RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING, HUMAN RESOURCE DEVELOPMENT AND PERFORMANCE OF CONSTRUCTION FIRMS IN NAIROBI, KENYA

BY

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DECLARATION

STUDENT'S DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

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SUPERVISOR'S DECLARATION

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

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ABBREVIATIONS

GDP	Gross Domestic Product
GOK	Government of Kenya
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
KPI	Key Performance Indicator
ROA	Return on Assets
ROCE	Return on capital employed
ROI	Return on Investment
ROK	Republic of Kenya
SHRM	Strategic Human Resource Management
USD	U.S.A Dollars

ABSTRACT

The world of work is in constant change. The challenge therefore is to respond to the issues of HR planning and HR development to meet performance expectations of construction firms. Construction sector has unique characteristics that affect human resource development and human resource planning practices in a manner very different from other sectors like manufacturing, service, among others. Inevitable tension exists between the short term objectives and the long term strategic needs of the wider organization. This affects human resource planning, human resource development and performance in construction unlike in other sectors.

The purpose of the study was to determine the relationship between human resources planning, human resource development and performance of construction firms in Kenya. This study was conducted through a survey design. The target population was basically all construction firms in Nairobi, who are registered as contractors with relevant GOK ministry in class A to D. The sample size was 35 firms selected among those registered in categories A-D using purposive sampling. The study used primary data obtained through questionnaires administered to project managers or contractors. The data was analysed using descriptive statistics and regression analysis.

The study found that in human resources planning, the companies evaluated their current resources - people, skills, interest, abilities and experiences in comparison to their analyzed internal availability such as demand and supply of the human resource required for project undertakings by company at a point in time and in future. On application of tools and techniques in human resource planning, the construction companies practiced the use of standard procedures in performing job activities. The study concludes that the quality improvement depends on high quality personnel at all levels with a proper rewarding scheme to improve employee's level of motivation and performance. The study also concludes that the construction companies engaged in effective monitoring, measurement and reporting of its performance against selected stakeholder indicators and targets. The study recommends that employees be equipped with the necessary skills through training. The firms should come up with clear performance targets and work out strategies aimed at attaining them.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Human Resource Planning (HRP) and Human Resource Development (HRD) are important practices in the field of Human Resource Management (HRM) and in the context of organizational performance. Construction industry, like other sectors, implements performance management framework that is outcome-based and which focuses on the services it delivers to the clients. The study focused on how the human resources (HR) drive the performance of the construction firms. Key performance indicators (KPI) were employed to measure the performance of the firms.

According to Peters and Waterman (1982) people should no longer be treated as a "cost", but as a company 'asset' and as a central source of competitive advantage. Construction is considered a labour-intensive industry. There are complex interfaces of different personnel within construction industry including managers, clerical workers, accountants, engineers, truck drivers, trade workers and construction helpers. The production responsibilities are divided among many participants including designers, owners, contractors, subcontractors, material suppliers, equipment dealers, funding institutions each performing different function and belonging to different organizations with different objectives, policies and practices (Aniekwu, 2010). The industry exists to contribute to the satisfaction of human needs and wants. People organize it; it employs people. The relationship between HRP, HRD and performance in construction industry has been extensively studied elsewhere and published in HR journals and literature, but there is very little of such studies done in Kenya. The construction industry has not been as diligent in implementing HRM practices as other industries in Kenya. Ferris et al (1990) found that construction firms with higher levels of strategic (including HR) planning have achieved higher organizational

performance, including higher productivity, great cost effectiveness and greater overall efficiency.

1.1.1 Human Resource Planning

Executives, managers and employees in the construction industry need to be familiar with employee planning and forecasting procedures which represent an integral part of the HRM process. The main purpose of the employee (HR) planning process is to secure the availability of specific types of people with the skills, experience, and background necessary to meet the firm's objectives. Job descriptions and job specifications are widely used by management throughout employee planning process. The actual employee planning process consists of two stages, namely employee demand forecasting and employee supply forecasting. These can be short term or long term (Tan Han Leng, 2005).

Short term demand forecast is designed to assess the level of employee requirements to enable the firm to meet its objectives during the forthcoming fiscal year. It has an immediate effect on the company's current situation. Long term demand forecast provides an optional indication of the firm's future employee requirements based on one-to-five-year periods. Once all employee requirements for the forthcoming fiscal period or project are summarized, the managers should proceed with identifying appropriate sources of employee supply. The process of employee supply forecasting requires that management evaluate and identify the hidden talents of people already employed by the company. This will provide employees with an opportunity for continuous challenge, development and growth within the firm and motivate them for a better performance on the job. However, in the construction industry the traditional way of recruiting the bulk of the workforce is by use of casual and subcontracted

labour with some "core workers" employed directly and on a more permanent basis (Njeri, 2001).

Employee record contains information for each employee details of education, professional courses, career and development interests, additional training requirements and details of skills and experience. In case there are no suitable or enough candidates within the firm, to fill certain positions, it becomes necessary to look for candidates outside the firm. The availability of these candidates in the job market depends on several factors including: general economic conditions, local labour conditions, and occupational market conditions (Tan Han Leng, 2005). HR planning process plays a critical role. It enables management to make correct decisions regarding the firm's needs for employees who can meet its objectives. Further, it helps management to deal more effectively with several important issues including employee hiring, employee training, design of career management programs, design of productivity programs, design of sales programs and employee organization programs (ibid).

1.1.2 Human Resource Development (HRD)

Gilley *et al.* (2002, p.231) declared that "all too often, many human resource development leaders do not recognize this as an essential responsibility and thus fail to provide a practical approach and techniques to planning and managing project". Human resource development is defined in a variety of ways including as the "integrated use of training and development, career development, and organization development to improve individual effectiveness" (McLagan, 1989, p7).

The human resources of construction firms must be developed in terms of the current and the emergent strategic orientation of the company. Traditional HRD is a method according to which executives, managers and employees are equipped in terms of the

current strategic orientation. Strategic HRD equips executives, managers and employees in terms of emergent strategic orientation of the company (ibid).

1.1.3 Organizational Performance

Organizational performance is conceptualized and operationalized as consisting of financial performance, marketing performance and organizational effectiveness. Financial performance refers to the profitability of a firm and can be measured with indicators such as profitability (ROI, ROE, and ROA). Marketing performance refers to both the growth and positioning of the firm and can be assessed using indicators such as market share, new product introduction, product quality. Organizational effectiveness refers to indicators such as productivity (cost savings, efficiency) and quality (customer service and percentage of defects) (Elmuti, 2002).

The key performance indicators (KPI) in the construction industry include: the cost of construction, defects, client satisfaction, profitability, productivity, return on capital (ROCE) employee satisfaction, staff turnover, sickness absence, working hours, qualifications and skills, whole life performance waste, safety, construction cost and time. These KPIs helps to know whether the project or firm's goals are being achieved. These can be used to keep an eye on the way the business is performing. KPIs can also be used to benchmark the firm's performance against the rest of construction industry or against competitors. KPI is a "yardstick" by which to judge the firm's performance (Kagioglou, 1998). In this study performance was measured through use of indicators which include: goal attainment, growth and customer satisfaction.

1.1.4 Human Resource Planning (HRP) and Organisational Performance

Human resource planning is part of strategic Human Resource Management (SHRM). The crucial factor in the HRP-Performance relationship is how HRM policies shape

discretionary behaviour, i.e., the choices people often make about the way their work is done which is translated into improved organizational performance (Purcell et al, 2003). Organizations seeking to improve performance develop HRM policies in the domains of resourcing and development, compensation and incentives, and involvement and job design that are designated to positively shape discretionary behavior (Boxall & Purcell, 2003; Lepak et al, 2006). In a study to measure the impact of human resource planning on organizational performance (Paauwe & Richardson, 1997) it has been hypothesized and verified that human resource planning affects organizational performance. In the context of Greece industry Katou (2008) found that human resource planning influences organizational performance.

Construction industry involves in its vicinity a diverse labour force, contributing towards the long and enduring process of creating build structures. HRP is, therefore, the initial component of performance and it requires "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it" (Bryson 1995, p5). It is therefore essential for construction firms to adopt an outcome-based approach to manage HR resources by defining "what they intend to accomplish, measure performance for, and report on, and use the information for decision making" (Caudle, 2001 p.77). One of the aims of this study was to establish connectivity between HRP and performance in the construction firms in Kenya.

1.1.5 Human Resource Development (HRD) and Organisational Performance

This study sought to establish linkage between human resource development and performance in construction firms in Kenya. Human resource development raises a lot of questions in an organizational context, such as whether employee training program can really provide efficient workplace with sustainable employment or whether

employee training program can help workers to improve organizational performance. Organizations can drive high performance through strategically integrated human resource development. Human resource development enables the organization to achieve prime objectives through practices like retaining key employees, preparing managers to become owners, selection and developed mindset, building evaluation and accountability systems and development of management styles that retain loyalty and key managers. Human resource development also increases organizational effectiveness through performance management and reward system, 360 degree feedback, and review of performance and pay rewards. HRD has three main areas with which it is involved: individual, occupational and organizational developments which are linked to strategic imperatives (Loosemore et al., 2003).

Strategically, human resource development aims at producing a coherent and comprehensive framework for developing people through the creation of a learning cultural transformation. The primary aim is to enhance HR capability in the belief that a firm's HRM is a major source of competitive advantage. Human resource development policies are closely associated with the aspect of SHRM that is concerned with investing in people and developing the firm's human capital. HRD's primary responsibility focuses on performance. It ensures that employees have the potential, willingness and enthusiasm to contribute to organizational success; that employees' behaviour is geared towards the achievement of relevant goals; rewards are managed; development of talent; developing and communicating a particular vision (culture) of what working for this organization means (ibid). This study will examine how human resource development is used as a means of increasing an individual's and, ultimately, an organization's current performance in terms of effectiveness, efficiency and productivity.

1.1.6 Construction Firms in Nairobi

Construction firms are organizations that construct or alter a wide range of different buildings and civil engineering structures (Bucha, 1992). They are mainly classified into three major segments. The buildings segment includes firms (usually called general contractors) who build residential, industrial, commercial, and other buildings. Heavy and civil engineering segment build sewers, roads, highways, bridges, tunnels, and other projects related to the country's infrastructure. Speciality trade contractors perform specialized activities related to all types of construction such as carpentry, painting, plumbing, and electrical work. There are both formal and informal systems of construction firms in Nairobi. The formal construction firms are officially registered, have planned structures and are run professionally. The informal system comprise unregistered and unprotected individuals and small enterprises that supply labour and contribute in other ways to the output of the construction sector (Mitullah, 2003)

Bucha (1992) has categorised construction firms into three types based on their scale of operation. Large scale firm have capacity to undertake large construction projects in terms of individual project value and project complexity. They usually have a head office and a number of branch offices in different parts of the country. They are better equipped, financed and organized, but they experience problems stemming from centralised supervision and management with work being undertaken on widely dispersed and changing sites. Medium construction firms undertake quite large contracts and are often prepared to undertake civil engineering as well as building works. They employ fewer operatives than large firms and are better financed and equipped than small construction firms. Small construction firms employ fewer operatives compared to large and medium firms and prefer to operate within a

reasonable distance of their offices. They mainly undertake extensions of existing buildings, refurbishment, repairs and maintenance and small new building projects of low monetary value. Njuguna (2008) observes that most contractors operating in Nairobi are small contractors undertaking small local contracts either independently or as sub-contractors. Medium contractors operate at a national level handling up to USD 10 million contracts. Large scale contractors operate at national and international levels with capacity to undertake projects of unlimited value well in excess of USD 10 million. The bulk of these are foreign contractors. This study focus on formal large and medium construction firms in building and roads construction sub-sector in Nairobi, Kenya.

The Kenya government expects to achieve 4 percent GDP growth through, among others, enterprises in the construction sector which are viewed as effective option for addressing problems of poverty, unemployment and industrial regeneration in the country (Mitullah et al, 2003). The poor performance of Kenya's economy has increased urban growth as many citizens seek economic opportunities away from rural areas. They find their way into some form of employment within the informal construction industry. Construction firms in Nairobi employ large number of people with a workforce of over three hundred thousand and an output of over Kshs. 2.2 billion per year. About 80% of this is directly related to the building industry (Obudho, 2008). These firms make a significant contribution to the socio-economic development process of the country by employing a large proportion of the country's labour force and helping in the improvement and acquisition of skills (ROK, Economic Survey, 2004).

The Ministry of Roads and Public Works is responsible for providing basic infrastructure facilities to the public including development, rehabilitation and

maintenance of the road network in the country and maintenance of buildings and other public works. The construction firms in Nairobi are predominated by private sector clients and contractors. The privately owned construction firms are carrying out more that 90 percent of the construction works as compared to that of government agencies (ibid). According to the PR magazine (August 10th, 2010, p.10), "the rapid growth in population has led to a soaring demand for housing and we expect to see government and private developers working faster to keep up with this demand." The editor of the magazine further notes that despite the slowdown in the world economy in 2009, the Kenyan construction sector remained buoyant as reflected in the increased investment in both residential and commercial buildings during the year. As Chinese and Japanese firms compete to access Kenya's growing market, the construction industry is reaping the benefits as evidenced by the billions of dollars in infrastructure development projects being implemented in the country. Among these include the construction and rehabilitation of major highways (including the multi-billion Nairobi – Thika super highway), rehabilitation of airports and the construction of buildings. Other industries associated with the construction firms include cement, general building materials, heavy construction, lumber and wood production, manufactured housing, residential construction and waste management (Njuguna, 2008).

1.2 Statement of the Problem

The world of work is in constant change. The challenge therefore is to respond to the issues of HR planning and HR development to meet performance expectations of construction firms (Obudho, 2008). Construction sector has unique characteristics that affect human resource development and human resource planning practices in a manner very different from other sectors like manufacturing, service, among others.

Construction is a project-based industry with challenges of meeting cost, time and quality targets. It also involves bringing together different combinations of stakeholders such as clients, designers, constructors and suppliers for relatively short periods of time. The construction firms rely on the abilities and skills of line managers to a greater extent than probably any firms in other sectors (Loosemore, 2003). In this industry, line managers are required to make human resource decisions, often without any training in HRM. Inevitable tension exists between the short term objectives and the long term strategic needs of the wider organization. This affects human resource planning, human resource development and performance in construction unlike in other sectors. Even where the firm is aware of the need to provide training for their staff's personal development, the time and resource pressures of the projects and day-to-day problems that arise prevent them from doing so.

Construction products and services are unique and one-off in nature unlike other sectors where prototypes can be tested before real production gets underway. Thus, there are significant risks for people working on a project, largely from learning curve problems associated with new work activities and ever changing workplace relationships, unlike in the other sectors. The role of human resource planning and human resource development in construction firms in relation to performance is not clear. Employee turnover is critical to a firm's strategic human resource planning, yet the mobility culture in construction is that the workforce drifts from job to job with little sense of loyalty to their employers. Thus, the need for firms to train and retain their workforce seems to become a major issue unlike in the other sectors. The construction firms rely on subcontracting for the majority of their production effort. There is evidence that in many countries the proportion of permanent, directly employed workforce has declined recently, while that of workers employed through

subcontractors and intermediaries, on temporary and casual terms, has increased (Njeri, 2001).There is a large number of small and medium sized enterprises which operate in a subordinate productive role to larger 'main' contractors. Self employment has become a lucrative option for many skilled workers. Published data in Kenya show employment in formal construction have declined or stagnated, while in the informal sector there is large and increasing construction workers (Wells, 1999; Njeri Wachira, 2001). The small companies are less likely than the larger organizations to have a well developed operational human resource planning and human resource development as could be found in other sectors like manufacturing and service, thus impacting on performance.

Several researchers have examined the HR practices of organizations and related these practices to organizational performance (Lopez, S.P. et. al., 2005). However, it is still not clear how the practices affect the specific capabilities that contribute to improved firm performance (Wright et.al. 2001). There are fewer studies linking human resource planning and human resource development to performance in construction as compared to other sectors in Kenya, despite the fact that construction industry is one of the oldest, has a large number of employees and plays a significant role in the economy of Kenya. In spite of this, a growing body of empirical research in other countries, including both industry specific studies and cross industry studies investigate the connections between HRM practices and firm performance. They have found significant relationship between human resource practices and firm performance (for example Qureshi et. al., 2006). There is, therefore, need to conduct a study to check whether those results are also applicable in this under-researched field in Kenya. In a study on construction statistics review for Kenya, Owiti (2007) note that construction is a key aspect of economic development and a unique sector in

Kenya but data on human resource dynamics and practices are scanty and scattered. In their study on informal labour in the construction industry in Kenya, Mitullah *et. al.* (2007) recommends that further investigation be conducted to find out how to improve performance of informal construction workers through training and capacity building.

From the studies reviewed above, it is evident that the link between human resource planning, human resource development and performance in the construction firms in Kenya is not clear. This is largely due to the unique features of the industry outlined above. There is need, therefore, to determine empirically whether human resource planning and human resource development contribute positively to or affect adversely the organizational performance of construction firms in Kenya. The research sought to close the existing gap by answering the question, "does a relationship exist between human resource planning and human resource development and performance in construction firms in Kenya?"

1.3 Research objectives

i. To determine the relationship between human resources planning and performance of construction firms in Kenya.

ii. To determine the relationship between human resource development and performance of construction firms in Kenya.

1.4 Importance of the study

The construction industry plays a significant role in Kenya's economy as it contributes to the nation's infrastructure, creates employment and promotes investment. This study is important to several groups of users. It gives entrepreneurs in construction industry an indication of what aspects of human resource planning and human resource development that have an impact on performance of construction

firms. Potential investors in the construction sector will use the findings in designing strategies for success in the industry. Regulators and policy makers may wish to incorporate findings of the research as they formulate legislation and policy on human resource management in construction industry. The study findings may provide insight to international bodies like ILO on the application of human resource planning and human resource development in construction industry. To academicians the study will fill a gap of knowledge on linkages between human resource practices and performance in construction firms and lay foundation for further research

CHAPTER TWO: LITERATURE REVIEW

2.1 Human Resource Planning

In a review by Lam et al (1998) HR planning has been identified as an important means to develop a clearer focus of the function on the organization's business and it is a critical aid in identifying the areas in which it must excel in order to be successful. These generally include setting up formal objectives, identifying appropriate organizational strategies and searching for any innovative HR application. The primary objective of HR planning is to incorporate forecasts about the types and numbers of workers who will be needed to meet longer-term demands, taking into consideration various programs such as career development, executive training, external recruiting, succession planning, employee appraisal and retirement programs. Operational data enables HR planners to accurately predict the costs and feasibility of HR initiatives based on known parameters. This data can be employed within HR planning to ground forecasts and projects about demand and supply. For example, a shortfall or a surplus of a certain type of skill means little without knowing how that skill contributes to the resource conversion process, what it costs and whether other skills or technologies can be substituted in place of it.

Without HR planning an organization that adapts its strategy to cope with a changing environment may find that much of its workforce has obsolete skills due to changing technologies and that an appropriate skill base can be attained only through hurried expensive and risky training and recruitment programs. Thus the concept of strategic HR planning recognizes that those who are most knowledgeable about the organization's workforce should themselves be employed optimally by building commitment to organizational strategy across different levels and functions of the

organization. There are four essential HR planning objectives identified as 'Strategic impact and communication', 'control', 'co-ordination' and 'clear objective'. A formal process of HR planning may better focus and clarify the various functions of HRM in the organizations and avoid inconsistencies among various practices, even when their integration is not a priority. As firms move towards a strategic orientation in HRM, the need for integration among various HR practices increases (Delery and Doty, 1996).

2.2 Human Resource Development in a Construction firm

One of a manager's most important jobs is to manage the employee development of an employee which includes his/her personal growth and career development (Linda Maund, 2001). Human resource development represents the developmental side of the strategic human resource management cycle in improving career management and the performance of the individual. The rationale behind investing in human resource development is that investing in people in the right ways will ensure that they continue to contribute to the direction in which the business wants to go. Failing to address human resource development needs inevitably leads to the reopening of skills gaps, which the above processes have been designed to fill.

Despite the importance of human resource development, there is evidence that it is under-utilized within the construction industry. For example, Hancock et al (1996) found that while large construction companies generally understood the concepts of HRD, only around half actually practised it. Human resource development reflects the industry's economic reliance on 'hard' systems approaches, or those commonly attributed to 'personnel-management' practices. In the light of the industry's revival in the late 1997, Knutt, E. (1997) made a series of recommendations to promote

loyalty and motivation among construction employees, including extended training schemes, career-review systems and performance management systems. Together these mechanisms can ensure that the organization meets it successions needs, and that it has people moving through the organization with the requisite skills and abilities to fill vacancies and drive the business forward.

2.3 Organisational Performance

This refers to the extent to which an organisation's goals and objectives are achieved effectively and efficiently. Performance can take many forms depending on whom and what the measurement is intended for. Different stakeholders require different performance indicators to enable them make informed decisions. The content, format, and frequency of reports depend on who needs the information and for what purpose (Yamo, 2006). Organisational performance in construction industry is often measured in terms of productivity, profit before tax/return on investment (ROI), product quality, customer satisfaction, compliance with statutory and legal requirements, business net worth, corporate image and employee motivation (Fairburn, 2005).

In his work, Ahadzie (2007) has extensively addressed the performance aspect in construction. He defines 'performance' as the behavioural action (behavioural competencies) that are relevant to achieving the goals of project –based organisations. The implication of this definition is that; performance, behaviour and results are not the same. While behaviour is the observable things that people do while at work performance is seen as behaviour with evaluative component. Alternatively, results are viewed as conditions of things that are changed by performance and consequently contribute to or detract from organisational accomplishments (Motowidlo et al., 1997).

A more comprehensive view of performance is thus achieved if it is defined as embracing both behaviour and outcomes. According to Brumbrach (1988:389) 'performance' means both behaviour and results. Behaviours emanate from the performance and transform performance from abstraction into action. Behaviours are not just the instruments for results; they are also outcomes in their own right- the product of mental and physical effort applied to tasks- and can be judged apart from results. Alarcon et al.(2001) emphasize that studies in other industries have proven that performance measurement and benchmarking is the cornerstone of challenging any industry to become world class. For the firms within any industry their benchmarking initiatives contribute the most towards their change of culture, process, improvement of performance and productivity. This in turn leads to firms being able to identify their performance gaps and opportunities; as well as developing continuous improvement programs for all stages of their process.

Donelly et. al. (1992) identifies nine key areas of performance that are also relevant to construction firms. Market standing, which is usually generated from the goodwill of the contractors' name, in their field of operation. Included here is the firm's reputation to deliver projects on time, safely, free from defects, and within the stipulated budget. Market share infers an element of competitive positioning for sustainability. The strategy is to continue serving a particular category well for instance paved roads construction only, bridge construction only, or construction of storied buildings only. Productivity refers to return on time (ROT) or efficiency as measured by the productivity of a contractor's workforce when on a job or undertaking a project. Profitability is the firm's ability to maintain a reasonable rate of

return on investment (ROI) within the industry. Price competitiveness refers to the overall cost leadership; ability to establish a position that has significant cost advantage over all its competitors in the industry. This is established through the number of competitive tender bids awarded on contract to implement projects, vigorous pursuits of cost reduction from experience, spelt out in method statement submitted during tender bidding. Calibre of personnel – relevant key personnel, both local and expatriate, and their academic and professional qualifications, skills, talents, inclinations and their level of experience comprise what is broadly seen as work performance and worker attitude, and manager performance and responsibility-which enhances competitive advantage. Information technology refers to access to relevant hardware and software to maximize output and minimize input, lead times associated with project(s) locations. Social responsibility indicating appropriate response to societal needs and expectations. Physical, financial resources, raw materials and resource location refers to resources on hand, available for exploitation and enhancing competitive advantage like quarries for base material excavations; plant and machinery availability and capability.

Major challenges evident within construction firms in Kenya have been the choice of the right directions for further growth and sustenance, whilst at the same time harnessing energies of much needed personnel in the new chosen direction , with regard to knowledge management (knowledge creation and utilisation), responsive learning outcomes (through knowledge), emphasis of network effects within the industry as a whole and modern financial analysis based on acceptable industry practice (Yamo,2006).

2.4 Measuring Performance

Various definitions of performance measure exist in HRM field stemming from the different interpretations often given to the meaning of the term 'performance' (Yassamis et. al., 2002). For instance, a long standing definition provided by Warren (1934) posited that performance measures could be defined as a standard for making qualitative comparisons or as the basis for making judgement (Ahadzie, 2007). English and English (1958) also postulated four definitions thus: a basis for judgement; a behavioural goal by which progress is judged; a measure of validity; a measure of predictability (Austin and Vallinova, 1992). A review of some of key definitions up to 'modern' time given by Austin and Vallinova (1992) contended that performance measures can succinctly be defined as a measure (directly or indirectly) based on the elements of performance behaviours and outcomes. The elements involved in performance measures should make it possible to make predictions about performance of firms.

It is often said that 'if you cannot measure it you cannot manage it' and 'what gets measured gets done'(Armstrong, 2006). Certainly performance cannot be improved until one knows what the present performance is (Amimo, 2003). Measurement of performance is an important concept (Armstrong and Baron, 1998). It is the basis for providing and generating feedback. It identifies where things are going well, to provide the foundations for building further success, and it indicates where things are not going well, so that corrective action can be taken. The measures offer a better opportunity for continuous performance improvement. An attempt should be made to link the performance measures with various distinct human resource practices like human resource planning and human resource development (Ahadzie et al., 2005a). This is against the background of recent evidences to the effect that different factors

significantly affect project success. In general the measures provide the basis for answering two questions: 'is what is being done worth doing?' and 'has it been done well?'(Amimo, 2003).

Rue and Byars (1992) adds that organisational performance is measured in terms of results. The term performance generally carries with it an understanding of a degree of achievement of operations, in so far as an organisations goals and objectives are concerned (Sita, 2003). Objective key performance indicators (KPIs) need to be put in place to monitor processes, and develop measures and criteria to evaluate organisational performance and change, and to report any noted deviations from the organisational expectations. Through these, causes of failure may be addressed and success enhanced within an organisation (Yamo, 2006). Like most other industries, construction industry performance is largely dependent on the demands and requirements of its clients. Critical success factors (CSFCs) indicate those areas of corporate performance that are vital to the successful accomplishment of an organisation's mission (Armstrong, 2002).

2.5 Human Resource Planning (HRP) and Organisational Performance

The objectives of human resource planning are to ensure that the organization recruits and retains the people it needs to undertake the work - they have to be of the right quality and in sufficient numbers to conduct the work of the firm; to anticipate shortage and surpluses in the workplace; and to use its staff effectively (Fellows et al, 2002). HRP reduces personnel costs because of the management's ability to anticipate shortages and surpluses of human resources and make appropriate corrections. It also serves as a basis for making use of the employee's abilities and hence optimizes the firm's human resources.

For a long time organization development pundits have maintained that improvement in business performance is directly tied to good HRP and closely linking this plan to strategic objectives. There is a very clear value chain that links sustainable growth in profits of successful organizations with engaged customers who are linked to engaged employees. The employees of such profitable organizations are committed to their work. The commitment and involvement of the employees drives customer loyalty and engagement. Successful organizations have great managers who are good at selecting employees with the right strengths for the role to be filled, establishing clear expectations, developing employees and creating the right motivational environment. Human resources and plans are intrinsically linked to each other and, organisationally, are one system. Business organizations fail to achieve their business objectives largely because the strategic goals are not fully implemented. HR is a strategic partner in any organization. Strategy based HR planning is of critical value to organizational performance. This value can be ascertained by developing appropriate metrics and collecting data to support the vital role of HRP in the firm's performance. Huselid et al (1996) suggests that the most potent action HR managers can take to ensure their strategic contribution is to develop a measurement system that convincingly showcases HR's impact on business performance. The authors found that organizations with the HR scorecard were considered high-performance work systems where selection and promotion decisions were linked to validated competency models; strategies were developed and provided timely and effective support for skills demanded by the firm's strategy implementation; and enacted compensation and performance management policies that attract, retain, and motivate high performance employees. From the studies it can be summarized that HRP enhances business performance when HR plan is strategy-based; is a credible strategic partner; the HR

function is driven by the strategic rather than the technical; HR comprises professionals who have strategic competencies; HR sees its role as a key player in implementing the business strategy; and HR has designed and uses a measurement system to display its influence in the achievement of the business strategy. In their study of 2,236 firms from the U.S construction industry Ferris et al (1990) found that firms performed better when they engaged in formalized HRP.

2.6 Human Resource Development (HRD) and Organisational Performance

The quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase. Traditionally, training is given to new employees only. This is a mistake as ongoing training for existing employees helps them adjust rapidly to changing job requirements. Organizations that are committed to quality invest in training and development of their employees (Evans and Lindsay, 1999). A number of studies have recognized the relationship between human resource development and organizational performance. Katou (2009) used structural equation modelling (SEM) to investigate the pathways leading from HRD to organizational performance and found that the impact of HRD on organizational performance is positive and serially mediated through skills, attitudes and behaviour, and moderated by resourcing, organizational context and other contingencies. This is consistent with resource based-view (RBV) of the firm that advocates that an organization can gain competitive advantage by attracting and retaining the best resources. The universalistic HRM – performance linkage model suggests that a specified set of HR practices (the so called 'best practices') will always produce superior business results

whatever the accompanying circumstances. Training (Holton & Naquin, 2005) and employability (Garavan, McGuire & O'Donnell, 2004) are assumed to be the basic components for people to acquire competencies that in turn will significantly improve organizational performance.

A serious limitation is that the link between human resource development and business performance is considered like a black box, that is, 'lack of clarity regarding what exactly leads to what' (Gerhart, 2005, Alcazar et al, 2005). Also, in the HRD – performance linkage models contributions of HRD literature remain in most cases descriptive or prescriptive (Ellinger, Yang, & Howton, 2002). Despite the fact that training is still expanding, it still remains concern how it contributes to organizational performance (Bertlett, 2001). Empirical work in this area is lacking and according to Garavan, Gunnigle & Morley (2000) there are no models yet that properly evaluate the extent to which HRD improves performance. However, applying structural "equation modeling" (SEM), Tracey, Hinkin, Tannenbaum, & Mathieu (2001) found that training outcomes are related with pre-training context and are mediated by self-efficacy and motivation. Lopez, Peon, & Ordas (2005) support the view that organizational learning mediates relationship between HR practices and business performance. Using SEM they found that HR practices have a positive impact on organizational learning, which in turn has a positive effect on business performance (Katou, 2009). Other studies (Huselid, 1995; Huselid & Becker, 1997) show that human resource practices are related to business performance, especially those known as 'best' or 'high performance' practices, whose objective is to increase employees' abilities and motivation.

Performance of human resource is mediated by organizational learning at three levels: individuals, group and organizational (Cangelosi and Dill, 1965). Organizations learn only through individuals who learn. Snell et al (1996) state that employees contribute to learning when they have knowledge and abilities that the company needs and the motivation to make use of them. Wayne et al, (1997) state that employees are more encouraged to work and innovate when they notice that managers take their needs into account, are worried about their interpretations and value their contribution to the organization. This is the basis for knowledge creation and organizational learning. In order to encourage individuals to share their knowledge and discourage them from using it for their own benefit, it is necessary to set up incentive schemes linked to organizational objectives. Employee participation through greater involvement of the employees in decision-making process, will improve performance because they will acquire more information about procedures performed by the organizations and thus are more capable to identify and solve problems as soon as they arise. This will lead to an improvement in their own performance and the global performance of the firm (Pfeffer, 1998; Wright et al, 1999).

Financial performance (profitability, ROI) is said to be enhanced by an organisation's ability to learn (Day, 1994; Slater and Narver, 1995). Firms that are able to learn about customers, competitors, and regulators stand a better chance of detecting and acting upon events and trends in the market place (Day, 1994). Also, learning organizations are better versed in strategies for dealing with customers and competitors alike, which, in turn, should lead to superior profitability (Slater and Narver, 1995; Tippins and sohi; 2003).

A firm's competitiveness depends on capacity to manage performance and improve development of the skills and competencies of employees as well as creating a

learning environment. Addressing human resource development issues in the construction firms in Kenya can increase their performance and give them a competitive advantage locally, regionally and globally. In their seminal paper Swanson and Arnold (1996) emphasize that the purpose of human resource development is improved performance. They maintain that when practised in productive organizations, human resource development should strive to contribute directly to the organization's performance goals (ibid). HRD needs to focus on systems and processes that ensure that the individuals in the organization have the knowledge, expertise and attitudes to produce quality. Swanson and Arnold (1996) define performance as the 'dependent variable in the form of organizational work process, or individual contribution outputs of productivity' (p. 15). Therefore performance is the means by which organizations achieve their goals. They conclude that HRD is primarily concerned with improving performance at the organization, process, and individual levels.

Katz, Kochan and Gobeille (1983) found that labour-management teams increased firm's productivity. Bartel (1994) established a link between the adoption of training programs and productivity growth. Guzzo, Jett, and Katzell's (1985) meta-analysis demonstrated that training goal setting and socio-technical systems design had significant and positive effects on productivity. Loosemore et al (2003) maintains that training, personal development and knowledge creation lie at the very heart of achieving a motivated workforce and an efficient, effective, creative and innovative industry which has a positive public image. Training is the most effective way to maintain, update and enhance the intellectual capital of the industry's workforce and ensure that its activities contribute positively to the well being of the society.

From a process viewpoint "performance" means the transformation of inputs into outputs for achieving certain outcomes. Construction project informs about the relation between minimal and effective cost, between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness) of certain activities. Construction project deliveries may be in terms of time, cost effectiveness and quality standard achievement. Apparently, it indicates the possible minimizing in human error, conflict, motivation issue, high resignation rate, inefficient interfaces channel, slow decision making process, unfair compensation, low team working cohesiveness, possible delay. Organizational performance may be in terms of having low staff turnover rate, low cost in operation, competent and motivated workforce, efficient interfaces between employees, high staff commitment and motivation, organization effort in life- long attachment and learning with staff and captivating repetitive business (Min-Huei Chien, 2003).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study was conducted through a survey design. It entails a descriptive survey of construction firms in Kenya. The study is about the relationships between human resource planning, human resource development and performance in the construction firms which implies a comparative analysis of data collected from a cross-section of firms in the construction industry (Wandera, 2008).

3.2 Population

The target population was basically all construction firms in Nairobi, who are registered as contractors with relevant GOK ministry in class A to D. In this group there are a total of 515 firms as per muster roll of 2011. The main reason for this choice was that these firms were likely to exhibit professionalism and make use of best practices in HRM. Furthermore, the focus of the study was within two major segments of construction including construction of buildings and roads; other sub-sectors were considered to be outside the scope of this research since they do not reveal substantial data for statistical analysis.

3.3 Sample Design

The sampling frame was extracted from the registered list of constructors kept by the Ministry of roads and Public Works. The list categorises the membership into 8 classes A to H. It is noted that the structure of the Kenyan construction industry is significantly skewed towards the capital city, Nairobi, as a result of the concentration of business activities there. The muster roll of constructors reflects this trend with over 90% of them officially registered and based in *Nairobi*. Indeed, the nature of the industry is such that there is a strong incentive for even the firms whose main operational duties are outside the *Greater Nairobi region* to keep "back-up" offices in

the capital so that their potential for attracting ongoing and future construction projects can be enhanced. Given the relatively insignificant size of the membership in the other regions, the survey will be limited to *Nairobi*. Consequently in establishing the sampling frame, a decision was taken to sample few members because of time and financial constraints. To this effect the sampling frame is eventually fixed at 35.

A representative sample was drawn from the construction firms operating in Nairobi. A survey of 35 construction firms was carried out using a stratified sampling technique. This was necessary to include firms with all the variables of the study. In this study, the sample was stratified into building construction and roads construction based on the value added by each to the construction industry. These firms were further stratified into four classes (A to D) depending on the work they undertake. The sample size was 35 firms selected among those registered in categories A-D. Purposive sampling was used to select from each class.

3.4 Data Collection Method

The study used primary data obtained through questionnaires administered to project managers or contractors involved in the management of the 35 construction firms. The suitability of using questionnaires is outlined by Gay (1981) to include large coverage of population with little time, personnel and cost. Anonymity of the respondents may help them to be honest in their responses thus avoiding bias and allow time to answer questions to avoid hasty responses. Questions were partly structured and partly unstructured to obtain a wider range of views towards the study. The questionnaire structure included three types of answering techniques; rating, selection and open-ended format.

In the rating format respondents were required to rate their opinion on a specific fact by marking on a 5-point scale ranging from Strongly Disagree to Strongly Agree or

from Very Uncommon to Very Common. Selection format only require a respondent to tick in the appropriate box (es). The structured questionnaires covered 4 sections: Section 1- the background of the respondents and the company profile; Section 2- questions on HR planning; Section 3 – questions on HRD in construction project; Section 4 – questions on performance. The questionnaire was delivered to the firm's head office on the drop-and-pick basis and filled by a senior HRM professional or the contractor. This is because s/he has possession of sufficient knowledge and adequate level of involvement with regard to issues under investigation (Campbell, 1955).

3.5 Data Analysis

The data was analysed in accordance with the objectives of the study using descriptive statistics. Data was analysed using Statistical Package for Social Sciences (SPSS). The statistical and mathematical method applied assisted in computing frequencies, percentages and various measures of central tendency (mean and standard deviation) and regression analysis. Data was presented in form of graphs and tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are presented on relationship between human resource planning, human resource development and performance in construction firms in Nairobi, Kenya.

4.1.1 Response Rate

The study targeted 35 construction firms in Nairobi. From the study, 25 out of the 35 sample respondents filled-in and returned the questionnaires giving a response rate of 71%.This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2 Demographic Information

4.2.1 Type of Organization

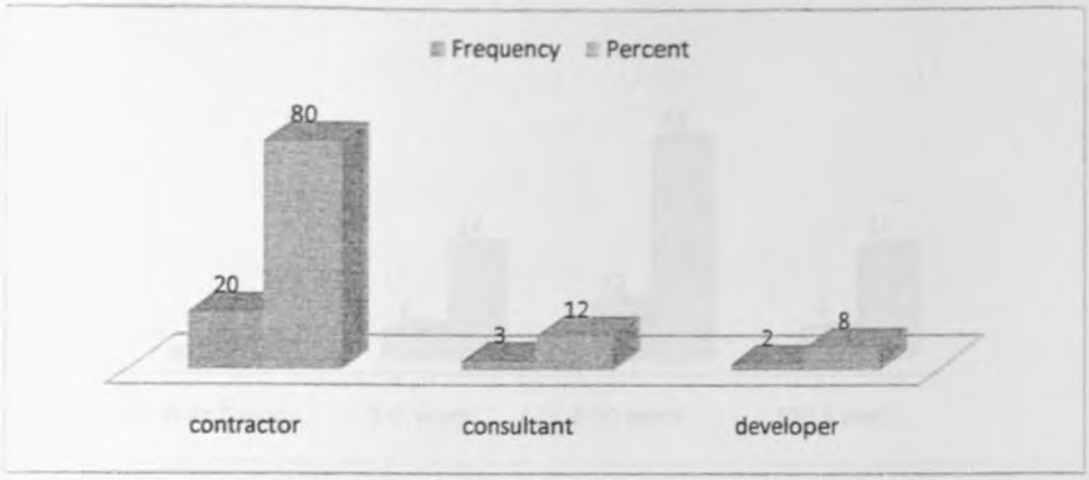
The study sought to establish the respondents' type of organization. From the findings, most (80%) of the organization were contractors, 12% were consultants while 8% were developers as shown table 4.1 below.

Table 4.1: Type of Organization

	Frequency	Percent
Contractor	20	80
Consultant	3	12
Developer	2	8
Total	25	100

Source: Research Data, 2011

Figure 4.1: Type of Organization



4.2.2 Experience in Construction Field

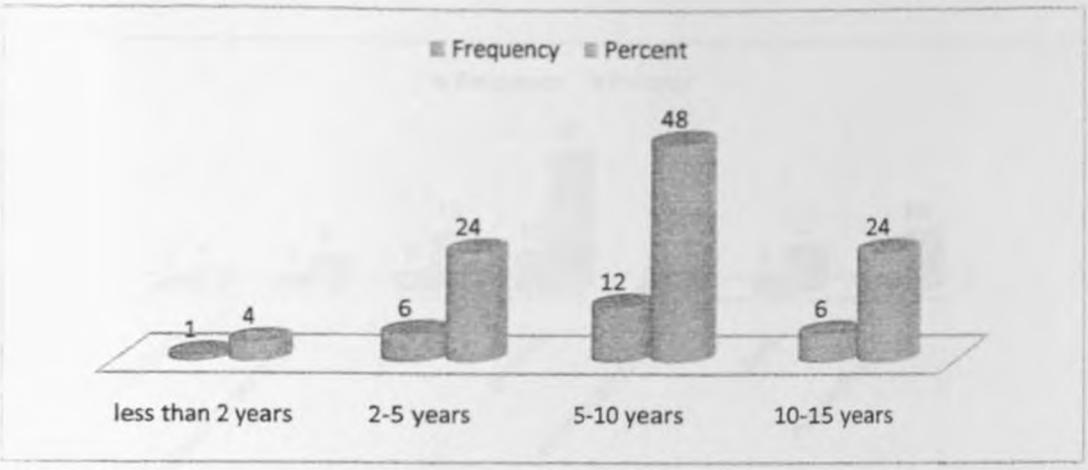
The study sought to establish the firms' experience in construction field. From the analysis, majority (48%) of the respondents had experience between 5-10 years. The respondents with experience between 2-5years and 10-15 years registered 24% each.4% of the respondents had experience of less than 2 years as shown in table 4.2 below.

Table 4.2: Experience in Construction Field

	Frequency	Percent
5-10 Years	12	48
2-5 Years	6	24
10-15 Years	6	24
Less Than 2 Years	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.2: Experience in Construction Field



4.2.3 Job Function

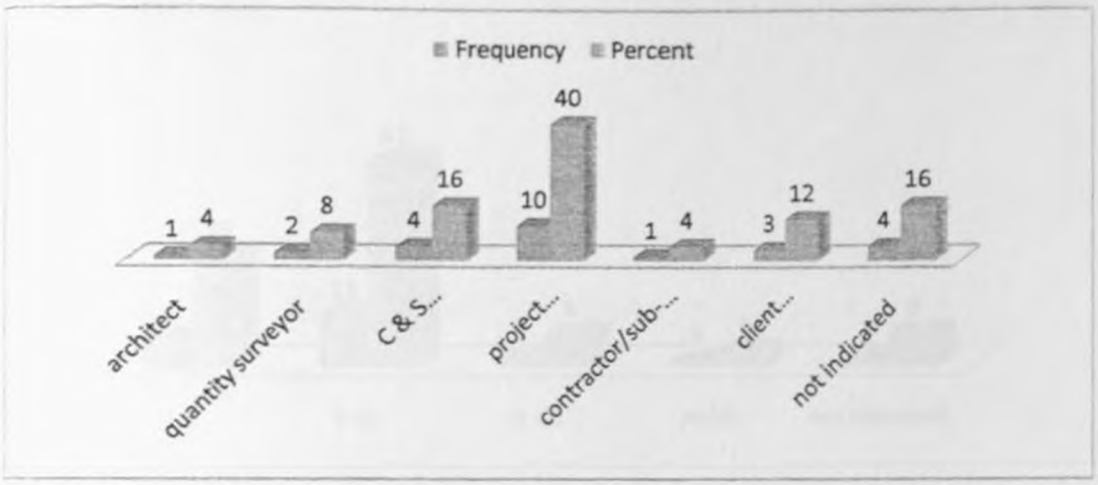
The study also sought to establish the respondents' job function in construction firm. From the findings, 40% of the respondents were project manager/supervisor followed by those who were C & S Engineer/Site Engineer at 16%.the respondents who failed to indicate had 16% while 12% of the respondents were Client Representative/Clerk of Works.8% were quantity surveyors followed by those who were Architects and Contractor/Sub-Contractors at 8% each. This is well indicated in table 4.3 below.

Table 4.3: Job Function

	Frequency	Percent
Project Manager/Supervisor	10	40
C & S Engineer/Site Engineer	4	16
Not Indicated	4	16
Client Representative/Clerk Of Work	3	12
Quantity Surveyor	2	8
Architect	1	4
Contractor/Sub-Contractor	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.3: Job Function



Source: Research Data, 2011

4.3 Number of Employees

4.3.1 Head Office (Senior Staff)

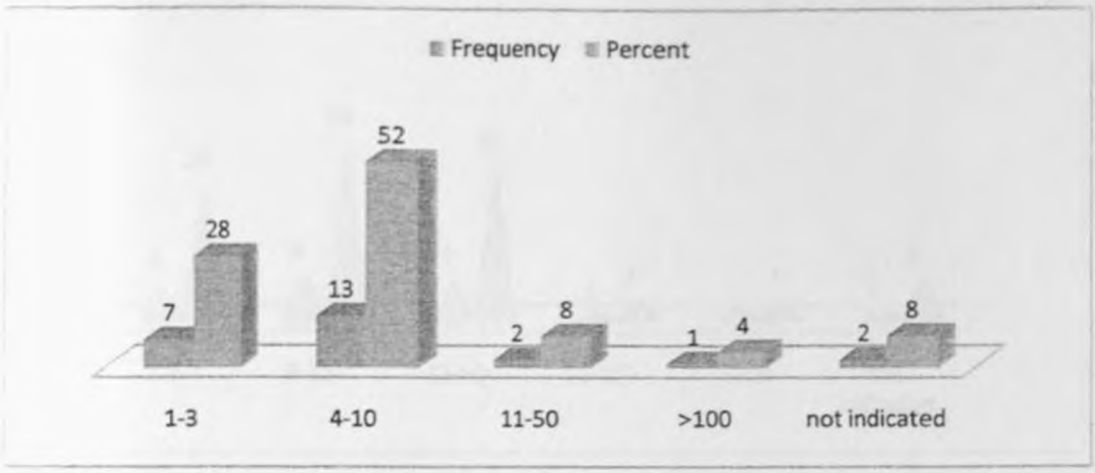
The study sought to find the number of senior staff in the head office in the firms. From the analysis, majority (52%) of the firms had 4-10 senior staff in the head office followed by those with 1-3 senior staff at 28%. The firms that had between 11-50 senior staff and those that failed to indicate registered 8% each. 4% of the firms had over 100 senior staff in the head office as shown in table 4.4 below.

Table 4.4: Head Office (Senior Staff)

	Frequency	Percent
4-10	13	52
1-3	7	28
11-50	2	8
Not indicated	2	8
>100	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.4: Head Office (Senior Staff)



4.3.2 Head Office (Other Staff)

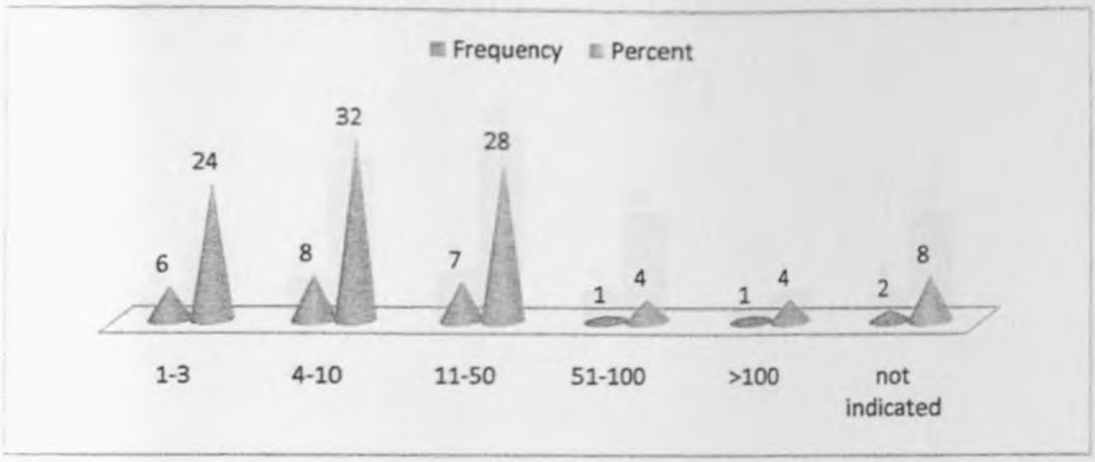
The study further sought to establish the number of other staff present in the head office in the firms. From the findings, 32% of the firms had between 4-10 other staff in the head office. 28% had 11-15 other staff while 24% had 1-3 other staff. The respondents who failed to indicate had 8% while those with over 100 and 51-100 recorded 4% each as indicated in table 4.5 below.

Table 4.5: Head Office (Other Staff)

	Frequency	Percent
4-10	8	32
11-50	7	28
1-3	6	24
Not Indicated	2	8
51-100	1	4
>100	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.5: Head Office (Other Staff)



4.3.3 Site Management

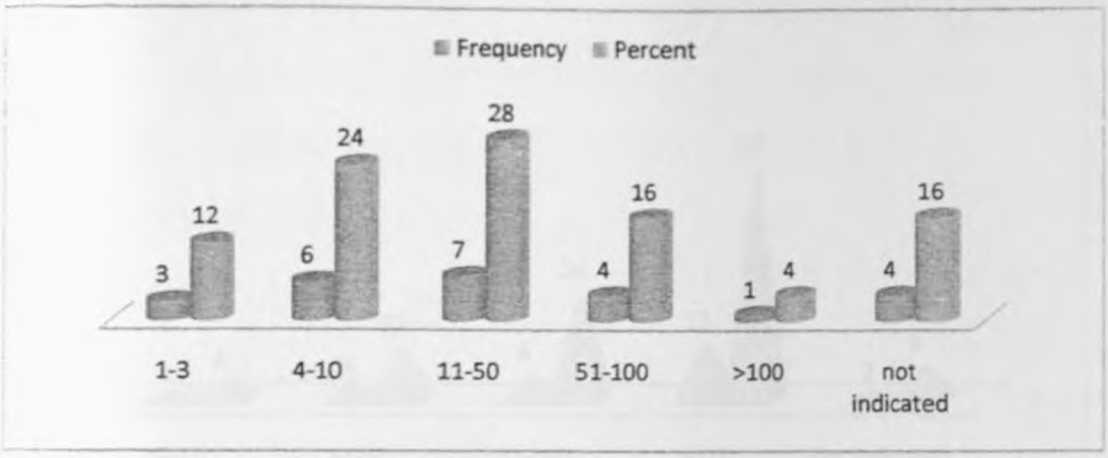
The study also sought to find the site management in the organizations. From the analysis, 28%of the organizations had 11-50, 24% had 4-10 while those 51-100 recorded 16%. Those that failed to indicate had 16% followed by 1-3 at 12% while those with over 100 had 4%. This is shown in table 4.6 below.

Table 4.6: Site Management

	Frequency	Percent
11-50	7	28
4-10	6	24
51-100	4	16
Not Indicated	4	16
1-3	3	12
>100	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.6: Site Management



4.3.4 Site Staff and Workers

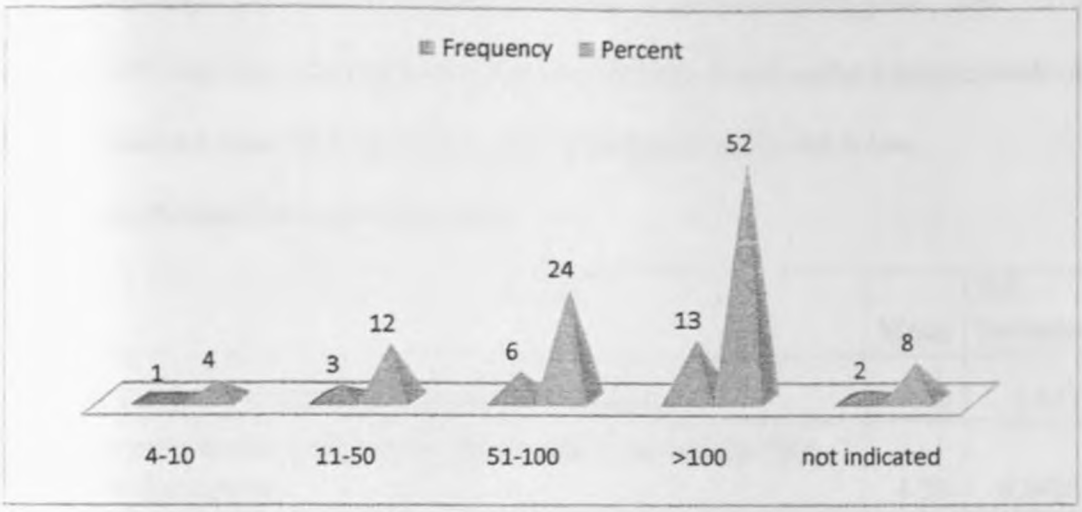
The study also sought to establish the site staff and workers in the firms. From the findings, most of the firms had over 100 site staff and worker while those with 51 - 100 recorded 24%. 12% of the firms had 11-50 site staff and workers followed by 8% who did not indicate while 4% had 4- 10 site workers as shown in table 4.7 below.

Table 4.7: Site Staff and Workers

	Frequency	Percent
>100	13	52
51-100	6	24
11-50	3	12
Not Indicated	2	8
4-10	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.7: Site Staff and Workers



4.4 Human Resource Planning in Construction

4.4.1 Human Resource Planning

The study sought to find the factors to be considered when performing the task of human resource planning in the construction firms. According to the findings, the respondents agreed that the firms have an effective organization structure as shown by a mean of 4.36; the firms make job analysis and design to ensure the right people in the right job as indicated by a mean of 4.28. The respondents also agreed that the organization structure has suitable people to enhance reporting, recording, decision making and information flow and the firms focuses and considers all stakeholders registering a mean of 4.24 each. Those that agreed that the firms evaluates the current resources-people, skills, interest, abilities and experiences had a mean of 4.2, the company has a corporate strategy is shown by a mean of 4.16 and HR department is an integral part of the company's strategic planning process scored a mean of 4.12. In addition, they agreed that the formulation and implementation of HR activities are in line with the overall corporate strategy as shown by a mean of 4.08,the company analyses internal availability such as demand and supply of the human resource

required for project undertaking by company now and in future recorded a mean of 3.96,the HR department has an explicit statement of its mission and goals had a mean of 3.92 and there exists a formal written HR plan based on the strategic needs of the firm scored a mean of 3.52. This is well illustrated in table 4.8 below.

Table 4.8: Human Resource Planning

	Mean	Std. Deviation
The company has an effective organization structure	4.36	0.6377
The company makes job analysis and design to ensure the right people in the right job.	4.28	0.84261
The company focuses and considers all stakeholders	4.24	0.66332
The organization structure has suitable people to enhance reporting, recording, decision making and information flow.	4.24	0.66332
The company evaluates the current resources-people, skills, interest, abilities and experiences.	4.2	0.70711
The company has a corporate strategy	4.16	0.7461
HR department is an integral part of the company's strategic planning process.	4.12	0.72572
The formulation and implementation of hr activities are in line with the overall corporate strategy	4.08	0.86217
The company analyses internal availability such as demand and supply of the human resource required for project undertaking by company now and in future.	3.96	0.53852
The HR department has an explicit statement of its mission and goals		0.8124
There exists a formula written hr plan based on the strategic needs of the firm	3.52	0.91833

Source: Research Data, 2011

4.4.2 Application of Tools and Techniques in Human Resource Planning

The study sought to find the application of tools and techniques in human resource planning in the construction firms. According to the findings, it was common that the firms practices the use of standard procedures in performing job activities scoring a

mean of 4.32, construction project HR planning brings about better delegation in roles and responsibilities as shown by a mean of 4.28 and the company keeps proper supporting documents (such as job specification) indicated a mean of 4.16. it was also common that HR planning contributes to achieving the performance objectives of the company as shown by a mean of 4.08, the organization follows human resource guidelines and procedures for project teams in running projects and the company's HR department formally evaluates its selection and staffing policies scored a mean of 4.08 each. The company has staffing management plan that reduce cost and the company has a proper reporting relationship outlined in hr planning registered a mean of 3.8 each.

Table 4.9: Application of Tools and Techniques in Human Resource Planning

	Mean	Std. Deviation
The organization practices the use of standard procedures in performing job activities	4.32	0.55678
Construction project hr planning brings about better delegation in roles and responsibilities.	4.28	0.79162
The company keeps proper supporting documents (such as job specification)	4.16	0.8
HR planning contributes to achieving the performance objectives of the company	4.08	0.64031
The organization follows human resource guidelines and procedures for project teams in running projects	4	0.91287
The company's hr department formally evaluates its selection and staffing policies	4	0.76376
The company has staffing management plan that reduce cost.	3.8	0.86603
The company has a proper reporting relationship outlined in HR planning.	3.8	0.86603

Source: Research Data, 2011

4.5 Human Resource Development in Construction

4.5.1 Human Resource Development

The study sought to establish the factors to be considered when performing tasks in HR development. From the analysis, it was strongly agreed that quality improvement depends on high quality personnel at all levels and continuous improvement can be made through training and education to enhance skills and staffing flexibility, and recognize outside environment competition registering a mean score of 4.56 each. They also strongly agreed that a proper rewarding scheme may improve employee's level of motivation at a mean of 4.52. Furthermore, it was agreed that staff retention is important to support organization's growth and new HR technology (tools and techniques) may be used to capture project process efficiencies and control costs as shown by a mean of 4.4583 and 4.28 respectively.

Table 4.10: Human Resource Development

	Mean	Std. Deviation
Quality improvement depends on high quality personnel at all levels.	4.56	0.50662
Continuous improvement can be made through training and education to enhance skills and staffing flexibility, and recognize outside environment competition.	4.56	0.50662
A proper rewarding scheme may improve employee's level of motivation.	4.52	0.58595
Staff retention is important to support organization's growth	4.4583	0.58823
New HR technology (tools and techniques) may be used to capture project process efficiencies and control costs.	4.28	0.67823

Source: Research Data, 2011

4.5.2 Application of Tools and Techniques in Human Resource Development

The study further sought to find the application of tools and techniques in human resource development rating scale. According to the findings, it is common that the

company project documentation comprises complete documents including project plans, project staff records, and performance reports for all respective projects as shown by a mean of 4.3333, the company uses appropriate interaction process in conducting meetings as shown by a mean of 3.8333, the firms endeavors to improve team performance in terms of individual skills and the firms endeavors to improve team performance in terms of individual skills, team behavior and competencies in enhancing project efficiency indicated by a mean of 3.625. It was also common that the company organizes team building activities that improve team member's skills and competency and the company assesses employee performance by recording the construction team members' performance (skills and behaviors) scoring a mean of 3.5 each. in addition, the organization felt it was less common that the company has general management skills training program to enhance performance and the company puts the project team members in some training (on-the-job, off-the-job) as shown by a mean of 3.4583 each. Also, the company rewards employees accordingly to improve performance within the project as shown by a mean of 3.4167.This is well illustrated in table 4.11 below.

Table 4.11: Application of Tools and Techniques in Human Resource Development

	Mean	Std. Deviation
The company project documentation comprises complete documents including project plans, project staff records, and performance reports for all respective projects.	4.3333	0.70196
The company uses appropriate interaction process in conducting meetings.	3.8333	0.56466
The organization endeavors to improve team performance in terms of individual skills, team behavior and competencies in enhancing project efficiency	3.625	0.76967
The company organizes team building activities that improve team member's skills and competency.	3.5	1.06322
The company assesses employee performance by recording the construction team members' performance (skills and behaviors)	3.5	0.83406
The company has general management skills training program to enhance performance	3.4583	0.93153
The company puts the project team members in some training (on-the-job, off-the-job).	3.4583	1.14129
The company rewards employees accordingly to improve performance within the project.	3.4167	0.65386

Source: Research Data, 2011

4.5.3 Agreement with the statements about the organization

The study also sought to establish the extent to which the organizations agreed with the following statements about their organizations. From the findings, the respondents agreed that both existing and experienced staff are periodically exposed to training as shown by a mean of 3.333, individual and organization growth needs are matched in this organization had a mean of 3.2917, new staffs are trained when they join the organization scoring a mean of 3.2083 and the firm carries out human resource development regularly registering a mean of 3.0417.

Table 4.12: Agreement with the statements about the organization

	Mean	Std. Deviation
Both existing and experienced staff are periodically exposed to training	3.3333	0.70196
Individual and organization growth needs are matched in this organization	3.2917	0.7506
New staffs are trained when they join the organization.	3.2083	0.93153
The firm carries out human resource development regularly	3.0417	0.69025

Source: Research Data, 2011

4.6 Organization Performance Indicators

4.6.1 Effective Monitoring, Measurement and Reporting of Firms' Performance

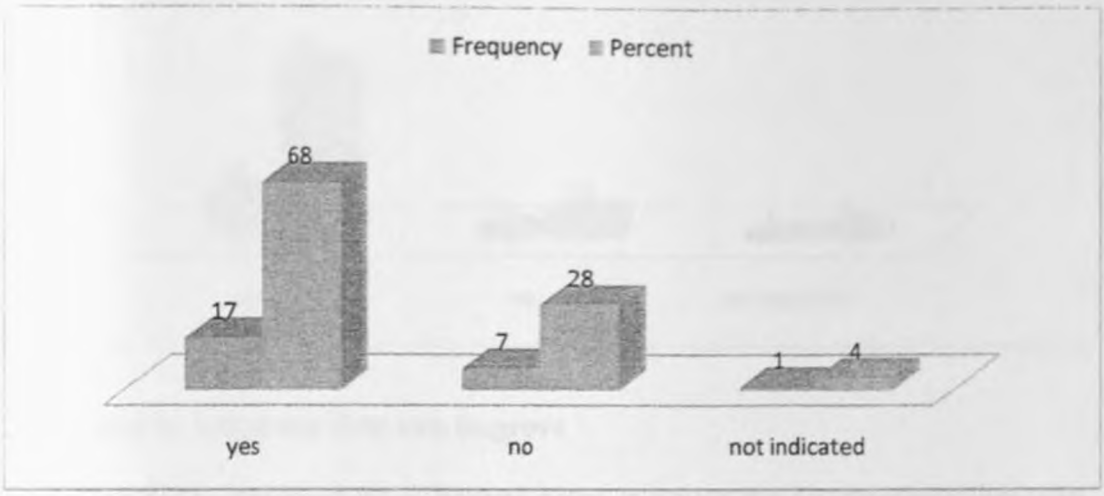
The study sought to establish whether the firms engaged in effective monitoring, measurement and reporting of performance against selected stakeholder indicators and targets. According to the findings, most (68%) of the firms were in agreement that they engaged in effective monitoring, measurement and reporting of performance against selected stakeholder indicators and targets. 28% said 'NO' while 4% did not indicate as shown in table 4.13 below.

Table 4.13: Effective Monitoring, Measurement and Reporting of Firms' Performance

	Frequency	Percent
Yes	17	68
No	7	28
Not Indicated	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.8: Effective Monitoring, Measurement and Reporting of Firms' Performance



4.6.2 Evaluation of General Performance

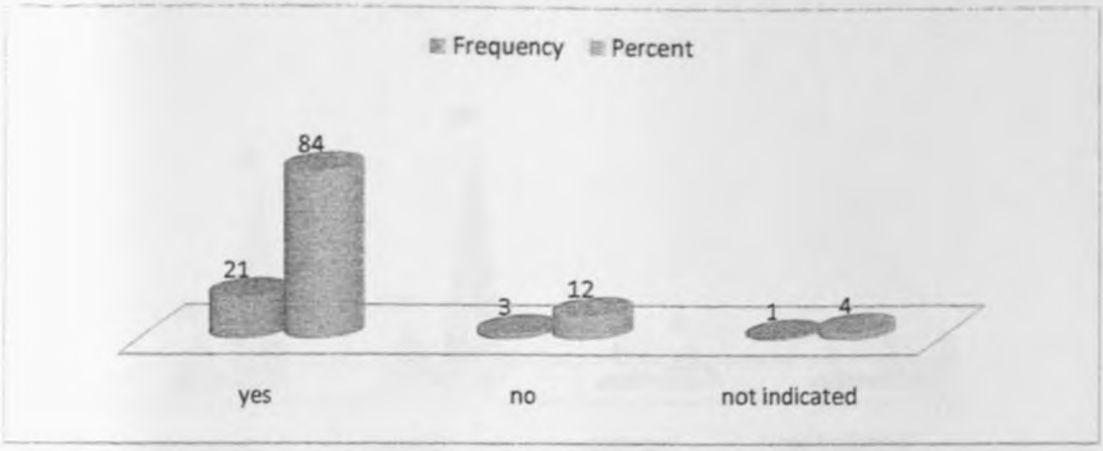
The study also sought to establish whether firms evaluate general performance periodically. From the findings, majority (84%) of the firms were in agreement that they evaluate general performance periodically followed by 12% who said no while 4% failed to indicate as shown in table 4.14 below.

Table 4.14: Evaluation of General Performance

	Frequency	Percent
Yes	21	84
No	3	12
Not Indicated	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.9: Evaluation of General Performance



4.6.3 Areas in which the firm can improve

The respondents identified the following areas in which the constructions firms can improve: staff development and training, team building, rewarding employees for excellent performance, overall management, service delivery, creation of HR structures, customer care, monitoring, measurement and reporting of its performance, project implementation, staff recruitment and selection and finishing projects in time.

4.6.4 Level of Client Satisfaction with the Firms' Performance

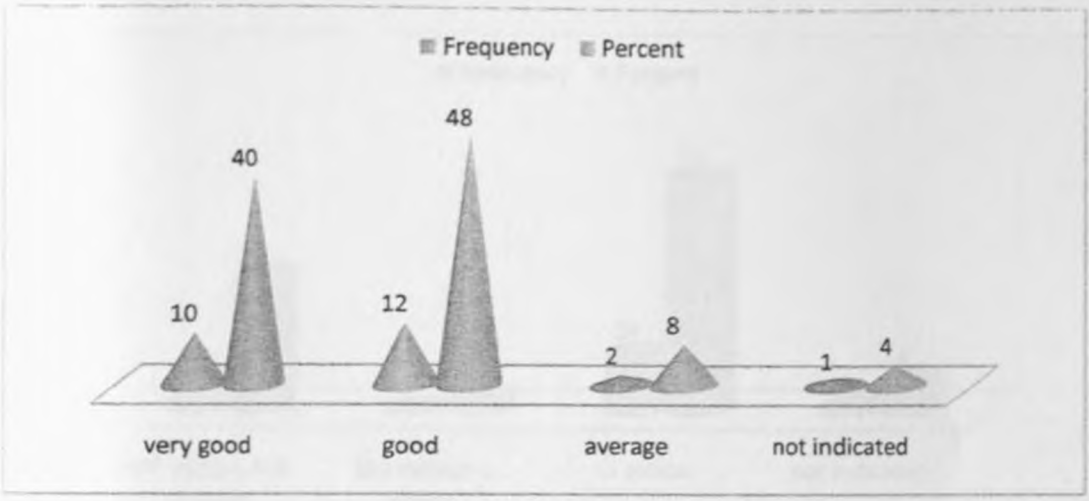
The study also sought to establish the level of client satisfaction with the firms' performance. From the analysis, 48% rated the level of client satisfaction with the firms' performance as good, 40% rated as very good while 8% rated as average. The organization that failed to indicate recorded 4% as shown in table 4.15 below.

Table 4.15: Level of Client Satisfaction with the Firms' Performance

	Frequency	Percent
Good	12	48
Very Good	10	40
Average	2	8
Not Indicated	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.10: Level of Client Satisfaction with the Firms' Performance



4.6.5 Construction Turnover

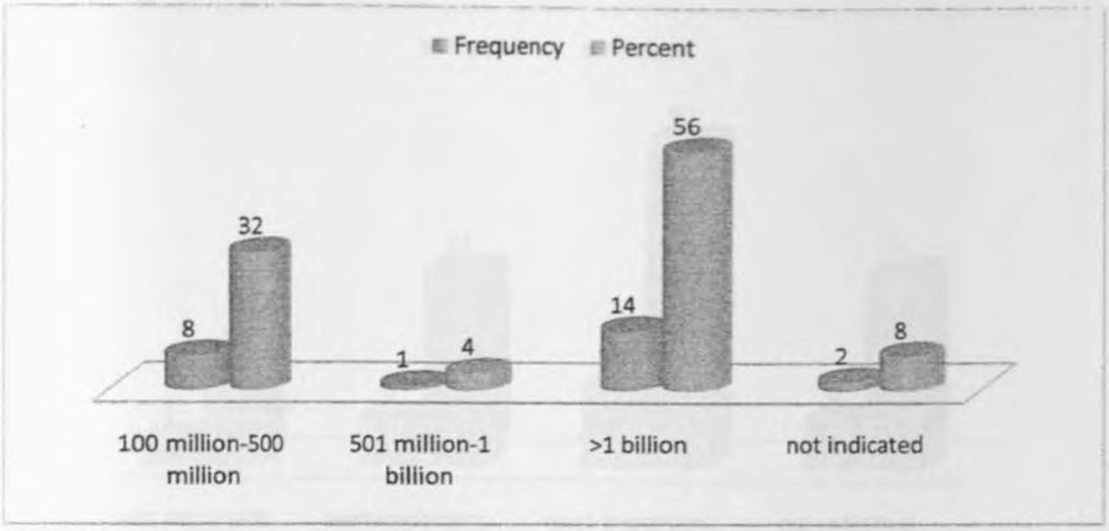
The study also sought to find the organizations' average annual construction turnover in the last 3 years. From the findings, most (56%) of the firms had average annual construction turnover of over 1 billion in the last 3 years, followed by those who had 100 Million-500 Million at 32%. The firms that failed to indicate their turnover recorded 8% while those with 501 Million-1 Billion registered 4% as shown in table 4.16 below.

Table 4.16: Construction Turnover

	Frequency	Percent
>1 Billion	14	56
100 Million-500 Million	8	32
Not Indicated	2	8
501 Million-1 Billion	1	4
Total	25	100

Source: research data, 2011

Figure 4.11: Construction Turnover



4.6.6 Securing of Contracts

4.6.6.1 Lowest cost

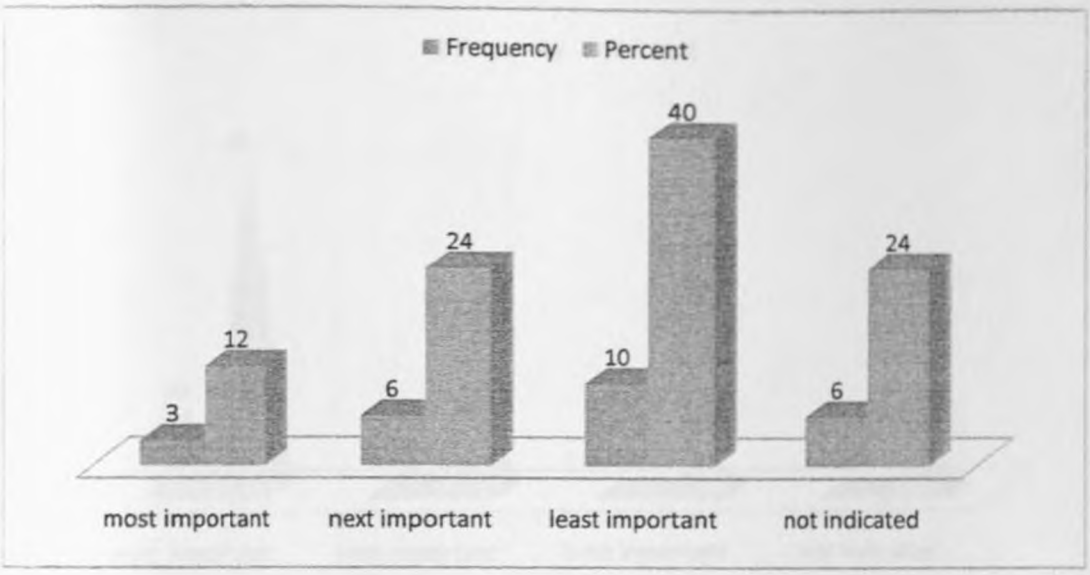
The study sought to establish how the organizations ranked lowest cost as an aid to securing firm contracts. From the findings, 40% of the firms ranked as least important, those who ranked as next important and those that failed to indicate had 24% each. 12% of the firms ranked as most important as shown in table 4.17 below.

Table 4.17: Lowest Cost

	Frequency	Percent
Least Important	10	40
Next Important	6	24
Not Indicated	6	24
Most Important	3	12
Total	25	100

Source: Research Data, 2011

Figure 4.12: Lowest Cost



4.6.6.2 High Quality Work

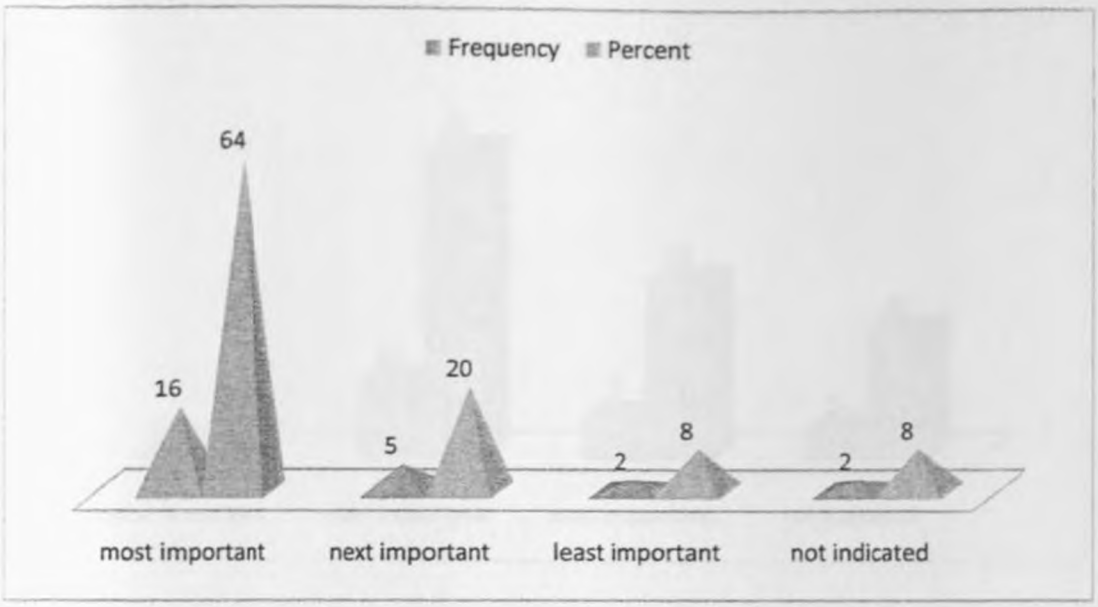
The study also sought to find how the organization ranked high quality work as an aide to securing firm contracts. From the findings, most (64%) of the firms ranked as most important followed by those who ranked as next important at 20%. The organization that ranked as least important and those who failed to indicate recorded 8% each as shown in table 4.18 below.

Table 4.18: High Quality Work

	Frequency	Percent
Most Important	16	64
Next Important	5	20
Least Important	2	8
Not Indicated	2	8
Total	25	100

Source: Research Data, 2011

Figure 4.13: High Quality Work



4.6.6.3 Speedy Completion

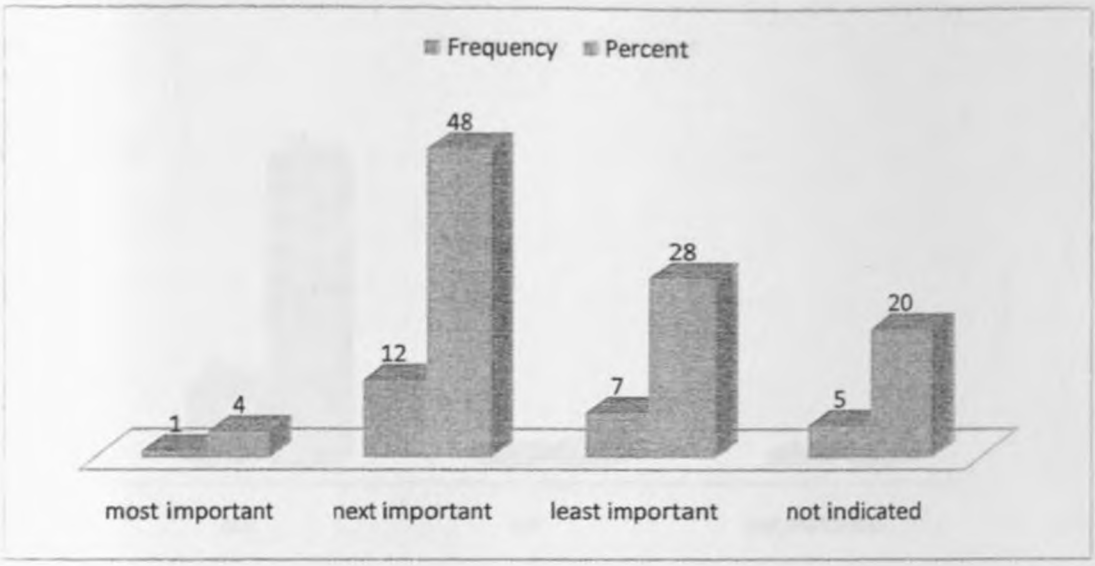
The study sought to find how the firms ranked speedy completion as an aide to securing firm contracts. From the findings,48% of the firms ranked as next important,28% ranked as least important while 20% did not indicate.4% of the firms ranked as most important as shown in table 4.19 below.

Table 4.19: Speedy Completion

	Frequency	Percent
Next Important	12	48
Least Important	7	28
Not Indicated	5	20
Most Important	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.14: Speedy Completion



4.6.7 Customer Satisfaction

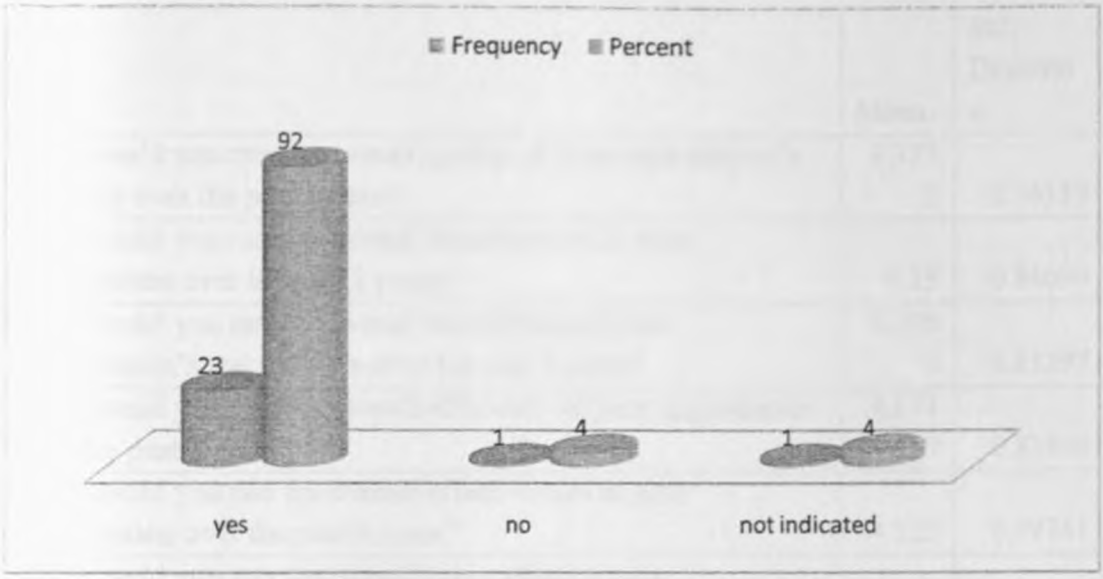
The study sought to establish whether the firms measure customer satisfaction with the firms' performance. From the findings, most (92%) of the firms agreed that they measure customer satisfaction with the firms' performance. The firms that said 'NO' and those that failed to indicate had 4% each as shown in table 4.20 below.

Table 4.20: Customer Satisfaction

	Frequency	Percent
Yes	23	92
No	1	4
Not Indicated	1	4
Total	25	100

Source: Research Data, 2011

Figure 4.15: Customer Satisfaction



4.6.8 Rating of Statements

The study further sought to establish the firms' rating of the following statements. According to the findings, the respondents rated the overall quality of the firms' products over the past 3 years as 'good' with a mean score of 4.3333, overall development of the firms over the past 3 years was rated as 'good' with a mean score of 4.25, overall satisfaction of the firms' stakeholders over the past 3 years was also rated as 'good' scoring a mean of 4.2083.In addition, they rated the overall efficiency of the firms over the past 3 years, the overall effectiveness of the firms over the past 3 years and the overall innovation by the firms over the past 3 years as 'good' as shown by a mean score of 4.2083, 4.1739 and 4 respectively. This is well illustrated in table 4.21 below.

Table 4.21: Rating of Statements

	Mean	Std. Deviation
How would you rate the overall quality of your organization's products over the past 3 years?	4.3333	0.76139
How would you rate the overall development of your organization over the past 3 years?	4.25	0.84699
How would you rate the overall satisfaction of your organization's stakeholders over the past 3 years?	4.2083	0.83297
How would you rate the overall efficiency of your organization over the past 3 years?	4.1739	0.83406
How would you rate the overall effectiveness of your organization over the past 3 years?	4.125	0.79741
How would you rate the overall innovation by your organization over the past 3 years?	4	0.88465

Source: Research Data, 2011

4.7 Regression Analysis

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	0.675	.100	.7224

The researcher also conducted a regression analysis to establish the relationship between human resources planning, human resource development and performance of construction firms in Kenya. From the SPSS generated Table 4.22, the two variables (human resources planning and human resource development) contributed to 67.5% of the performance of construction firms in Kenya as shown by the R^2. Thus further studies should be done to establish other factors contributing the 32.5% of the performance of construction firms in Kenya.

Table 4.23: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.374	2	1.187	2.274	.128[a]
	Residual	10.960	21	.522		
	Total	13.333	23			

The significance value is 0.0128 which is less that 0.05 thus the model is statistically significant in predicting the relationship between human resources planning, human resource development and performance of construction firms in Kenya. The F critical at 5% level of significance was 2.274. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant.

Table 4.24: Coefficients of determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.399	1.384		1.011	.324
	HR planning	.127	.268	.109	.474	.640
	HR Development	.532	.344	.355	1.544	.138

The coefficient of determination shows the extent to which each of the independent variables (human resources planning and human resource development) affects the dependent variable (performance of construction firms in Kenya). From the SPSS generated Table 4.24, the regression equation becomes:

$Y= 1.399+ 0.127 X_1+ 0. 532X_2$

From the equation, holding all the independent variables (human resources planning and human resource development) constant, the performance of construction firms in Kenya will be 1.399 as shown by the y-intercept. The equation also shows that

holding the human resource development constant, a unit increase in human resources planning will lead to a 0.127 increase in performance of construction firms in Kenya. It is also depicted that a unit increase in human resource development results to a 0. 532 increase in performance of construction firms in Kenya. This infers that human resource development has more effect on the performance of construction firms in Kenya.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions drawn from the findings and recommendations made. The conclusions and recommendations drawn focus on the objectives of the study.

5.2 Summary of the Findings

The objectives of the study were: to determine the relationship between human resource planning and performance of construction firms in Kenya and to determine the relationship between human resource development and performance of construction firms in Kenya.

5.2.1 Human Resource Planning in Construction

On human resource planning, the study established that most respondents agreed that the company focused and considered all stakeholders, The HR department had an explicit statement of its mission and goals, the company had a corporate strategy, the company had an effective organization structure, the organization structure had suitable people to enhance reporting, recording, decision making and information flow, the company evaluated the current resources - people, skills, interest, abilities and experiences and the company analyzed internal availability such as demand and supply of the human resource required for project undertaking by company now and in future. They also agreed that the company made job analysis and design to ensure the right people in the right job, HR department was an integral part of the company's strategic planning process, there existed a formal written HR plan based on the

strategic needs of the firm and the formulation and implementation of HR activities were in line with the overall corporate strategy.

On application of tools and techniques in human resource planning, the study found that it was common that the organization practiced the use of standard procedures in performing job activities, the organization followed human resource guidelines and procedures for project teams in running projects, construction project HR planning brought about better delegation in roles and responsibilities and the company had staffing management plan that reduced cost. On the same note, the company had a proper reporting relationship outlined in HR planning, the company kept proper supporting documents (such as job specification),the company's HR department formally evaluated its selection and staffing policies and finally HR planning contributed to achieving the performance objectives of the company.

5.2.2 Human Resource Development in Construction

On factors to be considered when performing tasks in HR development, the organizations strongly agreed that the quality improvement depended on high quality personnel at all levels, a proper rewarding scheme may improve employee's level of motivation and new HR technology (tools and techniques) may be used to capture project process efficiencies and control costs. They also agreed that continuous improvement can be made through training and education to enhance skills and staffing flexibility, and recognize outside environment competition and staff retention was important to support organization's growth.

On application of tools and techniques in human resource development, the study established that it was common that the company project documentation comprised of complete documents including project plans, project staff records, and performance reports for all respective projects, the company organized team building activities that

improved team member's skills and competency and. in addition, the company used appropriate interaction process in conducting meetings, the organization endeavors to improved team performance in terms of individual skills, team behavior and competencies in enhancing project efficiency and the company assesses employee performance by recording the construction team members' performance (skills and behaviors).On the other hand, the study found less common that the company had general management skills training program to enhance performance, the company puts the project team members in some training (on-the-job, off-the-job) and the company rewarded employees accordingly to improve performance within the project. On extent of agreement about their organization, it was evident that the respondents agreed that the firm carried out human resource development regularly, new staff were trained when they joined the organization, both existing and experienced staff were periodically exposed to training and individual and organization growth needs were matched in the firms.

5.2.3 Organizational Performance Indicators

On performance indicators, the study established that respondents were in agreement that firms engaged in effective monitoring, measurement and reporting of their performance against selected stakeholder indicators and targets and firms evaluated general performance periodically.

The study also found that most of the respondents rate level of client satisfaction with their performance as good and the firms' average annual construction turnover in the last 3 years to be over ksh. 1 billion.

On securing firms' contracts, the study established that the respondents ranked 'lowest cost' as least important in aiding firms to secure contracts, 'high quality work' as most important and 'speedy completion' as next important in aiding firms to secure

contracts. They also agreed that they measure 'customer satisfaction' with their performance.

The study established that the respondents rated overall effectiveness of the firms over the past 3 years, the overall efficiency of the firms over the past 3 years and the overall development of the firms over the past 3 years as 'good'. On the same note, they also rated the overall satisfaction of the firm's stakeholders over the past 3 years, the overall innovation by the firms over the past 3 years and the overall quality of the firm's products over the past 3 years as 'good'.

5.3 Conclusion

From the findings the study makes the following conclusions:

5.3.1 Human Resource Planning in Construction

On human resource planning, the construction companies considered in this study focused and considered all stakeholders in their human resource planning. In addition, the companies had a devoted HR department with an explicit statement of its mission and goals that governed their operations. The construction companies also had an effective organization structure with suitable personnel to enhance reporting, recording, decision making and information flow.

In human resource planning, the companies evaluated their current resources - people, skills, interest, abilities and experiences in comparison to their analyzed internal availability such as demand and supply of the human resource required for project undertakings by company at a point in time and in future. This was supported by the agreement of the respondents that their companies made job analysis and design to ensure the right people were hired and retained in the right job.

On application of tools and techniques in human resource planning, the construction companies practiced the use of standard procedures in performing job activities. They

followed human resource guidelines and procedures for project teams in running projects. Construction project HR planning brought about better delegation in roles and responsibilities and the company had staffing management plan that reduced cost. In addition, the construction companies had a proper reporting relationship outlined in HR planning.

5.3.2 Human Resource Development in Construction

The study concludes that the quality improvement depended on high quality personnel at all levels with a proper rewarding scheme to improve employee's level of motivation and performance. New HR technology (tools and techniques) were used to capture project process efficiencies and control costs. The study also concludes that continuous improvement was ensured through training and education to enhance skills and staffing flexibility. Development of human resource is key in human skills development and improvement of employee productivity.

5.3.2 Organization Performance Indicators

On performance indicators, the study concludes that the construction companies engaged in effective monitoring, measurement and reporting of its performance against selected stakeholder indicators and targets. In addition, the construction companies evaluated general performance periodically to ensure that they stayed on truck in achieving the organizational targets. This is the reason why most of the respondents rated their performance as 'good' with the firms' average annual construction turnover in the last 3 years to be over Ksh. 1 billion.

The lowest cost was least important in aiding construction firms secure contracts; instead, high quality work was the most important and timely completion was next important in aiding construction firms to secure contracts. They also agreed that they measure customer satisfaction with their performance.

5.4 Policy Recommendations

The study recommends the following

5.4.1 Human Resource Planning in Construction

The study recommends that the construction companies keep up the high standard witnessed in human resource planning as this is the beginning point in ensuring strategy success and continued good business relations. The Human resource planning should be done in consultation with different employing departments or managers in the firm to increase employee productivity and organizational efficiency. This should be done in line with the laid down organizational standard procedures in performing job activities.

5.4.2 Human Resource Development in Construction

To ensure high quality work and timely completion of projects, the study recommends that employees be equipped with the necessary skills through training. This will increase their delivery time and work quality.

5.4.3 Organization Performance Indicators

The study recommends that construction companies engaged in effective monitoring, measurement and reporting of its performance against selected stakeholder indicators and targets to ensure benchmarking and improvements in the way they go about their businesses. The firms should come up with clear performance targets and work out strategies aimed at attaining them. The lowest cost does not always guarantee acquisition of business. The customers of the construction firms considered several factors in awarding of contracts. These included timely completion record and the quality of work done.

5.5 Limitations of the Study

The researcher encountered several limitations. First, some of the targeted respondents were not found at the indicated physical addresses because they had moved to other region within the country or outside the country thus data was not forthcoming. Another limitation included time constraints which could not allow the researcher to access all construction firms operating in Kenya so as to facilitate the generalization of the research findings and present the research report on time.

The other challenge included limited resources. The researcher did not have enough resources to conduct a census of the construction firms operating in Kenya. This made the researcher settle for a sample of the population which may have reduced the accuracy of the findings. The other challenge included suspicion from the respondents for fear of misuse of information provided or for exposure of their business. The researcher overcame this by assuring the respondents that the data was required purely for academic reasons by attaching the introduction letter from the University.

5.6 Suggestions for Further Research

This study explored the relationship between human resource planning, human resource development and performance in the construction firms in Nairobi Kenya. The study therefore recommends that another study targeting all construction firms in Kenya be carried out so as to enable generalization of the research findings. Further, another study needs to carry out on the role of technical institutes in training manpower for the construction industry. This will produce the required knowledgeable technical manpower for the construction industry in Kenya.

Another study comparing the performance of the local (Kenyan) construction industry with the Asian Pacific Countries like India, China and Indonesia who have a competitive advantage in the construction industry. Another study should be undertaken to investigate the ways in which the attitude and perception of Kenyan population towards the construction industry can be positively changed and especially the manpower who prefer white collar jobs.

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APPENDICES

Appendix I: Introduction Letter

_____

_____

08/09/2011

Dear _____

INVITATION TO PARTICIPATE IN A SURVEY

I humbly invite you to participate in this survey to enable me complete my project on the topic ***"Relationship between Human Resource Planning, Human Resource Development and Performance in Construction Firms in Nairobi, Kenya"*** in pursuance of Master of Business Administration (MBA) degree at the School of Business, University of Nairobi.

The expected outcome of the research is to help provide a comprehensive data for *Contractors and other stakeholders* to have a clear idea of the critical linkages between Human Resource Planning, Human Resource Development and Performance of construction firms. In order to give industrial relevance to the study, we wish to survey companies who are registered as contractors with the Ministry of Roads and Public Works. We have attached a questionnaire for you to complete. The questionnaire is delivered and will be collected in person.

We wish to inform you that the data being sought will be used only for research purposes and your rights and confidentiality will be fully respected. On completion of the research, a summary of the report would be made available to interested persons.

Thank you.

Thomas Mose

MBA Student

Mob:0725869043

E-mail: thomas_mose2003@yahoo.com

Appendix II: Questionnaire

All data and information are strictly confidential and will not be disclosed, it is only for academic study purposes.

SECTION 1: COMPANY AND RESPONDENT PROFILE

Please fill in the blank or tick (√) in the box as shown.

1. Organization/Company Name: _____
2. Type of organization ☐ Contractor
   ☐ Consultant
   ☐ Developer
3. Company experience in construction:_____ years.
4. Job Position: _____
5. Your experience in construction field:

☐	Less than 2 years
☐	2 years to 5 years
☐	5 years to 10 years
☐	10 years to 15 years
☐	15 years and above

6. Your job function in construction firm

☐	Architect
☐	Quantity Surveyor
☐	C & S Engineer/Site Engineer
☐	Project Manager/Supervisor
☐	Contractor/Sub-Contractor
☐	Client Representative/Clerk of Work

Other (specify)_____

7. Approximate number of employees

	1-3	4-10	11-50	51-100	>100
Head office(senior staff)					
Head office (other staff)					
Site management					
Site staff and workers					

SECTION 2: HUMAN RESOURCE PLANNING IN CONSTRUCTION

Please answer the questions based on your experience and knowledge in construction field by a tick (√) in the box as shown using the rating scale below:

A. Human Resource Planning

Rating Scale:

1. = Strongly Disagree
2. = Disagree
3. = Less Agree
4. = Agree
5. =Strongly Agree

I) Factors to be considered when performing the task of HR Planning

a) The company focuses and considers all stakeholders.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) The HR department has an explicit statement of its mission and goals

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) The company has a corporate strategy.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) The company has an effective organization structure.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e) The organization structure has suitable people to enhance reporting, recording, decision making and information flow.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e) The company evaluates the current resources - people, skills, interest, abilities and experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

f) The company analyses internal availability such as demand and supply of the human resource required for project undertaking by company now and in future.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

g) The company makes job analysis and design to ensure the right people in the right job.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

h) HR department is an integral part of the company's strategic planning process.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

i) There exists a formal written HR plan based on the strategic needs of the firm.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

j) The formulation and implementation of HR activities are in line with the overall corporate strategy.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

B) Application of tools and techniques in Human Resource Planning

Rating Scale:

1. = Very uncommon
2. = Uncommon
3. = Neutral/Less Common
4. = Common
5. = Very common

a) The organization practices the use of standard procedures in performing job activities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) The organization follows Human Resource guidelines and procedures for project teams in running projects.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) Construction Project HR Planning brings about better delegation in roles and responsibilities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) The company has staffing management plan that reduce cost.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e) The company has a proper reporting relationship outlined in HR Planning.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

f) The company keeps proper supporting documents (such as job specification)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

g) The company's HR department formally evaluates its selection and staffing policies

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

h) HR planning contributes to achieving the performance objectives of the company.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

SECTION 3:HUMAN RESOURCE DEVELOPMENT IN CONSTRUCTION

Please answer the questions based on your experience and knowledge in construction field by a tick (√) in the box as shown using the rating scale below:

Rating Scale:

1. = Strongly Disagree 2. = Disagree 3. = Less Agree 4. = Agree 5. = Strongly Agree)

I. Factors to be considered when performing tasks in HR Development

a) Quality improvement depends on high quality personnel at all levels.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) Staff retention is important to support organization's growth.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) A proper rewarding scheme may improve employee's level of motivation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) New HR technology (tools and techniques) may be used to capture project process efficiencies and control costs.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e)) Continuous improvement can be made through training and education to enhance skills and staffing flexibility, and recognize outside environment competition.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

II. Application of tools and techniques in Human Resource Development

Rating Scale:

1. = Very uncommon
2. = Uncommon
3. = Neutral/Less Common
4. = Common
5. = Very common

a) The company project documentation comprises complete documents including project plans, project staff records, and performance reports for all respective projects.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) The company organizes team building activities that improve team member's skills and competency.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) The company has general management skills training program to enhance performance

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) The company rewards employees accordingly to improve performance within the project.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e) The company uses appropriate interaction process in conducting meetings.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

f) The company puts the project team members in some training (on-the-job, off-the-job).

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

g) The organization endeavours to improve team performance in terms of individual skills, team behavior and competencies in enhancing project efficiency.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

h) The company assesses employee performance by recording the construction team members' performance (skills and behaviours)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

III. To what extent do you agree with the following statements about your organization? Please tick.

1. Very strongly agree
2. Strongly agree
3. Agree
4. Disagree
5. Strongly disagree

a) The firm carries out human resource development regularly

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) New staff are trained when they join the organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) Both existing and experienced staff are periodically exposed to training

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) Individual and organization growth needs are matched in this organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

SECTION 4:

I. PERFORMANCE INDICATORS

a) Is the firm engaged in effective monitoring, measurement and reporting of its performance against selected stakeholder indicators and targets?

☐ Yes ☐ No

b) Does the firm evaluate general performance periodically?

☐ Yes ☐ No

c) In which area(s) can your firm improve?

_____

_____

d) What is the level of client satisfaction with your performance?

☐ Very good ☐ Good ☐ Average

e) Categorize your average annual construction turnover in the last 3 years

Under ksh. 100 million ☐

Ksh. 100 million to 500 million ☐

Ksh. 501 million to 1 billion ☐

Over ksh. 1 billion ☐

f) Rank the following according to their importance in aiding your firm to secure contracts

(1- Most important, 2- Next important, 3-Least important)

Lowest cost ☐

High quality work ☐

Speedy completion ☐

g) Do you measure customer satisfaction with your performance?

☐ Yes ☐ No

II. Please tick **(1-very bad, 2- bad, 3- fair, 4- good, 5- very good)**

a) How would you rate the overall effectiveness of your organization over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

b) How would you rate the overall efficiency of your organization over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

c) How would you rate the overall development of your organization over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

d) How would you rate the overall satisfaction of your organization's stakeholders over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

e) How would you rate the overall innovation by your organization over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

f) How would you rate the overall quality of your organization's products over the past 3 years?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Your co-operation and effort in responding to the questionnaire is highly appreciated.

Appendix III: List of Contractors

3101.6262	BK3/13/3101	Omama Contractors & Suppliers	39150-00100	nai	723209994	General Building Contractor F	F
837.62	BK3/13/837	Joseki Engineering Works Ltd	49472-00100	Nairobi	020-3579995	Electrical Engineering Services (Electrical Installation) E. CCTV And Intruder Alarm Systems G. Structured Cabling E.	
1519.4559	BK3/13/1519	Hypertech Electrical Services Ltd.	15537-00100	Nairobi	020-250957/317893/251735	General Building Contractor F. Solar Power Generation E. Photovoltic Installation E.	F, E & E
	BK3/13/0047	Aircon Electra Services(Nrbi) Ltd.	57743	Nairobi		Electrical Engineering Services(Electrical Installation)_A Mechanical Engineering Services(Air Conditioning, Refrigeration, Ventilation)_A	A
902.207	BK3/13/0902	Allied Plumbers Ltd.	45268-00100	Nairobi		Mechanical Engineering Services(Plumbing)_A Civil Engineering(Sewers)_A	A
2889.6407	BK3/13/2889	Belgravia Services (K) Ltd	1931-00200	Nairobi	722707201	General Building Contractor A	A
	BK3/13/1534	Birdi Civil Engineering Ltd	58223	Nairobi		Building Works(General Building)_A Civil Engineering (RoadWorks)_A	A
	BK3/13/1142	Bomco Building Contractors Ltd.	18249-00500	Nairobi		General Building Contractor A	A
	BK3/13/0579	Broadways Construction Ltd.	46695	Nairobi		Building Works(General Building)_A Civil Engineering(Water Works, Dams & Earth Works)_A	A
	BK3/13/1921	Burhani Engineers Ltd	21111-00505	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/2371	Canon Aluminium Fabricators Ltd.	30781-00100	Nairobi		Building Works(Aluminium and other specialised works)_A	A
	BK3/13/1230	Capital Plumbing Works.	41659-00100	Nairobi		Mechanical Engineering Services(Plumbing, Steam Boilers)_A Civil Engineerig(Sewers)_A	A
	BK3/13/0002	Carpentocraft Building Contractors.	28138	Nairobi		Building Works(General Building), Civil Engineering(Road Works)_A	A
	BK3/13/1010	Castle Engineering and Construction Company Ltd.	31181	Nairobi		General Building Contractor A	A
	BK3/13/0759	Central Electricals International Ltd.	56111	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/1004	China Fushun Number One Building Engineering Company.	79619-00200	Nairobi		General Building Contractor A	A

	BK3/13/0168	China Sichuan Corporation for International Techno_Economic Company.	19666	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A Mechanical Engineering Services(Refrigeration, Air Conditioning, Boilers)_A	A
	BK3/13/1252	Come-Cons Africa Ltd.	18429-00500	Nairobi		Civil Engineering(Road Works)_A	A
	BK3/13/0346	Continental Construction Company Ltd.	233-00606	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0828	Crescent Construction Company.	49094-00100	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A
2689.0569	BK3/13/2689	Don-Woods Company Ltd	73667-00200	Nairobi	4444124/4441172	General Building Contractor	A
	BK3/13/0141	Draft & Develop Engineers	75923-00200	Nairobi		General Building Contractor A	A
	BK3/13/0164	Elecont.	49725-00100	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/1696	Electro Research Ltd	78409-00507	Nairobi		Electrical Engineering Services(Security System Installation Surveillance)_A	A
337.11323	BK3/13/0337	Electro Watts Ltd.	48289-00100	Nairobi	020-550123/4	Electrical Engineering Services(Generating Plants)_A	A
81.11341	BK3/13/0081	Enterprises General Malta Forest	57683	Nairobi	020-3547741	General Building Contractor A	A
	BK3/13/0071	Epco Builders Limited.	55628-00200	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0065	Ernie Campbell & Co. Ltd.	47284	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0160	Firoze Construction Ltd.	46448-00100	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0089	Franvi Construction Company.	70084-00400	Nairobi		General Building Contractor A	A
	BK3/13/0017	Gap electric Company Ltd.	51649-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_A, Mechanical Engineering Services(Hospital, kitchen&Laundry, Plant steam, Boiler and Boiler Installation)_A	A
3150.4912	BK3/13/3150	Gilfilian Air Conditioning Ltd	30044-00100	Nairobi	020-53700/534574	Reffrigeration, Air Conditioning Ltd A	A

	BK3/13/0014	H. Young & Company (E.A) Ltd.	30118	Nairobi		Building Works (General Building)_A Civil Engineering(Structural Steel Works)_A	A
	BK3/13/1263	Hall Equatorial Ltd.	30663-00100	Nairobi		Mechanical Engineering Services(Air Conditioning, Refrigeration)_A	A
4506.10931	BK3/13/4506	Icon Kenya Limited	12253-00400	Nairobi		General Building Contractors A.	A
	BK3/13/0217	Intex Construction Ltd.	60293-00200	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0128	Jambo Construction Company.	75989-00200	Nairobi		General Building Contractor A	A
	BK3/13/0920	Janki Enterprises Ltd.	75977	Nairobi		General Building Contractor A	A
	BK3/13/0869	Jaswant Singh & Brothers Ltd.	45964-00100	Nairobi		General Building Contractor A	A
	BK3/13/0725	Jipsy Civil & Building Contractors.	58824-00200	Nairobi		General Building Contractor A	A
676.411	BK3/13/0676	Jumba Engineering Services.	8528-00300	Nairobi	020-6764296	Electrical Engineering Services(Electrical Installation) A	A
	BK3/13/0682	Kariuki Construction Company.	70220	Nairobi		General Building Contractor A	A
	BK3/13/2287	Karsan Murji & Company Ltd	40900-00100	Nairobi		General Building Contractor A	A
	BK3/13/1021	Kay Construction Company.	43114	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A Mechanical Engineering Services(Plumbing)_A	A
	BK3/13/1601	Kenya Lift Company Ltd	14115-00800	Nairobi		Electrical Engineering Services(Lift Installation)_A	A
	BK3/13/0011	Lalji Bhimji Sanghani.	10286-00400	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0672	Lalji Meghji Patel & Company Ltd.	48514-00100	Nairobi		Building Works (General Building)_A	A
	BK3/13/0880	Laxmanbhai Construction Ltd.	44706-00100	Nairobi		Building Works(General Building) A	A
	BK3/13/0825	M. R. Shah Construction Company Limited	10351-00400	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A
5251-11150	BK3/13/5251	Magnate Ventures Limited	74937-00200	Nairobi	722204400	Electrical Installation Services A	A
	BK3/13/1179	Manji Keshra Contractors.	39212	Nairobi		General Building Contractor A	A
	BK3/13/1605	Marryat & Scott (K) Ltd	41518-00100	Nairobi		Electrical Engineering Services(Lift Installation)_A	A
	BK3/13/0244	Masosa Construction Ltd.	34415-00100	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0694	Mather+Platt (K) Ltd.	30145-00100	Nairobi		Mechanical Engineering Services(Plumbing, Boiler & Steam Plant,Fire Engineering Services)_A	A
	BK3/13/0836	Mavji Construction Company Ltd.	14799-00800	Nairobi		Building Works (General Building)_A	A

253.253	BK3/13/0253	Medium Electrical Services Ltd	73663-00200	Nairobi	020-2714070/1	Electrical Engineering Services(Electrical Installation) A	A
	BK3/13/0068	Meghjibhai Pancha & Company.	41319-00100	Nairobi		General Building Contractor A	A
	BK3/13/0711	Minikin Services Ltd.	8481-00300	Nairobi		General Building Contractor A	A
184.1259	BK3/13/184	Muga Electrical Contractors Ltd.	13328-00200	Nairobi	722305062	Electrical Engineering Servises (Electrical Installation) A	A
	BK3/13/0110	Mugoya Construction & Engineering Ltd.	47011-00100	Nairobi		Building Works (General Building))_A Civil Engineering(Sewers)_A Mechanical Engineering Services(Plumbing)_A	A
	BK3/13/0019	Muljibhat J. Vekaria Ltd.	72067-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/0891	Mwangaza Electro Works.	28239	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/0013	N. K. Brothers.	10709-00400	Nairobi	722811909	General Building Contractor A	A
	BK3/13/0155	Nelliwa Builders & Civil Engineers.	68121	Nairobi		Building Works (General Building)_A Mechanical Engineering Services(Plumbing)_A Civil Engineering(Sewers)_A	A
6047.12426	BK3/13/6047	North Star Cooling Systems Ltd	5085-00506	Nairobi	020-2013142	Refrigeration, Air Conditioning & Mechanical Ventilation A	A
3078.6695	BK3/13/3077	Northern Construction Company Ltd	69196-00622	Nairobi	720734899	General Building Contractor A	A
	BK3/13/0114	Orbit Enterprises.	49604-00100	Nairobi		Building Works (General Building)_A Civil Engineering(Sewers)_A	A
	BK3/13/0023	Oriental Construction Company Limited.	48364	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/0150	Patronics Services.	18245-00500	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/0144	Pegrume Ltd.	41093-00100	Nairobi		Electrical Engineering Services(Electronic Communications)_A	A
943.363	BK3/13/0943	Philafe Engineering Ltd.	61152-00200	Nairobi	722209634	Electrical Engineering Services (Electrical Installation)_A	A
	BK3/13/1109	Power Engineering International Ltd.	49155-00100	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/0121	Project Electricals Ltd.	10689-00400	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A

852.131	BK3/13/0852	Raerex East Africa Ltd.	11548-00400	Nairobi	020-3753940/020-6765847	Mechanical Engineering Services(Refrigeration, Air Conditioning & Mechanical Ventilation)_A	A
	BK3/13/0587	Refrigeration Centre Ltd.	44883-00100	Nairobi		Mechanical Engineering Services(Refrigeration, Air Conditioning & Ventilation)_A	A
	BK3/13/1604	Schindler Ltd	43410-00100	Nairobi		Electrical Engineering Services(Lift Installation)_A	A
	BK3/13/2223	Serviscope (E.A) Ltd.	41280	Nairobi		Mechanical Engineering Services(Kitchen Laundry Equipment&Mechanical Ventillation)_A	A
3079.5636	BK3/13/3079	Sinohydro Corporation Ltd.	5636	Nairobi	020-3868367	General Building Contractor .	A
	BK3/13/0235	Siyani Enterprises.	1113-00606	Nairobi		Mechanical Engineering Services(Plumbing)_A Civil Engineering(Sewers)_A	A
	BK3/13/0134	Sumitomo Construction Company Ltd.	60487	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A
	BK3/13/2241	Terracraft (K) Ltd	45001-00100	Nairobi		General Building Contractor A	A
1345.1229	BK3/13/1297	Triple Eight Construction (k) Ltd.	54702-00200	Nairobi	020-2730450/1	Building Works (General Building)_A	A
577.6993	BK3/13/0577	Tudor Engineering Limited	8327-00300	Nairobi	722410622	Electrical Engineering Services (Electrical Installation Works)_A	A
	BK3/13/0967	Twiga Construction Company.	43151	Nairobi		Building Works (General Building)_A, Civil Engineering(Road works)_A	A
	BK3/13/0555	Ultimate Engineering Ltd.	76408-00508	Nairobi		Electrical Engineering Services(Electrical Installation)_A	A
	BK3/13/0591	V.K. Construction Company Ltd.	11949	Nairobi		General Building Contractor A	A
	BK3/13/0061	Vakkep Building Contractors.	42147	Nairobi		General Building Contractor A	A
	BK3/13/0012	Victory Construction Company Ltd.	45329-00100	Nairobi		General Building Contractor A	A
	BK3/13/1241	Zenith Steel Fabricators Ltd.	18314	Nairobi		Building Works(General Building, Specialised Building works_Roofing, Fabrication & Structure)_A	A
4359.10512	BK3/13/4359	Catic Internartional Engineering (k) Ltd	40198-00100	Nairobi	020-2713212/3	General Building Contractors A.	A

	BK3/13/0064	Ramji Ratna & Company.	31990-00600	Nairobi		Building Works(General Building)_A Civil Engineering(Sewers_A) Mechanical Engineering Services(Plumbing)_A	A
4436.83170	BK3/13/4436	S B I International Holding AG (Kenya)	25027-00603	Nairobi	723933682/38 666022	General Building Contractors A.	A
2977.5196	BK3/13/2977	Hari-cons (K) Ltd	32085	Nairobi	749183/7491 87	General Building Contractor A, Civil Engineering (roadworks) A.	A & A
	BK3/13/0038	Aqua Plumbing Company Ltd.	46388-00100	Nairobi		Mechanical Engineering Services(Plumbing)_A Civil Engineering(Sewers)_A	A & A
728.163	BK3/13/0728	Centurion Engineers & Builders Ltd.	69968-00400	Nairobi	726502665	General Building Contractor A. Civil Engineering Services(Road Works) A	A & A
	BK3/13/1964	Dinesh Construction Ltd	49057-00100	Nairobi		Building Works (General Building) A. Civil Engineering(Road works) A	A & A
4665.98290	BK3/13/4665	Estim Constrution Limited	45518-00100	Nairobi	733722606 20-825052	General Building Contractors A. Civil Engineering Services (Roadworks) A	A & A
988.58	BK3/13/0988	Italbuild Imports Ltd.	19282 - 00501	Nairobi	020-822771/0733 603925	General Building Contractors A Civil Engineering Services (Roadworks) A	A & A
999.378	BK3/13/0999	Kilimanjaro Construction Ltd.	48663-00100	Nairobi	020-891821/2	General Building Contractor_A Civil Engineering Services(Road Works)_A	A & A
973.1203	BK3/13/0973	Milicon's Ltd.	4546-00506	Nairobi	020-6008584	General Building Contractor A. Civil Engineering Services(Road Works) A	A & A
69.107	BK3/13/69	Njuca Consolidated Co. Ltd	12939-00100	Nairobi	067-21819/22702	General Building Contractors A. Civil Engineering (RoadWorks, Structural Works and Sewers) A	A & A
	BK3/13/0241	Ongata Works Ltd.	58160-00200	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_A	A & A
206.16982	BK3/13/0206	Seyani Brothers & Company (k) Limited	60070-00200	Nairobi	020-2135460/1	General Building Contractor A. (Specialised Building Works_Terrazzo Works)_A	A & A
171.349	BK3/13/0171	Spencon Kenya Limited.	14294-00800	Nairobi	020-4180791	General Building Contractor_A. Civil Engineering Services (Road Works)_A	A & A
1210.133	BK3/13/1210	Zakhem Construction Kenya Ltd.	41196	Nairobi		General Building Contractor_A. Civil Engineering Services (Road Works)_A	A & A

3800.7111	BK3/13/3800	Cementers Limited	42426-00100	Nairobi	020-3010100/6/9	General Building Contractors A. Civil Engineering Services (Roadworks) B	A & B
1033.1306	BK3/13/1033	Landmark Holding Ltd.	66537-00800	Nairobi	020-559844	General Building Contractor A. Civil Engineering Services(Road Works) B	A & B
	BK3/13/1208	Magic General Contractors Ltd.	28548-00200	Nairobi	722511495	Building Works(General Building)_A Civil Engineering(Road Works)_B	A & B
	BK3/13/2188	Parbat Siyani Construction Ltd	10748-00100	Nairobi		Building Works(General Building)_A, Civil Engineering(Road Works)_B	A & B
	BK3/13/0049	Precast Portal Structures Ltd.	14558-00800	Nairobi		Building Works (General Building)_B Civil Engineering(Precast Concrete Fabricators)_A	A & B
1688.1859	BK3/13/1688	Raman Enterprises Ltd	39720-00823	Nairobi	3743145	General Building Contractor A, Civil Engineering (roadworks) B.	A & B
2144.4554	BK3/13/2144	Ray Enginering & Construction International Ltd	71762-00622	Nairobi	310879	General Building Contractor A Civil Engineering Services (Road Works) B	A & B
	BK3/13/1000	Sichuan Huashi Group Corp Ltd.	19489	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_B	A & B
	BK3/13/1720	Pelican Engineering & Construction Company	18755-00500	Nairobi		Building Works (General Building)_A Civil Engineering(Roadworks)_B	A & B
5594.11996	BK3/13/5594	Dabasia Builders Limited	66524-00800	Nairobi	710313057	General Building Contractors A. Civil Engineering Services (Roadworks) C	A & C
	BK3/13/0861	Northline Ltd.	50690	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_C	A & C
	BK3/13/2073	Port Construction (Africa)	97652-80118	Nairobi		Building Works(General Building)_A	A & C
	BK3/13/2435	Portco Construction(Africa)	97653-80118	Nairobi		Building Works(General Building)_A Civil Engineering(Road Works)_C	A & C
	BK3/13/0027	Capital Construction Company Ltd.	30604-00100	Nairobi		Building Works (General Building)_A Civil Engineering(Road Works)_D	A & D
	BK3/13/0020	Gathenge Engineers & Electricals Ltd.	47217	Nairobi		Building Works(General Building)_D Electrical Engineering Services(Electrical Installation)_A	A & D
	BK3/13/1827	Unispan Ltd.	31377-00600	Nairobi		Building Works (General Building)_A, Civil Engineering(Road works)_D	A & D
1523.34	BK3/13/1523	Contemporary Electrical Enterprises Ltd	8446-00300	Nairobi	249514/ 340256	Electrical Installation works A, & Telecommucations Installations E.	A & E
2580.5573	BK3/13/2580	Devcon Group Limited	52542-00100	Nairobi	722518583	General Building Contractor A. Civil Engineering (Road Works) E	A & E

	BK3/13/0341	Liteline Enterprises Ltd.	31145	Nairobi		Building Works(General Building) _G Electrical Engineering Services(Electrical Installations, Solar Energy Systems) _A	A & G
2322.1282	BK3/13/2322	Amiran Communication Ltd	20702-00202	Nairobi	824860/1/2/3	Electrical Engineering Services (Telecommucations'A'. Radio Communication'A'. Security Survellance System' A'	A ,A & A.
2322.1282	BK3/13/2322	Amiran Communication Ltd	20702-00202	Nairobi	824860/1/2/3	Telecommucatios'A', Radio Communication'A', Security Survellance System'A'	A ,A ,A.
2599.0007	BK3/13/2599	Nyoro Construction Company Ltd	74416-00200	Nairobi	720621115	General Building Construction "A" Civil Engineering (road works) 'A' Civil Engineering (sewers) "A"	A ,A ,A.
777.933	BK3/13/777	Solakold Services Limited	51347-00200	Nairobi	020-559425/532158/0722924129	Refrigeration, Air Conditioning And Mechanical Ventilation A. . Compressed Air Hydralic And L.P And Medical Gas Installations C. Solar Heating Systems C. Boilers, Incinerators and Pressure Vessels C. Water Tanks, Treatment Plant and Pumping Plant C. Fire Engineering Services C.	A C C C C & C
5634.16992	BK3/13/5634	China Wu Yi Company Limited	49282-00100	Nairobi	20-3865881	General Building Contractors A. Civil Engineering Services (Roadworks) A. Civil Engineering Services (Sewers) A	A, A & A
0119-0998	BK3/13/0119	Warren Enterprises Ltd.	8251-00300	Nairobi	8561952/3/4	Building Works (General Building Contactors A. Civil Engineering (Structural Steel Works) A. Water Tanks, Treatment Plant & Pumping Plant B	A, A & B
	BK3/13/0610	China Jiangsu Internationtional Economic-Technical Cooperation Corporation.	66912	Nairobi		Building Works (General Building)_A Mechanical Engineering Services(Plumbing, Drainage)_B Civil Engineering(Sewers)_A Electrical Engineering Services(Electrical Installation)_C	A, A & C

4116.53790	*BK3/13/4116*	*China Jiangxi International Limited*	31553-00600	Nairobi	86-791-6371617	General Building Contractors A. Civil Engineering Services (Roadworks) A. Plumbing, Drainage & Sanitary Fittings A. Water Tanks, Water Treatment Plant & Plumbing Plant A	A, A, A, & A
3.416	BK3/13/0003	Pioneer Plumbers Ltd.	42636-00100	Nairobi	020-556583/559354/552894	Civil EngineeringServices(Sewers)_A. Mechanical Engineering Services(Plumbing, Drainage)_A.Fire fighting Installations A. Solar System Installations A.	A, A, A, & A
2912.7124	BK3/13/2912	Jinsing Enterprises Company Ltd	20849-00202	Nairobi	020-3513542	General Building Contractor A Plumbing, Drainage & Sanitary Fittings B. Water Tanks, Treatment Plant and Plumbing Plant B.	A, B & B
C25.576	BK3/13/0625	Sichuan Huashi Enterprises Corporation (E.A.) Limited	19489	Nairobi	020-4349384	General Building Contractors_A, Civil Engineering Services(Road Works)_B, Plumbing, Drainage & Sanitary Fittings E, Water Tanks, Water Treatment Plant & Pumping Plant E.	A, B, E & E
	BK3/13/1393	China Zhongxing Construction Company Ltd	2646-00202	Nairobi		Building Works (General Building)_A Civil Engineering(Road works)_A Mechanical Engineering Services(Plumbing Works, Water Storage Tanks)_C	A, C
200.011	BK3/13/0200	Mehta Electrical Ltd.	39977-00623	Nairobi	020-750519/20	Electrical Installation_ A. Electrical Installation Services (Structured Cabling)_D. Electrical Installation Services (Security Surveillance System CCTV)_D. Electrical Installation Services (Generator Installation)_D	A, D, D & D
1396.1713	BK3/13/1396	Westview Plumbers and General Contractors Co. Ltd.	349-00300	Nairobi	020-786792	Plumbing and Drainage A .Fire Engineering Services E, Sectional Water Tanks and Booster Pumps A. Gas Installation E, Solar Heating Systems E	A, E, A, E, & E

4469.48690	BK3/13/4469	Azicon Kenya Limited	75740-00200	Nairobi	607825/604746	Structured Cabling Works A Telecommunications (PABX And Telephone Wiring) F. Security Surveillance System (CCTV And Interuder Alarms Systems) F. Electrical Installations A.	A, F, F, & A
286.112	BK3/13/286	Snow Peak Refrigeration & General Contractors Ltd.	31143-00600	Nairobi	020-552120	Mechanical Engineering Servises(Refrigeration,Air-Conditioning and Mechanical Ventilation).A, Fire Protection Services. H, Kitchen and Laundry and Refuse Disposal. F, Solar Water Heating Systems. H.	A, H, F & H
10.175	BK3/13/0010	Atlas Plumbers & Builders(K) Ltd.	10661-00400	Nairobi		Building Works(General Building)_A Mechanical Engineering Services(Plumbing)_C Civil Engineering(Sewers)_C	A,C & C
777.933	BK3/13/0777	Solakold Services Limited	51347-00200	Nairobi	020-559425 / 020-532158	Mechanical Engineering Services(Refrigeration, Air Conditioning Ventilation)A. Solar Heating Systems C. Boilers, Incinerators and Pressure Vessels C. Compressed Air, Hydralic And L.P. And Medical Gas Installation. C.Water Tanks, Treatment Plant And Plumbing Plant C. Fire Engineering Services. C.	A. C. C. C. C.& C.
3055.5496	BK3/13/3055	Admo Construction Limited	30011	Nairobi	728673334	General Building Contractor B	B
	BK3/13/1218	Allan Bauhman Contractors Ltd.	10741-00100	Nairobi		Building Works(General Building)_B	B
6289.9907	BK3/13/6289	Ancarta Construction Company Limited	18034-00100	Nairobi	020-4779004	General Building Contractors B.	B
1402.2359	BK3/13/1402	Auto Salmo Engineering (k) Ltd	58815-00200	Nairobi	020-536393	Electrical Engineering Services(Electrical Installation) B	B
	BK3/13/0233	Beach Construction Company.	44315	Nairobi		Building Works(General Building)_B Civil engineering(Road Works)_B	B
4454.96670	BK3/13/4454	C J I C Construction Limited	31553-00600	Nairobi	714903646	General Building Contractors B.	B
	BK3/13/0051	Chania Electrical Company.	14374-00800	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/1076	Coastal Kenya Enterprises.	46925	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_B	B
	BK3/13/0623	Columbia Developers (K) Ltd.	411-00517	Nairobi		Building Works (General Building)_B	B

	BK3/13/0197	Conoration Electrical Works Ltd.	43099	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
48.17287	BK3/13/0048	D. Manji Construction Ltd.	22841-00400	Nairobi	020-555351	General Building Contractor B.	B
	BK3/13/0090	*Dickways Construction.*	61494	Nairobi		Building Works (General Building)_B	B
	BK3/13/0018	E. A. Electrical Company.	11432-00400	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
5959.15996	BK3/13/5959	Egypro East Africa Limited	41973-00100	Nairobi	020-2715500	General Building Contractors B.	B
6238.16701	BK3/13/6238	Erdemann Company (kenya) Limited	42541-00100	Nairobi	733209709	General Building Contractors B.	B
860.439	BK3/13/0860	Faburex Construction.	66672-00800	Nairobi	020-4445117	Building Works (General Building) B	B
1047.1683	BK3/13/1047	Flooring & Interiors Ltd.	79762-00200	Nairobi	020-550013	General Building Contractor B	B
	BK3/13/2208	Graham Bell Technologies Ltd	75508-00200	Nairobi		Electrical Engineering Services (Telecommunication,Pabx, Intercom, Telephone Wiring, Structured Cabling & Computer Networking Installation)_B	B
	BK3/13/1009	Jandi Electrical Enterprises.	13100-00100	Nairobi		Electrical Engineering Services(Eletrical Installation)_B	B
	BK3/13/0055	Jupiter Electrical Engineering & General Contractors.	65132-00618	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/0238	Kaguanjai Builders.	40083-00100	Nairobi		Building Works (General Building)_B	B
	BK3/13/0261	Karsan Ramji & Sons.	48838-00100	Nairobi		Building Works (General Building)_B Civil Engineering(Sewers)_B Mechanical Engineering Services(Plumbing)_B	B
	BK3/13/0022	Karuuthi Electrical Services.	50548	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/1897	Kenya Fire Appliers Co. Ltd	47894-00100	Nairobi		Electrical Engineering Services(Fire Engineering Services)_B	B
5902.16838	BK3/13/5902	Linda Group Investment Limited	69155-00622	Nairobi	728222477	General Building Contractors B.	B
5985-12340	BK3/13/5985	Machine Centre Limited	67575-00200	Nairobi	271307	General Building Contractors B.	B
	BK3/13/0140	Mantrac (K) Ltd.	30067-00100	Nairobi		Electrical Engineering Services(Electric Power Generators, Equipment & Spares)_B	B
5068-11760	BK3/13/5068	Mas Company Limited	43223-00100	Nairobi	020-2496350	General Building Contractors B.	B

25.534	BK3/13/0025	N. G. M. Company Ltd.	52591	Nairobi	020-2798144/225	Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/0866	Njowamu Construction Company.	7736-00300	Nairobi		Building Works (General Building)_B	B
	BK3/13/0006	Noor Electrical Company.	11444-00400	Nairobi		Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/1502	Pamigo Ltd	63995-00619	Nairobi		Civil Engineering(Road Works)_B	B
	BK3/13/1714	Roofspec & Allied Works Company Ltd	158-00517	Nairobi		Building Works (General Building)_B	B
	BK3/13/1448	Simba Construction Company Ltd	52287-00200	Nairobi		Building Works (General Building)_B	B
	BK3/13/1466	Sinoe Communication Ltd	10189-00100	Nairobi		Building Works (General Building)_B	B
1421.1866	BK3/13/1421	Slok Construction Ltd	39244-00623	Nairobi	720871888	General Building Contractors B	B
	BK3/13/2178	Smoothtel & Data Solutions Ltd	13789-00100	Nairobi		Electrical Engineering Services (Telecomunication, Intercom & Telephone Wiring Structured, Cabling & Computer Networking Installations)_B	B
2230.4425	BK3/13/2230	Spion Construction Company	41969-00100	Nairobi	20652467	General Building Contractor	B
5840.16654	BK3/13/5840	Splendour Construction Company Limited	10627-00100	Nairobi	725315800	General Building Contractors B.	B
564.638	BK3/13/0564	Stewa Safer Technical Services.	78803-00507	Nairobi	020-530503/0722706568/0734706568	Electrical Engineering Services(Electrical Installation)_B	B
	BK3/13/0075	Structural Construction Company Ltd.	75435-00200	Nairobi		Building Works (General Building)_B	B
3733.5817	BK3/13/3733	Team Construction Limited	4831-00200	Nairobi	020-2019150	General Building Contractors B.	B
	BK3/13/0036	Teleca Builders Ltd.	41397-00100	Nairobi		Building Works (General Building)_B	B
2805.3662	BK3/13/2805	Texacon International Ltd	61226-00200	Nairobi	020-2738187/90	General Building Contractor	B
	BK3/13/2372	Tulsi Construction Ltd.	47430-00100	Nairobi	020-4452199 / 020-4452200	Building Works (General Building)_B	B
1041.988	BK3/13/1041	Vinayak Builders Ltd.	34630-00100	Nairobi	3751854/0208000151	General Building Contractor B	B

6283.15799	BK3/13/6283	V-Line Services Limited	4607-00506	Nairobi	020-3743969	Electrical Installation Services B	B
628.2426	BK3/13/0628	Yamini Builders Company Ltd.	33447-00600	Nairobi	3754405/6	General Building Contractors B	B
3466.8201	BK3/13/3466	Yara Properties Co. Limited	42149-00100	Nairobi	020-2241223/4	General Building Contractors B.	B
	BK3/13/0040	Zawamgii Building Contractors.	28977	Nairobi		Building Works (General Building)_B	B
4165.98480	BK3/13/4165	Chirag Builders Limited	31088-00600	Nairobi	020-2247582	General Building Contractors B.	B
2587.3714	BK3/13/2587	H.K.Builders & General Contractors Ltd.	3123-00506	Nairobi	020-214236	General Building Contractor	B
3706.615	BK3/13/3706	Kanti Construction Limited	10048-00100	Nairobi	020-244329/211631	General Building Contractors B.	B
	BK3/13/1039	Mandhir Construction Ltd.	48319	Nairobi		Building Works (General Building)_B	B
3918.9413	BK3/13/3918	Neelam Enterprises Ltd	60070	Nairobi	020-3749218	General Building Contractors B.	B
3975.9241	BK3/13/3975	Seo And sons Limited	40639-00100	Nairobi	020-6763309/2	General Building Contractors B.	B
1128.1716	BK3/13/1128	Kitho Civil & Engineering Contractors	19851	Nairobi	020-820024	General Building Contractor B, Civil Engineering (Roadworks) C	B & C
	BK3/13/1920	Rapido Construction Company	10439	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_B	B & B
	BK3/13/1067	David Engineering Ltd.	27722	Nairobi		Civil Engineering(Structural Steel Works_B, Water Tanks Treatment & Pumbing Equipment_C)	B & C
	BK3/13/0156	Ezemak Refrigeration Contractors Ltd.	22691-00400	Nairobi		Building Works (General Building)_B Mechanical Engineering Services(Refrigeration, Air Conditioning, Ventilation)_C	B & C
	BK3/13/0037	Kenya Builders & Concrete Company.	46332-00100	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_C	B & C
1454.3166	BK3/13/1454	Square M Contractors	58447-00200	Nairobi	020-240799	General Building Contractor-B Civil Engineering Services(Road Works)-C	B & C
1170.1418	BK3/13/1170	Thwama Building Services Ltd	22507-00400	Nairobi	313204	General Building Contractor B. Civil Engineering Services (Road works) C	B & C
1317.1369	BK3/13/1317	Buildmore Construction Company Ltd.	13240-00100	Nairobi	722853077	General Building Contractor B. Civil EngineeringServices (RoadWorks)C	B & C
	BK3/13/0297	Roof Tech (K) Ltd.	75282	Nairobi		Building Works(General Building_C Water Proofing_B)	B & C

714.293	BK3/13/0714	Burrell International Ltd.	288-00100	Nairobi	02-4453751 722525340	General Bilding Contractors B. Civil Engineering Services(Road Works) D.	B & D
2578.3326	BK3/13/2578	Citizen Plaza Building Constructions Ltd.	563-00600	Nairobi	721413770	General Building Contractor B. Civil Engineering Services D	B & D
	BK3/13/0301	Imco Builders Engineering Contractors.	27718-0506	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_D	B & D
	BK3/13/0016	Kalz Mann & Company.	14169-00800	Nairobi		Building Works (General Building)_B Civil Engineering(Structural Steel Works)_D	B & D
3183.4231	BK3/13/3183	Laton Engineering Limited	74659-00200	Nairobi	020-882019	General Building Contractors B.Civil Engineering Services (Road Works) D	B & D
	BK3/13/1535	Machiri Ltd	68075-00200	Nairobi		Building Works (General Building)_ D Civil Engineering (RoadWorks)_B	B & D
1144.12416	BK3/13/1144	Marimo Construction Limited	44090-00100	Nairobi	020-3873349 733200900	General BuildingContractor B. Civil Engineering Contractor(Road Works)_D	B & D
870.635	BK3/13/0870	Anthopi Mechanical Engineering	31687-00600	Nairobi	020-6767071	Mechanical Engineering Services(Plumbing, Drainage and Fire Protection Services) B: Water Tanks, Water Treatment Plant and Pumping Plant E.	B & E
	BK3/13/0169	Miira Building & Civil Engineering Contractors Ltd.	50361	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_E	B & E
	BK3/13/0586	Monaco Engineering.	550467	Nairobi		Building Works(General Building)_B. Civil Engineering(Road Works)_E	B & E
	BK3/13/0178	Seaman Building Contractors.	33216	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_C	B & E
3231.6872	BK3/13/3231	Steelstone Kenya Limited	18750-00500	Nairobi	020-821556 /557 /558	Solar Heating Systems B. Steel Fabrications F	B & F
889.1655	BK3/13/0889	Lunao Enterprises.	79457-00200	Nairobi	723388236	General Building Contractors B. Civil Engineering Services (Road Works & Structural Steel Fabrication)_G	B & G
179.122	BK3/13/0179	Reef Building Systems Ltd	10439-00400	Nairobi	722713568	General Building Contractor B. Plumbing, Drainage And Sanitary Fittings G	B & G

	BK3/13/0042	Bi-Mach Engineers Ltd.	52740	Nairobi		Building Works(General Building)_E Civil Engineering(Structural Steel Fabrication)_E Mechanical Engineering Services(Refrigeration, Air-conditioning & Ventillation_F, Water Tanks Treatment & Pumbing Plant_B, Plumbing & Drainage_C, Boilers, Incinerators & Prressure Vessels_D)	B C D E & F
	BK3/13/0215	Nicona Construction Company	39147	Nairobi		Building Works (General Building)_B Civil Engineering Services(Roadworks)_D Civil Engineering(Sewers)_E	B D & E
1172.475	BK3/13/1172	Njarie Agencies Limited	61866-00200	Nairobi	722363040	General Building Contractor B. Mechanical Engineering Services(Plumbing, Drainage & Sanitary Fittings A.Fire Engineering Services C.Water Tanks, Treatment Plants And Plumbing Plants B. Solar Heating Systems C.	B, A, C, B & C
2836.5089	BK3/13/2836	Plumbing Systems Limited	33894-00600	Nairobi	020553370/ 652608	General Building Contractor B, Plumbing, Drainage & Fire Protection Services B. Water Tanks, Water Treatment Plant & Pumping Plant C	B, B & C
1197.484	BK3/13/1197	Equitorial Builders.	40843	Nairobi	020-802480/0722 967096	Building Works (General Building)_B Civil Engineering(Road Works)_D Mechanical Engineering Services(Plumbing)_H Electrical Engineering Services(Electrical Installation)_H	B, D, H & H
	BK3/13/0325	Rajwa Building Contractors.	62019	Nairobi		Building Works (General Building)_B Civil Engineering(Road Works)_B, Structural Steel Works_E	B, E

3013.3797	BK3/13/3013	Thunder Plumbering Systems	9711-00200	Nairobi	722566317	General Building Contractors B,Mechanical Engineering Servises (Plumbing,Drainage & Sanitary Fitting) B, Civil Engineering Servises(Sewers)E. Fire Engineering Services E. Water Tanks, Treatment Plant & Pumping Plant C.Solar Heating Systems F. Compressed Air, Hydralic L.P. Gas Installations F	B. B. E. E. C. F. & F.
1040.17364	BK3/13/1040	Afcons Africa Limited.	486-00606	Nairobi	020-2167632	General Building Contractor C	C
	BK3/13/0937	Aswa Developers & Contractors.	43281-00100	Nairobi		Building Works(General Building)_C	C
511.12515	BK3/13/5511	Athi River Marble & Granite Limited	46436-00100	Nairobi		General Building Contractors C.	C
581-190	BK3/13/3581	Athi River Marble & Granite Ltd	46436-00100	Nairobi	020-37442633	General Building Contractors C.	C
1204.1563	BK3/13/1204	Aviolet (K) Ltd.	21844-00400	Nairobi	722316421	General Building Contractors C	C
	BK3/13/2101	Bill Engineering Works Ltd	20814-00100	Nairobi	020-44537512/2	Building Works(General Building)_C	C
	BK3/13/1023	Biltony General Contractors Ltd.	5255	Nairobi		Building Works(General Building)_C	C
	BK3/13/0475	Biselex Kenya Ltd.	18711-00500	Nairobi		Mechanical Engineering Services(Pump Installations)_C	C
3048.7143	BK3/13/3048	Bowl Plumbers Limited	66566-00800	Nairobi	020-2151056	Mechanical Engineering Services(Plumbing, Drainage and Sanitary Fittings)_C	C
	BK3/13/0135	Brush Engineering Company.	60047	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/0901	Bullusons Agencies Ltd.	59330-00200	Nairobi		Building Works(General Building)_C	C
2918.3564	BK3/13/2918	Center Star Company Limited	16214-00610	Nairobi	722523264	General Building Contractor C	C
589-260	BK3/13/0589	Channa Construction Ltd.	42433-00100	Nairobi	555589/551507	General Building Contractor C	C
2878.6276	BK3/13/2878	Charma Enterprises	73065-00200	Nairobi	020-812253	General Building Contractor	C
54.11195	BK3/13/0054	Chomba General Construction Company.	1154-00200	Nairobi	722393807	General Building Contractor C	C
433.1208	BK3/13/0433	Citrolam Contractors Limited	29861	Nairobi	020-2502659	General Building Contractors C	C
2598.3258	BK3/13/2598	Concept Construction Company	16891-00620	Nairobi	722514294	General Building Contractor C	C
	BK3/13/0094	Consif Contractor and Civil Engineers.	59062-00200	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_C	C

	BK3/13/0334	Constech Engineering Ltd.	52159-00200	Nairobi		Building Works (General Building)_C	C
717-5630	BK3/13/3717	Cosmocare Limited	17592-00500	Nairobi	784834/781346	General Building Contractors C.	C
502-4020	BK3/13/2502	Custom General Construction Limited	55298-00200	Nairobi	020-2059125	General Building Contractors C.	C
1904.3761	BK3/13/1904	D.M.Mwamba Construction Company Ltd	30920-00100	Nairobi	020-35084300/721454286	General Building Contractor	C
	BK3/13/0684	Dee-Gien Engineering.	51122-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/1770	Devnarayan Enterprises Ltd.	4466-00506	Nairobi		Building Works (General Building)_C	C
	BK3/13/0137	Dominion Engineering Works Ltd.	18084-00500	Nairobi		Building Works(Specialised Building Works_Aluminium/steel doors & windows)_C	C
	BK3/13/0122	Edwards Electrical Services.	60517-00200	Nairobi	020-555797	Electrical Engineering Services(Electrical Installation) C	C
3001.4911	BK3/13/3001	Eremo Stores Ltd	52343-00200	Nairobi	723608532	General Building Contractor C	C
3439-7800	BK3/13/3439	Eshibembe Investments Ltd	46627-00100	Nairobi	734783362	General Building Contractors C.	C
	BK3/13/1972	Ess Tee Zee International Ltd	27505-00506	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/1077	Funan Construstion Company Ltd.	55252-00200	Nairobi		Building Works (General Building)_C	C
6011.157	BK3/13/6011	G4S Security Services Kenya Limited	30242-00100	Nairobi	020-6982000	Security Surveillance Systems, CCTV and Intruder Alarm System C	C
	BK3/13/1153	Gateri Decorators & General Construction.	21138-00505	Nairobi		Building Works (General Building)_C	C
3806-9047	BK3/13/3806	Geokarma Construction Limited	17892-00500	Nairobi	020-2539494	General Building Contractors C	C
1308-4476	BK3/13/1308	Gracan Construction Company	62680-00200	Nairobi	721368220	General Building Contractor C	C
	BK3/13/0616	Gravity Contractors Ltd.	51034-00200	Nairobi		Building Works (General Building)_C	C
5650.10511	BK3/13/5650	Gurdev Engineering & Construction Works Limited	45752-00500	Nairobi	55804216	General Building Contractors C.	C
5627.15763	BK3/13/5627	Harbour Contractors (k) Limited	62078-00200	Nairobi	203862914	General Building Contractors C.	C
5759.10848	BK3/13/5759	Ilsan Enterprises Limited	72399	Nairobi	020-2212161	General Building Contractors C.	C
388.666	BK3/13/0388	Index Construction & Hardware Merchants.	39891	Nairobi	722631417	General Building Contractor C	C
	BK3/13/0074	Jabenga Contractors.	44595	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_C	C
	BK3/13/2189	Joint Commercial Suppliers Limited.	69449-00400	Nairobi	720811454	Building Works(General Building)_C	C

	BK3/13/0063	Jopima Building Contractors.	2218-00100	Nairobi		Building Works (General Building)_C	C
1621.658	BK3/13/1621	Juanco Contech Ltd	381-00502	Nairobi	020-20788754/5/6 020-3002397/8	General Building Contractor C	C
	BK3/13/0603	Kamirithu Building Constructors Company Ltd.	440-00517	Nairobi		Building Works(General Building)_C	C
	BK3/13/0246	Kargua (K) Construction Company.	60893	Nairobi		Building Works (General Building)_C	C
	BK3/13/1348	Karuri Civil Engineering.	32126	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_C	C
	BK3/13/1513	Kembu Housing (1979) Engineers	51412	Nairobi		Building Works (General Building)_C	C
	BK3/13/0066	Kenfit Ltd.	32697	Nairobi		Building Works (General Building)_C	C
	BK3/13/1177	Kenya Koch-Lighting Industries.	39582-00623	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_C	C
	BK3/13/1665	Kimemia Engineering Construction Company Ltd	51497-00200	Nairobi		Building Works (General Building)_C	C
	BK3/13/0105	Kioni Builders.	52688-00200	Nairobi		Building Works (General Building)_C	C
	BK3/13/0039	Latis Construction.	10157-00100	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_C	C
5957.16056	BK3/13/5957	M.C. Builders Limited	634-00606	Nairobi	718020136 720897830	General Building Contractors C.	C
	BK3/13/0223	Maridadi General Contractors & Repairs.	43518-00100	Nairobi		Building Works (General Building)_C	C
	BK3/13/1794	Master Piece Electrical Ltd	72942-00200	Nairobi		Electrical Engineering Services(Electrical Installation_C, Generator Plant & Control Panels_C, Solar Power Generators_C, Photovoltaic Installations_C)_C	C
	BK3/13/1095	Mbame Construction Ltd.	77911	Nairobi		Building Works (General Building)_C	C
6311.502	BK3/13/6311	Mits Electrical Company Limited	76187	Nairobi	020-2157936	Electrical Installation Services (Lift Installation) C	C
	BK3/13/0107	Miu Electrical Company Ltd.	74036-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/1904	Mombasa Construction Company	3920 -00100	Nairobi		Building Works(General Building)_C	C
	BK3/13/0683	Moses Boro Kimani & Company.	21015	Nairobi		Building Works (General Building)_C	C

	BK3/13/1270	Mullard Electronics Ltd.	59316_00200	Nairobi		Electrical Engineering Services(Electronic Communication_C Structured Cabling_C Security Surveillance_C) Mechanical Engineering Services(Fire Engineering Services)_C	C
	BK3/13/0847	Munge Building Contractors.	74928	Nairobi		Building Works (General Building)_C	C
	BK3/13/0283	Muwacia General Contractor.	325-00100	Nairobi		Building Works (General Building)_C	C
	BK3/13/0806	Nderi Engineering Company Ltd.	10681-00400	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
1549.1841	BK3/13/1549	New World Stainless Steel Ltd	44922-00100	Nairobi	020-558881	Mechanical Engineering Services (Kitchen & Laundry Equipment)_C	C
6281.12486	BK3/13/6281	Niaz Engineering Enterprises Limited	46687-00100	Nairobi	722805258	General Building Contractors C.	C
5501.11362	BK3/13/5501	Nidcon Builders Limited	22862-00400	Nairobi	020-3750409	General Building Contractors C.	C
148.1283	BK3/13/0148	Nile Electricai Services	55557-00200	Nairobi	020-2226650	Electrical Engineering Services(Electrical Installation) C	C
	BK3/13/0001	Njuguna Builders & Plumbers Drain Layers Ltd.	53621-00200	Nairobi		Building Works (General Building)_C Mechanical Engineering Services(Drainage)_C Civil Engineering(Sewers)_C	C
	BK3/13/0182	Patsam General Building Contractors.	70599	Nairobi		Building Works (General Building)_C	C
2625.5509	BK3/13/2625	Perma Structural Engineering Co.	128-00400	Nairobi	724713273	General Building Contractor	C
	BK3/13/1158	Plainsteel Engineering Company Ltd.	28928_00200	Nairobi		Civil Engineering(Structural Steel Works)_C	C
	BK3/13/1890	Pluton Ict Limited	67969-00200	Nairobi		Electrical Engineering Services(Structured Cabling)_C	C
	BK3/13/0805	Promise Enginering Works.	54943	Nairobi		Building Works (General Building)_C	C
	BK3/13/0082	Prosper Construction Company.	45109-00100	Nairobi		Building Works (General Building)_C	C
	BK3/13/2216	Pwani Electrical Systems	42127	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/0077	Pyramid Construction Ltd.	3566-00100	Nairobi		Building Works (General Building)_C	C
	BK3/13/0469	Refrigereration Components Ltd.	38942-00623	Nairobi		Mechanical Engineering Services(Ventilation, Refrigeration, Air-conditioning)_C	C
1967-3930	BK3/13/1967	Reliance City Housing Company Ltd	71431 00622	Nairobi	734720100	General Building Contractors. C	C

	BK3/13/1494	Rhoseda Construction Company	22057-00400	Nairobi		Building Works (General Building)_C	C
	BK3/13/0766	Richardson Company.	54757	Nairobi		Building Works (General Building)_C	C
4228.99510	BK3/13/4228	Roc'ui Contractors Limited	18380-00500	Nairobi	020-605598	General Building Contractors C.	C
4465.10438	BK3/13/4465	Rural Distributors Enterprises Ltd	4127-00506	Nairobi	720747655	General Building Contractors C.	C
	BK3/13/1865	Sacci Civil Engineering Works Ltd	10577-00100	Nairobi		Building Works(General Building)_C	C
6331.3668	BK3/13/6331	Sawarn Singh & Sons Limited	10603-00400	Nairobi	020-559236 557403 553690	Electrical Installation Services C	C
	BK3/13/1620	Security World Ltd	76442-508	Nairobi		Electrical Engineering Services(Security System Installation Surveillance)_C	C
	BK3/13/2239	Seven Fourteen Ltd.	57002-00200	Nairobi		Mechanical Engineering Services(Refrigeration, Air Conditioning & Mechanical Ventillation)_C	C
5721.12308	BK3/13/5721	Shandong Zhongton Steel Structure Engineerind (k) Company Limited	211167-00200	Nairobi	723737147	General Building Contractors C.	C
	BK3/13/0713	Skytech Communication Resources Ltd.	10088-00100	Nairobi		Electrical Engineering Services(Electronic Communications)_C	C
2724.6195	BK3/13/2724	Solstice Construction Co. Ltd	25678-00100	Nairobi	722313978	General Building Contractor	C
	BK3/13/1058	Steja Builders.	100711-00101	Nairobi		Building Works (General Building)_C	C
4916.8908	BK3/13/4916	Telecom Infrastructure & Network (k) Limited	22007-00100	Nairobi	020-2452584	General Building Contractors C.	C
	BK3/13/2309	Trishcon Construction Co. Ltd	39588-00623	Nairobi		Building Works(General Building)_C	C
1763.2246	BK3/13/1763	Ultra Electric Ltd.	16071-00100	Nairobi	020-210383/316766	Electrical Engineering Services(Lift Installation) C	C
	BK3/13/0030	Uneek Electrical Company Ltd.	72578-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_C	C
	BK3/13/1953	Ura -Techs	34186-00200	Nairobi		Building Works(General Building)_C	C
3088.6389	BK3/13/3088	Wil Developers & Construction Ltd	10382-00100	Nairobi	020-248746	General Building Contractor C	C
4507.10033	BK3/13/4507	Zadok East Africa Limited	4790-00100	Nairobi		General Building Contractors C.	C
4180.93110	BK3/13/4180	PSK Limited	1031-00100	Nairobi	722298568	Electrical Engineering Contractor (CCTV Installation C)	C
4154.95870	BK3/13/4154	Vinbel International Ltd	55054-00200	Nairobi	716357852	General Building Contractors C.	C
3404.8733	BK3/13/3404	Wachira Building Limited	1307-00200	Nairobi	733905576	General Building Contractors C.	C
2486.1341	BK3/13/2486	Kartar Singh Dhupar And Company Limited	38987-00623	Nairobi	722510944	General Building Contractor C, Civil Engineering (roadworks) E.	C & E

2600.4354	BK3/13/2600	Databit Limited.	51826-00200	Nairobi	722685776	Telecommunications 'C' Structured Cabling 'C'	C & C
209.0567	BK3/13/209	Electrocom Power International Ltd	10616-00100	Nairobi	020-316694	Electrical Engineering Services (Electrical Installation) C. Mechanical Engineering Services (Kitchen Equipments) C	C & C
	BK3/13/0088	Elektromek Enterprises.	60067-00200	Nairobi		Electrical Engineering Services(Electrical Installation)_C Mechanical Engineering Services(Kitchen Equipment)_C	C & C
299.236	BK3/13/299	Githongo Electrical Engineering Ltd	22281-00400	Nairobi	020-6751112	Electrical Installations C. General Building Contractors C	C & C
3587.5504	BK3/13/3587	Bahati Industries Limited	57467-00200	Nairobi	020-244719	General Building Works C. Civil Engineering Services(Road Works) D	C & D
	BK3/13/0465	Jap international Ltd.	61117	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_D	C & D
987.1095	BK3/13/0987	Kima & Partners Irrigation & Civil Engineering Contractors.	21069-00505	Nairobi	020-2719738 2724014	General Building Contractor C Civil Engineering Services(Road Works) D	C & D
	BK3/13/0911	Lee Construction Ltd.	28969	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_D	C & D
	BK3/13/1160	Mahadi Investments Ltd.	42576	Nairobi		Building Works (General Building)_C Civil Engineering(Road Works)_D	C & D
1593.16386	BK3/13/1593	Mick Builders & Civil Engineering Contractors	16432-00610	Nairobi	722851046	General Building Contactors C. Civil Engineering Services (Road works) D	C & D
	BK3/13/1584	Polical International Company	11987-00400	Nairobi		Building Works (General Building)_D Civil Engineering(Roadworks)_C	C & D
	BK3/13/1276	Cowford General Contractors.	10572-00100	Nairobi		Building Works (General Building)_C Civil Engineering (RoadWorks_E Structural Steel_E)	C & E
1995.3737	BK3/13/1995	Shalfa Holding Ltd	56151-00200	Nairobi	020-6763209/30/67/68	General Building Contractors C. Civil Engineering Services (Roadworks) E	C & E
4579.10301	BK3/13/4579	Skillman Construction Limited	1481-00100	Nairobi	723372104	General Building Contractors C. Civil Engineering Services (Roadworks) E.	C & E
	BK3/13/2196	T.K.M. Maestro Ltd	9697-00100	Nairobi		Building Works (General Building)_C Civil Engineering(Roadworks)_E	C & E
1586.3163	BK3/13/1586	Sivad Construction Ltd.	15026-00100	Nairobi	829012/3	General Building Contractor C. Civil Engineering Services(Road Works) E	C & E

2106.2345	BK3/13/2106	Conduct Of Kenya Ltd	34797	Nairobi	721727620	General Building Contractors C. Civil Engineering Contractors G	C & G
2507.1833	BK3/13/2507	Mellech Engineering & Construction Ltd	45770-00100	Nairobi	020-550023	General Building Contractors C.Civil Enginering Services(Road Works) G	C & G
	BK3/13/0467	Les Amis Ltd	10844-00100	Nairobi	020-553081	Building Works (General Building)_C Civil Engineering(Roadworks)_C Civil Engineering(Structural Works)_D	C C& D
	BK3/13/0333	Frankim Construction.	11366	Nairobi		Building Works (General Building)_C Mechanical Engineering Services(Plumbing, Drainage)_F Civil Engineering(Structural Steel Fabrication_C)_G	C F & G
1572.1736	BK3/13/1572	Com Twenty One Ltd	30011	Nairobi	020-3875555	Electrical Engineering Services (Telecommunication)_C,Structured Surveillance C.Security Surveillance(CCTV) Intruder Alarms System, and Access Control.C.	C, C & C
3764-7470	BK3/13/3764	Housing Company Of East Africa Limited	52748-00200	Nairobi	020-2348881	General Building Contractors C. Civil Engineering Services (Road Works) C. Civil Engineering Services (Sewers) C	C, C & C
145.1609	BK3/13/0145	Clean Air Systems Ltd.	157-00618	Nairobi	020-8562723/4/5	Refrigeration, Air Conditioning And Ventilation C. Plumbing, Drainage And Sanitary Fittings D. Fire Enginering Services E	C, D & E
2996.5232	BK3/13/2996	Limelight Creations Limited	4963-00506	Nairobi	020-828710	General Building Contractors C.Civil Engineering Sevices (Road Works) D. Refrigaration, Air Conditioning & Ventilation F. Water Tanks, Treatment Plant & & Pumping Equipment E.	C, D, F & E
219.1902	BK3/13/0219	Alfa Tech Contractors Ltd.	45027-00100	Nairobi	020-556924/556926	General Building Contractor_C. Civil Engineering Services(Sructural Steel Works)_E. Mechanical Engineering Services(Water Tanks, Treatment Plants)_E	C, E & E
438.435	BK3/13/0438	La Femme Engineering Services.	64723-00620	Nairobi	728169329/734721658	General Building Contractors C. Civil Engineering Services (Roadworks) E. Civil Engineering Services (Sewers) E	C, E & E