INFLUENCE OF ORGANSATIONAL CULTURE ON PROJECT

PERFORMANCE IN WASO TRUSTLAND PROJECT ORGANISATION

ISIOLO COUNTY- KENYA

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A RESEARCHPROJECTSUBMITTED IN PARTIAL FULFILMENT OF THE

REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER OF ARTS

DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE

UNIVERSITY OF NAIROBI

2018

DECLARATION

This research project is my original work and has not been presented for any award in any other University.

Sign:……………………………… Date:…………………

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L50/5750/2017

This research project is submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to the Almighty Allah who has helped me in accomplishing my research and for giving me the wisdom, I also dedicate it to my amazing, adorable,loving mother Amina Adan and my brother Ismail Ibrahim for all their support they have given me all through my studies and also to my friends for giving me moral support and to my lovely family for their financial support and words of encouragement all through my studies. Thank you all for your support.

ACKNOWLEDGEMENTS

I wish to express my gratitude to the University of Nairobi for granting me the opportunity to pursue this course. To my supervisor, Dr. Stephen Luketero for his constant encouragement, positive criticism and guidance, I thank you very much; for without you, this research project would have never been successful. My gratitude goes to my lecturers at the Isiolo Extra-Mural Center for their invaluable coursework input that formed the basis of this work.

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ABBREVIATIONS AND ACRONYMS

CEO   Chief Executive Officer

NAERWW   National Association for Employee Recognition, World at Work-study

ND   Network Director

SHRM   Society for Human Resource Management

SPSS   Statistics for Social Sciences

WTL   Waso Trust Land

ABSTRACT

A focus on organizational culture is increasingly becoming a major component of everyday organizational functioning because performance depends on its culture. The culture of a group is a pattern of shared basic assumptions that the group has learned as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Project performance is the organizationøs capacity to accomplish its goals effectively and efficiently using available human and physical resources. Waso Trust land Project (WTL) has been one for the few organizations in the forefront fighting for indigenous land and resource rights. Land and resource rights lie at the heart of the marginalization, poverty and conflict crippling northern Kenya. Despite the organizational commitment in the fighting on land rights, land issues have not been sorted in Isiolo County. There still exists conflicts related to land among the pastoral community in Isiolo County. Although organizational culture has been correlated with organizational performance, it has received relatively inadequate empirical investigation especially in Waso Trust land Project, Isiolo County. This study therefore sought to fill this research gap by investigating the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.The purpose of this study was to investigate the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County. The study was guided by four research objectives. The research objectives sought to assess how diversity, employee recognition, leadership and communication system on project performance in Waso Trust land Project, Isiolo County. The study used descriptive survey design. The target population will consist of all the 65 employees of Waso Trust land Project, Isiolo County. The sample was 65 respondents. The study used questionnaires to collect data. Findings revealed that diversity influenced project performance. There was a significant and positive relationship between diversity and project performance. (r, is 0.765, $n =62$). It was also revealed that employee recognition influenced project performance (r, is 0.711, $n =62$). Findings also revealed that leadership influenced project performance (r, was 0.71, $n =62$, $p = 0.01$). Lastly it was revealed that communication system influenced project performance ($r = .774$, $N = 62$). Based on the findings of the study it was concluded that there was a significant and positive relationship between diversity and project performance. Diversity influenced project performance in Waso Trust land Project. The organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. The organization had the potential to yield greater work productivity and competitive advantages. The organization recognized that each individual as unique and does not represent or speak for a particular group, while managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality. The study also concluded that theorganization recognized employees that performed well by giving them certificates. It had also put up proper structures of recognizing its employees such as certificate awards. The study also concluded that leadership influenced project performance in Waso Trust land Project. The leadership in the organization enabled it to be more productive and profitable to its mandate. The study also concluded that the

organization communication was important for improving employeesø commitment and for positive outcomes. There was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. The study recommended that the organization should have more diversity such as acknowledging, understanding, and accepting and values differences among the employees as this was noted to increase project performance. It also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in this organization. The study also recommended that the organization should have proper communication system and having careful communication planning and setting the right expectations with all the project stakeholders as this increased project performance. The researcher suggested that since the study was carried out in one organization, another study could be conducted in another organization for comparison of results. Since the study focused on variables such as diversity, employee recognition, leadership and communication system, another study focusing on other e commerce variables should be conducted to establish what influence they have on business performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the problem

A focus on organizational culture is increasingly becoming a major component of everyday organizational functioning because performance depends on its culture. Martins and Martins (2003) state the general definition of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. Organizational culture distinguishes one organization from another organization. Organizational culture is to an organization what personality is to an individual (Johnson, 1990). Kotler (2012) on the other hand alludes that organizational culture has a direct impact on a variety of organizational variables. Research also shows that if employees are guided by the same norms and values in their organization, their performance would improve (Hofstede, 2007).

The origin of organizational culture from a national culture point of view is based, among others, on the work of Deal and Kennedy (1982). According to this view organizational culture is seen as being central to organizational performance rather than factors such as structure, strategy or politics. As a result the attention shifted away from national cultures and focused more on organizational culture. Interests in organizational culture from the human resource management and performance point of views stems from the fact that

organizational culture was perceived to be offering a non-mechanistic, flexible and imaginative approach to understanding how organizations work (Brown, 1998). Consequently, organizational culture is considered to be the great õcure-allö for most organizational problems (Wilson, 1992).

A study culture within the organization shows that workers think the same way and are guided by the same ideas about the business (Racelis, 2010). Thus, organizations can only meet their goals if they make their culture work in harmony with their management coordination. By putting in place appropriate culture, an organization can allow the workers have control over their own work and this will no doubt make them work well.

Some studies found that there is strong link between organizational culture and performance (Muhammad & Muhammad, 2011) and his makes it relevant to study organizational culture and project performance. According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

The culture of a group is a pattern of shared basic assumptions that the group has learned as it solves its problems of external adaptation and internal integration, that has worked

well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Olu, 2009). Culture is rooted in people and subconsciously influences their behavior it affects their performance and vice versa ó the manner of these factors affects the culture. Informally, such culture can be described as follows: *"That's the way we do it!"* (Lipi nik, 1993) or *"The way things are done around here"* (Lewis, 1995). Culture is the different philosophies and approaches to doing work within an organization (Moore, 2002). McCarthy and Perrault (1993) define culture as the whole set of beliefs, attitudes and ways of doing things of a reasonably homogenous set of people. Itøs a set of basic values, perceptions, wants and behaviors learned by a member of society from family and other important institutions (Schein, 2011). According to Zheng& McLean (2010), culture is the sum total of learned beliefs, values and customs that serve to direct the consumer behavior of members of a particular society. Culture is formed by the leaders of an organization mostly those who have shaped it in the past. According to Mujtaba (2008), It is the õnormative glueö that holds an organization together. organizational culture has a number of underlying factors ó it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviors, thinking, norms and traditions of the people in the company (Davidson, 2000; Yazici, 2009; Mobley in Kuo&Kuo, 2010; Hooijberg&Petrock in Fong & Kwok, 2009), and is also affected by ethnic cultures (Lewis, 1995). Culture also represents a person's attitudes arising out of their professional, religious, class, educational, gender, age and other backgrounds and peopleøs capacity for learning and transmitting knowledge (Turner &Simister, 2000,

PMBOK, 1987, www. maxwideman.com). It can be described by three levels: artefacts, espoused values, and basic, underlying assumptions (Eskerod&Skriver, 2007).

According to Kaplan and Norton (2001) project performance is the organizationøs capacity to accomplish its goals effectively and efficiently using available human and physical resources? This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employeesø work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizationsø future performance (Ittner&Larcker, 2012).

According to Cascio (2014) project performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services of an organization. De Wit (1988) and other writers distinguish between project performance which he says is measured against the overall objectives of the project; and project management performance which is measured against the widespread and traditional measures of performance against cost, time and quality. Cleland (1986) suggested that project performance is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise. Therefore, project performance is dependent upon the culture of the organization, since it is a clear indicator of the survival of the business (Racelis, 2010).

Although there is a range of behaviors that could be used for measuring project performance, Borman and Schmitt (2012) emphasize judgmental and evaluative

processes that take a great deal of action when defining performance. According to Ittner and Larcker (2012) organization performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Project performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012). According to Richard (2013) project performance covers financial performance which includes profits, return on assets, return on investment, sales volumes, market share and shareholder return.

Project performance is the outcome achieved in meeting internal and external goals of a firm (Wei, Liu and Herndon 2011). Firm performance is a multidimensional construct that consists of four elements (Alam, 2013). Customer-focused performance, including customer satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee satisfaction; and organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Singh, 2011).Project performance may be assessed by different interest groupsô stockholders, managers, customers, employees, and so on. Criteria for measuring project performance must therefore reflect different views (Stuckenbruck, 1986).

Moran and Volkwein (2011) argue that while organizational culture and project performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while project performance covers individual attributes that can be measured using different parameters (Campbell, 2010). Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organizational culture to performance (Moran &Volkwein, 2011). Thus, Middle mist and Hitt (2000) appear to favor a multidimensional approach to assessing this link. According to Middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness. There is a close link between organizational culture and project performance. However, this link has not been exhaustively researched (Schneider, 2012). Barker (2004) observes that organizational culture and project performance are related to some extent. Kotter (2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

1.2 Waso Trust land Project (WTL)

Waso Trust land Project was conceived in 1995 by a group of concerned community elders gathered under an acacia tree. It was born to channel the community's outcry against rampant land grabbing, land conflict and dispossession in Isiolo County that was debilitating the semi-nomadic and pastoralist peoples in the area. The Vision of the organization is that a pastoralist community that understands their rights and responsibilities over communally-held land, and that is able to sustainably manage natural resources in order to improve their socio-economic and political well-being. The mission is to politically and economically empower the pastoralist communities in Isiolo County by advocating for policies that promote equitable distribution and sustainable utilization of land and its resources. We aim to do this through research, organizational networking, advocacy and community involvement in areas of land rights, livelihood, cultural heritage, conflict resolution and environmental conservation (WasoTrust land Project, 2018).

Isiolo County is a vast arid and semi-arid zone, stretching over 25,605 square kilometers and comprising of three districts: GarbaTulla, Isiolo and Merti. The people of Isiolo County are largely nomadic pastoralists, with livestock-keeping as the primary way of life interspersed with some small pockets of farming. Rainfall in the region is extremely limited and has been decreasing, leaving the area prone to severe droughts. As such the Ewaso Ngiro River, flowing north from the Aberdares Range into the Lorian Swamp, is the lifeline of the region. The region is home to five ethnic groups: the Borana, Somali, Meru, Samburu, and Turkana peoples. Of these, Merti and GarbaTulla districts are entirely peopled by the Borana, while Isiolo district is a cosmopolitan mix of all five

groups. The region suffers from frequent conflict over resources, flashing out in the form of violent cattle rusting. Conflict is particularly problematic in periods of drought, when competition over limited resources is exacerbated into violent cattle raiding between ethnic groups (Waso Trust land Project, 2018).

The program areas include land Rights Livelihood, Culture, Environmentalism and conflict resolution. Through lobbying, advocacy, civic education and legal action WTL aims to promote and protect land and resources rights and use among the pastoralist communities of Isiolo District. Our goal is to campaign for legal and institutional reforms related to pastoral land and resource management nationally and internationally, in order to ensure equitable access and community participation. In matters livelihood, **t**he organization aims to improve the social and economic status of local communities by building their capacity for sustainable livelihoods through natural resources management. By doing so, the organization hoped to promote and protect pastoralism as a viable livelihood system. We also support sustainable micro-enterprise community initiatives.

In matters of culture**,** WTL supports community initiatives to revitalize and maintain the cultural heritage of the indigenous peoples of the region. It is believed that cultural heritage is integral to peace-building and environmental awareness, and encourage cultural sharing between communities and between generations. In environmentalism issues**,** WasoTrust land supports initiatives in sustainable natural resource management, especially those that promote community access and control of project areas through networking and collaboration between local organizations. The organization nurtures traditional systems of managing resources and coping with drought and other natural disasters. WTL aims to promote environmental conservation and to enhance its benefits

for the pastoralist economy while in conflict resolution, WTL was one of the organizations to initiate a District Peace Committee, bringing Isiolo communities together after the violent inter-ethnic clashes of 2000. WTL is committed to conflict resolution and peace building amongst the peoples of the district, with peace as a cross-cutting theme throughout our initiatives.

1.3 Statement of the problem

Waso Trust land Project (WTL) has been one for the few organizations in the forefront fighting for indigenous land and resource rights. Land and resource rights lie at the heart of the marginalization, poverty and conflict crippling northern Kenya. Local civil society has hesitated to engage with this politically charged issue. Land is a costly right to fight for yet access to land and its resources lies at the heart of WTLøs goal of enabling local pastoral communities to escape poverty through sustainable access to natural resources. Apparently most of the projects of the organization have not been successful.

Despite the organization commitment in the fighting on land rights, land issues have not been sorted in Isiolo County. There still exists conflicts related to land among the pastoral community in Isiolo County. This has an implication that the organizational has not fully achieved its objective. Although organizational culture has been correlated with organizational performance, it has received relatively inadequate empirical investigation especially in Waso Trust land Project, Isiolo County. This study therefore sought to fill this research gap by investigating the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.

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1.4 General objective of the study

The general objective of this study was to assess the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.

1.5 Objectives of the study

The study wasguided by the following objectives

i. To determine the influence of diversity on project performance in in Waso Trust land Project, Isiolo County.

ii. To assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County.

iii. To establish the influence of leadership on project performance in Waso Trust land Project, Isiolo County.

iv. To establish the influence of communication system of on project performance in Waso Trust land Project, Isiolo County.

1.6 Research hypotheses

The following null hypotheses were tested in the study

i. There is no significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County.

ii. There is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County.

iii.   Leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County.

iv.   There is no significant relationship between communication systems of on project performance in Waso Trust land Project, Isiolo County.

1.7 Significance of the study

The study findings may be important to several persons and institutions. Firstly the organizational culture and project performance relationship should be of interest to the managers of the organization, organizational policy makers, organization's employees and researchers. The findings of the study may enable the managers of the organization understand the role of organizational culture in increasing project performance, hence achieve organizational objectives.

For policy makers, the findings may be used as a reference point in formulating policies on organizational culture in the organization. For the employees of the organization, the study may reveal the areas within the management that need to be improved to ensure that higher project performance is achieved and the welfare of the employees maintained. The study may give an opportunity to employees to suggest ways that can enhance project performance.

The study may also be useful to other researchers who may benefit by replicating the study to determine how organizational culture could be influencing project performance in other organizations. The study may also benefit the academia through understanding of the factors that influence project performance. It is projected the study findings may make modest contributions to knowledge.

1.8 Delimitations of the study

According to Mugenda and Mugenda (2003), delimitations are the boundaries of the study. The study will be carried out to establish the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County. Although there are many factors that may influence project performance in the organization, the study was delimited to the stipulated work ethics, diversity, employee recognition, leadership and communication system and how all these impact on project performance.

1.9 Limitations on the study

Best and Kahn (1998) define limitations as conditions beyond the control of the researcher that may place restrictions on the conclusions of the study and their application to other situations. One of the limitations of the study is that the researcher will not manage to control the attitudes of the respondents who at times may give socially acceptable responses to please the researcher. The researcher however requested the respondents to be honest in responding to the questions in the questionnaire and assure them of confidentiality of the information they provide.

1.10 Assumptions of the study

The following were some of the assumptions that the researcher posits:

  i.   The researcher assumed that the respondents in the study are aware of the organization culture factors that influence project performance.

 ii.   The rapid establishment of organizations has called to new methods of managing such projects that determine how the projects may succeed.

iii.   An assumption is also made that the respondents who were used in the research instrument gave true and honest responses.

iv.   The researcher assumed that all respondents will co-operate and honestly respond to all questions.

1.11 Organization of the study

This study is organized into five chapters. Chapter One consists of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumptions and definitions of significant terms. Chapter two covers literature review based on the objectives, theoretical framework, conceptual framework, gaps in reviewed literature and summary of literature. Chapter Three covers research methodology which includes research design, target population, sample size and sampling procedure, research instruments, validity and reliability of the research instruments, data collection procedure, data analysis techniques and ethical considerations. Chapter Four focuses on data analysis, presentation and interpretation while Chapter Five focuses on summary of the findings, discussions, conclusions and recommendations. Suggestions for further study are also presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the influence of organizational culture and project performance. The chapter presents the concept of organizational culture then reviews literature on the influence of diversity and project performance, influence of employee recognition and project performance, influence of leadership on project performance and lastly review on influence of communication system of on project performance. The chapter further presents the theoretical and conceptual framework for the study.

2.2 Organizational culture

Organizational culture is the way that things are done in an organization, the unwritten rules that influence individual and group behavior and attitudes. Organizational culture plays a key role in management of organizations. Culture is a key tool in managing organizations. Several benefits have been cited to be of great value to the development of design and structure. Many organizations have failed due to cultural diversity that affects reporting systems. Studies show that there is a relationship between organizational culture and the ultimate performance of projects.

Organizational culture has a number of underlying factors it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviorøs, thinking, norms and traditions of the people in the company. Factors which can influence organizational culture include: the organizationøs structure, the system and processes by which work is carried out, the behavior and attitudes of employees, the organizationøs

values and traditions, and the management and leadership adopted. All of these reflect common beliefs that derive from the common culture.

Several studies have been conducted on organizational culture and performance. For instance, Sonja and Phillips (2004) assume that managers in today's multicultural global business community frequently encounter cultural differences, which can interfere with management practices in organizations. Pinto (2010) reveals four ways organizational culture can affect project management. First, it affects how departments are expected to interact and support each other in the pursuit of project goals. Second, the culture influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals. Third, the organizational culture influences project planning processes such as the way work is estimated or how resources are assigned to projects. Finally, the culture affects how managers evaluate the performance of project teams and how they view projects' outcomes.

Njugi and Agusioma (2014) studied the effect of organization culture on project performance in non-financial institutions with a specific focus on World Vision Kenya. Using a linear regression analysis to find out how organizational culture correlated with project performance, the study established that organizational culture significantly influenced performance by enhancing organizational philosophy, work atmosphere, performance targets and organizations stability.

Owino and Kibera (2015) examined the influence of organizational culture and project performance of microfinance institutions in Kenya and established that the influence of organizational culture and market orientation on performance is more plausible for mature industries regarded as diverse in terms of customer needs. These studies reviewed

organizational culture from a local one country operations perspective as opposed to regional operations. Mugendi (2010) examined the effect of school culture on performance in KCSE in secondary schools in Chogoria Division, Maara District and established that school had varying cultures which influence the performance of students.

Mba, Okechukwu and Agwu (2013) investigated the effect of organizational culture on employeesø performance in the National Agency for Food and Drugs Administration and Control in Nigeria, and reported that there was a significant relationship between organizational culture and increased employeesø commitment and productivity. Omega (2012) examined the perceived relationship between organizational culture and employeesø job satisfaction at Kenya Commercial Bank. The results show that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation had a direct relationship with the job satisfaction of employees at KCB. This study although conducted in the banking industry, it only considered the culture in the local context and not the regional context. In Mogadishu-Somalia, Abdulkadir, Takow, Abdifitah and Osman (2014) studied the effect of organizational culture on organizational performance at Telecommunication Firms. Using correlation coefficient, the study found that academic achievement had significant positive influence on competitive culture, entrepreneurial culture and consensual culture.

Onyambu (2013) examined organizational culture change at Kenya Power and Lighting Company Limited and established that organizational culture change process was supported by top management and championed by a team of Change Agents or Ambassadors drawn from formal and informal structures of the organization. Organizational culture is important in enhancing organizational performance. Therefore,

there is need to promote a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives (Byrne & Hochwarter, 2012).

2.3 Project performance

According to Cascio (2014) project performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. According to Kaplan and Norton (2001) organizational performance is the organizationøs capacity to accomplish its goals effectively and efficiently using available human and physical resources? This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employeesø work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizationsø future performance (Ittner & Larcker, 2012).

Although there is a range of behaviors that could be used for measuring project performance, Borman and Schmit (2012) emphasize judgmental and evaluative processes that take a great deal of action when defining performance. According to Ittner and Larcker (2012) project performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Project performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012). According to Richard (2013) project performance covers financial performance which includes

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profits, return on assets, return on investment, sales volumes, market share and shareholder return.

Project performance is highly dependent on an organization's/company's divisions/departments and its staff/team. This calls for a great organizational structure – that which is tailored to a company's team, goals, division(s), and one that help employees comprehend how they fit into the larger picture. As a result, a proper structure should be put in place to guarantee efficient functionality of project processes. This is in line with the assertions of Gill Corkindale, an executive coach, who stated that, "poor organizational design and structure results in a bewildering morass of contradictions: confusions within roles, failure to share ideas, lack of coordination among functions, and slow decision-making that accord managers unnecessary stress, complexity and conflict" (Team Coordination Training Student Guide (8/98), n.d), all of which work against the successful execution of a project.

On the same breath, Chan and Chan (2004) in their work linked project accomplishment to project objectives. The objectives set out in a project on the other hand are highly dependent on the structures in place to enable attainment of the ultimate goal(s). Projects success from initiation through all the project processes has measurements subjected to them before concluding that they are successful. According to Sadeh (2000), the project performance measurements are based on the following five dimensions: advantages to end user, advantage to the developing organisation, meeting design goals, benefit to the national infrastructure and defence. Giving more insight to Sadeh (2000) statements, Shenhar (1997), add that project success can be separated into four elements, notably, impact on customer, project efficiency, business accomplishment and preparation for the

future. It is imperative to note that the studies by Shenhar (1997) and Sadeh (2000), both agree that customer satisfaction forms the basis upon which a project performance can be said to be a success. To beef up their arguments, Chan and Chan (2004) formulated a consolidated framework for measuring project's implementation success. To them, the success relies greatly on the quality, cost, user expectation/satisfaction, time, environmental performance, commercial/profitable value, health and safety as well as participants' satisfaction. It is against this background that Chan and Chan (2004) build their argument on the fact that the performance of a project cannot be divorced from the wider environment (biotic and abiotic/living and non-living things). It depends on and utilizes the environment's resources.

Walker (1999), while pitching camp on successful project implementation identifies three basic objectives that can be utilized in measuring organisation projects performance. It is for this reason that he highlighted key performance indicators namely, time quality and cost. In Walker's views, these are the objectives that ought to be adopted when measuring project performance. He goes ahead to state that, gauging the project performance from implementation to monitoring and evaluation based on these objectives is considered to yield effective results owing to the fact that project participants are more familiar with the three objectives. He concludes by adding that the total performance of any project is consistently a combination of the performance of its individual goals.

In addition to the mentioned objectives – used to measure project performance, notably, quality execution, cost performance and time performance – organization's project accomplishment have also been discussed around other objective like scope, health, safety and environmental friendliness (Kumaraswamy and Thorpe, 1996; Best and

Valence, 1999). The qualitative finding by Phua and Rowlinson (2004) provides the overriding factor for gauging project performance using the three noted basic objectives. Basing their argument from the responses from interviewees who took part in their study, Phua and Rowlinson (2004) cited time, quality needs and adherence to project budget as the constantly cited all-encompassing standards for shaping organizational project performance.

It is advisable that organisation in undertaking their projects, take into consideration the quality of the output, the stipulated budget/cost, and completion time among other measures like safety, health, customer satisfaction and environmental friendliness. When these or most of these indicators are taken into consideration, the measurement of the projectsø performance in subsequent analysis becomes easy, making it the benchmark against which future projects can make reference (Phua and Rowlinson, 2004). Since project performance of projects requires a wide pool of stakeholders, it means that the systems in place should incorporate everyone whom the project will affect in one way or the other from the bottom to the top. The following sub-sections will shade light on the building blocks/systems that influence the performance of every project.

2.4 Organizational culture and project performance

There is a close link between organizational culture and performance. However, this link has not been exhaustively researched (Schneider, 2012). Barker (2004) observes that organizational culture and performance are related to some extent. Kotter (2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

Moran and Volkwein (2011) argue that while organizational culture and performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while performance covers individual attributes that can be measured using different parameters (Campbell, 2010). Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organizational culture to performance (Moran & Volkwein, 2011). Thus, middle mist and Hitt (2000) appear to favor a multidimensional approach to assessing this link. According to Middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness.

2.4.1 Diversity and project performance

Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc. (Esty et al. 1995). Companies need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages (SHRM 1995). Stephen Butler, co-chair of the Business-Higher Education Forum, believes diversity is an invaluable competitive asset

(Robinson 2002). Managing diversity is a key component of effective people management in the workplace (Black Enterprise 2001).

Demographic changes such as women in the workplace, organizational restructuring, and equal opportunity legislation will. Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices (Koonce, 2001). Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group.

Finally, managers must be willing to change the organization if necessary (Koonce 2001). Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg, 2002).Unfortunately, there is no single recipe for success. It mainly depends on the manager's ability to understand what is best for the organization based on teamwork and the dynamics of the workplace. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors (Koonce 2001). Managers must also understand that fairness is not necessarily equality.

2.4.2 Employee recognition and project performance

In every project, employees are an organizations largest assets. Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. Employees believe in fair treatment, and respect (Ali & Ahmed, 2009). They want the opportunity for advancement and involvement in the organization. A recognition program can help employers meet their organizational goals by helping attract and retain high-performing employees. In 2003 National Association for Employee Recognition, World at Work-study (Daniel & Metcalf, 2005) it was reported that companies are aligning their employee recognition programs directly to the strategies of the organization. The impact of ongoing recognition is that when you recognize someone right away, it is fresh in his or her mind (Daniel & Metcalf, 2005).

Flynn (2008) argued that recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to project performance (Gruneberg, 2009). The rewards include the financial rewards, pay and benefits, promotions and incentives that satisfy employees to some extent but for committed employees, recognition must be given to keep them motivated, appreciated and committed (Flynn, 2008).

Recognition today is highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employeesø motivation program (Latham, 2007). Baron (1983) argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Employees are motivated fully when their needs

are met. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay (La Motta, 1995). Employees' relation with employees and with supervisor is a key ingredient of the inner strength of the organization. The ability of supervisors to provide strong leadership has an effect on job satisfaction of employees (Morris, 2004).

Recognition plays a vital role in determining the significant project performance. Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Deep rose (2004) is of the view that good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee.

Bull (2005) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Robbins (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns a status at individual level in addition to being an employee of the organization. Barton (2002) argued that the factor in fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Wilson (1994), stated that the conditional recognition is that type of recognition which one has to

earn by his own efforts and which is gained by some sense of achievement of an action or result.

2.4.3 Leadership on project performance

Leadership is one of the most important human resource-related outcomes, and perhaps one of the most studied topic in management and industrial psychology. This is probably so because leadership happens to be the core but sometimes contentious issue in organizational research (Hogan, Curphy, & Hogan, 1994; House & Aditya, 1997; Judge & Piccolo, 2004; Khurana, 2002; Meindl, 1990). Leadership enables organizations to be more productive and profitable, but the extent of success depends on the of the leader and the resultant environment created for employees to function well.

Kim (2004) is of the view that the kind of leadership exhibited by managers to a large extent influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction, and organizational effectiveness. Similarly, leadership controls interpersonal, reward and punishment that shapes employee behavior, motivation and attitude which impacts on organizational performance (Warrick, 1981). It can either lead to inspiration or disenchantment among employees resulting in increase or decrease productivity (Sander, 2007). Furthermore leadership at the workplace can affect employee's self-image either positively or negatively particularly an employee's health and energy level by creating a stimulating work climate or one filled with tension or fear (Warrick, 1981).

The debate over whether leadership can lead to firm performance has largely been contested. Those who support the veracity and efficacy of leadership and firm performance believe that the disposition of leaders, their roles and responsibilities in decisions-making assist organizations to find solution to challenges and adapt to the complex competitive environment which impact on profitability (Bass, 1991; Waldman &Yam Marino, 1999). The literature revealed that without good decisions organizations would lack competitive advantage. In contrast, other theorists believe that organizations which are less endowed resourcefully are so disadvantaged that on its own leadership is too weak to influence performance except through the combination of several factors (Hanna & Freeman, 1989; Meindl, 1990).

2.4.4 Communication system of on project performance

Organizational communication refers to the process whereby individuals and groups transact in a variety of ways and within different areas with the aim of carrying out organizational goals Smidts et al (2001). Communication system is the procedure where a sender and a receiver communicate. This system incorporates the õencoding-decodingö operations and describes the usual transfer of the message. McShane and Von Glinow (2003) have illustrated this process by adding the feedback and communication barriers. Several authors note that communication is important for improving employeesø commitment and for positive outcomes, Goris et al (2000). Moreover, the manner in which the organizational goals ó and the employeesø role in advancing these goals are communicated to employees strongly affects organizational commitment and productivity Anderson and Martin (1995). As in any other discipline of business the importance of communication cannot be overemphasized in managing projects. Careful communication

planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customerøs expectations are the keys to success when starting a project.

According to Scott (2005), communication is about sending, receiving, and understanding information and meaning. He claimed that õreceivingö and õunderstandingö are the most important operations in the communication process, since the response of the receiver defines whether the communication attempt is successful or not. He further defined two types of communication that are related to workplace communication; the effective and the efficient communication (Scott, 2005). Effective communication, when the message of the sender has a successful decoding from the receiver; and efficient, when the communication is done effectively at a low cost. Furthermore Guo and Sanchez (2005), defined communication, as the creation or exchange of thoughts, ideas, emotions and understanding between sender(s) and receiver(s). They found a strong relationship among communication and the efficient and effective performance of the organization.

Communication during projects can be of many different types such as oral, written and non-verbal. Oral communication is mainly utilized in face-to-face meetings or over the telephone as well as in group meetings and affords a lot more flexibility to the speaker, such as the ability to communicate not only with voice but body language, attitude and nuance. The subtle nuances that can be communicated during verbal communication are not present during written communication. Written communication, on the other hand, is

usually more precise. It can be sent through correspondence such as memos, letters or notices. It can also be sent via Email or the project management information system. Communication barrier is a major challenge especially when people from various cultures interact. Communication is seen in both verbal and non-verbal, as a symbol or a term in one culture may mean something totally different in the other culture.

In a project, communication can occur in various directions depending on who is communicating. There is upward communication to management from your own organization and the customerøs organization. Lateral communication takes place with customers and within project teams. Keeping in mind the complexity of communication it is easy to understand how difficulties in communication may arise. As noted above, effective communication is extremely critical to the success of the project. Many factors can cause barriers to effective communication. A main reason for communication gaps is simply that people have different preferences for effective communication. Some people are oriented toward details, while others want only the big picture. Itøs easy to overburden a manager with the detailed reasons for decisions youøve made, when all they may really care about at the moment is the overall status of the project. This type of miscommunication is very likely to happen when two people with different communication work together on a project.

A project manager should exercise overall team building for the project team members and other stakeholders, in order to facilitate better communication. A project manager can provide communication skills training to the team members, as well as set some important ground rules during the initiation phase of the project and at significant times such as the start of a meeting. When attempting to form a new cohesive team with a

group of individuals, some kind of õice-breakingö activity can be helpful. Ongoing successful communication requires some basic rules that all team members can keep in mind such as not jumping to conclusions, resisting the urge to interrupt and listening to others.

Other important factors that can be commonly practiced for successful communication are to seek to know more and to make listening a conscious activity. Different types of communication are appropriate to meet the different communication needs that arise during a project. According to Momballou (2006) one of the responsibilities of a project manager is to communicate effectively to the members of the project team and other related stake holders and because of this, a project being led by an ineffective communicator has very little chance to succeed. Ineffective, poor or lack of communication can lead to a series of problems within a project.

2.5 Theoretical framework

This study is based on Theory Bureaucratic Management, Hofstedes theory, Systems Theory.

Bureaucratic Management

Weber's theory of bureaucratic management has two essential elements. First, it entails structuring an organization into a hierarchy. Secondly, the organization and its members are governed by clearly defined rational-legal decision-making rules. Each element helps an organization to achieve its goals. An organizational hierarchy is the arrangement of the organization by level of authority in reference to the levels above and below it. For example, a Network Director (ND) is below the company's CEO, at the same level as the company's Head of Procurement, and above the Head of communications of the

company. Each level answers to the level above it, with the ultimate leader of the organization at the top.

Hofstedes theory

Organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behavior of employees in the organization. According to Hofstede there are majorly five factors which influence the culture of the workplace. Team leaders were delegated more responsibilities as compared to the team members. Power distance index refers to the differences in the work culture as per the power delegated to the employees.

There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every

employee gets an equal treatment from the management and has to take ownership of his /her own work.

Systems Theory

Systems theory treats an organization as a system. A system can be either closed or open, but most approaches treat an organization as an open system. An open system interacts with its environment by way of inputs, throughputs, and outputs. In order to understand the theory, you must first get a firm understanding of a system. A system is any set of distinct parts that interact to form a complex whole. Think of the universe. Its parts are as small as a subatomic particle and as large as galactic clusters. Each part is distinct but interacts to form the universe. An organization is also a system with parts such as employees, assets, products, resources, and information that form a complex system. As we noted in our definition, systems can be open or closed. A closed system is not affected by its environment. For example, a chuck of iron ore is not substantially affected by its environment. An open system is a system that is affected by its environment. A simple example is a living organism, such as an animal. Most theorists treat an organization as an open system. An open system consists of three essential elements. An organization receives resources such as equipment, natural resources, and the work of employees, referred to as inputs. The inputs are transformed, called throughputs, and then yield

products or services called outputs. Outputs are released into the environment. Feedback

loops are also an important feature of open

Conceptual framework

The conceptual Framework of the study is presented in Figure 1.

Independent variables	Moderating variable	Dependent variable

Diversity
- individual uniqueness
- work productivity
- competitive advantages
- awareness of personal biases

Employee recognition
- award of certificates
- employee of the month award
- appreciation cards
- monetary tokens

Leadership
- autocratic
- benevolent
- democratic
- laissez-faire
- charismatic

Communication system
- communication skills
- communication training
- communication channels
- communication barriers

Organizational policy

Project performance
Timely completion of projects

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Figure 2.2: Conceptual Framework

Figure 1presents the diagrammatical framework for the study on the influence of influence of organizational culture on project performance in WasoTrust land Project, Isiolo County. The framework shows that independent variables which are diversity, employee recognition, leadership and communication system and influence of organizationalperformance. These are the independent variables of the study. These factors, according to the conceptual framework have a direct influence on project performance in WasoTrust land Project, Isiolo County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which will be used in the study. The chapter presents research design, target population, sample and sampling procedures, research instruments, validity of the instruments, reliability of the instruments, data collection procedures and data analysis.

3.2 Research design

The research design used in this study was descriptive survey design. Descriptive survey design is a method of collecting data by interviewing or administering a questionnaire to sampled individuals (Orodho, 2004). Descriptive survey also can be used to investigate a phenomenon by collecting samples to analyze and discover occurrences. Kothari (2003) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exist or existed. The existing conditions were answered through the four research questions of the study by identifying if a relationship existed between the independent and dependent variables.

3.3 Target population

A target population is defined as a group, which the researcher is interested in gaining information upon which generalization and conclusions can be drawn subsequently (Creswell, 2009). The target population consisted of all the 65 members of Waso Trust land Project. (Waso Trust land Project, 2018)

3.4 Sample and sampling procedures

According to Mugenda and Mugenda (2003), a sample is a smaller group obtained from the accessible population. Best and Kahn(2004)define a sample as a small portion of the population that is selected observation and analysis. Kothari(2004)suggests that if the population for the study is small (lessthan30) then the whole population is taken. The researcher will use census sampling and pick all the 65 Waso Trust land Project. The sample was therefore 65 respondent.

3.5 Data collection instruments

The researcher used questionnaires to collect data. The questionnaire enables the researcher to collect both qualitative and quantitative data for research (Wiersema, 2009). In addition, the respondents would feel free to give frank answers to sensitive or embarrassing questions especially if they were not required to disclose their identity.

3.6 Pilot testing

A pilot testing was conducted in two more organization in Isiolo County. The aim of piloting was to check the clarity and relevance of the questions in the questionnaire. Items found to be inadequate for measuring variables were either be discarded or modified in order to improve the quality of the research instruments.

3.6.1 Validity of the instruments

According to Orodho (2004), validity of a test is a measure of how well a test measures what it is supposed to measure. The researcher used content validity to check whether the objectives are represented in the research instruments. The supervisor who is an expert in

the area of study will also validate the instruments through expert judgment. In the validation of the instruments, the supervisor checked the responses in the tools in relation to the research objectives and ascertain whether the response actually answer the research questions (Orodho, 2004).

3.6.2 Reliability of the instruments

Mugenda and Mugenda (2013) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated tests when administered a number of times. This study adopted test retest method to check for the reliability of the questions. This method involved administering the instruments to the respondents, and then re-administering them after a duration of two weeks and then checking for the correlation of the scores of the two administrations. The scores were then computed to establish the correlation of the scores of the two parts (Macmillan, 2004). Cronbachøs Alpha Co-efficient was used to compute reliability of the instrument. A correlation coefficient of 0.7 and above deemed the instruments reliable. According to Field (2009), a questionnaire with a   of 0.7 and above is considered reliable.

3.7 Data collection techniques

The researcher first obtained an introduction letter from the department of Extra Mural studies, University of Nairobi. The researcher sought for a research permit from the National Commission of Science Technology and Innovation (NACOSTI). Once the permit was given the researcher visited the organizationøs management, create rapport with the members and then proceeded to collect data. The filled in questionnaires were collected immediately.

3.8 Data analysis techniques

The data was cross-examined in order to ascertain accuracy, completeness and identify items which were wrongly responded to, spelling mistakes and blank spaces. Quantitative data was entered into the computer for analysis using the Statistical Package for Social Sciences version 21.0. Analysis of data was carried out by using percentage and frequencies, mean, standard deviation and Pearson Product Correlation Coefficient which was used to find out the relationship between the independent and dependent variables.

3.9 Ethical issues

These were the major ethical issues in research (Kothari, 2004). The researcher ensured that participants are well informed on the intentions of the study so that they participate from a point of information. The researcher also ensured that data collected was analyzed professionally and that it was not forced to conform to a predetermined opinion. Further, in order to protect the respondentsø identities, data was reported as a block instead of highlighting individual cases. Further, the study did not insist on the identity of the respondents as a condition for participating in the study. For those who provided their identities, they were exposed in the report. The information obtained was treated confidentially.

3.10 Operationalization of variables

The operationalization of variables is given in Table 3.1

Table 3.1: Operationalization of variables

Research objectives	Independent variable	Dependent variables	Measurement Scale	Tools of analysis	Type of analysis
To determine the influence of diversity on project performance in in WasoTrust land Project, Isiolo County.	Diversity	Project performance	Nominal and Ratio	• Percentages • Frequencies • Pearson's Moment Correlation	Descriptive and inferential statistics
To assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County.	Employee recognition	Project performance	Nominal and Ratio	• Percentages • Frequencies • Pearson's Moment Correlation	Descriptive and inferential statistics
To establish the influence of leadership on project performance in WasoTrust land Project, Isiolo County.	Leadership	Project performance	Nominal and Ratio	• Percentages • Frequencies • Pearson's Moment Correlation	Descriptive and inferential statistics
To establish the influence of communication system of on project performance in Waso Trust land Project, Isiolo County.	Communication	Project performance	Nominal and Ratio	• Percentages • Frequencies • Pearson's Moment Correlation	Descriptive and inferential statistics

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis and interpretation.The chapter focuses on questionnaire return rate, demographic data of the respondents and the analysis of the data based on the research objectives. The objectives were to determine the influence of diversity on project performance in in Waso Trust land Project, Isiolo County; assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County; establish the influence of leadership styles on project performance in Waso Trust land Project, Isiolo County and lastly to establish the influence of communication system of on project performance in Waso Trust land Project, Isiolo County.

4.2 Questionnaire return rate

Questionnaire return rate is the proportion of the questionnaires that are returned after administration to the respondents. In this study, out of 65 questionnaires administered to respondents 62 (95.3%) returned the questionnaires. This return rate were deemed high and hence adequate for data analysis and drawing of conclusions.

4.3 Demographic data of the respondents

The demographic data of the respondents focused on their gender, age, highest academic qualification and how long the participants in the study had served in this organization. To establish the gender of the respondents, they were asked to indicate their gender in the questionnaires. The data is presented in Table 4.1.

Table 4.1 Distribution of the respondents by gender

Gender	Frequency	Percent
Male	50	80.6
Female	12	19.4
Total	**62**	**100.0**

Data on the gender of the respondents indicated that 50 or 80.6 percent were male while 12 or 19.4 percent were females. The data shows that there was no equal distribution of gender in the management of the projects in Waso Trust land Project, Isiolo County.

The researcher was also interested in establishing the age of the respondents in the in Waso Trust land Project, Isiolo County. The data is presented in table 4.2

Table 4.2 Distribution of respondents by age

Age	Frequency	Percent
20-30 years	16	25.8
30-40 years	30	48.4
40-50 years	11	17.7
50-60 years	5	8.1
Total	**62**	**100.0**

Data on the age of the respondents indicated that almost half of them 30 (48.4%) were aged between 30 and 40 years, 16 (25.8%) were aged between 20 and 30 years while 11 (17.7%) were aged above 40 years. The data shows that the respondents were distributed across all the ages.

The researcher also sought to establish the highest academic qualifications of the respondents. The data is presented in table 4.3.

Table 4.3 Distribution of respondents by highest academic qualifications

Highest academic qualifications	Frequency	Percent
Certificate	33	53.2
Diploma	24	38.7
Degree	5	8.1
Total	**62**	**100.0**

Data shows on the highest academic qualifications of the respondents indicated that 33 (53.2%) had a certificate, 24 (38.7%) had a diploma while 5 (8.1%) had a degree. The data shows that all the respondents some basic education level and hence are able to explain the organizational factors that influence project performance. The researcher also sought to find out the duration of time that they had served in the organization. The data is presented in Table 4.4.

Table 4.4 Duration of service in the organization

Duration	Frequency	Percent
Less than 1 year	15	24.2
1-5 years	24	38.7
6-10 years	14	22.6
11-15 years	6	9.7
16 years and above	3	4.8
Total	**62**	**100.0**

Data on the duration on the service in the organization revealed that 15 (24.2%) had been in the organization for a duration of less than one year, 24 (38.7%) had been in the organization for between one and five years while 14 (22.6%) had been in the organization for a duration of between six and 10 years. Others 9 (15.2 percent) had been in the organization for a duration of over 11 years. The data shows that most of the respondents had been in the organization for a considerable number of years hence were in a position to explain the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.

4.4 Influence of diversity on project performance in in Waso Trust land Project

To establish the influence of diversity on project performance in in Waso Trust land Project, the respondents were asked to indicate the extent to which the agreed or disagreed on the item seeking to establish their opinions on how diversity influenced project performance. The data is presented in table 4.5.

Table 4.5 Data on the Influence of diversity on project performance in Waso Trust land Project

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
This organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities	29	46.8	19	30.6	6	9.7	8	12.9	1.89	1.042
Diversity in this organization has the potential to yield greater work productivity and competitive advantages	22	35.5	26	41.9	13	21.0	1	1.6	1.89	.791
This organization recognizes that each individual is unique and does not represent or speak for a particular group	20	32.3	28	45.2	12	19.4	2	2.2	2.23	2.664
In this organization diversity creates a work environment that includes everyone	28	45.1	18	29.0	8	12.9	8	12.9	2.97	5.625
Both managers and associates in this organization is aware of their personal biases	21	33.9	28	45.2	12	19.4	1	1.6	2.58	5.401
Managers in this organization understand that fairness is not necessarily equality	27	43.5	20	32.3	8	12.9	7	11.3	1.92	1.013

Data presented in Table 4.5 indicated that close to half of the respondents 29 (46.8%) strongly agreed that The organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. In the same item, 19 (30.6%) agreed to the same statement. A negligible number of respondents 6 (9.7%) and 8 (12.9%) disagreed or strongly disagreed to the statement. The statement had a mean of 1.89 and a standard deviation of 1.042 implying that acknowledging, understanding, accepting and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities in the organization was a strong factor that influenced project performance.

Data further indicated that majority of the respondents 22 (35.5%) and 26 (41.9%) strongly agreed and disagreed respectively that diversity in this organization had the potential to yield greater work productivity and competitive advantages. The statement had a mean of 1.89 and a standard deviation of 0.791. It was also revealed that majority of the respondents 48(77.5%) strongly agreed or agreed that the organization recognized that each individual as unique and does not represent or speak for a particular group. The statement and had a mean of 2.23 and a standard deviation of 2.664. In a further investigation on how diversity influenced project performance in in Waso Trust land Project majority of the respondents 28 (45.1%) and 18 (29.0%) strongly agreed and agreed respectively that the organization diversity created a work environment that included everyone. The item had a mean of 2.97 and a standard deviation of 5.625. Data further showed that 21 (33.9%) strongly agreed that both managers and associated in the organization were aware of their personal biases. In the same item 28 (45.2%) agreed to the statement. The statement had a mean of 2.58 and a standard deviation of 5.401. It was

also revealed that 27 (43.5%) and 20 (32.3%) strongly agreed and agreed that managers in the organization understood that fairness was not necessarily equality. The item had a mean of 1.92 and a standard deviation of 1.013.

To test the hypothesis that there is no significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County. Pearson's correlation coefficient was carried out. The data is presented in Table 4.6.

Table 4.6 Pearson's correlation between diversity and project performance

Variables relationship		Diversity	Project performance
Diversity	Pearson Correlation	1	.765 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.765 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

As shown in Table 4.6, Pearson correlation analysis conducted to examine whether there is a relationship between diversity and project performance in in Waso Trust land Project, Isiolo County. The results revealed that there was a significant and positive relationship between diversity and project performance, we can see that the Pearson correlation coefficient, r, is 0.765, n =62 and that it is statistically significant ($p = 0.01$). Based on the findings the null hypotheses hypothesis that there is no significant relationship between

diversity and project performance in in Waso Trust land Project, Isiolo County, was rejected implying that significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County.

4.5 Influence of employee recognition on project performance in Waso Trust land Project

To establish the influence of employee recognition on project performance in Waso Trust land Project, the respondents were asked to respond to statements that sought to establish how employee recognition influenced project performance in Waso Trust land Project. The responses are presented in Table 4.7.

Table 4.7 Data on the influence of employee recognition on project performance in Waso Trust land Project

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
The organization recognizes employees that performs well by giving them certificates	19	30.6	30	48.4	11	17.7	2	3.2	1.94	.787
The organization has put up proper structures of recognizing its employees such as certificate awards	20	32.3	28	45.2	12	19.4	2	3.2	1.94	.807
Employees in this organization are motivated by the being given the employee of the month award	29	46.8	18	29.0	7	11.3	8	12.9	1.90	1.051
Lack of recognition such as employee of the month has led to low employee job performance	18	29.0	29	46.8	13	21.0	2	3.2	2.45	4.015
The organization awards its best employees by	28	45.2	17	27.4	9	14.5	8	12.9	1.95	1.062

giving them appreciation cards									
Appreciation cards serve as a motivation to the employees hence increasing their job performance in this organization	19	30.6	30	48.4	11	17.7	2	3.2	1.94	.787

In one of the items that sought the respondents were asked the extent to which they agreed or disagreed 19 (30.6%) strongly agreed and 30 (48.4%) agreed that organization recognized employees that performed well by giving them certificates. The statement had a mean of 1.94 and SD of 0.787. Further majority of the respondents 20 (32.3%) strong agreed and 28(45.2%) agreed that organization had put up proper structures of recognizing its employees such as certificate awards. The statement had a mean of 1.94 and SD of 0.807. Majority 29 (46.8%) strongly agreed and 18 (29.0%) agreed that employees in this organization were motivated by the being given the employee of the month award. The item had a mean of 1.90 and SD of 1.051. In a statement that read that lack of recognition such as employee of the month had led to low employee job performance, 18 (29%) strongly agreed and 29 (46.8%) agreed to the statement. The overall the statement had a mean of 2.45 and SD of 4.015. Majority 28 (45.2%) strongly agreed that the organization awarded its best employees by giving them appreciation cards. The statement was agreed to by 17 (27.4%) while the mean was1.95 and SD 1.062. The respondents agreed that appreciation cards served as a motivation to the employees hence increasing their job performance in this organization. This was shown by 19 (30.6%) who strongly agreed and 30 (48.4%) who agreed. The mean for the statement was 1.94 and SD 0.787.

To test the hypothesis that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 4.8.

Table 4.8 Pearson's correlation between employee recognition and project performance

Variables relationship		Employee recognition	Project performance
Employee recognition	Pearson Correlation	1	.711 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.711 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

The results, revealed that there was a significant and positive relationship between between employee recognition and project performance. In the table above, we can see that the Pearson correlation coefficient, r, is 0.711, n =62 and that it is statistically significant (p = 0.01). The correlation was strong and positive relationship in both between employee recognition and project performance hence the null hypotheses that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County was rejected.

4.6 Influence of leadership styles on project performance in Waso Trust land Project

The researcher also sought to establish the Influence of leadership styles on project performance in Waso Trust land Project. The data is presented in table 4.9.

Table 4.9 Data on the influence of leadership on project performance in Waso Trust land Project

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Leadership in this organization enables it to be more productive and profitable to its mandate	17	26.4	27	43.5	13	21.0	5	8.1	2.79	5.393
Leadership style in this organization to a large extent influences organizational valued outcomes	29	46.8	20	32.3	6	9.7	7	11.3	1.85	1.006
Leadership in this organization creates a stimulating work climate	17	27.4	29	46.8	12	19.4	4	7.6.2	3.16	6.626
Leadership style can lead to firm performance	20	32.3	25	40.3	12	19.4	5	8.1	2.03	.923
Leadership in this organization is too weak to influence performance	19	30.6	28	45.2	12	19.4	3	4.8	1.98	.839
Leadership in this organization has led to project success	21	33.9	26	41.9	12	19.4	3	4.8	1.95	.858

Responses on the influence of leadership on project performance in Waso Trust land Project, majority of the respondents 17 (26.4%) strongly agreed that leadership in this organization enables it to be more productive and profitable to its mandate. Majority of the respondents 27 (43.5%) agreed to the statement. The statement had a mean of 2.79 and SD of 5.393. It was also revealed that majority of the respondents 29 (46.8%) strongly agreed that leadership style in the organization to a large extent influenced organizational valued outcomes. In the same statement, 27 (43.5%) agreed the statement while the statement had a mean of 1.85 and SD of 1.006. Majority of the respondents 17

(27.4%) and 29 (46.8%) strongly agreed and agreed that leadership in the organization created a stimulating work climate. The statement had a mean of 3.16 and SD of 6.626. It was also revealed that respondents were of the opinion that leadership style lead to firm performance. This was shown by 20 (32.3%) who strongly agreed to the statement and 25 (40.3%) who agreed. The statement had a mean of 2.03 and SD of 0.923. The respondents were in agreement that leadership in the organization was too weak to influence performance as shown by 19 (30.6%) who strongly agreed and 28 (45.2%) who agreed. The item had a mean of 1.98 and SD of 0.839. Twenty one (33.9%) strongly agreed that leadership in this organization led to project success while 26 (41.9%) agreed to the statement. The mean was 1.95 and SD of 0858.

To test the hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 4.10.

Table 4.10 Pearson's correlation between leadership styles on project performance

Variables relationship		Leadership	Project performance
Leadership	Pearson Correlation	1	.712 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.712 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

In this analysis the results showed that the Pearson correlation coefficient, r, was 0.71, n =62 and that it is statistically significant ($p = 0.01$). The results as presented in table revealed that there was a significant and positive relationship between leadership and project performance. The correlation was strong and positive relationship in both leadership and project performance. The null hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County was therefore rejected.

4.7 Influence of communication system of on project performance in Waso Trust land Project

To establish the influence of communication system of on project performance in Waso Trust land Project, the respondents were asked to indicate the extent to which they agreed or disagreed with statement that sought to establish the influence of communication system of on project performance in Waso Trust land Project. The data is presented in table 4.11.

Table 4.11 Responses on the influence of communication system of on project performance in Waso Trust land Project

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
In this organization communication is important for improving employeesø commitment and for positive outcomes	21	33.9	26	41.9	13	21.0	2	3.2	1.94	.827
There is careful communication planning and setting the right expectations with all the project stakeholders is extremely important in this organization	18	29.0	28	45.2	12	19.4	4	6.5	2.03	.868
Communication within this organization project establish the team dynamics	21	33.9	26	41.9	12	19.4	3	4.8	1.95	.858
There is creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees	17	27.4	28	44.2	13	21.0	4	6.5	3.42	7.519
Communication barrier is a major challenge in this organization	20	32.3	27	43.5	13	21.0	2	3.2	2.42	4.023
In this organization project managers provide communication skills training to the employees	18	29.0	29	46.8	13	21.0	2	3.2	1.98	.799

As presented in table 4.11 Majority of the respondents, 21 (33.9%) strongly agreed that in this organization communication is important for improving employeesøcommitment and for positive outcomes while 26 (41.9%) agreed to the statement. The statement had a mean of 1.94 and SD of 0.827. It was also revealed that 18 (29.0%) and 28 (45.2%) strongly agreed and agreed respectively that there was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. The statement had a mean of 2.03 and SD of 0.868. It was also revealed that 21 (33.9%) strongly agreed that communication within this organization

project establish the team dynamics while 26 (41.9%) agreed. The statement had a mean of 1.95 and SD of 0.858. Data further indicated that 17 (27.4%) strongly agreed that there was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees with 28 (44.2%) agreeing to the statement. The statement had a mean of 3.42 and SD of 7.519. When asked to indicate the extent to which they agreed or disagreed with the statement that communication barrier is a major challenge in this organization, 20 (32.3%) strongly agreed while 27 (43.5%) agreed. The statement had a mean of 2.42 and SD of 4.023. In a statement that stated that in this organization project managers provide communication skills training to the employees, 18 (29.0%) strongly agreed while 29 (46.8%) agreed. The statement had a mean of 1.98 and SD of 0.799.

To test the hypothesis that there is no significant relationship between communication system of on project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 4.12.

Table 4.12 Pearson's correlation between communication systems of on project performance

Variables relationship		Communication systems	Project performance
Communication systems	Pearson Correlation	1	.774 **
	Sig. (2-tailed)		000
	N	62	62
Project	Pearson Correlation	.774 **	1

performance	Sig. (2-tailed)	.000	
	N	62	62

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

As shown in Table 4.12, A Pearson correlation analysis was conducted to examine whether there is a relationship between communication systems of on project performance. In this, we can see that the Pearson correlation coefficient, r, is 0.774, and that it is statistically significant ($p = 0.01$). This results revealed that there was a significant and positive relationship between communication system of on project performance ($r = .774$, $N = 62$). Project performance was associated with the level of communication systems. The null hypothesis that there is no significant relationship between communication systems of on project performance in Waso Trust land Project, Isiolo County was therefore rejected.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary conclusions and recommendations. The chapter also presents the recommendations and suggestions for further studies.

5.2 Summary of the study

The purpose of this study was to investigate the influenceof organizational culture on project performance in Waso Trust land Project, Isiolo County.The study was guided by four research objectives. Research objective one sought to determine the influence of diversity on project performance in in Waso Trust land Project, Isiolo County. Research question two sought to assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County, research objective three sought to establish the influence of leadership on project performance in Waso Trust land Project, Isiolo County while research question four aimed at establishing the influence of communication system of on project performance in Waso Trust land Project, Isiolo County.The study used descriptive survey design. The target population will consist of all the 65 employees of Waso Trust land Project, Isiolo County. The sample was 65 respondents. The study used questionnaires and interview to collect data. The findings are summarized in the subsequent sections.

5.2.1 Influence of diversity on project performance in Waso Trust land Project

Findings on the influence of diversity on project performance in in Waso Trust land Project, revealed that majority of the respondents agreed that the organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Majority of the respondents agreed that diversity in this organization had the potential to yield greater work productivity and competitive advantages. It was also revealed that majority of the respondents agreed or agreed that the organization recognized that each individual as unique and does not represent or speak for a particular group. Respondents also agreed that the organization diversity created a work environment that included everyone. According to middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness.Majority also agreed that both managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality. The findings concur with Koonce (2001) who found that diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group.

Pearson correlation analysis conducted to examine whether there is a relationship between diversity and project performance in in Waso Trust land Project, Isiolo

Countyrevealed that there was a significant and positive relationship between diversity and project performance. (r, is 0.765, n =62 and that it is statistically significant (p = 0.01) hence the null hypotheses hypothesis that there is no significant relationship between diversity and project performance in in Waso Trust land Projectwas rejected. The above findings agree with SHRM (1995) who found that organizations need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages. The findings of the current study and Koonce (2001) both concur that organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people⊘s behaviors Managers must also understand that fairness is not necessarily equality.

5.2.2 Influence of employee recognition on project performance in Waso Trust land Project

Findings on the influence of employee recognition on project performance in Waso Trust land revealed that majority of the respondents agreed that organization recognized employees that performed well by giving them certificates. They also agreed that organization had put up proper structures of recognizing its employees such as certificate awards. This is in line with Flynn (2008) who argued that recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. Majority further agreed that employees in this organization were motivated by the being given the employee of the month award. They also agreed that lack of recognition such as employee of the month had led to low employee job performance. This concurs with Baron (1983) who found that when we

recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Employees are motivated fully when their needs are met. It was also agreed that the organization awarded its best employees by giving them appreciation cards and that appreciation cards served as a motivation to the employees hence increasing their job performance in this organization. Pearson's correlation coefficient carried out to establish whether there was no significant relationship between employee recognition and project performance in Waso Trust land Project, revealed that there was a significant and positive relationship between employee recognition and project performance. (r, is 0.711, n =62)hence the null hypotheses that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County was rejected.

The findings above are in line with Ali and Ahmed (2009) who found that in every project, employees are an organizations largest assets. Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. Employees believe in fair treatment, and respect. Daniel and Metcalf (2005) found that companies are aligning their employee recognition programs directly to the strategies of the organization. The impact of ongoing recognition is that when you recognize someone right away, it is fresh in his or her mind. Deep rose (2004) is of the view that good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Wilson (1994), stated that the

conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result

5.2.3 Influence of leadership on project performance in Waso Trust land Project

Findings on the influence of leadership on project performance in Waso Trust land Project revealed that majority of the respondents agreed that leadership in this organization enables it to be more productive and profitable to its mandate. Majority agreed that leadership style in the organization to a large extent influenced organizational valued outcomes. Majority of the respondents agreed and agreed that leadership in the organization created a stimulating work climate. It was also revealed that respondents were of the opinion that leadership style lead to firm performance. The respondents were in agreement that leadership in the organization was too weak to influence performance. Majority also agreed that leadership in theorganization led to project success.

Pearson's correlation coefficient carried outto test the hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, showed that the Pearson correlation coefficient, (r, was 0.71, $n = 62$, $p = 0.01$). This implied that the null hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County was therefore rejected.Kim (2004) is of the view that the kind of leadership exhibited by managers to a large extent influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction, and organizational effectiveness.

5.2.4 Influence of communication system of on project performance in Waso Trust land Project

Findings on the influence of communication system of on project performance in Waso Trust land Project, showed that majority of the respondents, and agreed that in this organization communication is important for improving employeesø commitment and for positive outcomes. It was also revealed that respondents agreed there was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. It was also revealed that majority agreed that communication within this organization project establish the team dynamics. It was further agreed that there was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees. They agreed that communication barrier was a major challenge in theorganization, and that in theorganization project managers provide communication skills training to the employees.According to Momballou (2006) one of the responsibilities of a project manager is to communicate effectively to the members of the project team and other related stake holders and because of this, a project being led by an ineffective communicator has very little chance to succeed. Ineffective, poor or lack of communication can lead to a series of problems within a project.

Pearsonøs correlation coefficient carried out to test the hypothesis that there is no significant relationship between communication system of on project performance in Waso Trust land Project, revealed a statistically significant ($p = 0.01$), ($r = .774$, N = 62).

The null hypothesis that there is no significant relationship between communication systems of on project performance in Waso Trust land Project, Isiolo County was therefore rejected.McShane and Von Glinow (2003) have illustrated this process by adding the feedback and communication barriers.Anderson and Martin (1995). As in any other discipline of business the importance of communication cannot be overemphasized in managing projects. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important

5.3 Conclusions of the study

Based on the findings of the study it was concluded that there was a significant and positive relationship between diversity and project performance. Diversity influenced project performance in in Waso Trust land Project. The organizationacknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. Theorganization had the potential to yield greater work productivity and competitive advantages. The organization recognized that each individual as unique and does not represent or speak for a particular group, while managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality.

The study also concluded that employee recognition had a positive influence on project performance in Waso Trust land Project. The organization recognized employees that performed well by giving them certificates. It had also put up proper structures of recognizing its employees such as certificate awards. Employees in the organization were

motivated by the being given the employee of the month award and that lack of recognition such as employee of the month had led to low employee job performance. The organization awarded its best employees by giving them appreciation cards and that appreciation cards served as a motivation to the employees hence increasing their job performance in this organization.

The study also concluded that leadership influenced project performance in Waso Trust land Project. The leadership in the organization enabled it to be more productive and profitable to its mandate. Leadership style in the organization to a large extent influenced organizational valued outcomes. Leadership in the organization created a stimulating work climate. Leadership style lead to firm performance hence leadership in the organization led to project success.

The study also concluded that communication system influenced project performance in Waso Trust land Project. Theorganization communication was important for improving employeesø commitment and for positive outcomes. There was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. Communication within this organization project established the team dynamics. There was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees.

5.4 Recommendations of the study

The following were recommendations for the study.

i. The study recommended that the organization should have more diversity such as acknowledging, understanding, accepting values differences among the employees as this was noted to increase project performance.

ii. The study also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in this organization.

iii. The study also recommended that the organization should have proper communication system and having careful communication planning and setting the right expectations with all the project stakeholders as this increased project performance.

5.5 Suggestions for further research

The researcher made the following suggestions for further study

i. Since the study was carried out in one organization, another study could be conducted in another organization for comparison of results

ii. Since the study focused on variables such as diversity, employee recognition, leadership and communication system, another study focusing on other e commerce variables should be conducted to establish what influence they have on business performance.

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APPENDICES

APPENDIX I

LETTER OF INTRODUCTION

RahmaIbrahim Abdullahi
Department of Extra Mural
Studies
University of Nairobi
27th July. 2018

The C.E.O

Dear Sir / Madam,

RE: PERMISSION TO COLLECT DATA

I am post-graduate student at, University of Nairobi. I am currently carrying out a research as part of my final year thesis project. This research is a requirement of the masterøs programme. My study is on **"Influence of organsational culture on project performance in Waso Trustland Project, Isiolo County".** Your organisation has been selected to participate in this study. I hereby humbly request your office to accord the study any assistance that will make the study a success.

Yours faithfully,

RahmaIbrahim Abdullahi

APPENDIX II

QUESTIONNAIRE FOR THE RESPONDENTS

This questionnaire is designed to collect information on **"Influence of organsational culture on project performance in Waso Trustland Project, Isiolo County"**. You are requested to participate in the study by responding to all questions in the questionnaire. All responses will be confidential and will be used by the researcher for academic purpose only. Please tick (ç) where appropriate or fill in the required information.

Section A: Demographic Information

1. Indicate your gender? [ ] Male   [ ] Female

2. What is your age?

   [ ] Below 30 years   [ ] 31-40 years

   [ ] 41ó50 years   [ ] 51 and above

3. What is your highest professional qualification?

   [ ] P1   [ ] Diploma in Education

   [ ] Under graduate   [ ] Masters in Education

   [ ] PhD

   Any other (specify)í í í í í í í í í í í í í í í í í í í í

4. For how long have you served in this organisation?

   [ ] Below 1 year   [ ] 1-5years   [ ] 11-15 years   [ ] 21-25 years   [ ] 6-10 years   [ ] 16-20 years   [ ] 26 and above

Section B: Influence of diversity on project performance

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning diversity and project performance

Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree

	Statement	1	2	3	4
1	his organisation acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities				
2	Diversity in this organisation has the potential to yield greater work productivity and competitive advantages				
3	This organisation recognizes that each individual is unique and does not represent or speak for a particular group				
4	In this organisation diversity creates a work environment that includes everyone				
5	Both managers and associates in this organisation is aware of their personal biases.				
6	Managers in this organisation understand that fairness is not necessarily equality				

Section C: Influence of employee recognition on project performance

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning employee recognition and project performance

Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree

	Statement	1	2	3	4
1	The organisation recognizes employees that performs well by giving them certificates				
2	The organisation has put up proper structures of recognizing its employees such as certificate awards				
3	Employees in this organisation are motivated by the being given the employee of the month award				
4	Lack of recognition such as employee of the month has led to low employee job performance				
5	The organisation awards its best employees by giving them appreciation cards				
6	Appreciation cards serve as a motivation to the employees hence increasing their job performance in this organisation				

Section D: Influence of leadership on project performance

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning leadership and project performance

Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree

	Statement	1	2	3	4
1	Leadership in this organisation enables it to be more productive and profitable to its mandate				
2	Leadership in this organisation to a large extent influences organizational valued outcomes				
3	Leadership in this organisation creates a stimulating work climate				
4	Leadership can lead to firm performance has largely been contested				
5	Leadership in this organisation is too weak to influence performance				
6	Leadership in this organisation has led to project success				

Section E: Influence of communication system of on project performance

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning communication and project performance

Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree

	Statement	1	2	3	4
1	In this organisation communication is important for improving employeesøcommitment and for positive outcomes				
2	There is careful communication planning and setting the right expectations with all the project stakeholders is extremely important in this organisation				

3	Communication within this organisation project establish the team dynamics				
4	There is creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees				
5	Communication barrier is a major challenge in this organisation				
6	In this organisation project managers provide communication skills training to the employees				