

**FACTORS INFLUENCING EMPLOYEE JOB PERFORMANCE IN COUNTY
GOVERNMENT DEPARTMENTAL PROJECTS: A CASE OF MERU COUNTY
GOVERNMENT, KENYA.**

**BY
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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the
Award of the Degree of Master of Arts in Project Planning and Management of the
University of Nairobi.**

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DECLARATION

This project report is my original work and has not been submitted anywhere else for research.

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DEDICATION

I dedicate this report first and foremost to the Almighty God for according me His favor and strength throughout my entire period of study and secondly to my loving husband, Lawrence Muriuki and our son Fortune Kimathi for their unending love and steadfast support throughout my studies.

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May almighty God bless them all.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	x
LIST OF FIGURES	xii
ABBREVIATIONS AND ACRONYMS	xiii
ABSTRACT	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the Problem	3
1.3 Purpose of the study	4
1.4 Research objectives	5
1.5 Research questions	5
1.6 Significance of the study	5
1.7 Scope of the Study	6
1.8 Limitations of the study	6
1.9 Assumptions of the study	6
1.10 Definition of operation terms	6
1.11 Organization of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Employee job performance	9
2.3 Organization Culture and Employee Job Performance	10
2.4 Funding of county projects and Employee Job Performance	11
2.5 Remuneration and Employee Job Performance	14
2.6 Training and Employee Job Performance	16

2.7 Work environment and Employee Job Performance	18
2.8 Theoretical review	19
2.8.1 Goal Setting Theory.....	19
2.8.2 Theory of Organizational Excellence	20
2.8.3 Affective Events Theory	21
2.8.4 Resources Based View Theory.....	21
2.8.5 Human Capital Theory.....	22
2.9 Conceptual framework.....	22
2.10 Knowledge Gaps.....	24
2.11 Summary	25
CHAPTER THREE.....	26
METHODOLOGY	26
3.1 Introduction	26
3.2 Research design	26
3.3 Target population.....	26
3.4 Sample size and Sampling Procedure.....	27
3.4.1 Sample Size	27
3.4.2 Sampling Procedure.....	29
3.5 Data collection instruments.....	30
3.5.1. Pilot Study	30
3.5.2 Validity of the Instruments.....	30
3.5.3 Reliability of data instruments.....	30
3.6 Data collection procedures.....	31
3.7 Data analysis techniques	31
3.8 Ethical considerations	31
3.9 Operational definition of the variables	31
CHAPTER FOUR	33
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	33
4.1 Introduction	33
4.2 Response rate.....	33

4.3 Socio-demographic information.....	33
4.3.1 Gender of the Respondents.....	33
4.3.2 Age of Respondents	34
4.3.3 Marital Status of the respondents	34
4.3.4 Highest Education Level.....	35
4.3.5 Employment status.....	36
4.3.6 Level of management.....	36
4.3.7 Duration Respondent Has implemented County projects.....	37
4.4 Organizational Culture and Employee Performance of County Projects	37
4.4.1 Organizational Structure Enhances Project Work.....	37
4.4.2 Support of management to project work.....	38
4.4.3 Team Work in Project Execution	38
4.4.4 Effective flow of communication in project environment.....	39
4.4.4 Staff awareness of duties and responsibilities within the project.....	40
4.4.5 Receipt of prompt feedback after task performance	40
4.4.6 Prudent management of time in project work	41
4.4.7 Reward of exemplary performance by management	41
4.4.8 Relationship between management and employees	42
4.4.9 Management and resolution of conflicts in project work	43
4.4.10 Employee creativity and innovativeness in project work	43
4.4.11 Recommendations for Improvement of Organizational Culture in Projects	44
4.4.12 Correlation between organizational structure and job performance	44
4.5 Funding of County Projects and Employee Performance of County Projects	45
4.5.1 Adequate funding for County projects.....	45
4.5.2 Timely release of project funds	46
4.5.3 Motivation to perform due to adequately funded projects.....	46
4.5.4 Prudent Management of Project Funds.....	47
4.5.5 Completion of projects within budget.....	47
4.5.6 Recommendations on Project Funding	48

4.5.7 Correlation between funding of County project funds and job performance	49
4.6 Remuneration/Compensation and Employee Performance of County Projects.....	49
4.6.1 Motivation to perform optimally due to monthly salary.....	50
4.6.2 Influence of allowances on Optimal Performance in Projects	51
4.6.3 Influence of employee benefits on performance of projects	52
4.6.4 Timely receipts of monetary benefits	52
4.6.5 Recommendations on Remuneration and Job Performance	53
4.6.6 Correlation between remuneration and job performance customer satisfaction with project work	53
4.7 Influence of training on employee performance of County Projects.....	54
4.7.1 Awareness of employer’s training guidelines	54
4.7.2 Employer sponsorship on pertinent training in the last two years	55
4.7.3 Employer adherence to the stipulated staff training guidelines.....	56
4.7.4 Self-Sponsorship of Training.....	56
4.7.5 Influence of Training on optimal Job Performance	57
4.7.6 Recommendations on Training and Job Performance	57
4.7.7 Correlation between influence of training on performance and project completion	58
4.8 Workplace environment and employee performance of county projects	58
4.8.1 Availability of Spacious Working Space.....	58
4.8.2 Availability of adequate office furnishing	59
4.8.3 Adequacy of office ventilation	59
4.8.4 Frequency of office cleaning	60
4.8.5 Adequacy of project work equipment.....	60
4.8.6 Recommendations on Improvement of Workplace Environment.....	61
4.8.8 Correlation between workplace environment and job performance	61
4.9 Employee performance of County projects.....	62
4.9.1 Completion of projects within stipulated deadline.....	62
4.9.2 Employee conduct in project work.....	63
4.9.3 Employee Adherence to Professional Project Management Standards	64

4.9.4 Employee teamwork in project work	64
4.9.5 Customer Satisfaction with Project Work	65
CHAPTER FIVE	66
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	66
5.1 Introduction	66
5.2 Summary of the Findings	66
5.2.1 Organization culture	66
5.2.2 Adequate funding	67
5.2.3 Employee remuneration/compensation	67
5.2.4 Training	67
5.2.5 Workplace environment	68
5.2.6 Employee performance of County projects	68
5.3 Discussion of the Findings	68
5.3.1 Organization culture	68
5.3.2 Adequate funding of County projects	69
5.3.3 Employee remuneration and compensation	70
5.3.4 Training of project staff	71
5.3.5 Workplace environment	72
5.3.6 Employee performance	72
5.4 Conclusions	72
5.5 Recommendations	74
5.6 Recommendations for Further Research.....	74
REFERENCES	76
APPENDICES	82
Appendix I: Letter of Transmittal	82
Appendix II: Questionnaires	83

LIST OF TABLES

Table 2.1: Summary of Knowledge Gaps	24
Table 3.1: Target Population	27
Table 3.2: Study Sample	29
Table 3.3: Operational definition of variables.....	32
Table 4.1: Gender of the Respondents	33
Table 4.2: Age of Respondents.....	34
Table 4.3: Marital Status of the respondents	35
Table 4.4: Highest academic qualification	35
Table 4.5: Employment status of the respondents	36
Table 4.6: Level of management of the respondents	36
Table 4.7: Duration Respondent Has implemented County projects.....	37
Table 4.8: Organizational structures enhance effective performance of project work	37
Table 4.9: Management support of project work.....	38
Table 4.10: Presence of team work in project execution	39
Table 4.11: Flow of communication in project environment.....	39
Table 4.12: Awareness of Project Roles	40
Table 4.13: Prompt performance feedback	40
Table 4.14: Prudent time management in project work	41
Table 4.15: Reward for Exemplary Performance	42
Table 4.16: Cordial Relationship Between Management and Employees	42
Table 4.17: Effective Management of Project Conflicts.....	43
Table 4.18: Promotion of creativity and innovativeness in project work	43
Table 4.19: Recommendations for improvement of organizational culture in projects ...	44
Table 4.20: Correlation between organizational structure enhances effective performance of project work and staff completion of project tasks within set deadlines .	45
Table 4.21: Adequate funding for County projects	45
Table 4.22: Timely release of project funds.....	46
Table 4.23: Adequately Funded Projects Motivate Employee Performance	46
Table 4.24: Prudent Management of Project Funds	47

Table 4.25: Prudent Management of Project Funds	48
Table 4.26: Recommendations on projects funding	48
Table 4.27: Correlation between effective management of project funds and adherence to professional project management standards	49
Table 4.28: Monthly Salary Encourage Optimal Performance in Projects	51
Table 4.29: Allowances Encourage Optimal Performance in Projects	51
Table 4.30: Work Benefits Boost Performance	52
Table 4.31: Monetary Benefits Received on Time	52
Table 4.32: Recommendations on Remuneration and Job Performance	53
Table 4.33: Correlation between allowances received and customer satisfaction	54
Table 4.34: Awareness of Employer's Staff Training Guidelines	55
Table 4.35: Employee Training Sponsorship	55
Table 4.36: Employer adherence to the stipulated staff training guidelines	56
Table 4.37: Self sponsorship trainings	56
Table 4.38: Influence of Training on Job Performance	57
Table 4.39: Recommendations on Training and Job Performance	57
Table 4.40: Correlation between allowances received and customer satisfaction	58
Table 4.41: Availability of Spacious Working Space	59
Table 4.42: Adequate Office Furnishing	59
Table 4.43: Adequate Office ventilation	60
Table 4.44: Regularity of cleaning the office	60
Table 4.45: Adequacy of working equipment	61
Table 4.46: Recommendations on Improvement of Workplace Environment	61
Table 4.47: Correlation between allowances received and customer satisfaction	62
Table 4.48: Timely completion of County project	63
Table 4.49: Professional Conduct in Project Work	63
Table 4.50: Employee Adherence to Professional Project Management Standards	64
Table 4.51: Teamwork in project work	64
Table 4.52: Customer Satisfaction with Project Work	65

LIST OF FIGURES

Figure 1: Conceptual Framework	23
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ABBREVIATIONS AND ACRONYMS

AMREF: African Medical Research Foundation

HRM: Human Resource Management

IMF: International Monetary Fund

UN: United Nation (UN)

UoN: University of Nairobi

ABSTRACT

Employee performance continues to be a major hurdle for county governments in Kenya. The purpose of the study was to determine the factors influencing employee job performance with a focus on the projects ran by county governments, with a focus on Meru County. The study was guided by the following objectives: To examine the influence of organization culture on employee job performance in Meru County; to determine the influence of adequate funding for county projects on employee job performance in Meru County; to assess how employee remuneration/compensation influences employee job performance in Meru County; to examine how training influences employee job performance in Meru County; and to investigate how work environment influences employee job performance in Meru County. The study was also guided by several theories. The target population for the survey will be 185 departmental technical staff of Meru County government. The study adopted a descriptive design and picked a sample size of 126. The instruments of data collection in the study were questionnaires. Data analysis will be done using Statistical Package for Social Science (SPSS) version 21 software. Quantitative data was analysed and presented through descriptive statistics; however, for qualitative data, detailed narrative was used to summarize data. The quantitative findings of the study were presented using tables. The study concludes that organizational culture influences the effectiveness of any employee and that the involvement of top management in any project venture positively affects the outcome of the project. Further, the study concludes that teamwork is paramount for it allows an employee to take responsibility in decision making while allowing other members to take charge of the project outcomes. In addition, it is concluded that communication flow should be encouraged to ensure clarity of outcomes. In addition, the study concludes that time management is of essence in a project work to ensure adherence to timelines for timely project completion. The study also concludes that rewards for exemplary performance should be considered to motivate project staff. Concerning funding of projects, the study concludes that adequate funding should be factored during budgeting to ensure that projects are completed as scheduled. Further, the study concludes that in many instances, funds for projects were released late jeopardizing the project outcome. It is also concluded that project funds are well managed and projects are at a high percentage completed on time by the contracted entity. On employee remuneration and compensation, the study concludes that monthly salary as well as allowances motivates project staff to perform optimally in project work. Concerning training of project staff, the study concludes that most of the employees are not privy to the presence of a staff training guideline and as a result, the employees do not take advantage to seek County sponsorship for professional courses. Nevertheless, the study concludes that training is essential for optimal job performance. As regards workplace environment, the study concludes that there is not enough space for effective working of the project staff, but there is enough office furnishing meaning that the staff are congested in their working places. On the employee performance, the study concludes that employees complete their projects on time while adhering to professional conduct in execution of project work.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the recent time, employee performance has received much attention because it helps an organization achieve its competitive edge against its competition in the same industry. According to Haenisch (2012), productivity of employees plays a significant role on the financial position of a business. The key to achieving goals of the organization and staying competitive is employee performance. The critical component in any organization is the employee; and by improving the employee's performance at the workplace, organizations can successfully compete (Altrasi, 2014). Every employee has a unique collection of values and beliefs usually based on national and cultural norms (Al-Malallah and Regondola, 2014). These unique values and beliefs play an important role in their performance.

Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Workers' performance is the job-related exercises expected of staff and how well those exercises are executed. This includes all angles that specifically or in indirect way influence and identify with the work of workers (Kuria and Nzuve, 2015). Therefore, understanding the factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. As such, organizational psychologists have sought to establish the relationship between motivation and job performance for at least five decades.

Performance is one of the major and significant sources of economic growth and competitiveness there by making it a statistical reference point for comparisons and also a productivity assessment tool. Productivity in Pakistan is perceived as a threat to many organizations because many managers do not practice good performance management techniques. This can be sanctioned by implementing proper performance management techniques such as motivation to increase the psych of employees (Khan, 2006). Employee

performance thus refers to undertaking a set of activities with the aim of getting results and thus, performance evaluation is at the heart of performance management.

Organizational culture can be said that it encourages employees to attain objectives of the organization as Darmawan (2013) affirmed that, organizational culture has some relation to the accomplishments of a company. It can promote dedication to the firm's values and philosophies hence generate shared feelings of performing tasks towards common objectives. Organizational culture serves as a control tool to direct behaviours toward desired characters and away from unwanted characters through its norms (Schein, 2011).

PricewaterhouseCoopers (2014) identified important project success factors as 'clearly establishing project costs, committed funding, and a deliberate project centered financial management framework that includes cost monitoring and reporting. Steinfort and Walker (2007) in their study note that 'sufficient financial and non-financial resources being specifically dedicated for the project based on details obtained from a well thought out project plan' as a success factor.

The ultimate aim of training and development programs is to add value to leaders and employees (Mucheru, 2015). According to Obisi (2011), training and development of employees should be a continuous activity. Training helps employees to acquire skills needed to perform their work, which ultimately helps organizations to achieve their objectives. In project management, training should aim at developing new or improving existing skills and competencies of project managers and project team members (Lytras, De Pablos & Avison, 2010). Training and work-related workshop activities improve the capacities, knowhow and practical experience of project team members. As a result, the project team is equipped with skills and experiences that will enable them to perform their duties to achieve project objectives.

Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh and Seo, 2012). Chandrasekar (2011) asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. The workplace environment consists of physical factors which

include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment boosts employees' performance.

In the County Governments of Kenya, performance of employees is based on plans that are the recorded performance elements that set forth the expected employee performance and the performance must be up to what the organization has set. Organizations consider their employees as a critical asset towards the attainment of organizational goals. This is evident in the projects currently being implemented in Meru County. However, the same objectives can only be attained from a workforce that is satisfied and committed to the organization's goals and vision. This category of employees will be those that perceive to have their interest to be catered for by the firm standards. According to Samad (2007) if a workforce is satisfied with their job as well as the organizational environment including its relationship with colleagues, compensation and leadership, they will be more willing to put in extra effort to ensure that the organization realizes its objectives.

1.2 Statement of the Problem

Kenya switched to the county government mode of governance in the year 2013. The country was subdivided into 47 regions that then inherited the staff of the former centralized government. The understanding was that the older staff had institutional knowledge and would help to get the incoming county governments get running faster as well as pass on the institutional knowledge to the new staffs that were to be hired by the individual counties. Hiring of new staff from the private sector was meant to boost the county governments with a corporate mindset of operation geared towards efficiency as they worked to provide services to the Kenyan citizens. The reality though is that this has not happened with many projects lying uncompleted and this study shall seek to find out why this is the case.

County governments just like businesses operate in an unpredictable environment rife with competition for scarce resources like cash from the central government, human capital to serve as well as competition they face from private entrepreneurs who provide similar services to the citizens in their locale. Any business that fails to adopt and continue to

improve their performance risks closure due to lack of customers. County governments face a risk of closure that happens if the citizen is not provided with adequate services through timely completion of county projects. They thus run the risk of being voted out in favor of a more competitive government that offers to resolve the problems of the citizens. Just like private businesses then, county governments ought to be in a perpetual state of change as they seek to provide world class services to their customers. They can achieve this by ensuring that their employees are providing stellar services. Performance of business and counties is directly related to its human resource which is the most important factor in determining whether an organization achieves its objectives or not. The success of County governments in Kenya is thus directly tied to the quality of the employees who man it. While County governments have an abundance of resources such as infrastructures or physical facilities, they are made redundant without the support of a qualified human resource.

While there have been studies in the area of employee performance, there has been no research conducted specifically targeting the county governments and addressing its unique nuances in relation to the county projects and their effect on employee performance. Specifically, very few studies have been conducted on factors influencing employee performance in county government projects. For example, in their study, Nzuve & Njambi, (2015) examined performance based on the quality of output and commitment of the employees to the success of the organization but the study did not address the factors that influence employee performance. However, employee performance mirrors their ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company. It is against this background of inconsistency between the expected employee performance and the poor performance of the county governments that creates the need to find out why the disconnect exists despite the hiring of employees from the private sector and implementation of policies geared towards improving performance of the county employees, hence the significance of the study.

1.3 Purpose of the study

The purpose of this study was to establish the factors influencing employee job performance in county government projects, a case of Meru County government Kenya.

1.4 Research objectives

The research shall be guided by the following specific objectives

- i. To examine the influence of organization culture on employee job performance in Meru County.
- ii. To determine the influence adequate funding of county projects has on employee job performance-in Meru County.
- iii. To assess how employee remuneration/compensation influences employee job performance in Meru County.
- iv. To examine how training influences employee job performance in Meru County.
- v. To investigate how work environment influences employee job performance in Meru County.

1.5 Research questions

1. How does organization culture influence job performance of employees in Meru County?
2. How does adequate funding of county projects influence job performance of employees in Meru County?
3. How does employee remuneration/compensation influence the job performance of employees in Meru County?
4. How does training influence employee job performance in Meru County?
5. How does the working environment influence job performance of employees in Meru County?

1.6 Significance of the study

The study can contribute to the existing body of knowledge of employee performance in the county governments. It can also act as a stimulus for further research to refine the extent of the present study in Kenya. The findings of the study can benefit future researchers as well as fill the existing gaps in terms of literature in this field and part of scholarly work. The policy makers can use the results of this study in developing strategies that can help in addressing the job performance of employees in the county government. The study could act as a basis of consistent and quality information to support management decisions. It can provide a reference point for other counties in Kenya. The study can help the Meru County Government

to develop necessary intervention essential in improving job performance in its projects. Besides that, it can also increase productivity in the entire county government.

1.7 Scope of the Study

This study was carried out among the staff of Meru County only. It will concentrate on and collect data from all the staff through the use of questionnaires. The study focused on the influence of organisational culture, adequate funding of projects, motivation /employee remuneration and work environment on employee performance among county staff of the Roads Department. The study will be conducted between May and July, 2019.

1.8 Limitations of the study

Getting the information from the respondents may be an issue because some employees may not be willing to open up for fear of victimization. They were, however, be reassured of confidentiality of the information through giving them authorization letter from the university to prove that the research is only for academic purposes.

1.9 Assumptions of the study

The study shall assume that: -

- i. The County Government appreciates the importance of improving employee performance.
- ii. The information obtained from the respondents shall be correct and representative of the whole population

1.10 Definition of operation terms

Adequate project funding: A mix of funding for the project that is suitable in quantity to meet

the project plan and budget.

County Government: According to Kenya Constitution these are geographical units envisioned as the units of devolved government.

Employee performance: Refers to the productivity of members of the department in the various duties assigned to them or as per their job description.

Motivation: Refers to the cause that influences an individual to behave in a particular manner depending on the circumstances.

Organization culture: Refers to the specific manner of doing things in a particular organization.

Project: A project is a temporary endeavor undertaken within an established time frame and within established budget to produce identifiable deliverables, (Morris and Hough. 1987).

Remuneration: These are the results of benefits earned by an employee in terms of pay, wages in return for their work done. There is provision for increases in remuneration as a reward for improved performance.

Training: This is an activity intended to improve the productivity of an employee to enhance their efficiency and effectiveness. Also referred to as learning.

Working conditions: Refers to conditions in which an individual or staff works including but not limited to such things as amenities, physical environment, degree of safety of danger, stress and noise levels.

Work environment: Can be defined as the environment in which people work that include physical setting, job profile, culture and market condition, (Tripathi, 2014).

1.11 Organization of the Study

The study is organized into five chapters. The first chapter has introduced the study and outlined its focus. The chapter also discusses the context of the study in regards to the importance of employee performance to the success of any organization. It reviews the inception of county governments and the various factors that may affect the performance of the various departments with a specific interest in projects being implemented in Meru County. The role played by various factors and their contribution to the context of the study, is also briefly discussed.

Chapter two is a review of literature on employee performance across the world while also discussing the unique issues that are facing the county governments as far as employee performance is concerned. Various themes affecting employee performance as well as theories relating employee performance are reviewed and discussed in this chapter too.

Chapter three reviews research methodology and research design. It discusses the conceptual framework and research design, composition of the sample, sites and population. The chapter also discusses different methods used in capturing, recording and transcribing, and analyzing the collected data.

Chapter four reviews the results from the analysis of data collected and analyzed from chapter three. It looks at the findings relative to the problem and making a summary of data tests of significance.

Chapter five then deals with the conclusion and finally the references, and appendices are placed at the end of the thesis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature that is related to the specific objectives of the study. It is subdivided into: employee job performance, the influence of organizational culture, funding of county projects, importance of clear goals in organisations, and the effects of motivation on individual employee performance in their jobs in county governments. Finally, the chapter provides a summary of literature review, theoretical framework, and the conceptual framework.

2.2 Employee job performance

Human resources are vital for organizational excellence and they act as the main factor for achieving anticipated organizational objectives. Employee's performance depends on a number of factors. There are employees who perform better due to their levels of intrinsic motivation. Other employees perform well because the working conditions and the benefits are favorable. In most cases, it depends on the needs and priorities of employees and the status of employment that they are enjoying. These factors may affect their performance in their work places and this highly influences retention of employees in a particular job. Performance is attained when an employee achieves organizational goals in a highly effective and efficient manner. This goal is closely aligned with achieving the overall goals of the organization (London, 2009).

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment (Haenisch, 2012). Employee performance thus refers to undertaking a set of activities while aiming for the results and performance evaluation that is at the heart of performance (London, 2009). This integrative perspective represents a configuration approach to strategic human resources management, which argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives (Torrington, Hall, Stephen, 2006). Organizations should understand that an organization cannot move forward without employee engagement (Mone & London, 2010). Employee engagement is

one of the key determinants fostering high levels of employee performance, as is constantly shown in a number of studies (Torrington, Hall, & Stephen, 2006).

2.3 Organization Culture and Employee Job Performance

An organization culture according to Elliot (2009) are the underlying beliefs, assumptions, values and means of interaction that make up a unique environment associated with a particular organization. It has a direct implication on the interactions between employees, customers and stakeholders. Organization cultures are meant to inspire cooperation and teamwork in the workplace from the top management levels to the bottom of the company. The organization culture also helps the team to identify with each other as they gang together to achieve shared values. These values and the organization culture also help the employees to identify with the organization founders' vision and comes in handy in the indoctrination of new employees into the organization.

Organization cultures have been broken down into four types according to research by business professors Quinn & Cameron (2011). First is the clan culture that espouses a very friendly working environment. There are a lot of people in this culture who share a lot of commonalities and the leaders of the organization are seen to be mentors and father figures. There is a lot of mentoring and employee participation with the organization glued together by tradition and loyalty. Second is an adhocracy culture that represents a working environment that is very dynamic and creative. Employees are encouraged to take risk and the leadership is seen to be innovators and risk takers. The organization culture values innovation and the company's overall plan is to grow and create new resources. The third culture is a market culture that represents result-oriented organizations. They put emphasis on finishing work and getting things done. The organization culture values achievement and competition. Finally, is the hierarchy culture that represents a formalized and structured work environment. Its values structure, control, efficiency and stability. There are formal rules to keep the organization running smoothly.

Employees need to find a way to fit into the organizations culture lest they feel like the sores in the group. It is therefore a matter of importance for the organization to spend time and resources to indoctrinate new employees into their organization. A well settled employee who

deems themselves to be part of a group will experience better job satisfaction and thus lead to better productivity. Things that form part of an organizations culture include measuring performance of employees, communication habits, email etiquette, and dress code among others (Harackiewicz, 2003).

Managers at all levels in an organization then need to be concerned about ensuring that all members of their team are dialed in into the organizations culture. This includes helping the employees to identify individual interests that align with those of the organization to get the buy in of the employee who then feels that in achieving the organization's goals they are also achieving their own. This helps employees find meaning and dignity in their work which consequently leads to increased productivity of the employees and better performance of the organization (Marten, 2012).

2.4 Funding of county projects and Employee Job Performance

The success of both public and private project can be directly tied to its funding. The project funding has a bearing on the successful implementation of a project because it controls various factors that affect the project implementation. There are various factors associated with the funding of projects within any organization or country (Otieno, 2019). These include the politics of an Organisation, the priorities of leadership elected during the various election cycles, and the input from the citizenry where public participation is sought. The success of any project is largely determined by the resources available for its implementation. Resources refer to human capital, technical resources, material resources and financial resources necessary for the completion of a project. The availability of these resources in a timely manner has a bearing on the completion of projects.

The funding of projects is thus an important factor to consider before the implementation of any projects. In 2017, Murithi, Makokha, and Otieno conducted a research to assess the factors that affect timely completion of public construction projects in Trans-Nzoia County and the results showed that project resource allocation had a significant influence on timely completion of public construction projects. Financial issues and delays in payments of completed works led to further delays in project implementation. There were shortages of construction materials, delays in paying employee salaries and allowances, and payment of

third-party service providers. All these resulted in delay in completion of projects, and affected the morale of the workers involved in the projects. The study by Murithi, Makokha, and Otieno (2007) recommended that county governments ensure there is sufficient allocation of resources for projects being run.

A study carried out in Mombasa on the determinants on successful project implantation within the county found that the funds provided by the county government to fund the project was not adequate to pay the county project employees' salaries and to fund the purchase of the materials necessary to implement the project. The county government had limited resources and relied on the central government for its funding as it could not generate enough funds from its collection of taxes at the county level. There was also little innovation at the county level in terms of seeking funding for their projects a situation that was replicated across the country. The overall effect of this was a limitation on the ability if the county governments to successfully implement their projects to completion which in turn severely affected the ability of the county governments to deliver services to the citizens.

A study in Nairobi county by Wambui, Ombui, and Kagiri (2015) to investigate the factors affecting implementation of road projects found that availability of funds, their usage and accessibility influenced the completion of the roads under study. They recommended that there should be effective resource mobilization and a review on their assessment and management to improve the chances of successful project implementation in the county.

Public projects can be funded from various sources. The most common source of funds is the government treasury using funds derived from taxation of the country's citizens. These are then spread out across the country to fund various projects as per proposed budgets and needs of the citizens. While it is the most common, there are several challenges associated with this. First is the lack of adequate oversight in the implementation of the project funds and resources which leads to loss and misuse of vital project funds. Government have limited funds with which to address many needs and thus over time, project funding experiences cuts depending on the pressing issues of the day for the government.

The second source of funding for public projects is tolls and revenue booths. These are particularly effective in the funding of public roads and other transport related projects (Odeck, 2017). These tolls are set up along major roads and the various road users are charged a levy for using the road. These funds are then directed towards the maintenance of the roads and towards implementation of other projects. The major downside associated with this mode of funding is the long duration required to collect funds to implement any major project.

Donors and International organizations like the United Nation (UN), the world Bank, the International Monetary Fund (IMF), and AMREF among others also invest in various projects across the world. These are advised by various studies on the feasibility of the projects and the benefits to be accrued by the citizens of the locale where the projects are being implemented. In some instances, however, the organizations provide funding for the projects in exchange of payment at a later date while in other occasions, the funding is free. These projects have a higher completion rate due to the monitoring put in place by the organizations to ensure completion of the projects on time and due to availability of funding.

Governments also partner with private corporations to implement various projects. These projects can take different forms (Ghebrejorgis, 2018). First, the private firms can offer free funding for some projects as a form of corporate social responsibility on their part. This is common in corporations involved in mining where they invest in infrastructure that enables them to mine the ores productively while they also provide adequate housing and amenities for their staff. the companies can also invest in some projects purely to give back to the community they operate in. then there are instances where there are public private partnerships where the government partners with the private sector to implement a particular project for a consideration of money. Some of these partnerships take the form of the private companies investing and implementing a project to completion and then receiving payments over a period of time. In some cases, the private company also runs the projects for a period of time to recover their costs before handing over the project to the government. These partnerships while very rife with political interference lead to successful implementation of projects within the accepted timelines.

The provision of adequate funding for projects thus can be seen as a major factor that affects the level of employee performance. From the payment of employee dues to motivation derived from successful completion of projects, it is vital that county government projects are adequately funded to ensure high performance of employee.

2.5 Remuneration and Employee Job Performance

Employee remuneration is defined as all forms of compensation or pay given to employees because of their employment (Dessler, 2008). It includes financial and non-financial rewards. It is a combination of items like bonus payments, paid leave, actual pay, club subscriptions, allowances, education grants, and recognition, etc. Research has shown that employee recognition and rewards play a major role in improvement levels of employee engagement (Saks and Rotman, 2006). Their study identified that if an organization rewards their employees, they then feel indebted to counter with an increase in their levels of engagement and performance. An employee's level of engagement is directly related to the perceived benefits they receive from the organization (Kahn, 1990). Thus, one's level of engagement is not tied to the quantity or type of reward but instead on the employee's perception.

For any organization bent on improving their employee's performance, it is vital that the human resources department engages the employees fully to find ways and means of increasing their engagement and thus their performance. One way to do this is through introduction of a reward policy to addresses the reward of their employee. Rewards for employee fall into extrinsic reward category and intrinsic reward category (Shanks, 2014). He explains that extrinsic rewards refer to any external thing that the management provides as incentive to the employees geared towards increasing their productivity. Extrinsic rewards can be bonuses, promotions, flexible working hours, money, profit-sharing programs, and increments of pay, benefits and incentives among others. Extrinsic rewards can categorize into Choice, competence, meaningful work, progress, and healthy relationships at work (Manion, 2015). Shanks (2014) describe intrinsic rewards as being internal and intangible but subjective as they represent the feelings of the employee about his work and the value he adds to the company. Other researchers (Malhotra et al, 2011) argue that intrinsic rewards are derived from performing the job itself. Ritter and Anker, (2009) argue that intrinsic reward of

for employees include things like employee participation in decision making, autonomy at work, skills garnered at work among others.

Rewards are used to motivate employees and encourage particular behaviors that are viewed as vital to enhance the employee performance while at the same time restraining behaviors which are seen as detrimental to an organization's growth and performance. This is best achieved under what Vroom terms as expectancy models (Kamoche & Mueller, 2008). Martin (2005) argues that the 'the basis of expectancy models is that motivation is a function of the desirability of the outcome of behavior. Thus, individuals are motivated to produce expected behavior if they are certain that there shall be reward for behaving in a particular manner (Ritter & Anker, 2009).

Organizations must be cognizant of the fact that monetary rewards offer one of the strongest motivators to induce employees to change their behaviors. However, some employees note that it doesn't rate very high as a motivator to work for a particular organization. They must also recognize that employees are unique beings as they go about designing a reward scheme to ensure that it is inclusive (Kovach, 2007). If well implemented, the reward scheme would then play a major role in building and maintaining employee engagement which consequently ensures workforce stability and consistent high performance of an organization. Research by Tsai K et al (2005) also demonstrated that employee reward schemes improve organizations productivity through improved labor efficiency as a result of reduced strikes and slowdowns. Employee satisfaction is also increased which is a reflection of good relationship between management and employees. Ismail et al., (2010) note that performance-based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction.

Studies carried out by Lazear, (2000) indicated that in some instances, firms recorded an increase in productivity of their employees by shifting from monthly pay to increased daily wages. This is only applicable though in manual jobs and it becomes necessary to hire more capable employees on monthly salary rates (Bandiera et al, 2009). This helps maintain an

efficient work force. Research by Fernie and Metcalf, (1999) show that staff on a monthly salary has no incentive to work hard while those on a daily rate are motivated to perform harder by the probability of job loss as a penalty for low work output.

Organizations will implement compensation and remuneration strategies that work for them and will make the overall choice of the final rewards and pay policies. While as Larkin (2011) points out that compensation and remuneration for a company is a strategic issue, the organization must be guided by the sole concern of improving the performance of the employees. Their choice of reward can also include making technology upgrades in the company; provision of better working environment and tools of trade; improved marketing activities; investing in corporate social programs suggested by their employees among others. Coming up with a comprehensive reward scheme and effectively implementing it will result in desirable worker behavior

2.6 Training and Employee Job Performance

A report ran by McKinsey in 2006 showed that improving capabilities, skills and knowledge of a talented workforce was a major competitive advantage in a competitive market. For a company to develop the desired knowledge, skills and abilities among its employees, so as to improve their performance, there is need for implementation of training programs (Meyer & Smith, 2012). Effective implementation of this may positively affect employee motivation and their commitment towards the Organization. The training offered is geared towards optimizing the employee's potential and to prepare the employee to perform their work at the expected standard. Firms with good policies in place can invest in the development of new skills for their workforce giving them an edge over their competitors in the market place. Investment in the employee training reflects the organizations interest in the development of employees and as a side effect leads higher motivation and commitment among the employees. The employees then give their all towards achieving the organizations goals.

Training is an activity that is planned, systematic and that result in an enhanced level of skill, knowledge and competencies necessary to perform a job effectively (Gordon, 1992). The goal of training programs is to bridge skill gaps that exist among the organizations workforce to enable the company achieve the optimum performance. Training can be given through

different methods including coaching and mentoring, on the job training and through instructions (Tai, 2012). Training is geared to enable the organization effectively utilize its work force and thus improve its competitiveness in the market place. Thus, according to Kamoche and Mueller, (2008), it follows that an organization bent on recording the best performance possible has to invest in the training of its employees.

Effective training improves the performance of the employees through developing their innate capabilities, honing their creativity and their thinking abilities. This improves their ability to deal with customers in an effective and timely manner (Huselid, 2009). The employees develop a level of self-efficacy and superior work ethic through targeted training to address existing gaps in the business skill sets (Kinicki & Kreitner, 2011). Training also takes the form of personal training based on individual job requirements to keep the employees relevant lest they are forced out due to reduced productivity (Hung, 2010).

Training also helps keep the workers satisfied at their jobs for they are confident of their ability to perform their job at the highest possible expertise. According to Pfeffer (1994), training helps improve job performance as improved performance by the employees leads to satisfaction of management who may express their feedback in various ways. From training, there is a recorded increase in efficiency of company processes, ability to adopt new technology, improved job satisfaction, financial gain, reduced employee turnover and increased innovation and happier customers (Kaliannana and Adjovub, 2014).

Training methods can be categorized into on the job training and off the job methods (Decouza and Robbins, 1996). On the job training includes instruction at the place of work with the trainee receiving instruction from a fellow employee who is versed in the particular job while normal work continues. This is very common with new employees in organizations. Off job training on the other hand happens at a location outside one's normal workplace and is composed of lecturers, case studies, presentations, role playing, and simulations among others (Decouza & Robbins, 1996). It includes orientation training for new employees; apprentice training for technical training; vestibule training for training semi-skilled employees; and lectures for instructing large audiences especially in colleges.

Guest (2007) in his study mentions that training and development of employees comprises one of the major roles of human resource practitioners as it positively impacts their performance and the productivity of an organization. A study by Farouq and Khan (2011) also provided for a positive correlation between training and employee performance. It follows therefore that for an organization to improve its performance, it must provide for the training of its employees.

2.7 Work environment and Employee Job Performance

Working conditions of employees refers to the working environment and all existing circumstance that affect the labor force in the work place. These may include: working hours; physical location, buildings and fixtures; employee legal rights; work load and an organizations culture. It is the immediate surrounding that human beings utilize to support his existence and if not manipulated appropriately would lead to introduction of hazards that would effectively inhibit the productivity of workers. Chapins (1995) describes a workplace as the environment where an employee performs his assigned duties as per requirements of his employer. An effective workplace thus is one that encourages the achievement of optimum results as per the expectation of the management (Shikdar, 2002). The physical work environment has a bearing on how employees of an organization relate with each other and they have a direct impact on interpersonal relations in the workplace. A workplace is a vital role to play in ensuring satisfaction of employees and thus impacting positively on their work productivity. There workforce of today is very diverse and equally the workplace is very dynamic. It is much easier to get jobs and workers are not averse to switching jobs every so often as they have very little loyalty to their employer. According to Smith, (2011), these factors together create an environment where the organization needs the employees to succeed and exist more than the employee needs the organization,

Research has been conducted into workplace features that employees' value highly as far as their workplace comfort is concerned and that consequently contribute to enhanced productivity and satisfaction at their workplace. These include office lighting, adequate lighting of offices, access to natural lighting and an acoustic environment (Geerts, 2004). Some features like ergonomic furniture and good lighting also have a positive influence on

employee's health according to Dilani (2004) and thus a direct impact in employee productivity. Both of these affect an employee's physiological and psychological health thus affecting their performance at work. According to Larsen, Adams, Deal, Kweon & Tyler, (1998), an employee attitude at the work place is also affected positively or negatively by the ambient features of the office. These include movement of air, natural lighting and available windows among others. These also affect an employee's behavior, performance, productivity and job satisfaction levels.

The setup of an office also has a bearing on the workplace comfort ability with some employees preferring to work in offices with open floor plans while others prefer to work in cubicles that affords them some privacy. Some of the factors considered in this including individual privacy, noise levels and other distractions and disturbances (Evans & Johnson, 2000). Companies should provide office space furnished with adequate rest rooms, toilets, first aid facilities. They should also provide employees with safety clothing according to their job requirements and drinking water in the offices. They should also ensure that all staff members are up to date on workplace safety measures and be safety conscious.

Glass and Saggi, (2002) mention that is important for organizations that provide services based on the skills of their employees to provide good working conditions in a bid to reduce employee turnover, reduce risk in the workplace and increase the productivity of their staff. According to Bornstein (2007), organizations that expose their employees to bad working environments suffer from diminished productivity while the opposite is true for organizations that invest in ensuring the workplace is conducive for their workers.

2.8 Theoretical review

The study is pinned on several theories as discussed here.

2.8.1 Goal Setting Theory

Goal setting theory emanated with Locke in the 1960's in which he tried to establish the positive relationship between clearly identified goals and performance and how goals could influence individuals' behavior. The theory is based on the argument that human actions are governed by goals and ambitions. This theory can be adopted by organizations that seek to capitalize on enhanced performance, growth and productivity. In this case goals can be used

to motivate individual to focus on the object which in our case is employee performance in County Government projects. Managers should keep on monitoring the performance of employees to ensure their effectiveness on goal attainment. Feedback in performance management is provided in the theory of goal setting in order to enable employees to review project performance and increase effort geared towards achievement of project goals. As a result of met goals the theory provides for reward that should be pegged on achievements of goals. However, Csikszentmihalyi (1997) posit that goal-setting theory has various limitations such as; conflict in cases where the project goal is not in line with the goals of the organization as a whole. Secondly, in complex project tasks, goal setting may impair growth in that individuals may focus on meeting the goals rather than performing the tasks.

2.8.2 Theory of Organizational Excellence

The theory was proposed by Thomas Peters and Robert Waterman (2006) who posit it that organizational culture is closely tied to the success of best-run companies which are characterized by these attributes: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value-driven effort; This theory is important in this study since, due to the decentralized organizational culture of the County Government processes these identified are well covered and are majorly highly responsible for the giant strides that the County has made in ensuring timely project delivery, cost effectiveness and prioritization of projects to benefit the residents. The Theory is linked to the study since the County is biased toward action since its technical staff are always seeking and developing new strategies for identifying and implementing county projects. In addition, the County encourages autonomy and entrepreneurship by encouraging innovations and risk taking among its technical staff by rewarding new techniques. Further, the County believes in the employees as a way of ensuring productivity through shared decision making, absence of rigidity of command and encouragement for new ideas. The County therefore manifest great levels of trust in subordinates, use participatory decision making, listen to and use employees' ideas/show concern for their welfare is practicing. The County also encourages hands-on, value driven effort by the employees by paying great attention in promoting and clarifying core County values to its employees. The culture of the county emphasizes high achievement levels by the staff.

2.8.3 Affective Events Theory

The Affective Events Theory, first advanced by Howard M. Weiss and Russel Cropanzano (as quoted in Thompson and Phua, 2012), explains the link between employees' internal influences and their reactions to incidents that occur in their workplace environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance. In a study by Ashton-James and Ashkanasy (2005) it was found out that workplace events trigger affective responses in employees which influence workplace cognition and behavior. The study asserted that affective events theory is both empirically and theoretically, restricted to events that are internal to the organization. According to Briner (2000), the theory considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses. The study postulates that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

2.8.4 Resources Based View Theory

The theory is concerned with the idea that a firm's internal resources can become a direct source of sustained competitive advantage for the firm. According to Yang and Conrad (2011) Resource Based Theory is concerned with organizational performance heterogeneity. The objective is to bring together a range of internal resources which when combined and deployed strategically can create competitive advantage for the organization. The study explain that it is these resources that become valuable when they are used to enable the organization to implement its business strategy. According to Lacity and Willcocks (2008) the resource based theory deliberate on the resources that are possessed by a firm are the primary determinants of its performance, and may contribute to a sustainable competitive advantage of the firm. Productive activity requires the cooperation and coordination of teams of resources. Mweru & Muya (2016) explains that the firm capability is the capacity for a team of resources to perform some task or activity and conclude that the firm's resources are the source of a firm's capabilities. Barney and Hesterly (2010) advanced that resources in general include the following key constructs: resources, capabilities and competences. Resource Based View

theory in this study played a role of evaluating and explaining resources especially adequate project funding and capability of the County Government of Meru to create and maintain adequate finances for project implementation thus performing highly in project implementation which encouraged employees to perform better.

2.8.5 Human Capital Theory

According to Torrington (2008), human capital means the combined intelligence and experience of staff. People are becoming valuable assets and can be recognized within a framework of human capital. Thus, this is the reason why organizations invest a lot on their employees through training and development programs and appropriate reward systems. The theory has, therefore, cross cutting significance in Human Resource Management (HRM) practices such as recruitment and selection, training and development, human resource planning among others that are meant to help organizations achieve their goals (Ombui, 2014). As such, Rastogi (2009) states that human productivity should thus be improved through effective HRM practices, among them training and development of staff. The Human Capital Theory played a role in this study by advocating continuous staff training for optimal employee performance and adherence to the stipulated staff training guidelines

2.9 Conceptual framework

In a research, conceptual framework is used to define the relationship between independent and dependent variables. Dependent variable depends on other factors that are measured whereas independent variable is a variable believed to affect the dependent variable (Sekaran & Bougie, 2010). Mugenda and Mugenda (1999) also describe conceptual frameworks as a graphical or diagrammatic representation of the relationship between variables in a study in this study the conceptual framework (Figure 1) shows the relationship between various factors that affect performance of county employee in the roads department. These include remuneration, leadership style, employee compensation and employee training and working in a favorable work environment. The dependent variable in the study was employee performance. The intervening variables include government policies and work life balance as the intervening variable.

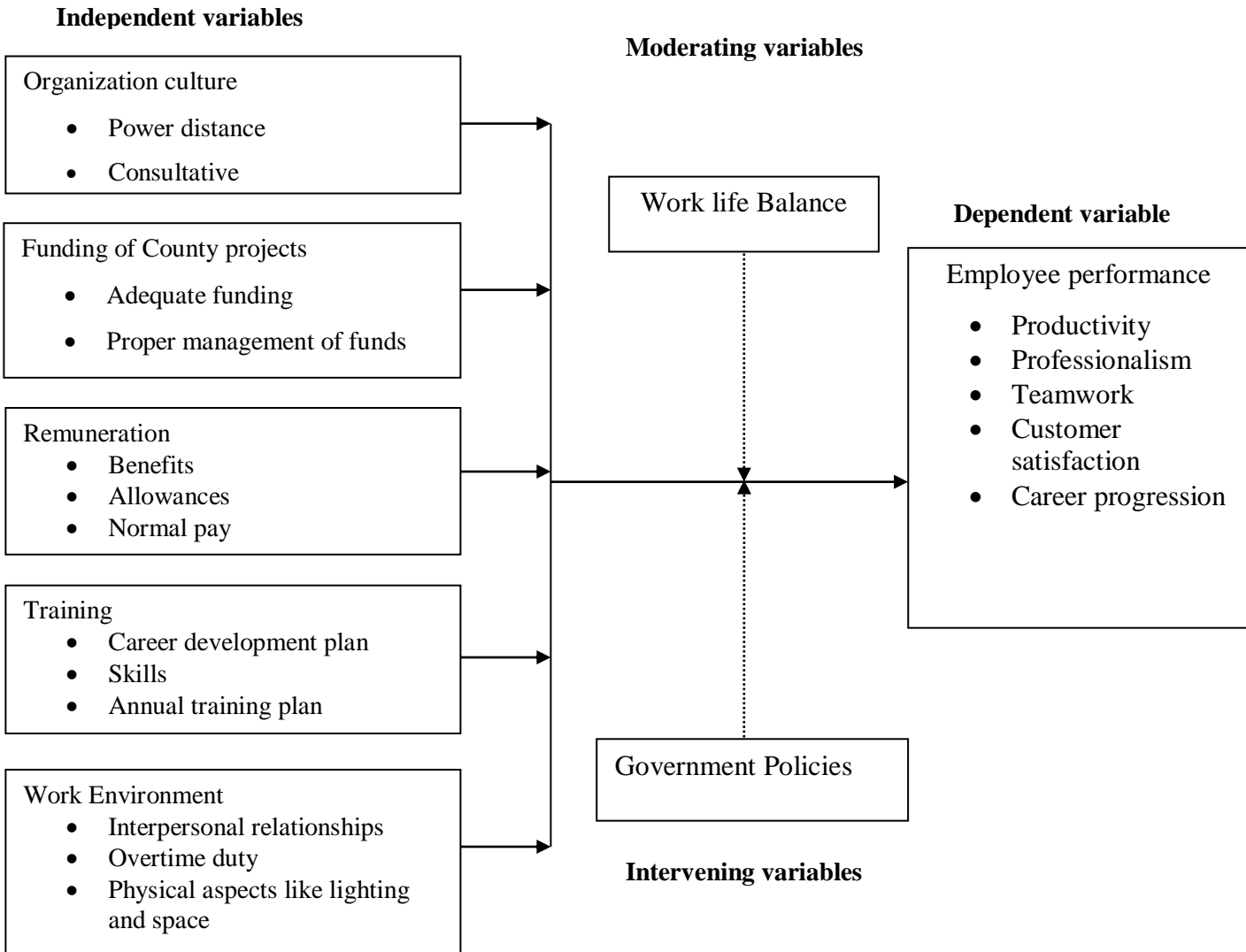


Figure 1: Conceptual Framework

2.10 Knowledge Gaps

Table 2.1: Summary of Knowledge Gaps

Table 2.1 presents a summary of knowledge gaps that the study sought to address.

Variable	Author	Finding	Gaps
Management and oversight	Phiri	As a management function, the ability of the department to monitor and provide oversight has influenced its performance	The influence of monitoring and evaluation of department projects with a view to maintain consistency, poor skill levels, and the need for training to close identified gaps
Political Intervention	Waithera & Wanyoike	There exists a lot of undue interference in the operations of the department by parties with hidden agendas	Influence of politics on the departmental operations, government interference in county projects, effects of leadership conflict within the department, influence of good governance on performance
Organizational culture	Quinn & Cameron	Nonexistent culture from a mismatch of employees' background	Lack of employee orientation, poor organization culture to connect to
Remuneration	(Dessler, 2008)	Ambiguous pay structures and in equitable salary scales	Friction between new and old staff because of unaligned salary structures, lack of career growth for old employees who are deemed to have institutional memory
Training	(ELLIOTT, 2009)	No training department in HR to take into consideration the training needs of the employees	No structures in place to identify skill gaps, lack of skill and resources to effectively bridge the existing training needs, lack of formal training structures
Leadership and management competences	Tero	The leadership ability of the staff on the ground plays a major role in the overall performance of the department	The influence of management competencies like experience, retention of skilled labor, staff motivation, risk management, proper planning and effective communication

2.11 Summary

In a bid to address the underlying deficiencies in the performance of employees, the management is given the leeway to use various tools available to them to ensure an improvement in the performance of staff in their respective roles. Researchers across board are in agreement that there cannot be a standard definition of good performance as what constitutes of performance varies from one sector to another. They do however agree that employee performance is determined by similar factors. They also agree that investment in technology, workers, research and development, good human resource policies and competitive remuneration policies are key drivers of high employee performance.

Hart & Willower (1994) mention that employee performance cannot be improved merely by increased authoritarianism, discipline and control in the organisation. Instead, training provided to employees improves their performance by increasing and honing (Harel & Tzafir, 1999). This in turn improves the commitment levels of an employee and encourages knowledge sharing within the organisation. Improved performance on the employee then gives them a better chance at career development within the organization thus improving their competitiveness.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used to carry out the study. It focused on the research design, location of the study, target population, sample size, sampling techniques, research instruments, pilot study, reliability and validity, data collection techniques, data analysis, logistical and ethical considerations.

3.2 Research design

A research design is a plan that is applied when conducting a project and it provides all the required information regarding the objectives of the study (Mugenda and Mugenda, 1999) A design gives a firm foundation for the whole research product to be conducted and the development of accurate results, which meets the aims of the research (Mills, Albert, Gabrielle and Wiebe 2018). This study used descriptive research design. The descriptive survey design was suitable for this study since it allowed the researcher to study the phenomena which do not allow for manipulation of variables. This design enabled the researcher to collect both quantitative and qualitative data.

3.3 Target population

In a research, target population is a sample used to explain the characteristics of the entire population and it aids the researcher to generate research findings, recommendations and conclusion that address the purpose and objectives of the study (Mugenda and Mugenda, 2009). The target population in this case was be 185 departmental technical staff as recorded by the Human resource department of Meru county government who are spread out across twelve departments. These were considered since they are directly involved in project execution. This number was deemed sufficient to allow generalization on the determinants of employee performance in county projects within the County government of Meru. The target population is as per chart below.

Table 3.1: Target Population

Ministry/Directorate	Number of Departmental Technical Staff
Public Service and County Administration	6
Executive	28
Treasury	12
Trade, cooperative and Tourism	9
Health Services	13
Agriculture, Livestock and Fisheries	22
Water, Environment and Natural Resources	15
Land, Housing & Public works	19
Directorate of Energy, Roads and Transport	35
Education	15
Youth Affairs and Culture	11
Total	185

Source: HR department Meru County government, 2019.

3.4 Sample size and Sampling Procedure.

This section is about the size of the sample and the procedure to use.

3.4.1 Sample Size

Sample size refers to a representative section of the entire population according to Kothari (2004). Punch (2009) describes a sample as a smaller group that is studied and is drawn from a larger population, from which data is collected and analysed and inferences are then made on the population. According to Wiersma (2005), the ideal sample size should be large enough to achieve validity and reliability of data. Cohen (2007) on the other hand subscribes to the thought that there exists precise sample size. Instead, the sample size should be dependent on the purpose of the study and the nature of the population. As a rule of thumb though, the larger the population size, the more reliable the data presented is.

The study shall adopt the Yamane formula (1967) to estimate an ideal sample size (n) from a known population size (N).

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= the required Sample size

N = the target population

e = the level of significance (5%)

Substituting for the values in the formula as below

$$n = \frac{185}{1 + 185(0.05)^2}$$

$$n \sim 126$$

Table 3.2: Study Sample

Ministry/Directorate	Number of Departmental Technical Staff	Study Sample	Top Executive	Middle Executive	Lower Executive
Public Service and County Administration	6	4	2	1	1
Executive	28	19	3	3	13
Treasury	12	8	1	1	7
Trade, cooperative and Tourism	9	6	1	2	3
Health Services	13	9	1	3	5
Agriculture, Livestock and Fisheries	22	15	3	4	8
Water, Environment and Natural Resources	15	10	2	3	5
Land, Housing & Public works	19	13	2	3	8
Directorate of Energy, Roads and Transport	35	24	4	2	18
Education	15	10	2	3	5
Youth Affairs and Culture	11	7	2	2	3
Total	185	126	23	27	76

3.4.2 Sampling Procedure

In a research, sampling procedure involves selection of respondents from the whole population to determine the characteristics of the participants. In research development, sampling is used to make the data collected more accurate and economical (Panacek & Thompson, 2007). The study adopted a probabilistic sampling technique where the research shall employ the stratified random technique to select respondents from a strata. After the respondents were stratified into groups, the research used simple sampling to pick respondents.

3.5 Data collection instruments

As a descriptive research, this study used questionnaires to collect data. According to Alshenqeeti (2014), the purpose of a questionnaire is to ensure collected information presents the thoughts and feelings of the respondents in the research. The primary purpose of using questionnaires in this study is to ensure that the questions asked are the same to all the participants to reduce interview effect and other related inconsistencies.

3.5.1. Pilot Study

Before the actual study, a pilot study was conducted to test the research instrument. The pilot study involved 10% of the sample size, which was 12.6 or 13 individuals. During the actual study, the respondents used in piloting were not included. The pilot study helped to ascertain the reliability and validity of the questionnaire.

3.5.2 Validity of the Instruments

According to Orodho (2009), validity is the degree to which results obtained from data analysis is representative of the phenomenon under investigation. For this study, validity was determined in two stages. First, the developed instruments shall be handed over to the supervisors for perusal and revisions carried out based on the supervisors' recommendations. The supervisors from the University, who are experts in the area, assisted in validation. Their input included checking the instruments' validity by determining whether they addressed the research objectives and answered the research questions exhaustively. The final questionnaire developed after the supervisor input was used to collect data during the study.

3.5.3 Reliability of data instruments

Reliability helped in ascertaining that the data collection tools are stable and provided consistent results. Reliability helped in determining the replication of the instruments used in the study. To ensure that the tools are reliable a test-retest conducted. Through the test-retest, the researcher was able to determine the stability of the questionnaire and the interview schedule. The test-retest was used in the measuring of the correlations of scores of the first administration of the data collection tools and the second data collected from the respondents. The responses to the first administration were then compared to the responses of the second administration. Since the responses agreed, the instrument was taken as reliable.

3.6 Data collection procedures

A research permit was obtained from the University of Nairobi, from the National Council of Science and Technology and from the head of department to carry out the research after which then data can be collected once the permission is granted.

3.7 Data analysis techniques

In research, data analysis ensures that the study provides meaningful and critical decisions based on the information gathered from the respondents. According to (Sutton & Austin, 2015) data analysis should present the accurate and fair view of the participants. Data analysis involves the cleaning, coding, and aggregation of the data to ensure it is ready for analysis using various tools. In the case of this research, the researcher used Statistical Package for the Social Sciences (SPSS). Quantitative data for each question was tabulated to provide an all-inclusive picture of the general outlook of the data that helped the researcher in identifying patterns. In quantitative analysis, data was analysed using descriptive statistics to get statistical measures with the aim of helping the researcher make valid inferences about the topic under study.

3.8 Ethical considerations

To maintain the ethical values of accountability, trust, mutual respect and fairness, adherence to the right virtues were upheld throughout the research. The data collected in this study was used for research and academic purposes only. All the data collected was treated with confidentiality and privacy to protect the research participants. Besides, the researcher sought the anonymity of the respondents, as it was helpful in accurate examination of thoughts and feelings towards the study. Furthermore, the research made sure that there is a promotion of equality to all the participants of the study.

3.9 Operational definition of the variables

The operationalization of the variables is given in Table 3.3

Table 3.3: Operational definition of variables

Variable	Operational Definition	Indicator or Measure	Scale
Good employee performance	Optimal employee productivity as a result of efforts based on measured performance outcomes	Going beyond the set performance targets Improved motivation Meeting performance targets	Ordinal scale
Remuneration	The compensation package includes salary and other types of work-related benefits that an employee is entitled to by virtue of being in employment.	Frequency of salary reviews Employee satisfaction with an organization's benefits package Equitability of the administered benefits package	Ordinal scale
Funding of county projects	This refers to the resources availed to the various projects to ensure their timely completion	Timely payment of staff allowances Timely payment of third-party service providers Timely completion of projects within set deadlines	Ordinal scale
Training	Processes of enabling employees acquire skills (soft and technical) to improve on their performance and mastery of their areas of specialization.	Frequency of trainings during the employment period Access to training and career development programs Availability of skills development programs	Ordinal scale
Favorable work environment/ conditions	Entails work procedures, the physical design of workplace, protective and healthy equipment and flexible work schedule.	Ample Working space Well defined Stipulated leaves Practical Work rules Well defined terms of service Availability of enough required tools and equipment	Ordinal scale

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focuses on data analysis, presentation and interpretation based on the data collected from administered questionnaires. It provides overview on social-demographic information and actors influencing employee job performance in county government projects, a case of Meru County government Kenya. The sections are based on six independent variables; organizational culture, adequate funding for county projects, employee remuneration/compensation, training, workplace environment and employee performance. The information from open ended questions in the questionnaires were summarized and presented in description.

4.2 Response rate

The researcher administered 126 questionnaires which were personally delivered to the respondents and later picked after they had responded. After checking the questionnaires for quality checks, a total of 121 responses were obtained which translated to a response rate of 96.03%. This was a good response rate and conformed to Mugenda and Mugenda (1999) which stipulate that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 Socio-demographic information

In this section, the respondents were requested to provide background information on gender, age, marital status, education level, employment status, level of management, duration implementing County projects.

4.3.1 Gender of the Respondents

Table 4.1 presents distribution of the respondents according to gender.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percent	Cumulative Percent
Male	72	59.5	59.5
Female	49	40.5	100.0
Total	121	100.0	

The study established that majority of the respondents were male as shown in Table 4.1. 59.5% of the respondents were male and 40.5% of the respondents were female. This could be attributed to the fact that majority of the staff could have been male project implementors in a field that was initially dominated by males.

4.3.2 Age of Respondents

The study also sought information on the ages of respective respondents. Table 4.2 presents the findings.

Table 4.2: Age of Respondents

Age	Frequency	Percent
18-25 years	13	10.7
26-35 years	36	29.8
36-45 years	38	31.4
46-55 years	27	22.3
56-60 years	7	5.8
Total	121	100.0

The study also found out that most of the respondents were aged between 36– 45 years which was represented by 31.4% of the respondents. This age group was closely followed by 29.8% of the respondents who indicated that their age ranged between 26 – 35 years. From Table 4.2, only 5.8% of the respondents indicated that their age was 56 and above years. It can be established that most of the medical staff employed at the County Government of Meru were experienced and were aged between 36 - 45 years of age, with majority having been devolved from the national government.

4.3.3 Marital Status of the respondents

The respondents were requested to indicate their marital status. The results are presented in Table 4.3.

Table 4.3: Marital Status of the respondents

Marital Status	Frequency	Percent
Single	35	28.9
Married	72	59.5
Divorced / Separated	7	5.8
Widowed	7	5.8
Total	121	100.0

In relation to the marital statuses, the study established that most of the respondents were married. Table 4.3 indicates that 59.5% of the respondents indicated that they were married and only 5.8% indicated that they were separated or widowed respectively.

4.3.4 Highest Education Level

Respondents were requested to indicate their highest education levels. Table 4.4 presents the findings:

Table 4.4: Highest academic qualification

Qualification	Frequency	Percent
Post-graduate	14	11.6
Undergraduate	54	44.6
Diploma	36	29.8
Certificate	14	11.6
O-Level	3	2.5
Total	121	100.0

An analysis of the highest academic qualification was done in an effort to establish the composition of members of the purchasing department. This was important because one's educational achievement was generally associated with a positive career outcome and most institutions use level of education as an indicator of one's productivity. The results are shown in Table 4.4. The result indicated that the majority of the respondents at 44.6% were

undergraduate, while only 2.5% had O-Level certificates. This shows that project implementation staff were qualified personnel who had relevant experience

4.3.5 Employment status

The study further sought to establish the employment status of the respondents. Table 4.5 summarizes the findings.

Table 4.5: Employment status of the respondents

Employment Status	Frequency	Percent
Contract	12	9.9
Casual	9	7.4
Permanent	100	82.6
Total	121	100.0

Analysis on the employment status was used to analyze the nature of the terms of employment of the respondents. The results are shown in Table 4.5. The result indicated that the majority of the respondents at 82.6% were permanents and pensionable employees with 7.4% being casuals.

4.3.6 Level of management

The respondents were further requested to indicate their cadre in the management. The results are as shown in Table 4.6.

Table 4.6: Level of management of the respondents

Management Level	Frequency	Percent
Top Management	20	16.5
Middle Level Management	25	20.7
Low Level Management	76	62.8
Total	121	100.0

On the level of management in which the technical staff was involved in results in Table 4.6 shows that 62.8% were from the low-level management with 16.5% being top management level.

4.3.7 Duration Respondent Has implemented County projects

Further the respondents were requested to state how long they had implemented County projects. Their responses are summarized in Table 4.7.

Table 4.7: Duration Respondent Has implemented County projects

Duration	Frequency	Percent
Below 1 year	18	14.9
1-5 years	31	25.6
6-10 years	51	42.1
10 years and above	21	17.4
Total	121	100.0

The researcher established that, in relation to the time duration that the respondent had implemented County projects, most of the respondents at 42.1% had implemented for a period of 6 – 10 years. As shown in Table 4.7 only 14.9% had implemented County projects for less than one year. From the responses, it could be established that most of the staff are experienced in project execution at the County Government of Meru.

4.4 Organizational Culture and Employee Performance of County Projects

The researcher sought to determine the influence of organizational culture on employee performance in County Projects.

4.4.1 Organizational Structure Enhances Project Work

The study sought to find out if organizational structures enhanced effective performance of project work. Table 4.8 summarizes the results.

Table 4.8: Organizational structures enhance effective performance of project work

Responses	Frequency	Percent
Strongly Agree	27	22.3
Agree	59	48.8
Neutral	15	12.4
Disagree	6	5.0
Strongly Disagree	14	11.6
Total	121	100.0

The study established that organizational structure determines effectiveness of project work. Table 4.8 shows that that 48.8% % of all the respondents agreed that organization culture affects project work with 22.3% strongly agreeing on the same. Only 11.6% strongly disagreed.

4.4.2 Support of management to project work

The respondents were requested to indicate if the management were supportive of project work. The results are as indicated in Table 4.9.

Table 4.9: Management support of project work

Responses	Frequency	Percent
Strongly Agree	52	43.0
Agree	34	28.1
Neutral	9	7.4
Disagree	17	14.0
Strongly Disagree	9	7.4
Total	121	100.0

The study also established that most of the respondents rated the influence of involvement of top management of project work as high, with 43.0% of the respondents strongly agreeing.

This is as indicated in Table 4.9.

4.4.3 Team Work in Project Execution

The respondents were requested to indicate if there was team work among employee in execution of project work. The results are summarized in Table 4.10.

Table 4.10: Presence of team work in project execution

Responses	Frequency	Percent
Strongly Agree	35	28.9
Agree	48	39.7
Neutral	7	5.8
Disagree	25	20.7
Strongly Disagree	6	5.0
Total	121	100.0

When the researcher requested to know if there was team work in the implementation of projects, the study established that team work was core with 68.6% of the respondents as indicated in Table 4.10.

4.4.4 Effective flow of communication in project environment

The respondents were asked to indicate how if communication flowed effectively in project environment. Table 4.11 summarizes the findings.

Table 4.11: Flow of communication in project environment

Responses	Frequency	Percent
Strongly Agree	52	43.0
Agree	27	22.3
Neutral	17	14.0
Disagree	18	14.9
Strongly Disagree	7	5.8
Total	121	100.0

It was established that there was effective communication flow as indicated by 43% of the respondents who strongly agreed. 22.3% agreed that communication flow is effective. Only 5.8% of the respondents strongly disagreed on effective flow of communication as show in Table 4.11.

4.4.4 Staff awareness of duties and responsibilities within the project

The study sought to establish if the staff were aware of their duties and responsibilities within project. Table 4.12 summarizes their responses.

Table 4.12: Awareness of Project Roles

Responses	Frequency	Percent
Strongly Agree	22	18.2
Agree	51	42.1
Neutral	9	7.4
Disagree	16	13.2
Strongly Disagree	23	19.0
Total	121	100.0

According to Table 4.12, the study found out that the majority at 42.1% of the respondents agreed that the staff were aware of their duties and responsibilities in the project work with 18.2% strongly agreeing to the same.

4.4.5 Receipt of prompt feedback after task performance

The study further sought to know if the staff got prompt feedback after performing their task. The findings are presented in Table 4.13.

Table 4.13: Prompt performance feedback

Responses	Frequency	Percent
Strongly Agree	40	33.1
Agree	27	22.3
Neutral	12	9.9
Disagree	29	24.0
Strongly Disagree	13	10.7
Total	121	100.0

The researcher asked the respondents to indicate their responses on whether they received prompt feedback after performing project task. As show in Table 4.13, 33.1% of the respondents strongly agreed to receipt of prompt feedback with 22.3% also generally agreeing. 10.7% of the respondents strongly disagreed.

4.4.6 Prudent management of time in project work

In this section the respondents were requested to indicate if the management encouraged and ensured prudent time management in project work. Their responses are shown in Table 4.14.

Table 4.14: Prudent time management in project work

Responses	Frequency	Percent
Strongly Agree	54	44.6
Agree	35	28.9
Neutral	5	4.1
Disagree	17	14.0
Strongly Disagree	10	8.3
Total	121	100.0

According to the study findings 44.6% of the respondents strongly agreed that time was well managed in project work in order to adhere to the project deadlines. Only 8.3 strongly disagreed as shown in Table 4.14.

4.4.7 Reward of exemplary performance by management

The study sought to find out if the management rewarded exemplary performance. The results are tabulated in Table 4.15.

Table 4.15: Reward for Exemplary Performance

Responses	Frequency	Percent
Strongly Agree	37	30.6
Agree	13	10.7
Neutral	33	27.3
Disagree	18	14.9
Strongly Disagree	20	16.5
Total	121	100.0

Table 4.15 shows that the study found that 30.6% of the respondents strongly agreed that the management rewarded exemplary performance of employees in project implementation. 16.5% strongly disagreed on rewards by management for good project work.

4.4.8 Relationship between management and employees

The respondents were requested to indicate if the relationship between management and employees was cordial. Table 4.16 indicate the results.

Table 4.16: Cordial Relationship Between Management and Employees

Responses	Frequency	Percent
Strongly Agree	8	6.6
Agree	14	11.6
Neutral	52	43.0
Disagree	33	27.3
Strongly Disagree	14	11.6
Total	121	100.0

The study established that majority of the respondents at 43% were neutral on commenting. A total of 18.2 agreed that there was cordial relationship between management and employees as shown in Table 4.16.

4.4.9 Management and resolution of conflicts in project work

The study was to find out if conflicts in the project workplace are managed/resolved amicably. The results are summarized in Table 4.17.

Table 4.17: Effective Management of Project Conflicts

Responses	Frequency	Percent
Strongly Agree	5	4.1
Agree	18	14.9
Neutral	16	13.2
Disagree	37	30.6
Strongly Disagree	45	37.2
Total	121	100.0

Study findings in Table 4.17 shows that 37.2% strongly disagreed that project conflicts were effectively handled. A total of 19% agreed to effective management of projects conflicts.

4.4.10 Employee creativity and innovativeness in project work

The respondents were asked to indicate the extent to which they agreed that project staff are encouraged to be creative and innovative. The results are as in Table 4.18.

Table 4.18: Promotion of creativity and innovativeness in project work

Responses	Frequency	Percent
Strongly Agree	7	5.8
Agree	9	7.4
Neutral	5	4.1
Disagree	53	43.8
Strongly Disagree	47	38.8
Total	121	100.0

The study shows that 38.8% of the respondents were not free to be creative and innovative since most of the government projects came with designed that needed authority to change. 13.2% of the respondents agreed that creativity and innovativeness was allowed in project work, as shown in Table 4.18.

4.4.11 Recommendations for Improvement of Organizational Culture in Projects

The study sought comments on ways that organizational culture in project could be improved.

Table 4.19 summarizes the responses.

Table 4.19: Recommendations for improvement of organizational culture in projects

Recommendations	Frequency	Percent
Have a monetary reward system for excellent performance in project work	31	25.6
Senior managers should exemplify hard work	54	44.6
Political affiliations should be laid aside in project work	36	29.8
Total	121	100.0

The following were responses received on recommendations for improvement of organizational culture in projects. Majority of the respondents at 44.6% recommended hard work from the Senior managers, 29.8% indicated that political affiliations should be laid aside in project work while, 25.6% of the respondents said that there should be a monetary reward system for excellent performance in project work as shown in Table 4.20.

4.4.12 Correlation between organizational structure and job performance

To establish the relationship between organizational culture and job performance of the employees Pearson Correlation was used. The results are summarized in Table 4.20.

Table 4.20: Correlation between organizational structure enhances effective performance of project work and staff completion of project tasks within set deadlines

		Organizational structure enhances project work	Projects completion within deadlines
Organizational structure enhances project work	Pearson	1	.131
	Correlation		
	Sig. (2-tailed)		.152
	N	121	121
Projects completion within deadlines	Pearson	.131	1
	Correlation		
	Sig. (2-tailed)	.152	
	N	121	121

4.5 Funding of County Projects and Employee Performance of County Projects

The researcher sought to determine the influence of funding of County projects on employee performance in County Projects.

4.5.1 Adequate funding for County projects

The study sought to find out if there was adequate funding of projects. Table 4.21 summarizes the results.

Table 4.21: Adequate funding for County projects

Responses	Frequency	Percent
Strongly Agree	20	16.5
Agree	50	41.3
Neutral	19	15.7
Disagree	18	14.9
Strongly Disagree	14	11.6
Total	121	100.0

The study found out that there was adequate funding for the selected County projects as indicated by 41.3% of the respondents. This is because for government to undertake projects, budgeting should be done and approved. Only 11.6% of the respondents strongly disagreed as shown in Table 4.21.

4.5.2 Timely release of project funds

The study was to establish if the funds for County projects was released on time. Table 4.22 summarizes the results.

Table 4.22: Timely release of project funds

Responses	Frequency	Percent
Strongly Agree	6	5.0
Agree	7	5.8
Neutral	4	3.3
Disagree	50	41.3
Strongly Disagree	54	44.6
Total	121	100.0

The research findings revealed that project funds were delayed in release as indicated by 44.6% of the respondents. Only 10.8% of the respondents agreed to timely release of project funds as shown in Table 4.22.

4.5.3 Motivation to perform due to adequately funded projects

The study sought to establish if the adequately funded projects were a motivation to the employees. The results are summarized in Table 4.23.

Table 4.23: Adequately Funded Projects Motivate Employee Performance

Responses	Frequency	Percent
Strongly Agree	43	35.5
Agree	42	34.7
Neutral	10	8.3
Disagree	15	12.4
Strongly Disagree	11	9.1
Total	121	100.0

The study revealed that 35.5% of the respondents strongly agreed that adequately funded projects were a motivation to the employees to perform well. This is shown in Table 4.23. only 9.1% of the respondents strongly disagreed.

4.5.4 Prudent Management of Project Funds

The study sought to find out if fund for the projects were managed effectively. The results are indicated in Table 4.24.

Table 4.24: Prudent Management of Project Funds

Responses	Frequency	Percent
Strongly Agree	35	28.9
Agree	59	48.8
Neutral	12	9.9
Disagree	11	9.1
Strongly Disagree	4	3.3
Total	121	100.0

Due to the budgeting of project funds in the fiscal process, funds provided were adequate for the project completion. The study revealed that 48.8% of the respondents agreed that project funds were managed effectively, with 28.9% strongly agreeing. As shown in Table 4.24, only 3.3% of the respondents strongly disagreed to prudent management of project funds.

4.5.5 Completion of projects within budget

The respondents were requested to indicate if projects were completed within the set budgetary allocations. Table 4.25 summarizes the responses.

Table 4.25: Prudent Management of Project Funds

Responses	Frequency	Percent
Strongly Agree	35	28.9
Agree	56	46.3
Neutral	23	19.0
Disagree	2	4.1
Strongly Disagree	5	1.7
Total	121	100.0

The study revealed that 46.3% of the respondents agreed that most projects were completed according to budget with only 1.7% of the respondents strongly disagreed as shown in Table 4.25.

4.5.6 Recommendations on Project Funding

The respondents were requested to comment on the recommendations to improve project findings. Table 4.26 indicates the results findings.

Table 4.26: Recommendations on projects funding

Recommendations	Frequency	Percent
Project funds should be released on time	42	34.7
Contractors should be paid on time	14	11.6
Check inflation of project costs post-implementation	65	53.7
Total	121	100.0

From the study findings 34.7% of the respondents recommended timely release of projects funds. 53.7% of the respondents recommended that checking of inflation of projects cost after

implementation while, 11.6% of the respondents recommended prompt payment of the contractors and suppliers as shown in Table 4.25.

4.5.7 Correlation between funding of County project funds and job performance

To establish the relationship between funding of County project funds and employee job performance, the Pearson Correlation was used. This is shown in Table 4.27.

Table 4.27: Correlation between effective management of project funds and adherence to professional project management standards

		Prudent management of project funds	Adherence to professional project management standards
Prudent management of project funds	of Pearson		
	Correlation	1	.102
	Sig. (2-tailed)		.264
	N	121	121
Adherence to professional project standards	management		
	Correlation	.102	1
	Sig. (2-tailed)	.264	
	N	121	121

The relationship between effective management of project funds and adherence to professional project management standards were presented in Table 4.27. Spearman's correlation coefficient was 0.102 which showed there was a positive but albeit weak relationship between the two.

4.6 Remuneration/Compensation and Employee Performance of County Projects

The study sought to determine the influence of remuneration or compensation on employee performance of County projects.

4.6.1 Motivation to perform optimally due to monthly salary

The study sought to establish if monthly salary was a motivation to perform optimally. The results are summarized in Table 4.28

Table 4.28: Monthly Salary Encourage Optimal Performance in Projects

Responses	Frequency	Percent
Strongly Agree	22	18.2
Agree	63	52.1
Neutral	8	6.6
Disagree	15	12.4
Strongly Disagree	13	10.7
Total	121	100.0

The study established that monthly salary was a motivation for optimal performance of employees in project as indicated by 52.1% of the respondents. Only 10.7% of the respondents strongly disagreed, as shown in Table 4.28.

4.6.2 Influence of allowances on Optimal Performance in Projects

The study also investigated the influence of allowances in motivation of staff to improve performance in County Government projects. The results are shown in Table 4.29.

Table 4.29: Allowances Encourage Optimal Performance in Projects

Responses	Frequency	Percent
Strongly Agree	23	19.0
Agree	51	42.1
Neutral	13	10.7
Disagree	24	19.8
Strongly Disagree	10	8.3
Total	121	100.0

Allowances were found to be a great motivation for employee optimal performance in project work as indicated by 42.1% of the respondents. 8.3% of the respondents strongly disagreed as shown in Table 4.29.

4.6.3 Influence of employee benefits on performance of projects

The study investigated the influence of benefits received or expected in stimulating performance. Table 4.30 tabulate the results.

Table 4.30: Work Benefits Boost Performance

Responses	Frequency	Percent
Strongly Agree	54	44.6
Agree	13	10.7
Neutral	24	19.8
Disagree	5	4.1
Strongly Disagree	25	20.7
Total	121	100.0

The study found out that work benefits was a stimulant to employee performance of project work as was indicated by 44.6% of the respondents who strongly agreed. 20.7% of the respondents strongly disagreed. The results are presented in Table 4.29.

4.6.4 Timely receipts of monetary benefits

The respondents were requested to comment the extent to which monetary benefits were received on time as shown in Table 4.31.

Table 4.31: Monetary Benefits Received on Time

Responses	Frequency	Percent
Strongly Agree	6	5.0
Agree	2	1.7
Neutral	7	5.8
Disagree	43	35.5
Strongly Disagree	63	52.1
Total	121	100.0

From the study, it was established that 52.1% of the respondents strongly disagreed that monetary benefits were received on time. Only a total of 6.7% of the respondents agreed that monetary benefits were receive on time as indicated in Table 4.30.

4.6.5 Recommendations on Remuneration and Job Performance

The study sought recommendation from the respondents on how to improve remuneration for job performance. Table 4.32 summarizes the results.

Table 4.32: Recommendations on Remuneration and Job Performance

Recommendation	Frequency	Percent
Devise mechanisms to avert delays in salary payment	29	24.0
Pay all pending allowances	29	24.0
Increase salaries for project staff	63	52.1
Total	121	100.0

Responses on recommendation on remunerations to improve job performance was sought by the research. 52.1% of the respondents recommended increase of salaries for project staff, 24% respectively recommended payment of all pending allowances and devising of mechanisms to avert delays in salary payment. This is indicated in Table 4.32.

4.6.6 Correlation between remuneration and job performance customer satisfaction with project work

To establish the relationship between remuneration and employee job performance, the Pearson Correlation was used. This is shown in Table 4.33.

Table 4.33: Correlation between allowances received and customer satisfaction

		Allowances Enhances optimal performance in projects	Customer satisfaction with project work
Allowances	Pearson Correlation	1	.123
Enhances optimal performance in projects	Sig. (2-tailed) N	121	.179 121
Customer satisfaction with project work	Correlation coefficient Sig. (2-tailed) N	.123 .179 121	1 121

The relationship that allowances received motivate staff to improve performance in County Government projects and that customers are highly satisfied with projects delivered were presented in Table 4.33. Spearman’s correlation coefficient was 0.123 which showed there was a positive relationship between the two.

4.7 Influence of training on employee performance of County Projects

In this section, the study sought to establish the influence of employee training on the employee performance of County projects.

4.7.1 Awareness of employer’s training guidelines

The study sought to find out if the staff were aware of employer’s training guidelines. Table 4.34 summarizes the responses.

Table 4.34: Awareness of Employer's Staff Training Guidelines

Responses	Frequency	Percent
Strongly Agree	5	4.1
Agree	5	4.1
Neutral	51	42.1
Disagree	45	37.2
Strongly Disagree	15	12.4
Total	121	100.0

The study established that most of the respondents at 37.2% disagreed to being aware of the employer's staff training guidelines. Only a total of 8.2 agreed to being aware of the same as shown in Table 4.34.

4.7.2 Employer sponsorship on pertinent training in the last two years

The respondents were requested to indicate the extent of employer sponsorship to undertake pertinent training in the last two years. Table 4.35 summarizes the responses.

Table 4.35: Employee Training Sponsorship

Responses	Frequency	Percent
Strongly Agree	7	5.8
Agree	8	6.6
Neutral	4	3.3
Disagree	51	42.1
Strongly Disagree	51	42.1
Total	121	100.0

From the study, 42.1% of the respondents strongly disagreed about being sponsored by the employer to undertake pertinent training. Table 4.35 shows that only a total of 12.4% of the respondents had been offered sponsorship for training by the employer.

4.7.3 Employer adherence to the stipulated staff training guidelines

The study sought to investigate the extent to which employer adhered to stipulated staff training guidelines. The results are shown in Table 4.36.

Table 4.36: Employer adherence to the stipulated staff training guidelines

Responses	Frequency	Percent
Strongly Agree	6	5.0
Agree	5	4.1
Neutral	63	52.1
Disagree	24	19.8
Strongly Disagree	23	19.0
Total	121	100.0

Employer was found not to adhere to the stipulated training guidelines as indicated by a total of 38.8% of the respondents. A total of 9.1% of the respondents agreed to employer adherence to training guidelines as shown in Table 4.36.

4.7.4 Self-Sponsorship of Training

The study investigated the extent to which staff sponsored themselves for training. The findings are tabulated in Table 4.37.

Table 4.37: Self sponsorship trainings

Responses	Frequency	Percent
Strongly Agree	10	8.3
Agree	13	10.7
Neutral	41	33.9
Disagree	28	23.1
Strongly Disagree	29	24.0
Total	121	100.0

The study established that 24% of the respondents strongly did not sponsor themselves for training. Only a total of 19% of the respondents had sponsored themselves as in Table 4.37.

4.7.5 Influence of Training on optimal Job Performance

The study sought to find out the extent to which training influenced staff to perform optimally. Table 4.38 summarizes the findings.

Table 4.38: Influence of Training on Job Performance

Responses	Frequency	Percent
Strongly Agree	49	40.5
Agree	41	33.9
Neutral	20	16.5
Disagree	5	4.1
Strongly Disagree	6	5.0
Total	121	100.0

Training was found to influence optimal job performance with a total of 74.4% of the respondents agreeing with the statement. Only 5% of the respondents strongly disagreed as indicated in Table 4.38.

4.7.6 Recommendations on Training and Job Performance

The study sought recommendations on how employer could use training to motivate employees to improve performance. The results are summarized in Table 4.39.

Table 4.39: Recommendations on Training and Job Performance

Recommendations	Frequency	Percent
Train all project staff in project management	27	22.3
Emphasize on monitoring and evaluation of projects	78	64.5
Ensure all staff are trained regularly	16	13.2
Total	121	100.0

The study found out that the majority of the respondents at 64.5% recommended that there be an emphasize on monitoring and evaluation of projects, 22.3% insisted on training of all project staff in project management while 13.2% recommended regular training of project staff, as indicated in Table 4.39.

4.7.7 Correlation between influence of training on performance and project completion

To establish the relationship between training and job performance, Pearson Correlation was used. The results are as shown in Table 4.40.

Table 4.40: Correlation between allowances received and customer satisfaction

		Influence of training on job performance	Project completion with deadline
Influence of training on job performance	Pearson Correlation	1	.103
	Sig. (2-tailed)		.260
	N	121	121
Project completion with deadline	Correlation coefficient	.103	1
	Sig. (2-tailed)	.260	
	N	121	121

The relationship that training influences optimal performance by staff and staff completion of projects within set deadlines were presented in Table 4.40. Spearman's correlation coefficient was 0.103 which showed there was a positive relationship between the two.

4.8 Workplace environment and employee performance of county projects

The Study sought to find out how the workplace environment influenced the employee performance of County projects.

4.8.1 Availability of Spacious Working Space

The respondents were requested to indicate the extent to which there had a spacious office from which to execute project work. The results are summarized in Table 4.41.

Table 4.41: Availability of Spacious Working Space

Responses	Frequency	Percent
Strongly Agree	6	5.0
Agree	12	9.9
Neutral	10	8.3
Disagree	41	33.9
Strongly Disagree	52	43.0
Total	121	100.0

The research established that 43% of the respondents strongly disagreed with the statement with a total of 14.9% agreeing availability of spacious working space. The results are as shown in Table 4.41.

4.8.2 Availability of adequate office furnishing

The study sought to investigate the extent to which there was adequate office furnishing. Table 4.42 summarizes the findings.

Table 4.42: Adequate Office Furnishing

Responses	Frequency	Percent
Strongly Agree	59	48.8
Agree	26	21.5
Neutral	5	4.1
Disagree	11	9.1
Strongly Disagree	20	16.5
Total	121	100.0

It was established from the study that 48.8% strongly agreed to adequacy of office furnishing with 9.1% disagreeing as tabulated in Table 4.42.

4.8.3 Adequacy of office ventilation

The study investigated the extent to which there was adequate office ventilation. The responses are summarized in Table 4.43.

Table 4.43: Adequate Office ventilation

Responses	Frequency	Percent
Strongly Agree	26	21.5
Agree	24	19.8
Neutral	23	19.0
Disagree	32	26.4
Strongly Disagree	16	13.2
Total	121	100.0

According to the study, there was adequate office ventilation as indicated by a total of 41.3% of the respondents while 13.2% disagreed as shown in Table 4.43.

4.8.4 Frequency of office cleaning

The study sought to establish the extent to which there was frequent cleanliness of the office. The responses are shown in Table 4.44.

Table 4.44: Regularity of cleaning the office

Responses	Frequency	Percent
Strongly Agree	15	12.4
Agree	68	56.2
Neutral	8	6.6
Disagree	15	12.4
Strongly Disagree	15	12.4
Total	121	100.0

The study revealed that there was regular cleaning of the office as supported by 56.2% of the respondents who agreed. 12.45 of the respondents disagreed as shown in Table 4.44.

4.8.5 Adequacy of project work equipment

The respondents were requested to indicate the extent to which there was adequate work equipment. Table 4.45 summarizes the responses.

Table 4.45: Adequacy of working equipment

Responses	Frequency	Percent
Strongly Agree	55	45.5
Agree	46	38.0
Neutral	7	5.8
Disagree	7	5.8
Strongly Disagree	6	5.0
Total	121	100.0

The study revealed that there was adequate work equipment as supported by a total of 83.5% of the respondents. Only 5% of the respondents strongly disagreed as indicated in Table 4.45.

4.8.6 Recommendations on Improvement of Workplace Environment

The study sought recommendations on which the County Government could use to improve workplace environment to motivate staff to improve performance. The responses are shown in Table 4.46.

Table 4.46: Recommendations on Improvement of Workplace Environment

Recommendations	Frequency	Percent
Create more offices for project staff	39	32.2
Create a specific space for project staff	52	43.0
Build more sanitary facilities	30	24.8
Total	121	100.0

The study found out that 435 of the respondents recommended creation of adequate working space for project staff, 32.2% of the respondents recommended creation of more offices for project staff, while 24.8% of the respondents recommended building of more sanitary facilities. The results are shown in table 4.46.

4.8.8 Correlation between workplace environment and job performance

To establish the relationship between workplace environment and job performance, Pearson Correlation was used. The responses are shown in Table 4.47.

Table 4.47: Correlation between allowances received and customer satisfaction

		Allowances Enhances optimal performance in projects	Customer satisfaction with project work
Allowances	Pearson Correlation	1	.123
Enhances optimal performance in projects	Sig. (2-tailed) N	121	.179 121
Customer satisfaction with project work	Correlation coefficient Sig. (2-tailed) N	.123 .179 121	1 121

The relationship that office was adequately furnished hence enhancing project work and completion of project tasks within set deadline were presented in Table 4.47. Spearman's correlation coefficient was 0.123 which showed there was a positive relationship between the two.

4.9 Employee performance of County projects

The study was to ascertain the influence of employee performance of County projects.

4.9.1 Completion of projects within stipulated deadline

The study investigated the extent to which projects were completed within set deadlines. The responses are shown in Table 4.48.

Table 4.48: Timely completion of County project

Responses	Frequency	Percent
Strongly Agree	24	19.8
Agree	73	60.3
Neutral	14	11.6
Disagree	6	5.0
Strongly Disagree	4	3.3
Total	121	100.0

From the study, it was established that 60.3% of the respondents agreed that projects were completed within the stipulated deadline. A total of 8.3% of the respondents disagreed as shown in Table 4.48.

4.9.2 Employee conduct in project work

The study sought to establish the extent to which staff acted professionally in project work. Table 4.49 summarizes the responses.

Table 4.49: Professional Conduct in Project Work

Responses	Frequency	Percent
Strongly Agree	54	44.6
Agree	47	38.8
Neutral	11	9.1
Disagree	6	5.0
Strongly Disagree	3	2.5
Total	121	100.0

The study revealed that 44.6% of the respondents strongly agreed that project staff adhered to professional conduct while executing project works. 7.5% of the respondents disagreed as shown in Table 4.49.

4.9.3 Employee Adherence to Professional Project Management Standards

The respondents were requested to indicate the extent to which they adhered to professional project management standards. The responses are indicated in Table 4.50.

Table 4.50: Employee Adherence to Professional Project Management Standards

Responses	Frequency	Percent
Strongly Agree	56	46.3
Agree	45	37.2
Neutral	13	10.7
Disagree	5	4.1
Strongly Disagree	2	1.7
Total	121	100.0

The study found out that 46.3% of the respondents strongly agreed that employees adhered to professional project management standard with only 4.1% disagreeing as shown on Table 4.50.

4.9.4 Employee teamwork in project work

The study sought to find out the extent to which the staff were a productive team player in project work. Table 4.51 summarizes the results.

Table 4.51: Teamwork in project work

Responses	Frequency	Percent
Strongly Agree	25	20.7
Agree	72	59.5
Neutral	12	9.9
Disagree	7	5.8
Strongly Disagree	5	4.1
Total	121	100.0

From the study it was established that project staff exhibited teamwork in project work as indicated by 59.5% of the respondents who agreed while 5.8% and 4.1% of the respondents respectively disagreed and strongly disagreed as shown in Table 4.51.

4.9.5 Customer Satisfaction with Project Work

The study sought to investigate the extent to which customers were highly satisfied with the projects delivered by respective staff. Table 4.52 summarizes the responses.

Table 4.52: Customer Satisfaction with Project Work

Responses	Frequency	Percent
Strongly Agree	25	20.7
Agree	72	59.5
Neutral	12	9.9
Disagree	7	5.8
Strongly Disagree	5	4.1
Total	121	100.0

The study also revealed that customers were satisfied with project work as indicated by 59.5% of the respondents who agreed and 20.7% of the respondents strongly agreeing. 4.1% of the respondents strongly disagreed as indicated in Table 4.52.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussion of the key findings, conclusions drawn from the findings, and recommendations.

5.2 Summary of the Findings

This section presents the key findings of the study.

5.2.1 Organization culture

The study established that ICT organizational structure determines effectiveness of project work with 48.8% % of all the respondents in support. In addition, 43% of the respondents strongly agreed that top management was involved in project work while 68.6% of the respondents agreed that there was team work in the implementation of projects. Further, 43% of the respondents who strongly agreed that there was effective communication flow. The study also found out that the majority at 42.1% of the respondents agreed that the staff were aware of their duties and responsibilities in the project work, with 33.1% of the respondents strongly agreeing that they received prompt feedback after performing project task. Moreover, 44.6% of the respondents strongly agreed that time was well managed in project work in order to adhere to the project deadline, while 30.6% of the respondents strongly agreed that the management rewarded exemplary performance of employees in project implementation. The study also established that 43% were neutral on commenting on cordial relationship between management and employees. This notwithstanding 18.2% of the respondents agreed that there was cordial relationship between management and employees. Study findings also revealed that 37.2% strongly disagreed that project conflicts were effectively handled with a partly 19% agreeing to effective management of projects conflicts. Furthermore, 38.8% of the respondents were not free to be creative and innovative since most of the government projects came with designed that needed authority to change. 44.6% recommended hard work from the Senior managers, 29.8% indicated that political affiliations should be laid aside in project work while, 25.6% of the respondents said that there should be a monetary reward system for excellent performance in project work.

5.2.2 Adequate funding

The researcher established that there was adequate funding for the selected County projects as indicated by 41.3% of the respondents. This is because for government to undertake projects, budgeting should be done and approved. Further, the research findings revealed that project funds were delayed in release as indicated by 44.6% of the respondents with 35.5% of the respondents strongly agreeing that adequately funded projects were a motivation to the employees to perform well. 48.8% of the respondents agreed that project funds were managed effectively and 46.3% of the respondents agreed that most projects were completed according to budget. 34.7% of the respondents recommended timely release of projects funds. 53.7% of the respondents recommended that checking of inflation of projects cost after implementation while, 11.6% of the respondents recommended prompt payment of the contractors and suppliers.

5.2.3 Employee remuneration/compensation

The study established that 52.1% of the respondents agreed that monthly salary was a motivation for optimal performance of employees in project with 42.1% of the respondents indicating that allowances were found to be a great motivation for employee optimal performance in project work. In addition, 44.6% of the respondents strongly agreed that work benefits were a stimulant to employee performance of project work, but 52.1% of the respondents strongly disagreed that monitory benefits were received on time. 52.1% of the respondents recommended increase of salaries for project staff, 24% respectively recommended payment of all pending allowances and devising of mechanisms to avert delays in salary payment.

5.2.4 Training

From the study 37.2% of the respondents disagreed to being aware of the employer's staff training guidelines, while 42.1% of the respondents strongly disagreed about being sponsored by the employer to undertake pertinent training. Employer was found not to adhere to the stipulated training guidelines as indicated by a total of 38.8% of the respondents. Further, 24% of the respondents strongly did not sponsor themselves for training but training was found to influence optimal job performance with a total of 74.4% of the respondents agreeing

with the statement. Moreover, 64.5% recommended that there be an emphasize on monitoring and evaluation of projects, 22.3% insisted on training of all project staff in project management while 13.2% recommended regular training of project staff.

5.2.5 Workplace environment

The research established that 43% of the respondents strongly disagreed that there was spacious working space with 14.9% agreeing availability of spacious working space. Further, 48.8% strongly agreed to adequacy of office furnishing while 41.3% of the respondents agreed that there was adequate office ventilation. Moreover, 56.2% of the respondents that there was regular cleaning of the office with 83.5% of the respondents revealing that there was adequate work equipment.

5.2.6 Employee performance of County projects

The study established that projects were completed within the stipulated deadline. This was represented by 60.3% of the respondents. Moreover, 44.6% of the respondents strongly agreed that project staff adhered to professional conduct while executing project works while, 46.3% of the respondents strongly agreed that employees adhered to professional project management standard. 59.5% of the respondents agreed that project staff exhibited teamwork in project work, while 59.5% of the respondents agreed that customers were satisfied with project work.

5.3 Discussion of the Findings

This section focuses on detailed discussion of the findings of the study.

5.3.1 Organization culture

The study established that organizational culture determines effectiveness of project work with 48.8% % of all the respondents in support. This concurs well with Uha (as quoted in, 2014) who postulated that with culture in the firm, motivation and character of employees can also be enhanced so as to boost its productivity and in turn upgrade the firm's performance to attain the objectives of the firm. In addition, 43% of the respondents strongly agreed that top management was involved in project work while 68.6% of the respondents agreed that there was team work in the implementation of projects. This agrees with a research by Armstrong & Murlis (as quoted in Odhiambo, 2014) who states that the leadership way in a firm has a

posture on inhibiting or encouraging employee performance in organizations. Further, the findings agrees with Chen & Tjosvold (2006), in which they disclosed that involvement of management is all about making employees participate the decision making process of the organization where they feel that they are given a chance to freely discuss issues and consequently can influence the decision making process in the organization they work for. The general result of involvement is low turn-over and increased employee job performance. Further, 43% of the respondents who strongly agreed that there was effective communication flow. The study also found out that the majority at 42.1% of the respondents agreed that the staff were aware of their duties and responsibilities in the project work, with 33.1% of the respondents strongly agreeing that they received prompt feedback after performing project task. This is agreeing with Zain and others (as quoted in Odhiambo, 2014) who researched the influence of four elements of organization culture specifically communication, coaction, recognition and compensation, and training and development on employee performance and discovered that all the four elements of organizational culture were important causes of performance. Also, it agrees well with Holtzhausen (as quoted in Nyabuti, Chepkilot and Zakayo, 2017) that effective communication improves job satisfaction and which in turn improves productivity. Moreover, 44.6% of the respondents strongly agreed that time was well managed in project work in order to adhere to the project deadline, while 30.6% of the respondents strongly agreed that the management rewarded exemplary performance of employees in project implementation. Study findings also revealed that 37.2% strongly disagreed that project conflicts were effectively handled with a partly 19% agreeing to effective management of projects conflicts. This is in tandem with Darmawan (as quoted in Odhiambo, 2014) who affirmed that, organizational culture has some relation to the accomplishments of a company.

5.3.2 Adequate funding of County projects

The researcher established that there was adequate funding for the selected County projects as indicated by 41.3% of the respondents. This is because for government to undertake projects, budgeting should be done and approved. Further, the research findings revealed that project funds were delayed in release as indicated by 44.6% of the respondents. This agrees well with Kalolaa and Kavale (2017) that the delay in the release of funds and the provision of

inadequate funds were major factors that negatively affect project implementation. 35.5% of the respondents strongly agreeing that adequately funded projects were a motivation to the employees to perform well. This agrees with a research by Murithi, Makokha, and Otieno (2007) who recommended that county governments should ensure there is sufficient allocation of resources for projects being run. The study findings also agree with Ogutu (2017) who states that to ensure that project financing does not affect successful completion of road construction project enough finances should be set aside for the project before it commences. This will ensure that lack of finances or lack of steady flow of finances is avoided. 48.8% of the respondents agreed that project funds were managed effectively and 46.3% of the respondents agreed that most projects were completed according to budget. This agrees well with Jensen (as quoted in Mary, 2015) that financial management of projects must be actively managed since by keeping a close eye on the project budgets one will be assured that they are kept within the forecast set from the beginning. 34.7% of the respondents recommended timely release of projects funds. 53.7% of the respondents recommended that checking of inflation of projects cost after implementation while, 11.6% of the respondents recommended prompt payment of the contractors and suppliers. This was in consistence with a research conducted in Nairobi county by Wambui, Ombui, and Kagiri (2015) to investigate the factors affecting implementation of road projects found that availability of funds, their usage and accessibility influenced the completion of the roads under study. They recommended that there should be effective resource mobilization and a review on their assessment and management to improve the chances of successful project implementation in the county.

5.3.3 Employee remuneration and compensation

The study established that 52.1% of the respondents agreed that monthly salary was a motivation for optimal performance of employees in project with 42.1% of the respondents indicating that allowances were found to be a great motivation for employee optimal performance in project work. Saks and Rotman (2006) in their study concluded that employee recognition and rewards play a major role in improvement levels of employee engagement. Their study found out that if an organization rewards their employees, they then feel indebted to counter with an increase in their levels of engagement and performance. In addition, 44.6%

of the respondents strongly agreed that work benefits were a stimulant to employee performance of project work, but 52.1% of the respondents strongly disagreed that monetary benefits were received on time. 52.1% of the respondents recommended increase of salaries for project staff, 24% respectively recommended payment of all pending allowances and devising of mechanisms to avert delays in salary payment. This is agreeing well with Ismail *et al.*, (2010) who postulated that performance-based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction.

5.3.4 Training of project staff

From the study 37.2% of the respondents disagreed to being aware of the employer's staff training guidelines, while 42.1% of the respondents strongly disagreed about being sponsored by the employer to undertake pertinent training. This is in consistency with Kennedy *et al.* (2013) who concluded that for any organization to achieve its stated goals and objective in this competitive world, adequate and relevance training and development of staff cannot be over emphasized. Organisation are expected to identify training need of its employees and design training programmes that will help to optimally utilize their workforce towards actualization of organization objective. Employer was found not to adhere to the stipulated training guidelines as indicated by a total of 38.8% of the respondents. This agrees well with McCourt and Derek (as quoted in Falola, Osibanjo, and Ojo, 2014) stated that it is important to note that organizations must be able to identify the needs for training and development and select techniques suitable for these needs, plan how to implement them and thereafter evaluate outcome. Further, 24% of the respondents strongly did not sponsor themselves for training but training was found to influence optimal job performance with a total of 74.4% of the respondents agreeing with the statement. Asare-Bediako, K (as quoted in Falola, Osibanjo, and Ojo, 2014) stated that it is not negotiable for organizations to adequately train their employees for efficient and optimal performance toward the realization of their set goals and objectives. Moreover, 64.5% recommended that there be an emphasize on monitoring and evaluation of projects, 22.3% insisted on training of all project staff in project management while 13.2% recommended regular training of project staff.

5.3.5 Workplace environment

The research established that 43% of the respondents strongly disagreed that there was spacious working space with 14.9% agreeing availability of spacious working space. Further, 48.8% strongly agreed to adequacy of office furnishing while 41.3% of the respondents agreed that there was adequate office ventilation. Moreover, 56.2% of the respondents that there was regular cleaning of the office with 83.5% of the respondents revealing that there was adequate work equipment. This agrees well with Wambua (as quoted in Odhiambo, 2014) who asserts that the employer has to provide a favorable working environment to inspire employees, which will lead to increased performance. In addition, the study agrees with Chandrasekar (2011) who concluded that the workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. The study continues to state that factors of workplace environment play an important role towards the employees' performance and give an immense impact to the employees' performance either towards the negative outcomes or the positive outcomes.

5.3.6 Employee performance

The study established that projects were completed within the stipulated deadline. This was represented by 60.3% of the respondents. Moreover, 44.6% of the respondents strongly agreed that project staff adhered to professional conduct while executing project works while, 46.3% of the respondents strongly agreed that employees adhered to professional project management standard. 59.5% of the respondents agreed that project staff exhibited teamwork in project work, while 59.5% of the respondents agreed that customers were satisfied with project work.

5.4 Conclusions

The study concludes that organizational culture influences the effectiveness of any employee and that the involvement of top management in any project venture positively the outcome of the project. Further, the study concludes that teamwork is paramount for it allows an employee to take responsibility in decision making while allowing other members to take charge of the project outcomes. In addition, it is concluded that communication flow should be encouraged to ensure clarity of outcomes from the start of the project to the end while ensuring that each detail is well grasped to reap the benefits of teamwork in attainment of

projects objectives. Moreover, feedback from project was found to be necessary to ensure that for it ensures cohesiveness in a team and brings out a healthy communication flow, while ensuring that deviations from projects are rectified on time. In addition, the study concludes that time management is of essence in a project work to ensure adherence to timelines for timely project completion. The study also concludes that rewards for exemplary performance should be considered to motivate project staff. In addition, it is concluded that conflicts should be addressed in time to avoid escalation which may affect project execution.

Concerning funding of projects, the study concludes that adequate funding should be factored during budgeting to ensure that project is completed as scheduled. Further, the study concludes that in many instances, funds for projects were released late jeopardizing the project outcome. It is also concluded that adequately funded projects in which funds are released on time is a motivation to the project staff. It is also concluded that project funds are well managed and projects are at a high percentage completed on time by the contracted entity. On employee remuneration and compensation, the study concludes monthly salary as well as allowances motivates project staff to perform optimally in project work. It is also concluded that staff allowances and benefits are most of the time delayed in payment decreasing the morale of the project staff. Further, the study concludes that there are pending allowances that have not been paid in a long time.

Concerning training of project staff, the study concludes that most of the employees are not privy to the presence of a staff training guideline and a result, the employees do not take advantage to so as to seek County sponsorship for professional courses. As a result, many of the employee are yet to be sponsored by the employer to get additional training. Also, the study found out that training guideline is not strictly adhered to by the employer. Nevertheless, the study concludes that training is essential for optimal job performance. As regards workplace environment, the study concludes that there is not enough space for working effective working of the project staff, but there is enough office furnishing meaning that the staff are congested in there working places. On the employee performance, the study concludes that employees complete their projects on time while adhering to professional conduct in execution of project work. The study also concludes that teamwork is embraced during project work execution.

5.5 Recommendations

- i. It was established that funds allocated for projects was delayed in receipt from national government and also in release to contractors hence affecting the quality of services provided. The study recommends that the National Government should put in place mechanisms that will eliminate the challenges encountered during transfer of money to the counties. Furthermore, the County should come up with mechanisms to ensure additional revenue is collected that will supplement the effort of the national Government.
- ii. The leadership of the County Government should show more commitment to staff issues of motivation. This will help improve staff motivation to perform optimally so that they can continue providing more quality services.
- iii. Since the study established that involvement of top management in project work highly influenced the quality of projects delivered. The study recommends top management should be technical officers conversant with the project implementation, who are performance oriented and those whose main agenda is to serve the general public not their selfish interest.
- iv. The study also recommends regular training for project staff since project management field is one that is constantly evolving with new discoveries being made all the time. This will help improve the staff capability and competence to deliver County Government programmes or projects.
- v. In addition, the study recommends provision of spacious and more conducive workplace environment to help increase staff right attitude, productivity, innovation and creativity arising from satisfied staff who will then be able to provide solutions to County Government needs.

5.6 Recommendations for Further Research

- i. The study recommends further research studies on monitoring and evaluation of how devolution of the government project delivery has affected County Integrated development Plan on project execution and delivery.

- ii. The study findings need to be generalized. In this case, the study recommends further studies on factors influencing employee job performance in county government projects in other Counties.
- iii. Additional research is recommended on the impacts of top management leadership styles on employee job performance while integrating the aspect of various professional and ethical organization culture towards as regards County Government projects.

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APPENDICES

Appendix I: Letter of Transmittal

Doreen Kanana Majau,

P.O. Box 120 - 60200

Cellphone: 0710 807 241

Dear Respondent,

RE: LETTER OF TRANSMITTAL

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my final year I am required to carry out academic work in the form of a research study. The purpose of this study is to establish the factors influencing employee job performance in county government projects, a case of Meru County government Kenya. The study is divided into 5 guiding sections which include; Personal Information, **Organizational Culture, Funding of County Projects, Remuneration/Compensation, Training, Workplace Environment and Employee Performance.** The researcher seeks to assure you that the information given will be treated with utmost confidentiality and will not be used for other purposes except the study. The findings of this study may be used by County Government of Meru, human resource entities and other project implementation stakeholders who are key players in development projects, and other development partners to formulate policies and decision making in the region. This will lead to successful implementation of government projects which will not only help the beneficiaries but also the larger community. Attached please find a questionnaire that requires you to provide information by answering questions honestly and accurately. You may not record your name anywhere in the questionnaire. Your assistance will be highly appreciated.

Thank you.

Yours faithfully,

Doreen Kanana Majau

University of Nairobi

Reg. No: L50/9630/2018

Appendix II: Questionnaires

Dear respondent,

Kindly respond to the following questions to the best of your ability. This is an academic research geared towards fulfilling the requirements for the award of Master of Arts in Project Planning and Management of the University of Nairobi (UON). The information you provide will only be used to establish the effectiveness of attractive compensation/remuneration, employee training, favorable work environment and adequate funding projects in improving employee performance. The information will be used confidentially only for the intended purpose.

Please answer the following questions by placing a tick in the appropriate box or giving the necessary details in the spaces provided.

SECTION A: SOCIO-DEMOGRAPHIC INFORMATION

1. What is your gender?

Female Male

2. Please indicate your age bracket.

18 – 25 26 – 35 36 – 45
 46 – 55 56 – 60 Other

3. Please indicate your marital status

Single Married Divorced/ Separated
 Widowed Others

4. Please indicate your highest academic qualification

Post graduate Undergraduate
 Diploma Certificate
 Form IV Standard 8
 Secondary drop out Primary drop out

5. Please indicate your employment status

Contract Casual/Temporary
 Permanent

6. Which level of management do you belong to?

Top management Middle management Lower management

7. How long have you been implementing Meru County Government projects?

- Below 1 year 1 – 5 years
 6 – 10 years 10 years and above

SECTION B: ORGANIZATIONAL CULTURE

8. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. Our organizational structure enhances effective performance of project work.					
b. Management is supportive of my project work.					
c. There is teamwork among employee in execution of project work.					
d. Communication flows effectively in the project working environment.					
e. I am aware of all my duties and responsibilities within the project.					
f. I get feedback promptly after performing my tasks.					
g. Management encourages and ensures prudent time management in project work.					
h. Management rewards exemplary performance.					
i. The relationship between management and employees is cordial.					
j. Conflicts in the project workplace are managed / resolved amicably.					
k. Project staff are encouraged to be creative and innovative.					

9. In the space provided below, please recommend ways through which the County Government of Meru can use improve organizational culture to motivate project staff to improve their performance.

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SECTION C: FUNDING OF COUNTY PROJECTS

10. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. The county government projects I am involved in are adequately funded.					
b. Funding for county government projects I am involved in is released in time.					
c. Adequately funded projects motivate employees to perform effectively.					
d. Funds for the projects I am involved in are managed effectively.					
e. Projects I am involved in are completed within budgets.					

11. In the space provided below, please recommend ways through which County Government of Meru can improve funding of projects to motivate project staff to improve their performance.

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SECTION D: REMUNERATION/COMPENSATION

12. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. My monthly salary motivates me to perform optimally.					
b. The allowances I receive motivate me to improve my performance in county government projects.					
c. The benefits I receive / expect to receive stimulate my performance.					
d. I receive all my monetary benefits on time.					

13. In the space provided below, please recommend ways through which the County Government of Meru can improve remuneration / compensation to motivate project staff to perform optimally.

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SECTION E: TRAINING

14. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. I am aware of my employer's staff training guidelines.					
b. My employer has sponsored me for pertinent training in the last two years.					
c. My employer adheres to the stipulated staff training guidelines.					
d. I have had to pay for my own training to meet the professional requirements.					
e. Employees who undergo training are likely to perform optimally.					

15. In the space provided below, please recommend ways through which your employer can use staff training to motivate employees to improve their performance.

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SECTION F: WORKPLACE ENVIRONMENT

16. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. I have a spacious office from which I execute project work.					
b. My office is adequately furnished hence enhancing project work.					
c. My office is adequately ventilated.					
d. My office is cleaned regularly to make it conducive for work.					
e. I have adequate equipment for project work success.					

17. In the space provided below, please recommend methods which the County Government of Meru can use improve the workplace environment to motivate project staff to improve their performance.

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SECTION G: EMPLOYEE PERFORMANCE

18. In the table below, please choose the option that best represents your belief.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. I complete my project tasks within set deadlines.					
b. I always act professionally in project work.					
c. I ensure I adhere to professional project management standards when executing projects.					
d. I am a productive team-player in project work.					
e. Customers are highly satisfied with projects I deliver.					

THANK YOU FOR YOUR TIME AND COOPERATION