

THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON PROJECT  
IMPLEMENTATION; THE CASE OF RIPPLES INTERNATIONAL PROJECTS, MERU  
COUNTY, KENYA

BY

FARAJA WANJIRU MUGIRA

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## DECLARATION

I declare that this is my original work and has not been presented for an award in this or any other university.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Faraja Wanjiru Mugira

REG. NO: L50/83797/2012

This work has been submitted with my approval as the University Supervisor

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Professor Harriet Kidombo

School of Continuing and Distance Education

University Of Nairobi

## **DEDICATION**

I dedicate this work to my Mum Prudence N. Mugira for the love and care she has always given me; I also dedicate this work to my daughter, Edwina Nkirote for the warm reception on every return home from late night classes.

## **ACKNOWLEDGEMENT**

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

**HRM** - Human Resource Management

**NGO** - Non-Governmental Organization

**HR** - Human Resource

## ABSTRACT

In a world increasingly characterized by globalization of product markets, the importance of human capital as a resource that can potentially provide competitive advantage has become more important. Because an organization's people are integral to its success, researchers interested in managing human capital have increasingly focused on Human Resource practices as the levers through which firms might build the human capital that makes up resources and capabilities. This project focused on the Human Resource practices and their influence on the Ripples International projects implementation. Ripples International is an NGO started in 2002 and is focused on saving lives and serving children, promoting the welfare of children and the oppressed and empowering households to take responsibility of their future. The target population was all the 5 projects of Ripples International which are run by 70 employees who will be the respondents. The specific objectives were evaluated and they included how recruitment and selection, performance appraisal, teamwork, training and development and employee involvement influenced project implementation. This research was a descriptive survey that was quantitative in approach and the data was collected using questionnaires and interviews and was analyzed by use of descriptive statistics and non parametric inferential statistics using SPSS (Statistical Package for Social Sciences). The findings show that recruitment and selection, performance appraisal and teamwork undertaken at Ripples International influenced project performance. The study established that training and development carried out by the organization had no significant influence on the project implementation activities as a large population pay for their own training and they may not have traced the benefit to the organization. One recommendation of the study is that more needs to be done on employee involvement as it was found that more employee involvement was required to ensure ownership of the projects by the employees.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

In the globalization era, the changing global market competitiveness has created new challenges for organizations as well as individuals (Schuler et al 1992). For organizations to maintain or create competitiveness it is necessary that they build and retain their skilled and talented human resources. Many previous empirical studies have established a linkage between Human Resource Management practices and organizational performance (Huselid et al 1995).

Over the last decade, much research has been conducted in the field of Human Resource Management and its association with organizational performance. Prior studies have found substantial positive evidence for statistical associations between Human Resource Management practices and improved organizational performance. For organizations to survive in a global economy in the new millennium, they need to exploit all the available resources as a means of achieving competitive advantage, (Labo & Wilson, 1994).

One resource recognized as providing a source of competitive advantage is the human resources of the organization. Kamoche & Mueller, 1996 asserts that an effective and competitive human resource is the key to the strength of organizations in facing the challenges of business today. A NGO must strive to attract, develop and retain qualified and enthusiastic employees as they are the key to their success. NGOs now have a high demand for skilled employees to help the organization function at its best. Almost all the HR practices are being adapted by NGOs and the roles and responsibilities are equally challenging. Clear selection criteria must be created as they contribute significant value by helping HR practitioners in placing the right types of individuals in the right positions. They also ensure that employees are provided with support and understanding. Such initiatives are aimed at retaining qualified, enthusiastic employees and developing a positive organizational culture.

The extent, if any, to which Human Resource Management (HRM) practices impact on organizational performance has emerged as the central research question in the personnel field (Becker and Gerhart, 1996). Although initial results indicate that some human resources practices

may have a positive effect on organizational performance, most scholars suggest that more conceptual and empirical work is required (Brewster, 2004; Cardon and Stevens, 2004; Givord and Maurin, 2004; Zhu, 2004).

### **1.1.1 Ripples International Projects**

These include a child rescue center for completely abandoned babies aged between 1 day and 3 years and a girls rescue center which is a temporal rescue shelter for girls who are at constant risk of abuse. Community Services is another project that extends support to over 10,000 orphaned and vulnerable children throughout Meru, Isiolo and Samburu Counties. The Medical Center offers integrated health services aimed at improving the quality of life of every member of the community, especially children and mothers through affordable, accessible and reliable services. Finally is the Ripples International Christian School that is focused on nurturing the competence of every child to enable them apply the knowledge acquired to addressing real life situations.

Based on the research findings, the projects have enjoyed various milestones as evidenced by the many vulnerable children who have obtained shelter, legal redress and education not to mention the many households that have been empowered financially and the increased enrollment of children at the school. All these have been made possible through the influence of recruitment and selection, teamwork, and the performance appraisals which have led to the motivation of the staff to perform. These successes would otherwise not be achieved without the combination of these human resource practices to guide the staff. However a challenge was noted that the training and development carried out by the organization had no significant influence on the project implementation activities as a large population pay for their own training and they may not have traced the benefit to the organization. More also needs to be done on employee involvement as it was found that more employee involvement was required to ensure ownership of the projects by the employees.

## **1.2 Statement of the Problem**

For organizations to survive in a global economy, they need to utilize all the available human resources to achieve a competitive advantage. Human capital such as ability, skills and motivation must be aligned with the needs of the organization to improve performance (Pickles et al, 1999). The NGO sector, one of the dynamic sectors in Kenya has seen continued growth despite the many challenges due to the nature of operation which is 'not-for-profit' thereby requiring proper Human Resource Management practices like recruitment and selection, performance appraisal, training, teamwork and employee involvement to be put in place to enhance performance.

Numerous studies have shown a positive relationship between Human Resource Management practices and organizational performance: Nayaab et al (2011) conducted a study and asserted that Human Resource Management practices like training, employee participation in decision making was found significantly related to performance. Further, Osman et al (2011) found that the effectiveness of implementing Human Resource practices in an organization does indeed have a major impact towards its performance. However, some studies (Guest, 1997) show that it is important to examine Human Resource Management practices in as many settings as possible to justify these results. HRM in NGOs helps them understand and assess organizational behavior and functioning, improve the performance of their staff, build effective management systems and improve long-term sustainability and resource mobilization. According to the research findings, the challenge at Ripples International is that the benefit from the training and development of the staff may not be traced to the organization since they foot their own training costs leading to their performing below par. Additionally, more also needs to be done on employee involvement as it was found that more employee involvement was required to ensure ownership of the projects by the employees.

Despite the many studies that revealed the positive effects of Human Resource Management practices of an organization's performance (Droge & Vickery, 1999), to date there is no consistent agreement on whether there is a single set of human resource practice that represents a universally superior approach to managing people and what to measure in terms of organizational performance (Becker and Gerhart, 1996). In addition, the extent, if any, to which

Human Resource Management (HRM) practices impact on organizational performance still remains a central research question in the personnel field (Becker and Gerhart, 1996) hence the need to carry out this study to establish the influence of Human Resource Management practices on employee performance in the Ripples International projects.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate the influence of Human Resource Management Practices on project implementation, the case of Ripples International projects, Meru County, Kenya.

### **1.4 Objectives of the study**

The objectives of this study were:

- (i) To determine the influence of recruitment and selection on the Ripples International projects' implementation in Meru County.
- (ii) To assess the influence of performance appraisal on the implementation of the Ripples International projects in Meru County.
- (iii) To establish how teamwork influences the implementation of the Ripples International projects in Meru County.
- (iv) To examine how training and development influences the Ripples International projects' implementation in Meru County.
- (v) To assess how employee involvement influences the implementation of the Ripples International projects in Meru County.

### **1.5 Research Questions**

The research sought to answer the following questions:

- (i) How does recruitment and selection influence the implementation of the Ripples International projects?
- (ii) How does the performance appraisal carried out on the employees influence implementation of the projects?
- (iii) To what extent does teamwork influence the implementation of the Ripples international projects?
- (iv) In what way do training and development influence implementation of the Ripples International projects?

(v) What is the influence of employee involvement in the implementation of the Ripples International projects?

### **1.6 Significance of the study**

This study and its findings were viewed necessary as they provided more understanding on the various Human Resource Management practices needed to successfully perform in the practices of Human Resource Management in the Non-Governmental Organizations (NGOs). Human resource practices aim to provide future direction through people management in terms of long term planning of Human Resource Management by aligning it with the organization's overall goal. This is vital for an organization's success. Human resource is therefore a major contributor to the organization's overall performance and success.

It is in this light that this study was carried as a contribution to the NGOs and their management in enlightening them on the relationship between HRM practices and organizational performance as relates to the NGOs. It will also benefit other organizations with a basis of understanding the HRM practices alongside making the necessary policies regarding employees' wellbeing. This study will also be a source of reference for future researchers studying the same or related topics in human resource.

### **1.7 Delimitation of the Study**

This study was conducted within Ripples International, Meru. It is an organization with five (5) departments namely; The New Start Centre, The Tumaini Centre, Ripples International Christian School: Nahal Academy, Ripples International Medical Centre and the Community Services department. Each of these departments is ran by a Project Manager who operates from the departmental office and in turn reports to the Executive Director at the Main Office situated at Kithoka, Meru.

The organization has 70 employees who include the management team and the general staff members. The study population was targeted to be the total workforce whereby at least all of the persons in each department were reached for data collection.

### **1.8 Limitations of the study**



The major limitation of the study was time factor. The study results were expected within a limited time frame and this was a constraint. However this was sorted out by using every available time to complete the needed tasks.

The cost of the project was also a limitation as it involved lots of mobility, purchase of writing and reading materials, airtime among other resources. Based on this, any unnecessary costs were avoided. Another limitation of the study was the logistics of reaching some of the respondents as they were based in the field and hence scattered in different areas making it hard to reach them. This was mitigated by taking advantage of the communal Monday devotions attended by majority of the field staff to reach them.

### **1.9 Assumptions of the study**

In the study it was assumed that the respondents would be reliably knowledgeable about the issues of Human Resource Management practices and would be able to link them with their own working experiences.

The researcher also assumed that the data collected would represent as far as possible the organization's situation such that any possible recommendations would apply to the whole organization.

### **1.10 Definitions of significant terms**

**Human Resource Management practices:** the functions of management of persons in an organization which in this study include; recruitment and selection, performance appraisal, training and development, teamwork and employee involvement

**Recruitment and selection:** the process of declaring vacant job posts and identifying suitable people for these posts.

**Performance appraisal:** the assessment of an employee in terms of their accomplishments

**Training and development:** Organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

**Teamwork:** The combined action of a group of people working together to accomplish a specific goal or complete a project.

**Employee Involvement:** Regular participation of employees in deciding how their work is done, making suggestions for improvement, goal setting and monitoring of their performance.

**Project Implementation:** A specific set of activities designed to put into practice an activity or program of known dimensions.

### **1.11 Organisation of the Study**

Organization of the study is an outline of the chapters of the research project. Chapter one is systematically organized to cover the background to the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitation of the study, limitation of the study, assumptions of the study, definition of significant terms and organization of the study. Chapter two outlines review of literature which is basically the views advanced by other scholars about the subject matter of the study. The chapter also discusses theoretical review and conceptual framework of the study. Chapter three on the other hand, describes the methodology that was employed in the study. It entails research design, target population, sample size and sampling procedure, methods of data collection, validity of the instrument, reliability of the instrument, method of data analysis and finally operational definition of variables. Chaptered four presents the analysis of data collected from the two items in the study questionnaire. The findings are analyzed and presented in the form of frequency tables, numerical values and percentages for comparison of the responses. The responses are presented followed by a brief interpretation guided by the research objectives and a discussion on research findings from the analysis of the data. This chapter presents the summary of the study findings together with conclusions of the study. Chapter five covers a summary of the findings and discussions of the research questions; it also presents the discussions and conclusions recommendations of the study as well as suggestions for further studies.

## **CHAPTER TWO: LITERATURE REVIEW**

## **2.1 Introduction**

This chapter contains what has been researched on concerning the various Human Resource Management practices being studied by the researcher. The materials are drawn from several sources which are closely related to the objectives of the study. For this study, literature on Human Resource Management practices was reviewed and included recruitment and selection, performance appraisal, training and development, teamwork and employee involvement. This literature was necessary as it shed knowledge on the various perspectives, ideas and other aspects of the practices in relation to their influence on the implementation of the Ripples International projects.

## **2.2 Human Resource Management Practices and Project Implementation**

Human Resource Management practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991).

Organizations are now evolving toward structures in which rank mean responsibility but not authority, and where the Manager's job is not to command, but to persuade (Drucker (1999). Project implementation involves leading and managing the application of the project implementation plan. This task can be relatively simple, or can become extremely complex, depending on the nature of the project. All project management, success during implementation is partially an art of managing people, leading teams and communicating with clarity. In its simplest form, the responsibility of the project manager is to implement the project plan by applying the technical skills of managing issues, internal controls and the people.

Past researchers such as Noe, Hollenbeck, Gerhart and Wright (2000) contended that human resource management (HRM) is known as the central business concern, that shapes the behavior, attitudes, and performance of the employees, hence, HR practices are important tools for organizational performance. The fact that Human Resource Management Practices are related to organizational performance has been well documented. Previous studies have found significant positive evidence for the relationship between Human Resource Management Practices and improved organizational performance. Because an organization's people are key to its success, researchers who are interested in managing human capital have focused on Human Resource

practices as the guides through which organizations might build the human capital that makes up resources and capabilities.

Blickle, (2003) contended that, in order to be effective, it is critical for managers to influence their subordinates, peers, and superiors to assist and support their proposals, plans, and to motivate them to carry out with their decisions. Previous researchers on managerial performance such as Kanter, (1982) and Pavett and Lau (1983) pointed out that an important component of successful management is the ability to influence others. There is a growing body of work on HR practices and organizational performance (e.g., Li, Zhao, & Liu, 2006; Sanchez, Jimenez, Carnicer, & Perez, 2007; Lin & Chen, 2007) which showed an important linkage between HR practices and organizational performance. In addition to that, Brower, Schoorman, and Tan (2000) stated that effective managers do not work in isolation from their subordinates, instead they would prefer to work with their subordinates, and the nature of the relationship between the manager and subordinate has been acknowledged as complex and interactive.

Hom and Griffeth (1995) posited that when employees are not committed to their firms, this would lead to reduction in productivity, poor service quality provided, lost business opportunities, and subsequently increased administrative burden to the companies. Ramsey, Scholario, and Harley (2000) who have conducted a research to investigate the link between HR and productivity found that HR practices have in fact improved the performance of employees. Other researchers who have conducted similar researches are Arthur (1994) and MacDuffe (1995). This is further supported by Horgan and Mohalu (2006), Bashir and Khattak (2008) that some selected HR practices are associated with better employee performance. However, the influence of HR practices is found to have affected firm performance when it involved and allowed employees to contribute on organizational outcomes (Wright, McCormick, Sherman, & McMahan, 1999).

Different researchers have developed models from time to time which have helped the Human Resource practitioner to effectively manage the Human resources. Guest (1997) developed the Guest Comparative Model which works on the premise that a set of integrated Human Resource

Management practices will result to superior individual and organizational performance. It holds that Human Resource Management strategies like differentiation, innovation, the focus on quality and cost reduction will lead to practices like better training, appraisal, selection, rewards, job designs, involvement and security leading to more quality outcomes; commitment and flexibility. It will then affect performance in that productivity will increase; innovation will be achieved as well as limited absences, labor turnover, conflicts or customer complaints.

Nayaab et al (2011) conducted a study on Human Resource Management practices and found that they contribute to enhanced employee performance. The result indicated that Human Resource Management practices like training, employee participation in decision making was found significantly related to performance. Further, Osman et al (2011) found that the effectiveness of implementing Human Resource practices in an organization does indeed have a major impact towards its performance.

According to Chandler and McEvoy (2000), one of the lingering questions in Human Resource Management research is whether or not there is a single set of practices that represent a 'universally superior approach' to managing people. Theories on best practices suggest that universally, certain Human Resource practices, either separately or in combination are associated with improved organizational performance. Researchers have also found that those well paid, well motivated workers working in an atmosphere of mutuality and trust generate higher productivity gains and lower unit costs (Boxall, 1996; Lowe and Oliver, 1991; Pfeffer, 1994).

This study aimed to find out the relationship between the Human Resource Management practices: recruitment and selection, performance appraisal, training and development, teamwork and employee involvement and implementation of projects at Ripples International.

### **2.3 Recruitment & Selection and Project Implementation**

A major concern in the recruitment and selection of staff has been in relation to the process of identifying the relevant qualities required to enable an appropriate match between the person and the job.

The process of staffing employees in the organization consists of finding, evaluating, and assigning people to work (Harel and Tzafirir, 1996). In addition, research has shown that implementing an effective staffing process is positively related with organizational performance

(Delany and Huselid, 1996). Koch and McGrath (1996) also found that sophisticated recruitment and selection procedures are positively related to labor productivity.

In order to attract the right people for the job and for enhanced organizational performance, Pfeffer, (1995) asserts that an organization must communicate the position in such a way that job seekers respond. To be cost-effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out. Management has to attract more candidates in order to increase the selection ratio so the most suitable candidate can be selected out of those available.

Huselid (1995) examined Human Resource practices of high performance companies and found that attracting and selecting the right employees increases employee productivity, boost organizational performance and contribute in reducing turnover. Paul and Anantharaman (2003) pointed out that an effective hiring process ensures the presence of employees with the right qualifications, leading to production of quality products and consequently in increase of economic performance. This practice can ensure the right people, with the desirable characteristics and knowledge, are in the right place so they fit in the culture and climate of the organization. What is more, pin pointing the right employees would decrease the cost of employees' education and development.

#### **2.4 Performance Appraisal and Project Implementation**

In any organization, what gets measured is what gets done. Appraisal, according to Smith (2000), involves the identification of the cause and effect relationships on which employment and labor policies are based or can be based. It is a routine process that organizations use to evaluate their employees. It is a system that is as objective as possible of an ongoing policy and aims to appraise the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Bdemardin and Russell (1993) argued that wider communication of performance appraisal policies within the organization is essential to make employees clear about their specific role as contribution to the organizational performance. Rahman (2006) found that comprehensive performance appraisal enhances employees' commitment which in turn enhances their

performance. Lee and Lee (2007) also found that effective performance appraisal improves productivity and quality.

Murphy and Cleveland (1995) believe that performance appraisal can help organizations in four ways: First, they can enhance the quality of the organizational decisions, ranging from promotions, layoffs, compensation and transfers. Second, they can enhance the quality of individual decisions, ranging from career choices to decisions about where to direct one's time and effort. Third, they provide a set of tools for organizational diagnosis and development and finally they can affect employees' views of attachment to their organization. Performance appraisal is a tool that can lead to better communication, motivation and feedback (Stivers and Joyce, 2000).

Comprehensive performance appraisal system forms the basic yardstick for assessing an individual's performance, highlight potential for future career advancement, most importantly, to improve the performance (Mullins, 2002). Lecky (1999) defined performance appraisal system as a benchmark which is set against specific task performance, define and evaluate current performance. In addition, it is a merit rating which should be beneficial to both parties and must be constantly reviewed to suit the requirement.

Since these studies were carried out in developed countries, this research aims to gauge the effects of performance appraisal in project implementation at Ripples International, Kenya being a developing country as we cannot conclude that the results will be similar.

## **2.5 Teamwork and Project Implementation**

More and more employees are required to work in teams, make joint decisions and undertake common initiatives in order to meet the objectives of their team and organization. In today's workplace, where an enormous variety of productive activities occur, teams may be the single commonality. Work environments deploy teams to achieve gains from the transfer of knowledge and mutual learning. These teams also provide a means to merge one team member's collaborative skills with another team member's technical skills. The result is new opportunities for cooperation, collaboration and improved productivity.

The use of teams that incorporate autonomy in their designs continues to be an important element of modern organizations (Guzzo & Dickson, 1996; Langfred, 2000). Despite the broad array of prior work on autonomy and teams, the extant literature has not yet adequately addressed how team autonomy affects the collaborative work process of teams with innovative tasks.

However, prior investigations have not produced a thorough understanding of how team and individual autonomy affect various elements of the collaborative team process such as task coordination, balance of member contributions to the team task process, mutual support, work effort, or the open sharing of information. These aspects of the teamwork process, however, have recently been shown to be important drivers of the performance of teams with innovative tasks (Hoegl & Gemuenden, 2001; Hoegl et al., 2003).

Previous studies of team autonomy have focused on the transfer of decision authority from the team manager to the team, without further specification of the distribution of decision authority within the team (Cohen, Chang, & Ledford, 1997; Kirkman & Rosen, 1999; Manz & Sims, 1987; Wall, Kemp, Jackson, & Clegg, 1986). In this study, we address this relatively ignored issue by examining how the distribution of authority within the team is related to collaboration.

Given the focus of prior studies and the gaps mentioned above, we investigate how team and individual autonomy affect the collaborative process of teams in projects. To understand the effects of team autonomy in projects, we consider both the team's autonomy from its manager regarding operational project matters and the team members' equality of influence over project decisions i.e., shared authority.

This research thus extends previous analyses (Hoegl & Gemuenden, 2001; Hoegl et al., 2003) relating teamwork quality to team performance. Drawing on data from the same study, we investigate team influence over project decisions and quality.

## **2.6 Training & Development and Project Implementation**

Training is perceived as the activity when an expert and learner work together to effectively transfer information from the expert to the learner, usually to enhance a learner's knowledge,



skills or attitudes to enable the learner perform more efficiently in the current job. Training is focused upon and evaluated against the job that an individual currently holds (Learner, 1986). Development is viewed as a broad, ongoing set of activities (of which training is among) which bring someone or an organization to another level of performance.

Training and development enables people to acquire new knowledge and skills which enable them to perform their job better. Training focuses on learning the skills, knowledge and attributes required to initially perform a job or to improve on the performance of a current job while development activities are not job related but concentrate on broadening the employees' horizons (Naddler and Wiggs, 1986) all of which can affect performance. Training focuses on the current job while development concentrates on providing activities to help employees expand their current knowledge and allow for growth.

Bartel (1994) demonstrates that training has a positive influence on organizational performance. At the same time, the knowledge, skills and expertise obtained through training and development are very important conditions for empowering staff to act and deal with customers based on that skill or knowledge.

Cherrington (1995) suggests that some of the benefits of training include (1) orienting and informing employees, (2) developing desired skills, (3) preventing accidents through safety training, (4) supplying technical and professional education and (5) providing supervisory training and executive education. These in turn lead to reduced number and cost of accidents, better customer service and improved quality and quantity of productivity.

An important goal of knowledge and knowledge renewal achieved through training and development Spreitzer (1995) and Goodale and Koemer (1997) relate knowledge, skill and expertise to self-efficacy or the perception of confidence in one's ability to perform well. Thus knowledge increases an employee's confidence in their decisions and more importantly in serving their customers.

Once employees understand the organization mission and quality objectives, they must be allowed to develop the skills and abilities necessary to carry out the quality mandate. Training provides employees at every organizational level with the tools needed to recognize faulty processes, identify problems, evaluate and implement alternative solutions. Employees must also

be afforded the opportunity to use these new skills and to be recognized and rewarded for their actions. Companies need to create human resource policies and practices that permit employees to apply their quality skills, assume ownership for solving quality problems, and to receive appropriate rewards and recognition for their accomplishments (Gunnigle et al, 1997).

Russell, Terborg and Powers (1985) have shown a strong positive relation between the percentage of trained employees and performance. However, some authors (Jurich, 2001) argue that training is an expensive activity. It is in this light that this study aims to find out the influence of training on project implementation at Ripples International.

### **2.7 Employee Involvement and Project Implementation**

Ryan and Joe (1998), employee involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization. It means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals. Each employee's input is solicited and valued by his/her management. Employees and management recognize that each employee is involved in running the business.

When an organization truly wants to create a positive work environment that is based on high trust, exceptional customer service, collaborative teamwork, operational excellence, and creative problem solving, then the leadership team must begin to understand, invest in, and be responsive to the needs of the group that represents the organization's most valuable assets, and is also one of its most important customers, the employees (Beck, Joseph and Susan, 1993). The return on such nominal investments will come in the form of higher levels of employee motivation, creativity, productivity, and commitment that will move the organization forward with greater profitability. A fundamental Total Quality Management precept is that employees must be involved and empowered (Bounds, Gregory and Dobbins, 1995).

Hradesky and Jack, 1995, many people confuse communication systems such as team briefings with involvement. Involvement however is more than just the exchange of information. It is the gradual but radical delegation of control to those closest to the process itself. Self-managed

teams, autonomous work groups, high performance work systems, are all examples of true involvement.

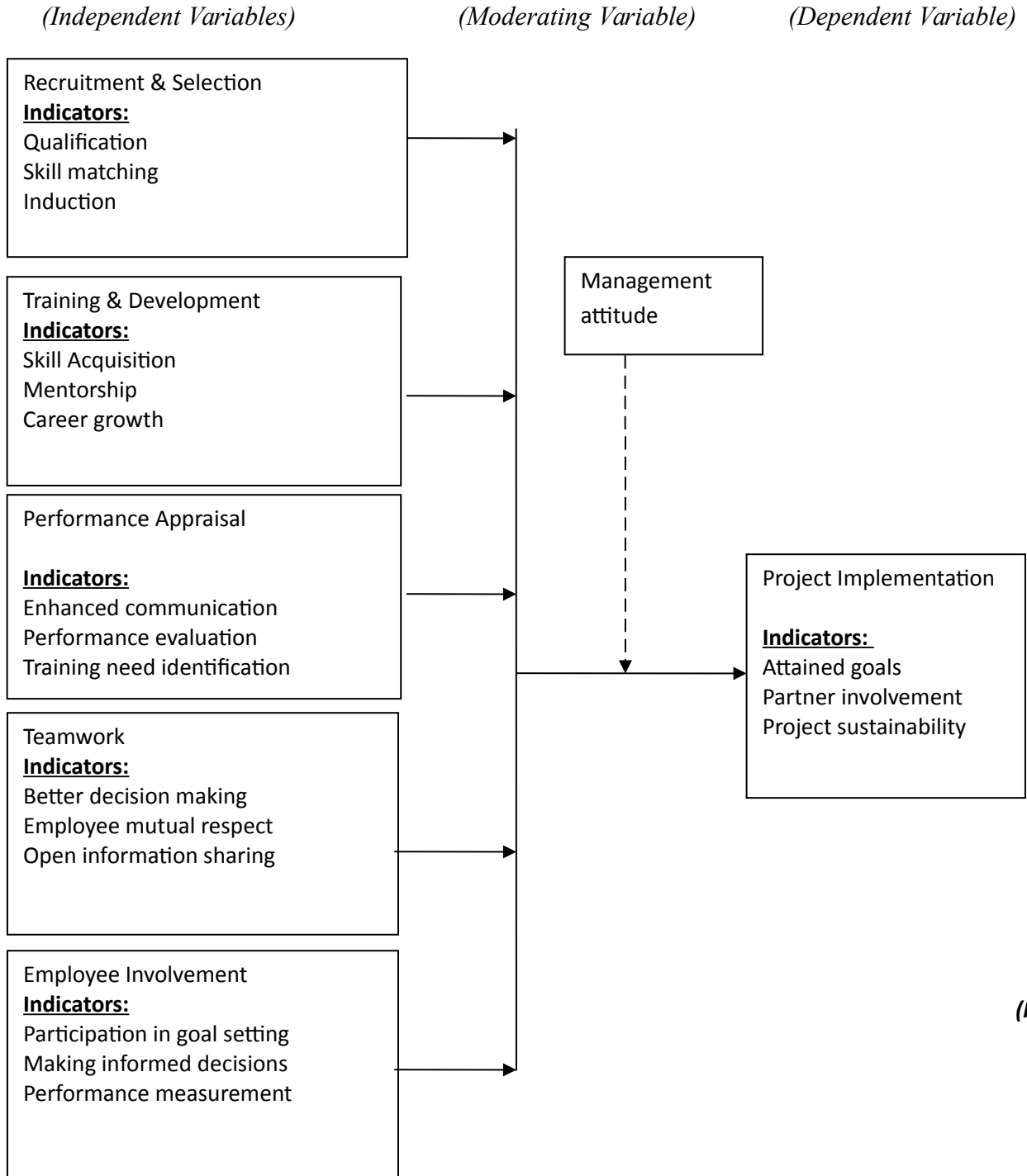
Only a minority of organizations in industry could be truly said to be operating with the involvement of their employees, but the trend over the last 10 years has certainly been to move towards this direction (George, Stephen and Weimerskirch, 1994). This study therefore seeks to find out the influence of employee involvement in the implementation of the Ripples International projects.

## **2.8 Theoretical Framework**

The assumption of the human resource theories is that organizations exist to serve human needs, organizations and people need each other and the fit of people and organization is critical. The job of the manager and leader is to be a catalyst and whose primary concern is to support and empower the employees by helping individuals and group develop a sense of direction and purpose. Rensis Likert (1967) noted in his Participative Decision Making Theory that productive leaders tended to involve subordinates in the decision process. They were employee centered and believed that effective management required treating employees as humans and not just worker bees. This lays emphasis on the need for employee involvement as one of the objectives under study. Supervisors with strong worker productivity tended to focus on the human aspects of subordinate problems while creating teams that emphasize high performance.

McGregor's Y theory states that if the working conditions are favorable, employees will be motivated to work efficiently, growing and developing with the organization to fulfill their potential (Armstrong 2002) effective commitment can help the individual and the organization. Workers develop feelings of affective commitment if they receive the importance from supervisors and not just by overlooking them all the time but by also giving them importance (Sahin, 2012, pp162-163)

## 2.9 Conceptual Framework



This study produced a conceptual framework linking the Human Resource Management Practices: recruitment and selection, performance appraisal, training and development, teamwork and employee involvement which are the independent variables to project implementation which is the dependent variable.

The researcher also included management attitude as a moderating variable. A moderating variable is an independent variable that affects the strength and/or direction of the connotation between another independent variable and an outcome variable. The independent variable's connotation with the outcome variable is stronger or weaker at different levels of the moderator variable. Moderating variables may be naturally occurring or can be artificially created by manipulation of the conditions (Ro, H. 2012).

An organization, regardless of its structure, depends on an effective combination of managers supervising the performance of their direct reports and all employees making their contribution towards organizational goals. If there is a problem with the attitude of managers and workers, you can find its effects somewhere in the organization such as high rates of absenteeism and turnover.

Managers are also responsible for modeling a positive attitude that will inspire employees to achieve. They should monitor their personal communications with employees, through emails and phone calls and seek feedback from employees on how they perceived as managers. Feedback helps managers to pinpoint problem areas in which they must improve (Audra Bianca, 2007).

It is well recognized that individual attitude with the proper motivation can be the deciding factor in the success of a performance as well as of the entire organization. A winning attitude can be the determinant between success and failure (James L. Mazurek, 1989)

### **2.10 Summary of Knowledge Gaps**

According to Chandler and McEvoy (2000), one of the lingering questions in Human Resource Management research is if or not there is a single set of practices that represent a 'universally superior approach' to managing people. Studies on best practices suggest that universally, certain Human Resource Management practices, either separately or in combination are associated with improved organizational performance.

Despite the many studies that revealed the positive effects of Human Resource Management practices of an organization's performance (Droge & Vickery, 1999), to date there is no consistent agreement on what to measure in terms of organizational performance (Becker and Gerhart, 1996) hence the need to carry out this study to establish the influence of Human Resource Management practices on employee performance in the Ripples International projects.

### **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the methods and processes of collecting the data in brief and also the methods that were used in analyzing the collected data. It highlights the following: research design, target population, data collection instruments and data analysis procedure.

### **3.2 Research Design**

This research was a descriptive survey and was quantitative in approach and according to Mugenda and Mugenda (1999), the purpose of descriptive research was attempting to describe such things as possible behavior, attitudes, values and characteristics. The major emphasis of a descriptive study is to determine the frequency of occurrence or the extent to which variables are related.

Kombo and Tromp (2009) describe research design as the scheme or plan used to generate answers to research problems. They state that research design is used to develop answers to problems being investigated. In this study the main focus in general is to try and establish the challenges faced by the study organization in implementing its projects.

The data collected in this research highlighted the organization's values, culture and characteristics in light of the Human Resource practices which in turn affect organizational performance. Debatably, there could be many challenges but the research was centered on the aspect of the Human Resource practices.

### **3.3 Target Population**

The target population was the 5 projects of Ripples International run by the 70 members of staff who will be the respondents. According to Ngechu (2004), a population is a well defined set of people, services, elements, and events, group of things or households that are being investigated. Populations are more representative because everyone has an equal chance of being included in the final sample drawn, according to Mugenda and Mugenda (1999). Target population in statistics is the specific population from which findings are to be applied

This target population number was subdivided into two categories, which is the management team and the individual employees. The management team consisted of the heads of the various projects under study and also included those who head the support departments which are Finance, Admin and Human Resource. All these members were

chosen because each of them has an important role to play in the organization and would have relevant information to contribute to this study.

According to Mugenda and Mugenda (2006) if a population is small there is no point of sampling. Since for this study the total employees are 70 in number and there are 5 projects, a census will be taken and all will be studied.

The categories are represented in the table:

**Table 1: Target Population**

| <b>Project</b>     | <b>Total Management</b> | <b>Total Non-Management</b> | <b>Grand Total</b> |
|--------------------|-------------------------|-----------------------------|--------------------|
| New Start Centre   | 2                       | 15                          | 17                 |
| Tumaini Centre     | 2                       | 11                          | 13                 |
| Medical Centre     | 1                       | 8                           | 9                  |
| RI School          | 2                       | 20                          | 22                 |
| Community Services | 2                       | 7                           | 9                  |
| <b>Total</b>       | <b>9</b>                | <b>61</b>                   | <b>70</b>          |

### **3.4 Method of Data Collection**

Data for this study was collected using questionnaires and interviews. The research used both open and closed ended questions. The open ended questions were used to stimulate the respondent to provide an insight into their views about their working conditions and how they are working into being competitive in the organization. The closed ended questions provided alternatives of answers from the respondents selected to answer.

A questionnaire is a set of printed or written questions with a choice of answers devised for the purpose of a survey or statistical study. It is a document containing questions and other types of items designed to solicit information appropriate for analysis (Babbie 2004)

According to Lindzey Gradner (2010) an interview is a two-person verbal questioning/conversation initiated by the interviewer for the specific purpose of obtaining



research-relevant information and focused by him on the content specified by the research objectives of description and explanation.

The study used primary data which targeted the management team and the employees of the projects under study. The questionnaires were completed by the members of staff working in the various projects. BeH, (1993) note that the use of questionnaires ensures that confidentiality is upheld, saves time and it is very easy to administer.

The questionnaires included structured and unstructured questions and were administered through drop and pick method to the respondents. The structured questions were used in effort to conserve time and money as well as to facilitate easier analysis as they were in an easy-to-use form while the unstructured questions were used to encourage the respondents to give an in-depth response without feeling held back in revealing any information.

### **3.5 Validity and reliability**

Piloting was carried out to test the validity and reliability of the instrument. The piloting was done by administering the questionnaire to a selected number of respondents who were randomly picked from the various projects of Ripples International and who were not part of the study population.

#### **3.5.1. Validity of the instrument**

Validity indicates the degree to which the instrument measures the constructs under investigation (Mugenda and Mugenda, 1999). It means the most critical criterion that indicates the degree to which an instrument measures what it is supposed to measure, this was achieved through discussion with experts who included my supervisor.

#### **3.5.2. Reliability of the instrument**

Reliability refers to the degree to which an assessment tool produces stable and consistent results, (Mugenda and Mugenda, 2003). The extent to which research results are consistent over time (Joppe, 2000). In this study, this was ensured by pre-testing the questionnaire through a pilot study with a selected number of respondents who were randomly picked

from the various projects of Ripples International under study in order to identify and change any ambiguous, awkward and offensive questions.

Test-retest procedure was used. One set of questionnaire was administered to ten members of staff. Then after two weeks the questionnaires were re-administered to another set of staff and correlation between the two tests was calculated and the result confirmed the instrument's reliability.

### 3.6 Methods of Data Analysis

Data analysis involved checking the research instrument to ensure completeness and that it is error-free. The data collected was categorized according to the research questions. It was then sorted, edited and analyzed and its quality checked to eliminate errors and points of contradiction.

The researcher tabulated the quantitative data for each research question using descriptive statistical analysis. This process gave a comprehensive picture of how the data looks like. This was done by constructing frequency and percentage distribution in order to determine if scores were entered correctly, how many they are in each category and the spread of the scores. The results were presented in form of tables and the analyses helped the researcher make valid inferences about the topic under study.

### 3.7 Operational definition of variables

**Table 2: Operational Definition of Variables**

| Research Objectives                           | Type of Variable             | Indicator                       | Measurement Scale            | Level of Scale  | Data Analysis |
|---|------------------------------|---------------------------------|------------------------------|-----------------|---------------|
| To determine the influence of recruitment and | <b>Independent variable:</b> | Qualification<br>Skill Matching | Number of qualified recruits | Ordinal/Nominal | Descriptive/  |

|  |  |   |                                     |                 |                             |
|--|--|---|-------------------------------------|-----------------|-----------------------------|
| selection on the project implementation                                    | recruitment and selection                                | Induction                                     | Number of skills matched            | Ordinal/Nominal | inferential                 |
| To assess the influence of performance appraisal on project implementation | <b>Independent variable:</b><br>performance appraisal    | Enhanced Communication Performance Evaluation | Level of regular, open feedback     | Ordinal/Nominal | Descriptive/<br>inferential |
|  |  | Training Need Identification                  | Number of goals achieved            | Ordinal/Nominal |                             |
|  |  |   | Number of training needs identified |                 |                             |
| To establish how teamwork influences project implementation                | <b>Independent variable:</b><br>teamwork                 | Better Decision Making                        | Period taken in decision making     | Ordinal/Nominal | Descriptive/<br>inferential |
|  |  | Employee mutual respect                       | Number of Conflicts experienced     | Ordinal/Nominal |                             |
|  |  | Open information sharing                      | Timely feedback from all parties    |                 |                             |
| To examine how training and development influence project implementation   | <b>Independent Variable:</b><br>Training and development | Skill acquisition                             | Number of skills acquired           | Ordinal/Nominal | Descriptive/<br>inferential |
|  |  | Mentorship                                    | Existence of mentors                |                 |                             |
|  |  | Career Growth                                 | Level of growth in the employees    | Ordinal/Nominal |                             |
| To assess how employee involvement influences project implementation       | <b>Independent Variable:</b><br>Employee Involvement     | Participation in Goal Setting                 | Time taken in goal setting          | Ordinal/Nominal | Descriptive/<br>inferential |
|  |  | Making informed Suggestions                   | Number of fruitful suggestions      | Ordinal/Nominal |                             |
| Project Implementation   | Dependent Variable                                       | Performance Measurement                       | Number of attained goals            | Ordinal/Nominal |                             |

|                        |                                |                 |
|------------------------|--------------------------------|-----------------|
| Attained goals         | Number of partners involvement | Ordinal/Nominal |
|                        | Longevity of the project       |                 |
| Partner involvement    |                                |                 |
| Project sustainability |                                |                 |

### **3.8 Ethical Issues**

The researcher ensured all respondents were fully aware of what the study entailed by giving them full and accurate information on the same. She ensured anonymity and confidentiality of the respondents. This was ensured through seeking consent and not requiring the respondents to indicate their names on the questionnaires. The researcher also sought permission to undertake the study from the organization and a letter of authorization (Appendix 1) was issued that facilitated data collection. Apart from the confidentiality of the respondents, the researcher did not force the respondents to give out any information and ensured that any information provided was treated with utmost confidentiality.

## CHAPTER FOUR: DATA ANALYSIS PRESENTATION AND INTERPRETATION

### 4.1 Introduction

This chapter presents the analysis of data collected from the two items in the study questionnaire. The findings are analyzed and presented in the form of frequency tables, numerical values and percentages for comparison of the responses. The responses are presented followed by a brief interpretation guided by the research objectives and a discussion on research findings from the analysis of the data.

### 4.2. Reliability Statistics

According to Sakaran (2001), testing goodness of data by testing the reliability and validity of the measures is a pre-requisite for data analysis. The consistency of measure for this study was done by use of Cronbach's Alpha, a reliability coefficient that indicated how well the items in the data collection instruments were positively correlated to one another (Hatcher, 1994). The study had a 0.750 value (75%) which is considered moderately high on a scale of 0.00-1.00 as it tends to 1.00 on attitudinal measurement scales and above the 60 percent cut off value for being acceptable (Sakaran, 2001).

**Table 4.1 Response Rate**

| Response Rates | Frequency | Percent |
|----------------|-----------|---------|
| Responded      |           |         |
| Staff          | 56        | 92      |
| Management     | 8         | 89      |
| Non responses  |           |         |
| Staff          | 5         | 8       |
| Management     | 1         | 11      |
| Total          | 70        | 100     |

Table 4.1 Response Rate presents the response rate from the study instrumentation and the results indicate that 92% of the staff responded to the research instruments adequately while 89% of the management staff responded to the research instruments adequately. There was 8% of the staff who did not adequately respond with 11% of the management

staff not responding adequately to the research instruments for various non intentional reasons.

### 4.3 Demographic Characteristics of the Respondents

This section presents the demographic characteristics of the respondents, which includes; gender of respondents, respondents age bracket, duration served with the organization, respondents level of education, means of employment by ripples international, senior staff , have an assistant, sufficient to be efficient, sufficiency of staff to deliver and senior staff rating of organizational efficiency on service delivery

**Table 4.2: Gender of Respondents**

| Gender | Staff | Senior staff | Total |
|--------|-------|--------------|-------|
| Female | 33    | 7            | 40    |
| Male   | 23    | 1            | 24    |
| Total  | 56    | 8            | 64    |

Table 4.2, presents the responses on gender of the staff and the results indicate that 59% were female while the male were 41% and the management responses indicates that 88% of the senior staff were female, while 12% were male. The results therefore show that 62% of the respondents were female while 38% were male. The organization has more female than male employees. This can be explained by the nature of its activities and projects which are children related.

**Table 4.3: Respondents age Bracket**

| Age Bracket | Respondents | Percentage |
|-------------|-------------|------------|
| 25-30       | 23          | 41         |
| 31-34       | 23          | 41         |
| 35-40       | 10          | 18         |
| Total       | 56          | 100        |

Table 4.3: presents Respondents age Bracket, the results indicate that those respondents within the 35-40 age brackets were 41%, while those within the 25-30% age brackets were 41% with those between 31-34yrs age bracket being 18%.

**Table 4.4: Duration Served With the Organization**

| Duration        | Respondents | Percentage |
|-----------------|-------------|------------|
| Less Than 2 Yrs | 6           | 11         |
| 2-5yrs          | 43          | 77         |
| 6-10yrs         | 7           | 13         |
| Total           | 56          | 100        |

Table 4.4: presents duration served by the respondents with the organization, and the results indicate those who had served for between 2-5yrs, were 77% of the respondents while those who had served for Less Than 2 yrs were 11% , though those who had served for between 6-10yrs were 13 % of all the respondents.

**Table 4.5 Respondents Level of Education**

| Level Of Education     | Respondents | Percentage |
|------------------------|-------------|------------|
| secondary school level | 5           | 9          |
| College level          | 42          | 75         |
| Bachelor level         | 7           | 13         |
| Masters Degree         | 2           | 4          |
| Total                  | 56          | 100        |

**Table 4.5** presents Respondents Level of Education and the results indicate that 75% of them had College level, while 13% of the respondents had a Bachelor degree level of education,. However those who had secondary school level were 9% with just 4% having had a Masters degree

**Table 4.6: Means of employment by Ripples International**

| Means                          | Respondents |            |
|--------------------------------|-------------|------------|
|                                | ents        | Percentage |
| Direct Employment              | 12          | 21         |
| Applied for advertised vacancy | 39          | 70         |
| Replaced a former employee     | 5           | 9          |
| Total                          | 56          | 100        |

**Table 4.6:** presents Means by which the respondents got employment by Ripples International, and the results indicate that 70% of the respondents applied for advertised vacancy, while 9%, had replaced former employees who had left the organization

**Table 4.7: Opinion of Senior Staff on Work Related Experiences**

|   |           |         |
|---|-----------|---------|
| Have An Assistant                                     | Frequency | Percent |
| Yes   | 5         | 63      |
| No  | 3         | 38      |
| Total   | 8         | 100     |
| Sufficient to be efficient                            | Frequency | Percent |
| Sufficient  | 6         | 75      |
| Insufficient  | 2         | 25      |
| Total   | 8         | 100     |
| sufficiency of staff to deliver                       | Frequency | Percent |
| Yes   | 6         | 75      |
| No  | 2         | 25      |
| Total   | 8         | 100     |
| Rate of organizational efficiency on service delivery | Frequency | Percent |
| Very Good   | 2         | 25      |
| Average   | 6         | 75      |
| Total   | 8         | 100     |

Table 4.7 presents Opinion of Senior Staff on Work Related Experiences, the results indicate that those who have an assistant employed for them were 63% of the respondents among the senior staff category, while 38% did not have an assistant. On whether the staff under each supervisor was sufficient to be effective there was 75% of the respondents who responded that the staff was sufficient. While 25% said the staff was insufficient to deliver, 75% said they were. On rating the organizational efficiency on service delivery



75% rated the organization as Average while 25% of the respondents rated the organization efficiency on service delivery as Very Good

#### 4.4.1: The Organization Characteristics

This section presents the responses to questions on Organizational characteristics and the respondent's relationship with the organization. It presents the many years the departments in the organization have been in operation, target population of the organization, and Department ownership status of the project

Table 4.8: **The Organization Characteristics**

|   | Respondents | Percentage |
|---|-------------|------------|
| Less Than 5 yrs                                   | 6           | 11         |
| 11-20yrs  | 50          | 89         |
| Total   | 56          | 100        |
| <b>Department ownership status of the project</b> |             |            |
| wholly locally funded                             | 33          | 59         |
| Partial donor funded                              | 23          | 41         |
| Total   | 56          | 100        |
| <b>target population of the organization</b>      |             |            |
| Mainly local                                      | 42          | 75         |
| both local and foreign                            | 14          | 25         |
| Total   | 56          | 100        |

Table 4.8: presents The Organization Characteristics, the results indicate how many years the departments in the organization been in operation, and indicates that 89% were in operation for between 11-20yrs and 11%, for those Less Than 5 yrs. On the department ownership, those departments that were both local and foreign funded and 59%, were those that were wholly locally funded while 41% of departments were Partial donor funded. The project target population of the organization was 75% local and 25% were department project ownership was both local and foreign

#### 4.4.2 Recruitment Selection and Project Implementation

This section shows the responses to the recruitment selection and project implementation and presents responses on how often is recruitment and selection, how effective is the recruitment and selection, obtaining qualified applicants, improve the organizational performance ,reasonable cost to the organization, appropriately oriented to the organization on employment, and priority when there is a vacancy in the organization. The section also presents descriptive means and standard deviations for the respective responses.

Table 4.9: **Recruitment Selection and Project Implementation**

|  | Respondents | Percentage |
|--|-------------|------------|
| most often                                     | 34          | 61         |
| Often  | 22          | 39         |
| How Effective Is The Recruitment And Selection |             |            |
| very effective                                 | 14          | 25         |
| Effective                                      | 32          | 57         |
| less effective                                 | 10          | 18         |
| Obtaining Qualified Applicants                 |             |            |
| To a great extent                              | 7           | 13         |
| To some extent                                 | 49          | 88         |
| Improve The Organizational Performance         |             |            |
| To a great extent                              | 33          | 59         |
| To some extent                                 | 13          | 23         |
| moderate extent                                | 10          | 18         |
| Reasonable Cost To The Organization            |             |            |
| To a great extent                              | 19          | 34         |

|  | Respondents | Percentage |
|--|-------------|------------|
| To some extent   | 19          | 34         |
| moderate extent  | 3           | 5          |
| to a small extent  | 8           | 14         |
| Not at all   | 7           | 13         |
| Appropriately Oriented To The Organization On Employment |             |            |
| To some extent   | 23          | 41         |
| to a small extent  | 17          | 30         |
| Not at all   | 16          | 29         |
| Priority When There Is A Vacancy In The Organization     |             |            |
| To a Great Extent  | 28          | 50         |
| To Some Extent   | 3           | 5          |
| Moderate Extent  | 18          | 32         |
| To a Small Extent  | 7           | 13         |

Table 4.9: presents recruitment selection and project implementation; the results indicate how often recruitment is and selection was done and show that 61% of the respondents said most often, while 39% said often. On how effective the recruitment and selection was 57% of the respondents said it was effective, while 25% said it was very effective. On obtaining qualified applicants there was 8% of the respondents who said it was to some extent a it contributed while 13% said to a great extent obtaining qualified applicants improve the organizational performance. On recruitment and improving the Organizational Performance, 59% of the respondents said to a great extent it does while 23% said this was to some extent. On how reasonable the cost of recruitment was to the organization, 34% of the respondents said it was to a great extent, while another 34% said to some extent, with 5% saying it was to a moderate extent moderate extent. On how appropriately the staff was oriented to the Organization on Employment, 41% said to some extent, while 30% of the respondents said to a small extent priority. When asked whether they got priority when there is a vacancy in the organization on employment, 50% said to a great extent while 5% said to some extent.

Table 4.10 Descriptive Statistics: - Recruitment, Selection and Project Implementation

|  | N  | Mean        | Std. Deviation |
|--|----|-------------|----------------|
| How effective is the recruitment and selection           | 56 | 1.9286      | .65663         |
| obtaining qualified applicants                           | 56 | 1.8750      | .33371         |
| improve the organizational performance                   | 56 | 1.5893      | .78107         |
| reasonable cost to the organization                      | 56 | 2.3750      | 1.40858        |
| appropriately oriented to the organization on employment | 56 | 3.4643      | 1.29284        |
| <b>Average</b>   |    | <b>2.25</b> | <b>0.895</b>   |

The influence of Recruitment and Selection on Project Implementation has a Mean average of 2.25 on a 5 point Likert scale which is 45% and a Standard Deviation of 0.895, which is below 1.00 reflecting a low diversity of opinion on influence of Recruitment and Selection on Project Implementation Ripples International projects, Meru County, Kenya

#### 4.4.3: Training Development and Project Implementation

This section presents the responses to questions on training development and project implementation. It presents responses on awareness of any training and development policy in the organization, organization offer training aimed at improving employee performance, if training is effective, ones qualifications considered before assignment of duties, scholarship and training, generally rate the level of your job motivation. The section also presents descriptive means and standard deviations for the respective responses.

Table 4.11: Training Development and Project Implementation

|   | Respon<br>dent | Percentage |
|---|----------------|------------|
| <b>Aware Of Any Training And Development Policy In The<br/>Organization</b> |                |            |
| Yes   | 28             | 50         |
| No  | 28             | 50         |
| <b>Organization Offer Training Aimed At Improving Employee Performance</b>  |                |            |

|   | Respon<br>dent | Percentage |
|---|----------------|------------|
| Yes   | 28             | 50         |
| No  | 28             | 50         |
| <b>Effective Is The Training</b>                                  |                |            |
| Effective   | 53             | 95         |
| Less Effective  | 3              | 5          |
| <b>Ones Qualifications Considered Before Assignment Of Duties</b> |                |            |
| Yes   | 43             | 77         |
| No  | 13             | 23         |
| <b>Scholarship And Training</b>                                   |                |            |
| Attended a seminar/workshop in the last one year                  | 15             | 27         |
| underwent some in-service training in the last one year           | 16             | 29         |
| personally paid for a seminar workshop or training                | 13             | 23         |
| none of the above   | 12             | 21         |
| <b>Generally Rate The Level Of Your Job Motivation</b>            |                |            |
| Moderate  | 22             | 39         |
| Low   | 12             | 21         |
| Very Low  | 22             | 39         |

Table 4.11: presents, Training Development and Project Implementation the results indicate how aware the respondents were of any Training and Development Policy in the Organization, 50% said Yes, while 50% said they were not aware. On whether the organization Offer Training Aimed at Improving Employee Performance 50% said yes it did, while another 50% said it did not. On how effective the Training was there was 95% who said it was effective while 5% said it was Less Effective. When asked whether ones qualifications were considered before assignment of duties 77% said this was done, while 23% this was not done. When asked if they get scholarship and training sponsored by the organization 27% said they had attended a seminar/workshop in the last one year, while 29% underwent some in-service training in the last one year and 23% personally paid for a seminar workshop or training. On generally rating the level of their job motivation 39% of the respondents said Moderate while 39% said it was very low.

**Table 4.12 Descriptive Statistics: Training/Development and Project Implementation**

|   | N  | Mean        | Std. Deviation |
|---|----|-------------|----------------|
| aware of any training and development policy in the organization    | 56 | 1.5000      | .50452         |
| organization offer training aimed at improving employee performance | 56 | 1.5000      | .50452         |
| effective is the training   | 56 | 2.0536      | .22721         |
| ones qualifications considered before assignment of duties          | 56 | 1.2321      | .42602         |
| scholarship and training  | 56 | 2.3929      | 1.10665        |
| wish to pursue further training/studies related to your work        | 56 | 1.0000      | .00000         |
| generally rate the level of your job motivation                     | 56 | 3.0000      | .89443         |
| <b>Average</b>  |    | <b>1.81</b> | <b>0.523</b>   |

The influence of Training and Development on Project Implementation has a Mean average of 1.81 on a 5 point likert scale which is 36% and a Standard Deviation of 0.523, which is below 1.00 reflecting a low diversity of opinion on influence of Training and Development on Project Implementation Ripples International projects, Meru County, Kenya

#### 4.4.4 Performance Appraisal and Project Implementation

This section presents responses to the performance appraisal and project implementation, and indicates responses to effective is the performance appraisal in the organization, free , and open communication during the performance appraisals, timely feedback is given after the performance appraisal, performance appraisal is to help determine the reward outcomes, performance appraisals assist in identifying the weaknesses and strengths of employees and assist appropriately, performance appraisal is a good way to offer recognition, promotion and career development. The section also presents descriptive means and standard deviations for the respective responses.

**Table 4.13 Performance Appraisal and Project Implementation**

| <b>Effective Is The Performance Appraisal In The Organization</b>  | Respondents | Percentage |
|--|-------------|------------|
| Effective  | 10          | 18         |
| less effective   | 25          | 45         |
| not effective at all   | 21          | 38         |
| <b>Free And Open Communication During The Performance Appraisals</b>   |             |            |
| To a great extent  | 14          | 25         |
| To some extent   | 26          | 46         |
| moderate extent  | 16          | 29         |
| <b>Timely Feedback Is Given After The Performance Appraisal</b>  |             |            |
| To a great extent  | 14          | 25         |
| To some extent   | 5           | 9          |
| moderate extent  | 15          | 27         |
| to a small extent  | 19          | 34         |
| Not at all   | 3           | 5          |
| <b>Performance Appraisal Is To Help Determine The Reward Outcomes</b>  |             |            |
| To some extent   | 7           | 13         |
| moderate extent  | 5           | 9          |
| to a small extent  | 21          | 3          |
| Not at all   | 23          | 48         |
| <b>Performance Appraisals Assist In Identifying The Weaknesses And Strengths Of Employees And Assist Appropriately</b> |             |            |
| To a great extent  | 7           | 13         |
| To some extent   | 21          | 38         |
| moderate extent  | 15          | 27         |
| to a small extent  | 6           | 11         |
| Not at all   | 7           | 13         |
| <b>Performance Appraisal Is A Good Way To Offer Recognition, Promotion And Career Development</b>                      |             |            |
| To a great extent  | 5           | 9          |
| To some extent   | 20          | 36         |
| to a small extent  | 10          | 1          |
| Not at all   | 21          | 38         |

Table 4.13 presents performance appraisal and project implementation, the results indicate that The Performance Appraisal in the Organization was to 18% of the respondents effective, while

38% said it was not effective at all. On whether there was free and Open Communication during the Performance Appraisals 46% said to some extent, while 25% said to a moderate extent. When asked if Timely Feedback is given after the Performance Appraisal, 34% of the respondents said to a small extent, while 5% said Not at all. On whether Performance Appraisal was to help determine the reward outcomes, 48% said not at all while 9% said this was to a moderate extent. On whether performance appraisals assist in identifying the weaknesses and strengths of employees and assist appropriately, 38% said to some extent while 13% said Not at all. The respondents when asked whether performance appraisal is a good way to offer recognition, promotion and career development 38% said that to a small extent while 1% said Not at all

**Table 4.14: Descriptive Statistics: Performance Appraisal and Project Implementation**

|   | N  | Mean        | Std. Deviation |
|---|----|-------------|----------------|
| free and open communication during the performance appraisals   | 56 | 2.0357      | .73767         |
| Timely feedback is given after the performance appraisal  | 56 | 2.8571      | 1.28528        |
| performance appraisal is to help determine the reward outcomes  | 56 | 4.0714      | 1.00647        |
| Performance appraisals assist in identifying the weaknesses and strengths of employees and assist appropriately | 56 | 2.7321      | 1.19835        |
| Performance appraisal is a good way to offer recognition, promotion and career development                      | 56 | 3.3929      | 1.50971        |
| <b>Average</b>  |    | <b>3.02</b> | <b>1.147</b>   |

The influence of Performance Appraisal on Project Implementation has a Mean average of 3.02 on a 5 point likert scale which is 60% and a std. Deviation of 1.147, which is above 1.00 reflecting a high diversity of opinion on influence of Performance Appraisal on Project Implementation Ripples International projects, Meru County, Kenya



#### 4.4.5: Teamwork and Project Implementation

This section presents the responses on teamwork and project implementation and presents responses on organization encourages teamwork, sufficient effort is made to get the opinion and ideas of the employees, good alignment between my department and the others with whom i need to coordinate, department knowing enough about the other related departments , work assignments are distributed fairly, team members are held accountable for the decisions they make, how satisfied are you with the spirit of teamwork within the organization. The section also presents descriptive means and standard deviations for the respective responses

Table 4.15 Teamwork and Project Implementation

| <b>Organization Encourages Teamwork</b>   | <b>Respon<br/>dents</b> | <b>Percen<br/>tage</b> |
|---|-------------------------|------------------------|
| Agree   | 32                      | 57                     |
| somewhat agree  | 3                       | 5                      |
| strongly agree  | 14                      | 25                     |
| Disagree  | 7                       | 13                     |
| <b>Sufficient Effort Is Made To Get The Opinion And Ideas Of The Employees</b>            |                         |                        |
| somewhat agree  | 5                       | 9                      |
| strongly agree  | 7                       | 13                     |
| Neutral   | 3                       | 5                      |
| Disagree  | 31                      | 55                     |
| strongly disagree   | 10                      | 18                     |
| <b>Good Alignment Between My Department And The Others With Whom I Need To Coordinate</b> |                         |                        |
| Agree   | 39                      | 70                     |
| somewhat agree  | 10                      | 18                     |
| Neutral   | 7                       | 13                     |
| <b>Department Knowing Enough About The Other Related Departments</b>                      |                         |                        |
| Agree   | 37                      | 66                     |
| somewhat agree  | 9                       | 16                     |
| strongly agree  | 7                       | 13                     |
| Neutral   | 3                       | 5                      |
| <b>Work Assignments Are Distributed Fairly</b>  |                         |                        |
| Agree   | 12                      | 21                     |
| somewhat agree  | 12                      | 21                     |
| Neutral   | 13                      | 23                     |
| Disagree  | 7                       | 13                     |

| <u>Organization Encourages Teamwork</u>  | <u>Respondents</u> | <u>Percentage</u> |
|--|--------------------|-------------------|
| somewhat disagree  | 9                  | 16                |
| strongly disagree  | 3                  | 5                 |
| <b>Team Members Are Held Accountable For The Decisions They Make</b>             |                    |                   |
| Agree  | 28                 | 50                |
| somewhat agree   | 8                  | 14                |
| strongly agree   | 13                 | 23                |
| Neutral  | 7                  | 13                |
| <b>How Satisfied Are You With The Spirit Of Teamwork Within The Organization</b> |                    |                   |
| somewhat agree   | 20                 | 36                |
| strongly agree   | 20                 | 36                |
| Neutral  | 10                 | 18                |
| Disagree   | 6                  | 11                |

Table 4.15 presents teamwork and project implementation, the results indicate on whether organization encourages teamwork, 57% of the respondents agreed, while 5% said somewhat agree, on whether sufficient effort is made to get the opinion and ideas of the employees 55% disagree while 5% were neutral. On how good the alignment between their department and the others with whom they need to coordinate, 70% of the respondents agreed, while 13% were neutral. On whether the department knows enough about the other related departments 66% of the respondents agree, while 13% strongly agreed; when asked if work assignments were distributed fairly, 21% agreed, while 13% disagreed. On whether team members are held accountable for the decisions they make, 50% of the respondents agreed, while 23% strongly agreed. When asked how satisfied the respondents were with the spirit of teamwork within the organization, 13% were neutral and those who disagreed were 36%, with 11% strongly agreeing.

**Table 4.16: Descriptive Statistics: Teamwork and Project Implementation**

|  | N  | Mean        | Std Deviation. |
|--|----|-------------|----------------|
| organization encourages teamwork   | 56 | 2.0536      | 1.40673        |
| Sufficient effort is made to get the opinion and ideas of the employees                | 56 | 4.7857      | 1.43608        |
| good alignment between my department and the others with whom I need to coordinate     | 56 | 1.5536      | 1.00760        |
| My department knows enough about the other related departments within the organization | 56 | 1.5714      | .91168         |
| Work assignments are distributed fairly  | 56 | 3.5357      | 1.97221        |
| Team members are held accountable for the decisions they make                          | 56 | 1.9821      | 1.11992        |
| how satisfied are you with the spirit of teamwork within the organization              | 56 | 3.0357      | .99021         |
| <b>Average</b>   |    | <b>2.65</b> | <b>1.263</b>   |

The influence of Teamwork on Project Implementation has a Mean average of 2.65 on a 5 point likert scale which is 53% and a Standard Deviation of 1.263, which is above 1.00 reflecting a high diversity of opinion on influence of Teamwork on Project Implementation Ripples International projects, Meru County, Kenya

#### **4.4.6: Employee Involvement and Project Implementation**

This section presents responses on employee involvement and project implementation, the section presents responses on have the materials and equipment needed to do your work, do your opinions seem important, recently received recognition or praise for doing good work last six months, has someone at work talked to you about your progress, does your

supervisor or someone at work seem to care about you as a person. The section also presents descriptive means and standard deviations for the respective responses

**Table 4.17: Employee Involvement and Project Implementation**

| <b>Have The Materials And Equipment Needed To Do Your Work</b>                    | <b>Respondents</b> | <b>Percentage</b> |
|---|--------------------|-------------------|
| Yes   | 50                 | 89                |
| No  | 6                  | 11                |
| <b>Do Your Opinions Seem Important</b>  |                    |                   |
| Yes   | 32                 | 57                |
| No  | 24                 | 43                |
| <b>Recently Received Recognition Or Praise For Doing Good Work</b>                |                    |                   |
| Yes   | 35                 | 63                |
| No  | 21                 | 38                |
| <b>Last Six Months, Has Someone At Work Talked To You About Your Progress</b>     |                    |                   |
| Yes   | 7                  | 13                |
| No  | 49                 | 88                |
| <b>Does Your Supervisor Or Someone At Work Seem To Care About You As A Person</b> |                    |                   |
| Yes   | 44                 | 79                |
| No  | 12                 | 21                |
| Total   | 56                 | 100               |

Table 4.17: presents employee involvement and project implementation, the results indicate that respondents have the materials and equipment needed to do your work as 89% said they did , while 11% they did not. On their opinions being important in the organization 57% of the respondents said yes they were while 43% said their opinion were not. The question on if recently the respondents had received recognition or praise for doing good work 63% said they had, while 38% they had not. On whether in the last six months, someone at work had talked to respondents about their work progress 88% nobody had while 13% yes that had happened. On whether the supervisors or someone at work seemed to care about the respondents as persons 79% said yes with 21% of the respondents saying No.

**Table 18: Descriptive Statistics: Employee Involvement And Project Implementation**

|  | N  | Mean        | Std. Deviation |
|--|----|-------------|----------------|
| know what is expected of you from work                                     | 56 | 1.0000      | .00000         |
| have the materials and equipment needed to do your work                    | 56 | 1.1071      | .31209         |
| do your opinions seem important  | 56 | 1.4286      | .49935         |
| Does the mission/purpose of your organization make you feel important      | 56 | 1.0000      | .00000         |
| do your co-workers seem committed to doing quality work                    | 56 | 1.0000      | .00000         |
| recently received recognition or praise for doing good work                | 56 | 1.3750      | .48850         |
| last six months, has someone at work talked to you about your progress     | 56 | 1.8750      | .33371         |
| Does your supervisor or someone at work seem to care about you as a person | 56 | 1.2143      | .41404         |
| <b>Average</b>   |    | <b>1.25</b> | <b>0.256</b>   |

The influence of Employee Involvement on Project Implementation has a Mean average of 1.25 on a 5 point likert scale which is 25% and a Standard Deviation of 0.256, which is below 1.00 reflecting a low diversity of opinion on influence of Employee Involvement on Project Implementation Ripples International projects, Meru County, Kenya

#### **4.6 Non Parametric Test: Chi-Square Test Statistics**

The level of influence refers to the level of probability that the results obtained from a study are likely to have occurred by chance. To aid in confidence of results from descriptive statistics for this study the researcher has used inferential statistical Chi-Square

Test Statistics which allow the examination of the degree of relationship between recruitment and selection, performance, appraisal, teamwork, training and development and the implementation of the Ripples International projects as presented in table 4.19.

**Table 4.19: Non Parametric Test: Chi-Square Test Statistics**

|                              | Recruitment /selection and project implementation | Training / development and project implementation | Performance appraisal and project implementation | Teamwork and project implementation | Employee involvement in project implementation |      |
|------------------------------|---|---|--|-------------------------------------|--|------|
| Chi-Square                   | 14.714  | 3.571   | 6.464  | 10.857                              | 18.286   |      |
| Df                           | 2   | 2   | 2  | 3                                   |  |      |
| Asymp. Sig.                  | .001  | .168  | .039   | .013                                | .000   |      |
| Monte Carlo Sig.             | .000  | .169  | .039   | .015                                | .000   |      |
| Sig. 99% Confidence Interval | Lower Bound                                       | .000  | .159   | .034                                | .012   | .000 |
|                              | Upper Bound                                       | .001  | .179   | .044                                | .018   | .000 |

Table 4.19 presents the Non parametric Test Statistics results- chi-square on recruitment selection and project implementation shows that the p value = .001 ( $p < 0.05$ ), which indicates that the p-value is below 0.05 and therefore Recruitment and Selection undertaken by the organization has a significant influence on its project implementation activities. Table 4.19 also presents the Non parametric Test Statistics results- chi-square on Training development and project implementation shows that the p value = .168 ( $p > 0.05$ ), which indicates that the p-value is greater than 0.05 and therefore Training /development undertaken by the organization has no significant influence on its project implementation activities.

Table 4.19 presents the Non parametric Test Statistics results- chi-square on Performance appraisal and project implementation shows that the p value = .039 ( $p < 0.05$ ), which indicates that the p-value is below 0.05 and therefore Performance appraisal undertaken

by the organization has a significant influence on its project implementation activities. Table 4.19 also presents the Non parametric Test Statistics results- chi-square on Teamwork and project implementation shows that the p value = .013 ( $p < 0.05$ ), which indicates that the p-value is below 0.05 and therefore Teamwork undertaken by the organization has a significant influence on its project implementation activities. Table 4.19 presents the Non parametric Test Statistics results- chi-square on Employee involvement in project implementation shows that the p value = .000 ( $p < 0.05$ ), which indicates that the p-value is below 0.05 and therefore Employee involvement undertaken by the organization has a significant influence on its project implementation activities.

#### **4.7 Qualitative Analysis**

The study administered two interview guides for the staff and the senior management staff. And the respondents were of the opinion their biggest challenge pertaining to their position was the skills required to execute the responsibilities, especially during new project environments and when there are collaborations with other institutions. On the management style commonly used the project team management style was most used, where all work was based on team work and the only challenge experienced among team members was that of opinion diversity on the interpretation of the mission or the organisational vision.

The project evaluation by supervisors comes with objectively related criticism which as dedicated staff and teams we embrace to improve our performance and effective service delivery of our programmes. On the respondents positions, it was unanimous that they felt helpless when their inputs were required and they had no resources or authority, however it was clear that they all celebrated when they got recognition for the honest input they had on their duties.

Based on their experience, the respondents found hard work as an example of leadership, was the most effective in building employee relationships and motivating them and on evolution of performance targets, the managers were able to identify the gap skills inventory. The respondents were continuously in contact with the teams for feedback and evaluation on decision making.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the study findings together with conclusions of the study. The chapter further covers recommendations of the study as well as suggestions for further studies.

### **5.2 Summary of Findings**

The purpose of this study is to investigate the influence of Human Resource Management Practices on project implementation, the case of Ripples International projects; the objectives of the study were to determine the influence of recruitment and selection , to assess the influence of performance appraisal on the implementation, to establish how teamwork influences the implementation, to examine how training and development and to assess how employee involvement influences the implementation of the Ripples International projects in Meru County.

The results show that 62% of the respondents were female , Respondents within the 35-40 age brackets were 41%, the results indicate those who had served for between 2-5yrs, were 77% of the respondents The results indicate that 75% of them had College level, Results indicate that 70% of the respondents applied for advertised vacancy, while 9%, had replaced former employees who had left the organization ,Results indicate that those who have an assistant employed for them were 63% of the respondents among the senior staff category, On whether the staff under each supervisor was sufficient to be effective there was 75% of the respondents who responded that the staff was Sufficient.

On rating the organizational efficiency on service delivery 75% rated the organization as Average, results indicate how many years the department in the organization been in operation, and indicates that 89% were in operation for between 11-20yrs , On the department ownership, those departments that were both local and foreign funded and 59%, were those that were wholly locally funded, The project target population of the organization was 75% local, the results indicate how often recruitment is and selection was done and show that 61% of the respondents said most often, On how effective the recruitment and selection was 57% of the respondents said it was effective, On recruitment improving the



Organizational Performance, 59% of the respondents said to a great extent, on how appropriately Oriented the staff were to the Organization on Employment, 41% said to some extent. When asked whether they got priority when there is a vacancy in the organization on employment, 50% said to a great extent. Results indicate on how aware the respondents were of any Training and Development Policy in the Organization, 50% said yes. On whether the organization Offer Training Aimed at Improving Employee Performance 50% said yes it did. On how effective the Training was there was 95% who said it was effective. . When asked whether ones qualifications were considered before assignment of duties 77% said this was done,

When asked if they get scholarship and training sponsored by the organization 27% said they had attended a seminar/workshop in the last one year, while 29% underwent some in-service training in the last one year and 23% personally paid for a seminar workshop or training. On generally rating the level of their job motivation 39% of the respondents said Moderate while 39% said it was very low. The results indicate that the performance appraisal was rated by 38% said it was not effective at all. On whether there was free and Open Communication during the Performance Appraisals 46% said to some extent. When asked if Timely Feedback is given after the Performance Appraisal, 34% of the respondents said to a small extent.

On whether Performance Appraisal was to help determine the reward outcomes, 48% said not at all. On whether performance appraisals assist in identifying the weaknesses and strengths of employees and assist appropriately, 38% said to some extent. The respondents when asked whether performance appraisal is a good way to offer recognition, promotion and career development 38% said that to a small extent. The results indicate on whether Organization Encourages Teamwork, 57% of the respondents Agreed. On whether sufficient effort is made to get the opinion and ideas of the employees 55% disagree. On how good the alignment between their department and the others with whom they need to coordinate, 70% of the respondents agreed and on whether the department knows enough about the other related departments 66% of the respondents Agree. When asked if Work Assignments were Distributed Fairly, 21% agreed.

On whether team Members Are Held Accountable for the Decisions They Make, 50% of the respondents agreed. When asked How Satisfied the respondents were with the Spirit of Teamwork within the Organization, those who disagreed were 36%. Results indicate that 89% of respondents have the materials and equipment needed to work. On their opinions being important in the organization 57% of the respondents said yes they were. The question on if recently the respondents had received recognition or praise for doing good work 63% said they had. On whether in the last six months, someone at work had talked to respondents about their work progress 88% nobody had. On whether the supervisors or someone at work seemed to care about the respondents as persons 79% said yes.

On recruitment and selection and project implementation shows that the p value = .001 ( $p < 0.05$ ), and therefore Recruitment and selection undertaken by the organization has a significant influence on its project implementation activities. On Training and development and project implementation shows that the p value = .168 ( $p > 0.05$ ), which indicates Training and development undertaken by the organization has no significant influence on its project implementation activities. On Performance appraisal and project implementation shows that the p value = .039 ( $p < 0.05$ ), therefore Performance appraisal undertaken by the organization has a significant influence on its project implementation activities. While on teamwork and project implementation shows that the p value = .013 ( $p < 0.05$ ), which indicates the teamwork undertaken by the organization has a significant influence on its project implementation activities. Employee involvement in project implementation shows that the p value = .000 ( $p < 0.05$ ), which indicates that Employee involvement undertaken by the organization has a significant influence on its project implementation activities

### **5.3 Discussions**

This section discusses the five objectives and their influence on project implementation based on the research findings.

#### **5.3.1 Recruitment and Selection on the Ripples International Projects' Implementation**

The study sought to determine the influence of recruitment and selection on the Ripples International projects' implementation. The study found that recruitment and selection undertaken by the organization has a significant influence on its project implementation activities. These findings agree with those of Huselid (1995) examined Human Resource practices of high performance companies and found that attracting and selecting the right employees increases employee productivity, boost organizational performance and contribute to reducing turnover. This was also confirmed by Paul and Anantharaman (2003) who pointed out that an effective hiring process ensures the presence of employees with the right qualifications, leading to production of quality products and consequently in increase of economic performance.

### **5.3.2 Performance Appraisal on the Implementation of the Ripples International Projects**

The study sought to assess the influence of performance appraisal on the implementation of the Ripples International projects. The study found that Performance appraisal undertaken by the organization has a significant influence on its project implementation activities. This finding are in agreement with those of Bdemardin and Russell (1993) who found that wider communication of performance appraisal policies within the organization is essential to make employees clear about their specific role as contribution to the organizational performance. This was also agreed by Rahman (2006) who found that comprehensive performance appraisal enhances employees' commitment which in turn enhances their performance and this was also the same findings by Lee and Lee (2007) also found that effective performance appraisal improves productivity and quality.

### **5.3.3 Training and Development and Ripples International Projects' Implementation**

The study sought to examine how training and development influences the Ripples International projects' implementation. The study found that Training and development undertaken by the organization has no significant influence on its project implementation activities. This contradicts the findings by Bartel (1994) who found that training has a

positive influence on organizational performance. At the same time, the knowledge, skills and expertise obtained through training and development are very important conditions for empowering staff to act and deal with customers based on that skill or knowledge. This was also the case the findings of Russell, Terborg and Powers (1985), have shown a strong positive relation between the percentage of trained employees and performance.

#### **5.3.4 Teamwork Influences the Implementation of the Ripples International Projects**

The study sought to establish how teamwork influences the implementation of the Ripples International projects. The study found that teamwork undertaken by the organization has a significant influence on its project implementation activities. The findings agree with those of Guzzo & Dickson, (1996); and those of Langfred, (2000) who found the use of teams that incorporate autonomy in their designs continues to be an important element of modern organizations.

#### **5.3.5 Employee involvement and implementation of the Ripples International projects**

The study sought to establish how Employee involvement influences the implementation of the Ripples International projects. The study found that Employee involvement by the organization has a significant influence on its project implementation activities. These findings agree with those of Blickle (2003) who contended that, in order to be effective, it is critical for managers to influence their subordinates, peers, and superiors to assist and support their proposals, plans, and to motivate them to carry out with their decisions. This was also supported by findings of Kanter (1982) and Pavett and Lau (1983) who pointed out that an important component of successful management is the ability to influence others through participatory management.

#### **5.4 Conclusion**

On the influence of recruitment and selection on the Ripples International projects' implementation, the study concluded that Recruitment and selection undertaken by the organization has a significant influence on its project implementation activities. The study concludes that the competitiveness in the recruitment process by the organization has contributed to the effectiveness of the organization in implementing their projects. On the

influence of performance appraisal on the implementation of the Ripples International projects, the study concluded that Performance appraisal undertaken by the organization has a significant influence on its project implementation activities. It is concluded that this has been well done as the respondents were positive about its effect and it can be improved to be more of a discussion on ability to improve future performance than evaluation of an employee's weakness in the past which may no-longer be there.

On how teamwork influences the implementation of the Ripples International projects, the study concluded that teamwork undertaken by the organization has a significant influence on its project implementation activities. This seems to be well entrenched and very effective. This is commendable noting that the organization is social-work related and committed to the welfare of children which cannot be done by an individual. In regard to how training and development influences the Ripples International projects' implementation, the study concluded that Training and development undertaken by the organization has no significant influence on its project implementation activities. This can be explained by the level of training of majority of the respondents who have college level of education and so not much extra training was required to perform differently.

There was also a large population who to pay for their own training and so may not have traced the benefit to the organization. Equally majority of the respondents indicated that they had low motivation to their jobs and this may be related to their skills not being appropriate to the level of tasks. More needs to be done on employee involvement so that everybody is on board from the start to the end a project. The influence of involvement would be very beneficial to the organization in ownership of the projects by key stakeholders like the employees.

### **5.5 Recommendations**

Study sought to determine the influence of recruitment and selection, to assess the influence of performance appraisal on the implementation, to establish how teamwork influences the implementation, to examine how training and development and to assess how employee involvement influences the implementation of the Ripples International projects in Meru County. This has been achieved though there is room for further

investigation as to why training of staff does not have an effect and more so why staff has to foot their training costs in an organization related skills up-grade. A study would be critical on the cost benefit analysis in training or recruiting trained staff by non Governmental organizations.

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## APPENDICES

### Appendix 1: TRANSMITTAL LETTER

#### a) Questionnaire for the General Staff

Faraja Wanjiru Mugira  
P.O. Box 57-60112  
Kionyo-Meru

Date: \_\_\_\_\_

M/s \_\_\_\_\_  
Ripples International  
P.O. Box 1236-60200  
Meru

Dear Sir/Madam,

#### **Re: Project Research**

I am a student undertaking a Masters Degree in Project Planning and Management, University of Nairobi. As part of the course, I am carrying out a project research on the influence of Human Resource Practices on project implementation at Ripples International, Meru.

This is to kindly request you to assist me in that regard by answering the questions in the attached questionnaire. You are assured that all the information given will be purely for study purposes and will not be used in any manner adverse to your job or work. I will highly appreciate this assistance.

Thank you.

Faraja Mugira

## APPENDIX 1: TRANSMITTAL LETTER

### b) Questionnaire for the Senior Staff

Faraja Wanjiru Mugira  
P.O. Box 57-60112  
Kionyo-Meru

Date: \_\_\_\_\_

M/s \_\_\_\_\_  
Ripples International  
P.O. Box 1236-60200  
Meru

Dear Sir/Madam,

#### **Re: Project Research**

I am a student at the University of Nairobi undertaking studies for an award of a Masters Degree in Project Planning and Management. In partial fulfillment of the course, I am supposed to carry out a research project.

It is in this regards that I kindly request you to fill-in the attached questionnaire for me for the research. I certify to you that all the information that you will give is purely and strictly for academic use and will not be used in any manner adverse to you as senior staff of the organization being studied.

Thank you.

Faraja Mugira

## APPENDIX 2 A) QUESTIONNAIRE FOR GENERAL STAFF

Kindly answer all the questions fully and clearly.

**NOTE:**

All the information given in this questionnaire will be handled in total confidentiality. No victimization will emanate from it, nor will its divulgence be used in any manner against the respondent's integrity, trust or personality as an employee of Ripples International.

**PART 1: On the Respondent (Kindly tick appropriately)**

1.1 Your gender: Female  Male

1.2 Your age bracket

18 – 24 years  41 -44 years

25 – 30 years  45 – 50 years

31 – 34 years  Over 50 years

35 – 40 years

1.3 What is your designation? \_\_\_\_\_

1.4. For how long have you served with the organization?

Less than 2 years

2 – 5 years

6 – 10 years

Over 11 years

1.5. What is your level of education?

Primary School Level

- Secondary School Level
- College Certificate/Diploma
- Bachelors Degree
- Masters Degree
- PHD

1.6 Through which of the following ways were employed by Ripples International?

- a) Direct employment
- b) Applied for an advertised vacancy
- c) Replaced a former employee
- d) After long service as a casual employee

**Part 2: On the Organization (Kindly tick appropriately)**

2.1 Please indicate the name of your organization

\_\_\_\_\_

2.2 How many years has the organization been in operation?

- Less than 5 years
- 6 – 10 years
- 11 – 20 years
- Over 20 years

2.3. What is the size of the organization in terms of employee number?

- Below 50 employees
- 50 – 100 employees
- 8

101 – 150 employees

Above 150 employees

2.4. What is the ownership status of the organization?

Wholly foreign owned

Wholly locally owned

Joint venture

Any other form \_\_\_\_\_

2.5. What is the target population of the organization?

Mainly local

Mainly foreign

Both local and foreign

### Part 3: Recruitment/Selection and Project Implementation

3.1 How often is recruitment and selection carried out in the organization?

Most Often

Often

Less Often

3.2 How effective is the recruitment and selection in the organization?

Very effective

Less effective

Effective

Not effective at all

3.3 To what extent do you agree or disagree to these statements related to recruitment and selection in the organization? **(Tick in the appropriate space)**

| Statement | To a great extent | To some extent | Moderate extent | To a small extent | Not at all |
|-----------|-------------------|----------------|-----------------|-------------------|------------|
|           |                   |                |                 |                   |            |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| The recruitment and selection aims at obtaining qualified applicants                 |  |  |  |  |  |
| The recruitment and selection process aims to improve the organizational performance |  |  |  |  |  |
| Recruitment and selection is carried out at a reasonable cost to the organization    |  |  |  |  |  |
| Employees are given first priority when there is a vacancy in the organization       |  |  |  |  |  |
| New employees are appropriately oriented to the organization on employment           |  |  |  |  |  |

**PART 4: Training/Development and Project Implementation**

4.1 Are you aware of any training and development policy in the organization?

Yes

No

4.2 Does your organization offer training aimed at improving employee performance?

Yes

No

If yes, how effective is the training?

Very effective

less effective

Effective

Not effective at all

4.3 Are one's qualifications considered before assignment of duties?

Yes

No

4.4 Tick accordingly if you have:

a) Attended a seminar/workshop in the last one year

b) Undergone some in-service training in the last one year

c) Personally paid for a seminar, workshop or training

d) None of the above

4.5 Would you wish to pursue further training/studies related to your work?

Yes

No

If yes (above) what hinders you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4.6 How do you generally rate the level of your job motivation?

a) High

b) Moderate

c) Low

b) Very low

Please explain your answer \_\_\_\_\_



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**PART 5: Performance Appraisal and Project Implementation**

5.1 Does the organization carry out performance appraisal?

Yes  No

5.2 How effective is the performance appraisal in the organization?

Very effective  Less effective   
 Effective  Not effective at all

5.3 To what extent do you agree or disagree to these statements related to recruitment and selection in the organization? **(Tick in the appropriate space)**

| Statement  | To a great extent | To some extent | Moderate extent | To a small extent | Not at all |
|--|-------------------|----------------|-----------------|-------------------|------------|
| There is free and open communication during the performance appraisals   |                   |                |                 |                   |            |
| Timely feedback is given after the performance appraisal   |                   |                |                 |                   |            |
| The aim of performance appraisal is to help determine the reward outcomes e.g. pay increases, bonuses and promotions |                   |                |                 |                   |            |
| Performance appraisals assist in identifying the weaknesses and strengths of employees and assist                    |                   |                |                 |                   |            |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| appropriately  |  |  |  |  |  |
| Performance appraisal is a good way to offer recognition, promotion and career development |  |  |  |  |  |

**Part 6: Teamwork and Project Implementation**

6.1 The organization encourages teamwork?

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Neutral        | <input type="checkbox"/> |                   |                          |

6.2 Sufficient effort is made to get the opinion and ideas of the employees?

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Neutral        | <input type="checkbox"/> |                   |                          |

6.3 There is good alignment between my department and the others with whom I need to coordinate

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Neutral        | <input type="checkbox"/> |                   |                          |

6.4 My department knows enough about the other related departments within the organization

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Neutral        | <input type="checkbox"/> |                   |                          |

6.5 Work assignments are distributed fairly

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Undecided      | <input type="checkbox"/> |                   |                          |

6.6 Team members are held accountable for the decisions they make

|                |                          |                   |                          |
|----------------|--------------------------|-------------------|--------------------------|
| Agree          | <input type="checkbox"/> | Disagree          | <input type="checkbox"/> |
| Somewhat Agree | <input type="checkbox"/> | Somewhat Disagree | <input type="checkbox"/> |
| Strongly Agree | <input type="checkbox"/> | Strongly Disagree | <input type="checkbox"/> |
| Undecided      | <input type="checkbox"/> |                   |                          |

6.7 Generally, how satisfied are you with the spirit of teamwork within the organization?

|                |                          |                       |                          |
|----------------|--------------------------|-----------------------|--------------------------|
| Very satisfied | <input type="checkbox"/> | Dissatisfied          | <input type="checkbox"/> |
| Satisfied      | <input type="checkbox"/> | Somewhat dissatisfied | <input type="checkbox"/> |
| Neutral        | <input type="checkbox"/> |                       |                          |

**Part 7: Employee Involvement and Project Implementation**

7.1 Do you know what is expected of you from work?

|     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

If no, please explain why \_\_\_\_\_

\_\_\_\_\_

7.2 Do you have the materials and equipment needed to do your work?

Yes  No

If no, please explain why \_\_\_\_\_

\_\_\_\_\_

7.3 At work, do your opinions seem important?

Yes  No

If no, please explain why \_\_\_\_\_

\_\_\_\_\_

7.4 Does the mission/purpose of your organization make you feel important?

Yes  No

If yes, please explain why \_\_\_\_\_

\_\_\_\_\_

7.5 In your opinion, do your co-workers seem committed to doing quality work?

Yes  No

If no, please explain why \_\_\_\_\_

\_\_\_\_\_

7.6 In the last six months, has someone at work talked to you about your progress?

Yes  No

If yes, please state who \_\_\_\_\_

\_\_\_\_\_

7.7 Have you recently received recognition or praise for doing good work?

Yes  No

If yes, please explain why \_\_\_\_\_

\_\_\_\_\_

7.8 Does your supervisor or someone at work seem to care about you as a person?

Yes  No

If yes, please state who \_\_\_\_\_

\_\_\_\_\_

## APPENDIX 2 b) QUESTIONNAIRE FOR SENIOR STAFF

Please answer all the questions clearly. Note that all the information sought in this questionnaire is purely and strictly for academic purposes. It will be handled in utmost confidence and will not be used in any manner prejudicial to your employment.

1. Your gender: Female  Male

2. What is your position in the organization? \_\_\_\_\_

3. Do you have an assistant? \_\_\_\_\_

Yes  No

If no, would you need one? \_\_\_\_\_

4. How many people do you supervise? \_\_\_\_\_

5. For your efficiency at work, are these people:

Sufficient

Insufficient

6. In your opinion, is the workforce in the organization sufficient to deliver the required goals efficiently?

Yes, why? \_\_\_\_\_

\_\_\_\_\_

No, why? \_\_\_\_\_

\_\_\_\_\_

7. How do you rate the efficiency of the organization in service delivery to the community?

Very good

Average

Low

If it is "Average" or "Low", what is needed of the staff in order to improve the situation?

Employ more qualified people

Lay off some people to avoid duplication of work

Train the current personnel



### **APPENDIX 3a) INTERVIEW QUESTIONNAIRE FOR GENERAL STAFF**

Please answer all the questions clearly. Note that all the information sought in this interview is purely and strictly for academic purposes. It will be handled in utmost confidence and will not be used in any manner prejudicial to your employment.

1. What is your position in the organization?

---

2. What do you believe is your biggest challenge pertaining to this position?

---

---

3. Talk about when you had to work with a challenging colleague. Describe the situation and how you approached it.

---

---

---

4. What kind of management style do you thrive best working under and why?

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5. Talk about a time you worked in a group and it did not go as planned.

---

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---

6. Talk about a time you received critical feedback on your performance. How did you handle feedback on your areas of improvement? Did you disagree with it?

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7. What do you like most about your position?

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---



8. What do you like least in your position?

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---

9. Have you worked in a team environment? What were your contributions to the team?

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10. How can a supervisor establish effective communication with the employees?

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### **APPENDIX 3a) INTERVIEW QUESTIONNAIRE FOR SENIOR STAFF**

Please answer all the questions clearly. Note that all the information sought in this interview is purely and strictly for academic purposes. It will be handled in utmost confidence and will not be used in any manner prejudicial to your employment.

1. What is your position in the organization?

---

2. What do you believe is your biggest challenge pertaining to this position?

---

---

3. Talk about when you had to work with a challenging colleague. Describe the situation and how you approached it.

---

---

4. What do you like most about your position?

---

---

5. What do you like least in your position?

---

---

6. Based on your experience, what actions have you found most effective in building employee relationships?

---

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7. How do you motivate employees? How do you reward them?

---

---

8. As a manager, how would you go about identifying the training and development needs of your employees?

---

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9. Providing feedback to employees is a key management responsibility. If you have an opportunity to do this, how would you go about it?

---

---

10. How do you make your decisions? Do you consult with others before making a critical decision?

---

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