Years
- d. More than 15 Years

Q2. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

- a. Yes ()
- b. No ()

Q3. Rate the effectiveness of the interviewing process and other selection instruments, such as testing?

- a. Poor ()
- b. Adequate ()
- c. Excellent ()

Q4. How would you rate the HR department's performance in recruitment and selection?

- a. Poor ()
- b. Adequate ()
- c. Excellent ()

Q.5 Which of these employee recruitment processes identified in the study does your firm often use? Using 1 to 5 scales 1=Not frequently used 2=Average used 3=Neither 4=frequently used 5=Most frequently used

Recruitment method	Ranking				
	1	2	3	4	5
1. Internet recruitment					
2. Media advert					
3. Professional association(s)					
4. Internal sourcing					
5 Employee poaching					

SECTION D: TRAINING AND PROJECT PERFORMANCE.

1. Have you had any form of training since you joined the organization?

- a) Yes ()
- b) No ()

If “yes” to the question above, please continue with the questions below.

2. How were you selected for training?

- a) On joining the company ()
- b) Supervisors recommendation ()
- c) Compulsory for all employees ()
- d) Upon employee request ()
- e) Performance appraisal ()
- f) Don't know ()

3. How often do you undergo training?

- a) Quarterly ()
- b) Every six months ()
- c) Once a year ()
- d) Every two years ()

4. How will you rate the quality of the training programme/s for which you have participated?

- a) Very poor ()
- b) Poor ()
- c) Average ()
- d) Good ()
- e) Very good ()
- f) Excellent ()

5. How relevant were the trainings you received to your work?

- a) Not relevant at all ()
- b) Not relevant ()
- c) Not sure ()
- d) Effective ()
- e) Very effective ()

6. In your opinion, do you think training has helped improve your job performance?

a) Yes ()

b) No ()

7. Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?

a) Yes ()

b) No ()

8. If “yes” to the question above, please provide reasons as to why below.

.....
.....

SECTION E: COMPENSATION AND PROJECT PERFORMANCE

Q1. Answer by ranking the different options on a Likert scale of 1-5, where

1= Strongly Agree

2=Agree

3=Not Sure

4=Dis - agree

5=Strongly Disagree

	1	2	3	4	5
a) My Job offers little or no incentives for gaining new skills or knowledge.					
b) My Basic pay is reviewed periodically					
c) My basic pay motivates me to do my work well					
d) My basic pay is well balanced compared to the work I do					
e) An increase in my basic pay will motivate me improve on my performance.					
f) The recognition system motivates me to work well in my area and even to go beyond the call of duty					

SECTION F: PERFORMANCE APPRAISAL AND PROJECT PERFORMANCE

Q.1 Instructions

Please indicate the extent to which you strongly Agree - SA, Agree – A, Not Sure- NS, Disagree – D, or Strongly Disagree – SD to the following statements by way of ticking;

	SA	A	NS	D	SD
a) It is necessary to appraise department’s staff					
b) Do you agree that the appraisal process relates to work performance?					
c) Do you believe that the appraisal system is transparent?					
d) Are the Performance reviews always discussed with the appraisee?					

SECTION G: Departmental Performance

1. How many road construction projects have you or your department been involved?

- a) Less than 2
- b) Between 2 and 5
- c) Between 5 and 10
- d) More than 10

2. Were these road construction projects completed within the initial contract period?

- a) Yes
- b) No

3. On average, what percentage of projects was completed within the initial contract period?

- a) Less than 25%
- b) Between 25-50%
- c) Between 50-75%
- d) Between 75-100%

APPENDIX 3: QUESTIONNAIRE FOR THE HR DEPARTMENT EMPLOYEES

Section A: General information

This section seeks general information about you. It is important to obtain this information as we value your opinion regarding the training processes used. This information will be used for research and academic purpose only.

Please indicate your response by crossing (X) on the appropriate block or filling in your answer.

Section A: Biographical Information

1. Kindly indicate your gender.

- a) Female
- b) Male

2. Please indicate the age group to which you belong

- a) 18 – 25 yrs.
- b) 26 – 33 yrs.
- c) 34 – 41 yrs.
- d) 42 – 49 yrs.
- e) 50 yrs and above

3. Please indicate your highest level of education

- a) Certificate
- b) Diploma
- c) Degree
- d) Masters Degree
- e) Others (please specify)

4. Years of experience in Human Resource Management?

- a) 3 or Less
- b) 4 – 6
- c) 7 – 9
- d) 10 or more

5. How often do my organisation undergo training selection process exercise?

- a) Never ()
- b) Rarely ()
- c) Occasionally ()
- d) Frequently ()
- e) Very frequently ()

6. Please indicate the extent to which you strongly Agree - SA, Agree – A, Not Sure – NS, Disagree – D, or Strongly Disagree – SD to the following statements by way of ticking;

	SA	A	NS	D	SD
a) An applicant's experience should be the most important selection criterion?					
b) An applicant's skills should be the most important selection criterion?					
c) Not having relevant experience in the field of work applied for, affects the selection process?					
d) An applicant's level of education should be the most important selection criterion?					
e) The selection criteria we use for screening an applicants' are satisfactory?					
f) Using an employment consultant enhances the quality of the applicant pre-screening process?					

Please make a general comment / suggestion over training needs assessments.

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APPENDIX 4: INTERVIEW GUIDE FOR PUBLIC SERVICE BOARD MEMBERS

Do the HRM managers adhere to the set standards and regulations while conducting the recruitment process in the organization?

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How do you ensure that these regulations are adhered to?

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Comment on the relevancy of the following HRM practices in the overall performance of the road construction projects in the county;

Hiring process

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Capacity building

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Compensation, job security

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Performance appraisals

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Performance feedback

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Are there delays in the completion of road construction projects in the county?

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Are budgetary allocations adhered to in the road construction projects in the county?

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.....

Please give any general suggestions in relation to County Service Board mandate on recruitment.

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APPENDIX 5: KREJCIE AND MORGAN (1970) SAMPLE SIZE ESTIMATION TABLE

N*	S†	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384