ORGANIZATIONAL FACTORS INFLUENCING PERFORMANCE OF ELECTRICAL INSTALLATION WORKS IN KAPENGURIA SUB COUNTY, WEST POKOT COUNTY, KENYA

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A Research Project Report Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Project Planning and Management, University of Nairobi

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DECLARATION

This research project report is my original work and has not been submitted for a degree to any university

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This research project report has been submitted for examination with my approval as the university supervisor

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DEDICATION

I would like to dedicate this project to my mother Esther Ngeiywa for her moral support during this process, I am grateful. To my friends and colleagues who greatly contributed in many ways. May God continue to bless you.

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ABBREVIATIONS AND ACRONYMS

KNBS Kenya National Bureau of Statistics

MoE Ministry of Energy

MOPWTI Ministry of Public Works, Transport and Infrastructure

ABSTRACT

The purpose of this study was to investigate the organizational factors influencing the performance of electrical installation works in Kapenguria Sub-County, West Pokot County. The study was necessitated by the need to understand why most electrical installation projects either stall or are completed without meeting the set time and budget requirements. The objectives of this study were to; determine the influence of organizational staffing, organizational structure, organizational culture and organizational change management strategies on performance of electrical installation works. The study was achieved by employing descriptive survey research design. Population census was applied to have all the 137 officials working at the Ministry of Public Works Transport and Infrastructure participate in the study as respondents where the response rate was 81.11%, from 111 respondents. On the other hand, simple random sampling technique was employed to select 9 contractors from a population of 46 building and construction contractors, specifically electrical installation contractors prequalified by the MOPWTI. Questionnaires were administered to the ministry officials whereas; interview guides were used to gather data from construction contractors. A pilot study was conducted on a few selected but similar respondents to pre-test the research instruments for validity and accuracy. Cronbach alpha coefficient of 0.80 was obtained indicating that the questionnaire was highly reliable. Quantitative data was analyzed using SPSS version 22.0 software and content analysis used to analyze qualitative data. Results were presented in form of tables with explanation made in prose. The analysis output showed that the selected organizational factors had an influence on the performance of electrical installation works in Kapenguria Sub-County, West Pokot County. Organizational culture and organizational structure had the highest influence at 97.3% yes response, followed by organizational staffing at 94.6% yes response and lastly organizational change management strategies at 93.7% yes response. In determination of the level of significance and the relationship between the organizational factors influence on the performance of the electrical installation works, multiple linear regression model was used represented by $Y = \beta + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$. The researcher found out that organizational structure and organizational change management strategies had a significant influence on the performance of electrical works at 0.0001 and 0.004, at $P<0.005$. The researcher recommends that organizations should invest in proper forms of organization structure that meet set objectives and most importantly, their clients' expectations. Well-established change management policies and procedures should be set in place for any changes that may occur in the organization. This entails the inclusion of robust communication channels set in place between the organization and the stakeholders so that any planned changes are communicated in time for proper consultations to be done prior. In conclusion, a focus on these organizational factors will highly contribute to improving the performance of electrical installation works.

CHAPTER ONE

INTRODUCTION

1.1Background to the Study

Business conditions under which construction firms operate throughout the world are so dynamic and continue to change steadily. Firms that fail to devise ways to modify fittingly to the ever changing business space tend to face hard times. With increasing client demands, need for environmental sustainability, scarce resources and stiff competition in winning tenders, contractors should be able to continuously enhance their performance (Hasmori, Ismail & Said, 2012).

The building and construction industry is so complex due to numerous contractors, clients, consultants, regulators and stakeholders involved. Regardless of the complexity, the sector holds an important position in the infrastructural development and attainment of nation's goals. In highly industrialized nations, construction industry largely contributes to the gross national product (Navon, 2005). Large fraction of Palestinian economy is supported by building and construction industry. However, many country's projects are poorly done due to ineffective planning, coordination, monitoring and evaluation of projects. The ever changing political leadership and un-ending war with Israel have also been blamed for poor delivery of construction projects (UNRWA, 2007).

A study by Faridi and El-Sayegh (2006) showed that poor supervision, insufficient skilled labour, breakdown of equipment, lack of proper site management practices and unsuitable firm leadership heavily contributed to failure of construction projects in the United Arab Emirates. Further, (Hanson, Mbachu & Nkando 2013) investigated the factors leading to dissatisfaction among clients in South African construction sector and determined that incompetence of contractors, poor workmanship and persistent conflicts are the major elements

that negatively influenced the performance of projects and ultimate launch of complains by the clients. Another study by Mbachu and Nkando (2007) revealed that attitude and quality are key issues affecting successful completion of projects in South Africa. Likewise, as reported by Zulu and Chileshe (2008) there's poor contractors' performance in experienced in Zambia.

The performance of projects can be quantified and assessed using many indicators such as cost of the project, time taken to complete projects, client satisfaction, health and safety observation, business performance and quality. Quality of project delivered, cost and time of completion are main indicators considered during evaluation. In addition, according to Pheng and Chuan (2006), a common set of indicators between the client and the contractor is another way of evaluating the success of a project.

Many organizations' management challenge nowadays is to enhance performance and manage the competitive business landscape effectively. However, firms find it difficult to sustain their competitive advantages due to competitive environment they operate in (Shih, Liu & Hsu, 2010). As argued by (Sheaff, 2013), for firms to effectively compete in the in a state of flux, specific advanced competencies are required to timely and accurately provide data on threats and opportunities.

Construction firms' operational performance is controlled by organizational factors. A firm is a structure that is made of several related elements. These elements provide a platform on which a firm realizes its goals and objectives. Organizational factors that directly influence firm's operational performance include organization culture, audits, staffing, management, governance and structure (Sheaff, 2013).

McDowell (2016) argued that organizational environment consists of internal and the external aspects which affects its operations and performance. Internal aspects are those

influencing the organization from inside, whereas those affecting the firm from outside are known as external factors. The firm is affected externally through government regulations and policies. These are rules which all organizations have to abide by in their dealings thus, significantly influencing operations and financial performance of the firm (Harash & Al-Tamimi, 2014). At this point, organizational factors have powers to control key decisions, investment and risk management at all levels.

A firm can only be considered high performing if it has a healthy financial status. A healthy financial status justifies how best an organization can utilize its resources to generate a positive cash flow. For a firm to perform well financially, it means operations have to be done at optimal costs, risks have to be identified and managed properly, and organizational factors have should be under control. Several groups of people in the name of stakeholders are much interested to understand how an organization does its business and how several factors affect them. For instance, shareholders are interested to know how their dividends can be affected by management decisions and how best they can guard their interest. On the other hand, company management only wants to care about financial performance, conditions and control (Eshna, 2016).

Electrical installations firms in Kenya contracted by companies or county governments will have to live by challenges of evolving consumer expectations, globalization and technology, and clients' increased demands for better services.

According to Ogoro and Simiyu (2015), organizational factors are firm's aspects that regulate its activities and performance. Organizational factors are perceived as firm's ability to coordinate processes and manage of its resources efficiently to improve performance. These abilities are within the organization's routines, rules and procedures. More importantly, a firm's

ability is a product of its processes, structure, controls and recruitment systems. These capabilities specify how and when a firm's decisions are made (Hill & Jones, 2007).

Organizational staffing entails the knowledge and capacity of human resource to significantly influence the success of a firm. Because of this, organizations pay close attention to the employment of staff and also train them and volunteer to improve the company's capacity to succeed. In undertaking of both recruitment and training plans (Reschke, 2014), organizations are often forced to operate on limited budget. Even so, training requirements of staff is important an aspect of good business practices, and is a strategy that can be pursued even in difficult financial times.

Organization culture is another organizational factor that is very critical to the performance of a firm. Staff attitudes and their desire to put in extra efforts can bring a significant positive difference. Staff with positive attitude is likely to serve clients or customers well hence enhancing customer care service. Such staff will also make management's work easier and reduced quarrels (Harash& Al-Tamimi, 2014). However, bad attitudes can brutally affect the organization's capacity to pursue strategies for growth and expansion.

Organizations may be obstructed by their structure, forms of governance or constitution. Organization structure is basically the way roles and responsibilities are divided amongst employees in form of sections or departments (Reschke, 2014). Profit making organizations that operates in the most competitive business environment needs an effective organization structure that will help it prepare to deal with change. For instance, decision making process can be so slow if an organization structure created many levels of management because the information flow from one level to the other takes longer than expected. Due to this, most firms now prefer simple or "flatter" organization structures (Stonehouse & Pemberton, 2012).

The management team' competency and leadership styles also have a notable effect on the confidence of staff, culture established in the organization or volunteers in the case of non-profit organizations. In the contemporary leadership styles, most managers engage employees at all levels in critical decision making processes. In such practices, although top managers and ordinary employees may have divergent opinions, the close consultation builds enough confidence in employees to work towards realization of business objectives (Wang, Walker & Redmond, 2017).

The richness of business internal environment is determined by its assets. For instance, the business's buildings can be satisfying and inspiring, or miserable. Tools are other assets that can considerably affect the internal business environment. If for example tools are of low standard or not available at all, staff may find it difficult to perform their duties to the required expectations. Similarly, if those tools are used by customers, then they may not get value for their money and the result is loss of market (Welter, 2013).

Better organizational performance in terms of finance is another factor that influences the internal business environment. Without positive cash flow, no matter how other organizational factors may be, the firm will always find it difficult to implement programs and strategies to achieve its goals. Another consequence of negative cash flow is that staff morale may be eroded thus affecting business operations (Welter, 2013).

Organizational change management strategies are also part of organization factors the influence performance of firms. This entails careful planning, constant consultation with all the people affected by impending changes and implementation of those plans in a way that will ensure realization of positive results. In most cases as argued by Hill and Jones (2007), challenges arise when change is forced on people by the management or shareholders. Therefore,

change must be specific, measurable, attainable, realistic and time-bound. At this point, change management strategy is characterized as a group of decisions and tasks undertaken by the firm to cope with changes in that firm. These strategies often define the organization's courses of action, devises ways to concur the market and spells out how the organization's internal activities will be undertaken.

Like any other type of project, electrical installation projects in Kenya have had its challenges. Such challenges have either stalled electrical power connection projects or have been overcome depending on how they were planned and managed. In light of this, the current study sought to investigate organizational factors influencing the electrical installation works in Kenya, with a focus on electrical installation projects in Kapenguria Sub-County, West Pokot County.

1.2 Statement of the Problem

Notwithstanding the contribution of electrical installation projects on the Kenyan economy in terms of infrastructural development, creation of employment and income generation, there have been past concerns over the manner in which these projects have been managed in West Pokot County resulting in stalled installations, delays, high installation costs and waste of public resources. Consequently, according to data from KNBS (2017), only 25% of homes, businesses and government premises in West Pokot County are connected to the national grid system.

Further, preliminary data from MOPWTI, West Pokot County confirmed that less than 40% of planned electrical installation projects in each financial year were completed on time and within budget. This left more than 60% of electrical installation projects stalled in every financial year leaving many government buildings without power (MOPWTI, 2018). This slow

installation of electricity is against the attainment Vision 2030 in which the government of Kenya appreciated that access to electricity is a key contributor.

As argued by Aftab (2012) delays in completion of projects in building and construction sector has been a great indicator of poor performance. Performance of all stakeholders and project output is determined by the regularity and promptness of payment (Ramachandra, 2013). According to Tawil (2013), delays in project delivery in Malaysia is the common denominator especially government related projects. Such delays can be attributed to poor site management and supervision, financial challenges faced by contractors and fluctuations in the cost of materials. Nyika (2012) also noted that major causes of project failure are poor project management, insufficient financial capacity, political interference and poor project design. Therefore, factors affecting performance of projects are so critical to any building and construction industry. A few studies have been carried out on the factors influencing the performance of projects; however, none has looked at organizational factors influencing performance of electrical installation works particularly in Kenya's county settings.

This study, therefore, investigated the influence of organizational factors on the performance of electrical installation works in Kapenguria sub-county, West Pokot.

1.3 Purpose of the Study

The purpose of this study was to investigate organizational factors influencing performance of electrical installation works in Kapenguria Sub County, West Pokot County.

1.4 Objectives of the Study

i. To establish the influence of organizational staffing on the performance of electrical installation works in Kapenguria Sub-County.

ii. To determine the influence of organizational structure on the performance of electrical installation works in Kapenguria Sub-County.

iii. To examine the influence of organizational culture on the performance of electrical installation works in Kapenguria Sub-County.

iv. To determine the influence of organizational change management strategies on the performance of electrical installation works in Kapenguria Sub-County.

1.5 Research Questions

i. To what extent does organizational staffing influence the performance of electrical installation works in Kapenguria Sub-County?

ii. To what extent does organizational structure influence the performance of electrical installation works in Kapenguria Sub-County?

iii. To what extent does organizational culture influence the performance of electrical installation works in Kapenguria Sub-County?

iv. To what extent does organizational change management strategies influence the performance of electrical installation works in Kapenguria Sub-County?

1.6 Significance of the Study

The focus of this research was to study how organizational factors influence the performance of electrical installations projects by County Government of West Pokot. In public institutions especially those responsible for provision of basic services such electricity, project efficiency is very important since it ensures timely project completion, reduced installation costs and consumer satisfaction. The findings from this study was valuable to both private and public firms undertaking large projects and whose organizational factors influence their operations and financial performance in various aspects. Organization management team and directors of boards

found these study very important since it unearthed insights on how significant organizational factors positively affected operation efficiency and financial performance if they are under proper control. The study also provided findings on organizational factors management and was utilized by firms to cause a change that will guarantee better work performance and growth.

Scholars managed to use the conclusions from this research to back up their literary citations and generate important propositions for further studies. In particular, the study made theoretical, practical and methodological additions on the existing knowledge about organizational factors influencing project execution.

1.7 Assumptions of the Study

It was assumed that electrical installation works are continuous projects in the area of study. Secondly, it was premised that the respondents were available and would give maximum cooperation during the study and that information given by them was correct and represented the true state of situation in their organization. Consequently, it was assumed that there were no significant shifts in the structure of the target population to impact on the efficacy of the sample. Lastly, it was assumed that management of the ministry and contractors would allow their employees to give information without fear of victimization.

1.8 Limitations of the Study

Time and finance constraints were the major restrictions to the study, which were mitigated by limiting the it to one Sub County in the area. Another limitation was the bureaucracy in the organization which was dealt with by seeking permission prior to collecting data.

1 **1.9 Delimitations of the Study**

The study sought to investigate 137 respondents working in the MOPWTI. This was because they had relevant information on the study area. This was with a specific focus on the electrical installation projects targeting county government institutions. These projects were being funded and implemented by County Government of West Pokot. In terms of geographical area, the study population was drawn from MOPWTI, Kapenguria Sub County, West Pokot County. Kapenguria Sub-County is ranked at the top with significant electricity coverage across the county. It is also the capital of West Pokot County.

1.10 Definition of Significant Terms

Contractor: An independent firm that is tasked by an organization to carry out projects that meet or exceed stated requirements or standards, at a mutually agreed upon cost and within a specified timeframe

Organizational Culture: A composition of customs, convictions and behavioral practices that exists within an organization.

Electrical Installation: Is the process by which electrical equipment, materials and machinery are fixed into a permanent government facility like hospitals or schools.

Organization factors: It is a set of significant attributes and frameworks of an organization that affects it operations.

Organization Structure: refers to responsibilities, rules and set procedures that govern individuals in an organization.

Performance: Is delivery of set goals and objectives measured against time taken to complete the project, budget used and set standards of the project

Project Manager: is a person who is appointed by an organization, responsible for leading a project from its planning stage to completion.

Project: Is a collaborative or an individual activity carefully proposed, planned and carried out to achieve particular objectives within a definite timeline.

1.11 Organization of the Study

Chapter one is the introduction to the study and contains the following: the background of the study; the statement of the problem; purpose of the study; objectives of the study; research questions; research justification; significance of the study; assumptions of the study; scope of the study; definition of significant terms and also the organization of the study.

Chapter two is Literature review and entails: introduction; review of related theories; organizational factors influencing public works; empirical studies on organizational factors influencing public works; summary of literature review and conceptual framework.

Chapter three is the research methodology and contains: research design; target population for the study; sampling procedure; instrumentation; data collection procedures; data analysis and presentation and ethical considerations.

Chapter four consists of data analysis, presentation, interpretation and discussion of findings. Chapter five consists of a summary of findings, conclusions, study recommendations and suggestions for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature is discussed under the selected organizational factors. This section also elucidates the theories concerned to the study. The chapter covers change theory, contingency theory, institutional theory and stakeholder's theory. Lastly conceptual framework, research gaps as well as summary of literature review as are presented.

2.2 Concept of Performance of Projects

Performance is the outcome or output from products, services or processes that permits evaluation against standards, previous results and set goals (Badu, 2012). Evaluation of performance in construction industry has remained a big problem. This is because different measures and concepts have been devised to be used as standard measure of performance. According to Ofori, Ai Lin and Tjandra (2012), most measures limit project performance assessment to certain standards such as cost, time and outcomes. Project managers or contractors are supposed to assess performance of projects and improve strategies in order to be competitive on the market. To ensure sustainable performance, construction companies have to use better performance assessment mechanisms.

On the other hand, contractor performance refers to as factor of sustainable development, time, quality and cost of construction (Hong & Proverbs, 2003). According to Long (2012), the basic measure of contractor performance is the satisfaction of clients. Long observed that poor performance has been widespread in most building and construction projects. Poor project performance is also characterized by hiked costs, late completion, poor communication and work ethics, high accident incidents and environmental degradation.

In construction, two or more parties usually enter into a legally binding covenants called contract (Ejaz, Hussain, Shabbir, Shamim, Naeem, Tahir, Ahmad & Farooq, 2013). The parties involved commit themselves that the terms and conditions stipulated therein shall be followed. The client is committed to making payments while the contractor is committed to delivery of the project on time, within budget and up to set standards. (Kulatunga, Amaratunga & Haigh, 2005) suggested that contractors should measure their performance is high so as to attract sustainable market share.

In a study done by Bundi (2011), contractors only tolerate risks that are contained in the contract forms signed than those risks that happen in the course of execution of projects. Abbasnejad and Moud (2013) noted that most projects in Iran are poorly done characterized by delays, low standards and exaggerated costs. Further, delays may be occasioned by the client who makes late payment or sometimes defaults leading to legal suits. Rafee (2012) argued that consultants, contractors and owners should agree on many issues that will directly affect the performance of projects before commencement. Among key issues that should be agreed upon are project financing, project standards, completion dates, and monitoring and evaluation.

An electrical installation project is a complex system influenced by institutional, technical, economic, social, political, environmental and financial factors. Most often, these factors interact to affect the demands of various electrical power consumers. Institutional factors in electrical installation project delivery and maintenance services especially to government institutions offers the greatest pressure in the sector. Further, organizational factors play a significant role since they directly influence project planning and control (Wang, Walker & Redmond, 2017).

A project is said to be successful if it is completed on schedule, meets standards and is within budget. But as Xiao and Proverbs (2008) stated, resolving the success of the project is a hard task since the success itself is imperceptible and can hardly be agreed upon. In most cases, the success of the project maybe defined as realization of project objectives (Chua & Loh, 2017).

The value of electrical installations in Kenya, whether erection of power lines or home connections is well articulated in the Government's agenda on powering homes and businesses (Ministry of Energy Kenya, 2014). The agenda wanted to lay the basis upon which affordable electricity will be sustainably available. This agenda paper led to the massive country-wide power connections. In the government agenda, affordability was underlined as one of the challenges affecting accessibility of power by many Kenyans due to high poverty index. As a result, the government has continued to implement Rural Electrification Projects and other power affordability programs.

2.3 Organizational Staffing and Performance of Projects

Staffing is an important function of human resource practices in all organizations. It is the process of interviewing and selecting best applicants. An effectiveness human resource function in an organization is influenced by the process of staffing (Gamage, 2014). This implies that settling on wrong candidates can be costly to the organization. Hence, the overall goal of staffing is to get the best candidates who will be able to drive the vision of the organization competitively (Ofori & Aryeetey, 2011).

According to Opatha (2010) larger organizations are more likely to attract best qualified candidates than smaller ones. His opinion was supported by Gamage (2014) who said that the overall purpose of employee recruitment is to staff the company with highly qualified employees

to do the right thing. Similarly, Henry and Temtime (2009) understood enlistment of staff should act as the point of reference for future employee selection and should be done right the first time. Gamage (2014) in his study concluded that there's a positive relationship between staffing and organization performance. Syed and Istvan (2010) similarly observed that executing an effective staffing mechanisms positively influences overall organizational performance. This means that staffing is an integral part of organization survival, growth and expansion

In another study by Gamage (2014), the staffing practices will influence who gets the job in the organization. Therefore, if properly conducted only competent candidates will be selected for the right jobs. Gamage argued that when the best candidates are picked for the right jobs, their productivity goes up. Similarly, Rauf (2012) found out that high level recruitment procedures have as a significant irrefutable relationship with the performance of the organization. Sinha and Thaly (2013) in their qualitative research went further to identify recruitment channels that will help organizations get competent staff. Nevertheless, recruitment channels to be used depend on a number of factors namely; the job position, company resources, firm's employer brand and the budget. Some organizations use a combination of several channels just to increase chances of getting best suited candidates for the positions. Every channel provides different pros and cons and usually depends on company situations.

Subbarao (2006) determined that it is crucial for organization management to fathom that the policies and practices applied in staffing. Those tasked with making decisions concerning recruitment and selection should have sufficient details to help them make sound decisions. According Robbin and DeCenzo (2015), policies and practices relating to human resource helps to shape the behavior and attitudes of employees. Further, Osemeke (2012) stated that

recruitment is not just hand picking people to fill positions, but rather getting the most qualified men and women.

2.4 Organizational Structure and Performance of Projects

A firm's operations are defined by its organization structure. Operations involve activities like allocation, coordination and supervision of tasks. The performance of organizations is by large extent influenced by its structure. In terms of financial performance, organization structure influences the formulation of strategies that helps the optimization of income flow. It defines output by making sure that the right assignments are done by right people. Organization structures also form the basis on which decision making process, procedures, governance and authority are controlled to achieve optimum productivity (Njiru, 2014). Mansoor, Aslam, Barbu, Capusneaunu and Lodhi (2012) added that organization structure determines the strategic direction, goals and objectives of every firm. In many cases, the organizational structure works well for the firm if it is in agreement with the vision, mission and core values.

In public service, organization's performance is measured in relation to number of completed works, the standards and impact of those projects to the people. The ministry of public works, West Pokot County is headed by the CEC. The chief officer is the accounting official in the ministry. We also have directors below the chief officer. Then department heads down to the ordinary members of staff. The decisions and control exercised by these officials affect the performance of the MOPWTI.

A study by Quingin, Helmu and Juergen (2012) in China and Australia showed that there was a notable relationship between organization structure and financial performance of sampled organizations. They further concluded that organizational structures have a direct and indirect effect on operation and financial performance of organization. Similar findings were obtained by

Oyewobi (2013) who delved into the impact of strategies and organizational structure on the financial and operational performance of construction companies in Nigeria.

Akinyele (2011) determined that strategies and organizational structure adopted by gas and oil marketing firms positively influenced their market share. Similarly, Lavie's (2016) reported that strategies and the level of organizational structure are positively associated with the organization's effectiveness. In another study, Grewal and Tansuhaj (2011) established that most lucrative firms have properly elaborated organizational structures as compared to non-performing ones. Ekpu (2014) while studying large firms reported a positive link between the distinctively defined organization structure and financial performance of large firms.

According to Robbin and DeCenzo (2015) organization structure plays a crucial part in the realization of an organization's set objectives and its strategic goals. They concluded in their report that organization's structure metamorphoses into usefulness if it is in tandem with organizations mission, assets and its environment. Therefore, two organizations operating in different environments with dissimilar mission, vision, objectives and assets may not share an organization structure.

Mansoor *et al.* (2012) in their studies also found out that the effectiveness of organization structure is regulated by changes in business environment and concluded that for firms to achieve better performance sufficient focus is needed to have an organization structure that can align the business with dynamics of business environment. In another study Hajipour, Mohammad and Arash (2011) expounded on association among type of strategy, organization structure and organizational specifics and established that organization structure influences organizational characteristics.

2.5 Organizational Culture and Performance of Projects

Organizational culture constitutes values, traditions, policies, beliefs and attitudes that guides what people think and do in an organization. For organizations to perform better, they need to develop a strong culture that ensures continuous improvement among employees. On the other hand, employees who strongly associate themselves with the values, beliefs and policies of their place of work have always been effective and reliable. Strong organizational culture can make employees work without any supervision and still give stellar performances without any pressure (Mohammad, Rumana & Saad, 2013).

Many organizations have either failed or succeeded because of organizational culture. This is because there is a compelling effect of organizational culture on the performance of firms. Those that chose to ignore it failed terribly since they lacked systems to enhance employee performance. Others succeed because they invest heavily in development of strong culture. This is because with well-developed culture, employees' discipline to work without being told to do so is almost assured (Nabukeera, Ali & Raja, 2015).

In a survey conducted by Ng'ang'a and Nyongesa (2012) to resolve the relationship between organizational culture and performance in Kenya's higher educational institutions, it was established that there was a strong correlation (value of +0.743) between organizational culture and performance. In their discussion, they argued that educational institutions have management that develops strong and desirable principles, values, and procedures. In addition, employees remaining committed to set principles and values will significantly improve the performance of the organization. Therefore, they concluded that organizational culture can be strengthened by strictly following laid down values and principles. This study was done on Institutions of Higher Learning, therefore it was equally important to investigate to what extent

organizational culture affects performance in building and construction industry, specifically, electrical installation projects.

Njugi and Nickson (2014) also determined that organization culture had a big effect on the overall performances of organizations. This is due to the fact that it directs how things should be, permanence of the organization and working environment. They emphasized on competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Based on behaviors of employees, Oduol (2015) found out that a best organizational culture should help employees develop the right behavior to assist the company implement policies and strategies successfully. Nevertheless, organization culture should be in harmony with the strategies and the environment the organization operates.

A study carried out by Ernst and Young (2014) on influence of organizational culture on performance of organizations established that there's a cogent positive relationship between the two factors. For examples, the study found that clients in Germany USA and UK were more sensitive to time management that they indicated rapid responsive as the best customer care service in organizations. This means that clients or customers of such cultures prefer services done promptly. Nevertheless, the situation in India was different as customers picked association with the organization as their highly valued form of response. These results were consistent with those of Gupta and Dev (2012) who emphasized the value talking to customers as a way of showing care, gratitude and responsiveness.

2.6 Organizational Change Management Strategies and Performance of Projects

According to Klein (2013), administration of change is an organized method of transitioning groups of people, individuals or gatherings from current state to future with an intention of achieving certain objectives. Change may be in the form of organization culture,

technology, structures, and approach to issues. Often the process of change is not easy as stated by Stead (2013). The process of change may be successful or fail miserably. Hence, most organizations strive to apply several strategies to boost the chances of success.

In his critical reflection of organization practicalities Stead (2013) noted that organizational change management strategies differ in scope because of variations in expected outcomes across organizations. In most cases, as observed by Stead, real change depends on the motivating factors and relevant data backing that change. Further, according to Olubayo (2014), organizations should accept change in their systems to ensure long term positive results.

According to Gichohi (2011), planning is the most important organization change management strategy in organizations. Planning deals with formulating organization goals and objectives to be realized by the change and how to attain them. It is most crucial to effective change management and it focuses on identification of what is to be realized and the expected results after change has happened. Other details on how the change will be attained should be clearly articulated and implemented. Gichohi further stated that the best starting point is for organizations to have a clear vision.

Good governance is another strategy that requires attention in organization change management strategies. It focuses on putting in place proper structures with clear roles and responsibilities for the successful implementation of change. Stakeholders are also brought on board to endorse and support the change effort. Then plans are developed to involve all workers to support the change process. Effective controls and reporting systems should be put in place to monitor change. For the change management to succeed in organization governance, it should be well absorbed by all employees and shareholders (Gichohi, 2011).

Effective leadership is also needed to guide organizational behavior and set things in motion for change. Stakeholders' participation and effective leadership will ensure that change is not only endorsed by a small group but widely accepted across the organization. Top leadership should also be visionary as well as advocates and models for change. In addition, leaders should also retain their power to make decisions on matters that may affect teams and individuals in the organization (Ochuti, 2014).

Effective communications to help spread information about impending change is also an important strategy in organizational change management strategy. This is due to the fact that they are people who ignite change and make it work in the organization. For that reason, all stakeholders should be engaged for better results since they are supposed to understand the need for change and expected output. Discussions should also be held so that all stakeholders can input their views on proposed change. Therefore, since communication is crucial for a successful organization change management strategy, the earlier it is done the better (Ochuti, 2014).

In a study by Muthama (2013) managers are supposed to evaluate the impact of every procedure of change and use this information to describe the organization's current situations before commencement of process of change. The effect of change has seen well managed organizations prioritize the screening of the execution strategy for better realignment of change with the organization environment, goals, vision and mission. Specifically, according to Stead (2013), if not managed properly, change can cause great resistance in employees due to tension hence, making it impossible to actualize organization's goals.

Mwachiro (2013) found out that change methodology can be successful if it aligns with the organization's existing culture, policies and shared qualities. He affirmed that strategic change management should address the influence of strategy being followed on the

organizational culture. He concluded that the strategy being followed should ensure a good number of employees adapt to that change for a successful organizational change management.

Mbuva (2010) pursued a study to investigate different organizational change management practices in CFC Stanbic Bank. He established that the CFC Stanbic Bank effected changes to its information technology, performance management system, changes in the compensation plan, strategic direction and product changes with an aim to realize sustainable better bank performance. The research indicated that there was a compelling positive relationship between organizational change management strategies and performance of the bank.

Olubayo (2014) carried out a study on the telecommunication industry in Nigeria. The results show that the need to understand basic approach to immediately adapting to the new work environment can be essential in management of change. This is only possible if the management can pay great attention to the people factor and become more open to feedback. Further, according to Hrebiniak (2013) organizations creating totally different environments may encounter more adaptation challenges than those just transforming themselves.

Another study by Marinelli (2012) concluded that to ensure a better change management, organizations should focus on informing all stakeholders by creating proper channels of communication as well as identification and rewarding key change initiatives for the realization of a positive change. He also found that recruiting qualified staff can help effectiveness of successful change. He however, cautioned that if change is not properly managed, an organization may pay a huge cost that may be irredeemable.

Similarly, Nyagari (2012) concluded that change management strategies have a positive association with organization performance. In his study he identified some of the reasons for change policy and includes: improved performance, improved communications, reduced

financial losses, improved decision making and resource allocation. He concluded that change management as a process is the most critical practice that managers need to approach carefully because it can build or break the organization.

2.7 Theoretical Framework

The first theory that guided this study was the theory of change**.** The term theory of change was popularized by Weiss as a method of discussing a set of assumptions explaining sub-steps that would result into intended long term goals and the linkage between actions and outcomes that happen at every step. Weiss challenged project managers of government-based projects to be specific about change theories involving their work and stated that it would enhance their general assessment plans which would boost their chance to claim glory for the foreseen results in their chosen theory. Weiss called for the method that sets out the expected outcome at each step and an evaluation plan strategy. The success and popularity of Weiss idea greatly encouraged a number of project designers to adopt it in their project planning process (Thompson, 2003).

According to Weiss definition, the theory of change is premised on defining all the determinant factors so as to achieve a long term result. The popularity of Weiss idea made a number of industry technocrats to call a session famously known as the Roundtable to discuss the improvement of Weiss idea. The roundtable recommended using an approach called "backward mapping". This approach required project planners to work backwards; from the desired long term goal to first changes that would be required to be effected to bring the desired change. At every step of planning, the result yielded is taken as conditions for the succeeding step (Gakure & Amurle, 2013). This set of interlinked outcomes is portrayed in a map called outcome framework. The framework is a graphical illustration of the process of change as it well

known among planners and the sketch around which the other components of the theory are built.

Project managers are supposed to contemplate many of their hypotheses about the process of change during process of developing outcomes framework so that they can be investigated to establish if any important assumption is hard to support. The important assumptions are: corroboration for the assertion that all of the key pre-requisites for achievement have been identified; claims about the linkages among early outcomes, intermediate and long-term on the map; validations supporting the relationship between expected program outcomes and activities; and assumptions that states environmental factors that will influence project progress and eventual achievement of outcomes.

The theory of change was developed to help work with clearly laid down project outcomes at every step of the change process. Electrical installation work just like any other project is well informed by the theory of change. Project manager, MOPWTI, West Pokot County is required to provide some details about the outlook of desired outcome, amount of work required to realize the outcome and the time frame for realization of desired results in electrical installations works.

Another theory that informed this study was contingency theory. It argues that there is no detailed preferred practice of leading, organizing or making decisions for the firm. Rather, the best strategy to do so is dependent on circumstances, whether internal or external. According to (Johnsen, 2005), contingency theory states that multifaceted firms apply performance measurement to mitigate risks. This theory has always wanted to devise some generalities about formal frameworks that are connected to various technologies.

The perspectives of contingency theory are traced back to the work of Joan Woodward in 1958 who stated that use of technologies directly influences variations in organizational factors ranging from organizational structure to change of management. Promoters of contingency theory claims that the best method to organize relies on the environment the business operates in. Organizations are just open systems that require precise management to fulfill internal business needs while at the same time adapt to present conditions.

The best form of organizing depends of the type of activities and the environment the business operates. Therefore, the organization management should focus more on realizing best fits and alignments. Organizations operate optimally in different circumstances. In this study, contingency theory was relevant especially in stressing on the internal and environmental factors influencing electrical installation works in the said area. In order to improve performance of these works, organizational factors must be taken into consideration.

Also, this study was guided by institutional theory. This theory deals with key elements of social structure. It takes into consideration the processes by which social structures like rules, routines, and norms are written and adopted as guidelines for social conduct (Scott, 2006). Institutional theory explains how social structures are developed, absorbed by participants and adapted over a period of time

This theory emphasizes that firms operates in formal environment which shapes and demarcates its social reality. In this study, institutional theory was highly relevant given that county governments are organizations. The county governments are mandated to plan, execute and evaluate projects. The county governments have structures, routines, norms and rules. The institutional theory hence, narrows down to the need to concentrate on the institutional factors

that have high likelihood to influence planning, implementation, management and evaluation of electrical, installation projects.

The last theory that guided this study was stakeholder theory. As defined by Freeman (1984), Stakeholder theory concerns with individuals or groups of individuals who have powers to influence or get influenced by the outcomes of the organization performance. This theory points out that all groups or individuals with powers in the organization sometimes make decisions that would protect their vested interest sat the expense of performance of the organization and other interested parties (Ndege, 2013).

However, the same theory advises that organizations should be managed in a manner that all the varying interests of many stakeholders including customers, shareholders, employees, society, government and suppliers are considered. The stakeholder's theory arguments have been grounded on business ethics and morals (Ndege, 2013). The theory was highly relevant to the current study in that organizational factors such as culture and change management strategies which directly influences decisions related to the stakeholders' interests.

2.8 Conceptual Framework

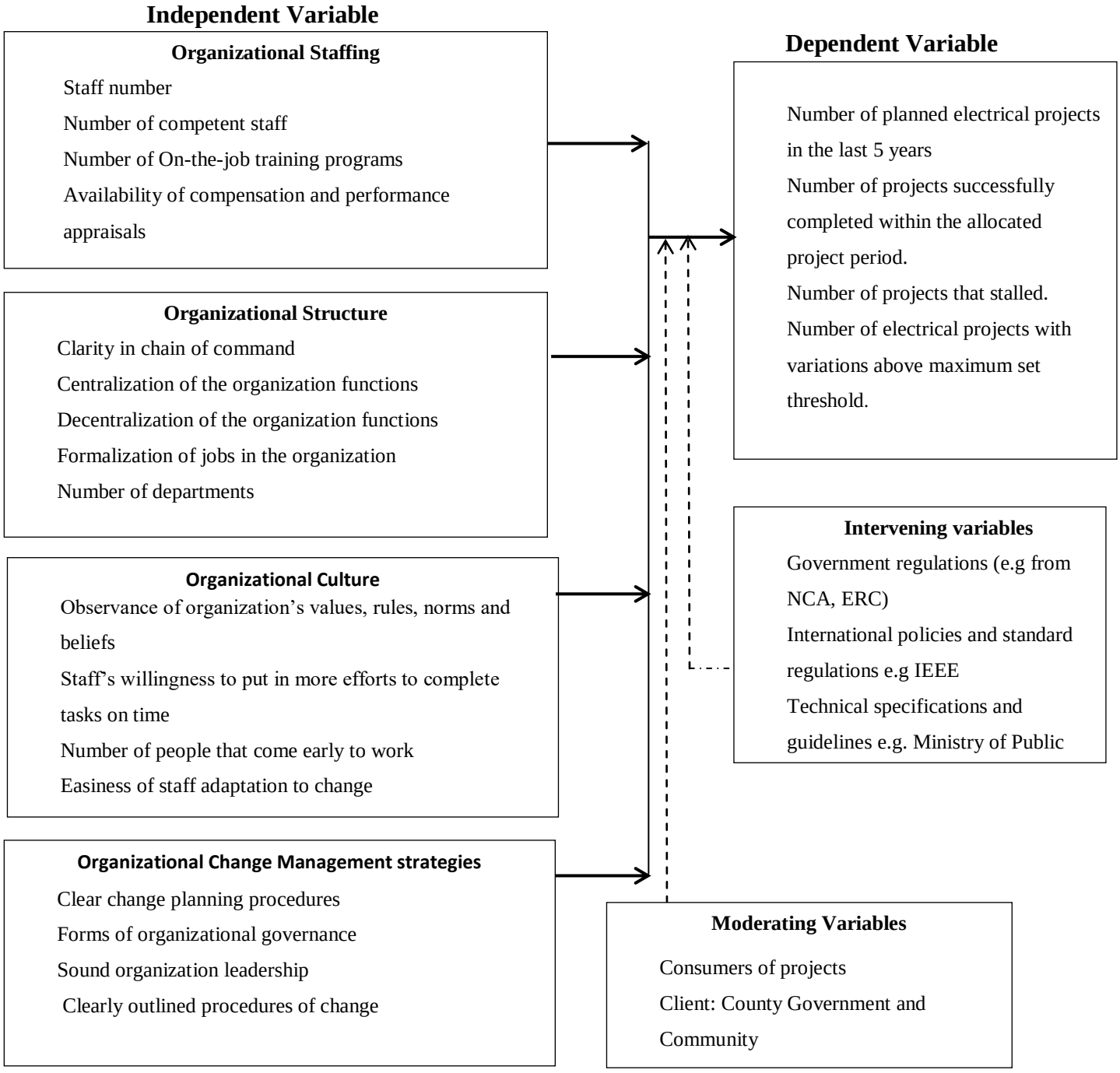

Figure 2.1: A Conceptual Framework Showing a Relationship between Organizational Factors and Performance of Electrical Installation Works.

This study conceptualized that the independent variables, organizational staffing, organizational structure, organizational culture and organizational change management strategies will influence the electrical installation works performance in Kapenguria Sub-County herein, the dependent variable. The electrical installation works performance was evaluated in terms of number of planned electrical projects in the last 5 years; number of electrical projects with variations above maximum set threshold; number on projects stalled; number of projects successfully completed. The performance of electrical installation works was moderated by governmental and non-governmental bodies, policies and regulations; international policies and standard regulations; and technical specifications and guidelines such as Ministry of Public Works Electrical specifications.

2.9 Summary of Literature Reviewed

The study was informed by four theories: change theory, contingency theory, institutional theory and stakeholder's theory. Past studies in relation to organizational factors: organizational staffing, organizational structure, organizational culture and organizational change management strategies were reviewed. Review of related theories and the empirical studies signifies that organizational factors drives performance of business activities in organizations.

2.10 Knowledge Gap

Guerin (2012) argued that government projects have had their share of challenges such as project stalling, being overpriced, lack of effective control systems and communication failure. Completion of projects on time should be a key consideration if project deliverables and success are to be realized. When a project schedule is strictly followed and a project completed without any delay, it is said to have exhibited the highest efficiency of project management.

It was evident from the empirical studies that no study had been conducted on organizational factors influencing performance of electrical installation works in Kenya particularly in devolved governments. The study sought to contain this loop hole by looking at how the MOPWTI in West Pokot County manages its organizational factors when executing electrical installation projects. Such projects had not been properly documented for public and scholarly consumption, hence, lacks clarity. As a consequence, the literature review analyzed the role by organizational factors influencing the performance of electrical installation projects especially in Kenyan counties. Organizational staffing, organizational structure, organizational culture and organizational change management strategies in relation to performance of electrical installation works was studied in detail.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described research methodology that was used to study organizational factors influencing electrical installation works in Kapenguria Sub-County, West Pokot County. The chapter entailed research design, target population, sampling sample size and procedure, data collection instruments, data collection procedures, data analysis techniques and operational definition of variables.

3.2 Research Design

As described by Cresswell and Clark (2011), a research design is a mastery of circumstances for gathering and analysis of data in a manner that balances the research procedure and costs. Whereas Mugenda and Mugenda (2003) stated that the role of research design is to study and report the way things are. The current study used a descriptive survey research design. This was due to the fact that people' views and opinions was sought and described appropriately; and to determine how organizational factors influence performance of electrical installation works.

Quantitative and qualitative methods were used to augment each other. The quantitative approaches helped in producing arithmetical data, which were statistically analyzed through descriptive statistics and inferential statistics to better address study objectives. Qualitative method was mainly used to outline subjective evaluations, probes and interpretation of opinions, attitudes and behaviors of participants. Combining quantitative and qualitative data permits triangulation to help overcome limitations through balancing strengths and weaknesses of each data (Cresswell & Clark, 2011)

3.3 Target Population

Target population is a common set of objects, people or events to which a researcher wants to generalize findings. The target population should have observable characteristics to define the study (Mugenda & Mugenda, 2003). The target population was 183 consisting of both contractors in building and electrical installation projects, and employees in the MOPWTI. There were 46 prequalified contractors who had been selected to carry out building and electrical installation projects. The Ministry has 137 officers consisting of low level, middle level and top management distributed across different departments.

3.4 Sample Size and Sampling Procedure

A sample is the number of units selected from a study population to act as a representative of that population while sampling procedure is the method followed to obtain a sample from the population. In all times, sample size must be representative (Kombo& Tromp, 2006).

Simple random sampling technique was implemented to select 9 contractors which was equivalent to 20% of their population. These contractors were picked using correspondent serial number selected from the table of random numbers. This sample size was consistent with Cresswell & Clark (2011) who said that for a population that is less than 3000, a ratio of 10% and above is enough to give a representative sample, depending on the topic under research. Simple random sampling technique was deemed a fair way of choosing a sample from a given population since gave every contractor an opportunity of being selected for the study (Mugenda & Mugenda, 2003).

On the other hand, census population method was employed to consider all the 137 employees attached to the MOPWTI. A population census method was adopted since the

population size was small. According to Mugenda and Mugenda (2003), there is no need of applying sampling techniques if all the elements of the population can be considered without consuming much time and resources. A population census was also employed in this study due to the type of data required to meet each objective of the study. The researcher felt all employees irrespective of their positions in the ministry have the knowledge and insight of the activities surrounding the electrical installation projects processes and organizational factors affecting them.

Table 3.1: Study Sample Size

Target groups	Population size	Sample size	%	Technique
Ministry Staff	137	137	100	Population census
Contractors	46	9	20	Simple random
Total	183	146		

3.5 Data Collection Instruments

The study adopted questionnaires to gather data from MOPWTI staff and interview guides for the prequalified contractors.

3.5.1 Questionnaire

A self-administered closed-ended questionnaire was used to collect primary data. The questionnaires were administered on ministry officials since were considered literate enough to read and interpret questions on their own. Questionnaires consisted of background information and other four sections organized according to research questions. In every section, the respondents were given adequate instructions on how to fill the spaces. The use of structured questionnaires was preferred in this study enabled the researcher to gather large quantities of

both qualitative and quantitative data within the shortest time possible. It was also less costly and easy to administer to the respondents (Kombo & Tromp, 2006).

3.5.2 Interview Guide

Interview guide were used on contractors to give their opinions on the relationship between organizational factors and performance of electrical installation works. Interviews were used on this group because they allowed direct interaction with the respondents hence, the collection of in-depth qualitative information which the questionnaires may not have captured. Interview guides also provided flexibility, the ability to analyze and clarify answers and provide high response rates (Cresswell and Clark, 2011). Interviews were also preferred for this group because the researcher believed some respondents may have not been able to read and fill questionnaires on their own.

3.5.4 Piloting of the Instruments

Considering the significance and need to identify faults in the research instrument, the questionnaire was pre-tested before used in the actual study. The questionnaire was reviewed by the supervisor and fellow researchers and then administered on a small sample with the same characteristics as the study population. The sample for pilot study consisted of 10 officials from Ministry of Public Works, Trans-Nzoia County and 3 contractors also drawn from the same county. According to Mugenda and Mugenda (2003), a sample for pilot study should be at least 10% of the actual study sample size. Suggestions for questionnaire improvement were effected before the actual study. Piloting helped the researcher to identify questions that needs further structuring so as to collect all the information desired (Mugenda & Mugenda, 2003).

3.5.5 Validity of the Instruments

Validity is the extent to which results found from analysis of data collected characterize the phenomenon being investigated (Kombo& Tromp, 2006). The face and content validity of the instruments were tested. Misunderstanding of questions by respondents amounts to face validity. This was checked by pre-testing method. Contrarily, content validity refers to the ability of research tool to address all the research objectives. The researcher managed content validity by having adequate questionnaire preparation guided by the supervisor enabling the content to address the purpose of the study.

3.5.6 Reliability of the Instrument

According to Mugenda and Mugenda (2003), the ability of the research tool to consistently give the same results from respondents after several attempts is known as reliability. To achieve reliability of the research instrument, internal consistency of data was established. A score obtained in one item in the pilot study was correlated with scores obtained from other items in the study questionnaire. Cronbach's Coefficient Alpha was computed using the Kuder-Richardson formula and a coefficient of 0.80 was found.

3.6 Data Collection Techniques

A permission to collect data was sought from the MOPWTI through writing to the Minister and attaching a short conceptual note stating the intent of the study. After permission was granted, research assistants were recruited and trained on the process of administering questions and how they should carry themselves during the study.

Primary data was gathered using structured questionnaires and interview guides. Study questionnaires were given out to ministry officials by the researcher and her assistants using “drop and pick later” method. This method was applied because it was more reliable since it

allowed coverage of large number of sample at a very short time. The researcher herself conducted interviews with the sampled contractors.

3.7Data Analysis Procedures

The study generated both qualitative and quantitative data. Collected questionnaires were checked for inaccuracies and incompleteness, and cleaned accordingly. Each question in the questionnaire was then coded for the purposes of analysis only. Data was then entered into MSC excel using coded titles. Qualitative data were grouped according to study objectives.

All data gathered from interview guides from contractors were edited on a continuous basis to ensure completeness. Content analysis was the main approach of analyzing qualitative data to establish the adequacy of the information, usefulness and credibility (Mugenda & Mugenda, 2003). Data was then classified based on emerging variables from each question and analyzed in their themes. Responses with similar themes or patterns were stacked together into coherent categories.

Quantitative data was analyzed using latest SPSS software, version 22.0. The study applied descriptive and inferential statistics. Descriptive statistics like frequencies, mean and standard deviation respectively was employed. Results generated were then presented in tables and explanation presented in prose.

For inferential statistics, the model summary ANOVA was adopted to test the level of significance of each organizational factor against performance of electrical installation works. The one-way analysis of variance (ANOVA) was adopted to establish any statistically significant differences between the independent variables and the dependent variable. To establish the strength of the relationship between organizational factors and performance of electrical installation works, multiple regression analysis was employed.

The hypothesized regression model was actualized by the following equation:

$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Y = Electrical installation performance

β = constant showing Electrical installation performance devoid of the influencing factors

β_1, β_2, β_3, β_4= Coefficient of the independent variables

X1 = Organizational staffing

X2= Organizational structure

X3 = Organizational culture

X3 = Organizational change management strategies

e = error term associated with the regression model.

3.8 Ethical Considerations

The researcher first sought the consent of the respondents before embarking on field data collection. Respondents were reassured of the covertness of information given and their identities. Participants were also assured that the information given was purely for academic use and was not to be shared for commercial gains. Above all, the questionnaires used to collect data were destroyed immediately after the study was over and a final report successfully defended.

3.9 Operational Definition of Variables

Table 3.2: Operationalization of Variables

Specific Objective	Variables	Indicators	Measurement Scale	Methods of Data collection	Data analysis Technique
Influence of Organizational staffing on performance of electrical installation works	Organizational staffing	Staff number Competent staff number On job training Compensation and performance appraisal Succession planning	Nominal Ordinal	Questionnaires Interview guides	Descriptive statistics Regression analysis SPSS
Influence of organizational structure on performance of electrical installation works	Organizational structure	Chain of command Centralization Decentralization Specialization & division of labor Departmentalization	Nominal Ordinal	Questionnaires Interview guides	Descriptive statistics Regression analysis SPSS
Influence organizational culture on performance of electrical installation works	Organizational culture	Values, rules, norms and beliefs Work attitudes Number of people that come early to work Easiness in adaptation to change	Nominal Ordinal	Questionnaires Interview guides	Descriptive statistics Regression analysis SPSS
Influence organizational change management strategies on performance of electrical installation works	Organizational change management strategies	Change planning Governance Leadership Communication	Nominal Ordinal	Questionnaires Interview guides	Descriptive statistics Regression analysis SPSS

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter delved into the interpretation and presentation of the findings obtained from the study. It presented the background information of the respondents, findings of the analysis using descriptive and inferential statistics which were built around on the objectives of the study.

4.2 Response Rate

The study sampled 137 respondents in collecting data on organizational factors influencing performance of electrical installation works in Kapenguria Sub -County, West Pokot County. The questionnaire return rate results are shown in Table 4.1.

Table 4.1: Response rate on questionnaires used in the study

	Number
Questionnaires administered	137
Questionnaires returned	111
Percentage response rate	81.11%

4.3 Demographic Characteristics

The analysis of respondents' characteristics was carried out in relation to gender, age category, highest educational level, duration which the respondents has worked in the organization and the section where the respondent works in the organization.

4.3.1 Gender Profile of the Respondents

The respondents indicated their gender in relation to either female or male and their profile is shown in Table 4.2.

Table 4.2: Gender profile of the respondents

Gender	Frequency	Percent
Female	51	45.9
Male	60	54.1
Total	111	100.0

This established that majority of the respondents in the ministry were male at 54.1% while female respondents were 45.9%. This implies that the gender ratio is almost balanced. A study by the Kenya National Bureau of Statistics (2016) indicate that 880,00 women against 1.68 million men had formal sector employment. The study further indicates that more men than women are being employed in the formal sector in most fields. Findings form this study show that equality is closer to being achieved in the area of study.

4.3.2 Age Distribution of Respondents

The importance of establishing the age of the respondents was to map out the experience level of the respondents basing on the number of years they were in service against their field of expertise and also to assess their grasp of the organization in question. The respondents were asked to state their age category and their age profile is shown in Table 4.3

Table 4.3: **Age distribution profile of the respondents**

	Frequency	Percent
18-25 years	27	24.3
26-35 years	45	40.5
36-45 years	30	27.0
46-55 years	9	8.1
Total	111	100.0

The study found out that majority of the respondents, at 40.5%, were between 26-35 years, at 27.0% were between 36-45 years, at 24.3% were between 18-25 years while respondents between 46-55 years were the least at 8.1%. This implied that the organization employed personnel of all ages to work towards the attainment of set goals and objectives. Further, the age distribution indicates that there's existence of an organizational structure. Overall, there was fair age distribution among the respondents.

4.3.3 Respondents Highest Level of Education

The researcher found it necessary to establish the level of education of the respondents working at the Ministry. This would help to determine the impact of the level of education to performance of the projects. The respondents were asked to indicate their highest level of education attained and the results are shown in Table 4.4.

Table 4.4: Highest level of education attained by the respondent

	Frequency	Percent
Secondary	6	5.4
College certificate	11	9.9
College diploma	34	30.6
Bachelor’s Degree	50	45.0
Master’s degree	10	9.0
Total	111	100.0

The study found out that 45.0% held bachelor’s degree, 9.0% of the respondents indicated to hold master’s degree, 30.6% of the respondents indicated to hold college diploma,

9.9% indicated to hold college certificate, 5.4% indicated to hold secondary school certificate and none of the respondent held PhD. This infers that workers in this sector have relevant skills required to carry out their duties and responsibilities.

4.3.4 Respondents Years of Experience in the Ministry

The researcher found it necessary to establish the respondents' years of experience as it affects how the they execute their work. A respondent with many years of experience is envisaged to have a wider knowledge and understanding of the organization's operation. The respondents were asked to indicate the duration they have worked in the ministry and the results are presented in Table 4.5.

Table 4.5: Respondents years of experience in the ministry

	Frequency	**Percent**
0-2 years	38	34.2
3-5 years	46	41.4
6-8 years	22	19.8
9-11 years	5	4.5
Total	111	100.0

The study found out that most of the respondents, at 41.4% have worked in the sector between 3-5 years, 34.2% have worked for only 0-2 years, 19.8% have worked for between 6-8 years and only 4.5% have worked for over 9 years. This infers that most staff working at the organization are young and fairly new to the organization. Further, it indicates that the organization has not been in existence for long.

Table 4.6: Respondents number of years worked in relation to highest level of education attained

Respondents' highest educational level achieved		Number of years the respondent has worked				Total
		0-2 years	3-5 years	6-8 years	9-11 years	
Secondary	Count	3	3	0	0	6
	%	7.9	6.5	0.0	0.0	5.4
College	Count	5	6	0	0	11
certificate	%	13.2	13.0	0.0	0.0	9.9
College	Count	10	15	9	0	34
diploma	%	26.3	32.6	40.9	0.0	30.6
Bachelor's	Count	19	21	8	2	50
Degree	%	50.0	45.7	36.4	40.0	45.0
Master's	Count	1	1	5	3	10
degree	%	2.6	2.2	22.7	60.0	9.0
Total	Count	38	46	22	5	111
	%	100.0	100.0	100.0	100.0	100.0%

As shown in Table 4.6, a greater number of the respondents that hold a masters' degree have been working in the sector for more than 6 years while college diploma and bachelors' degree holders had worked for between 0-2 years. This implies that most of the experienced workers are older in age, have a vast experience and plenty of exposure in their line of work. Further this same group of people have gone ahead and furthered their studies making them highly competent as compared to the younger demographic, who are fresh graduates form learning institutions.

4.3.5 Respondents Section of Work

It was necessary to establish the section every respondent worked so as to determine how their roles in the organization influence the performance. The respondents were requested to indicate the section they work and the results are presented in table 4.7.

Table 4.7: **Section where the respondent works**

	Frequency	**Percent**
Technology	19	17.1
Administration	21	18.9
Finance	23	20.7
Human resource	12	10.8
Support staff	14	12.6
Transport	22	19.8
Total	111	100.0

The study determined that there was moderate distribution of respondents among the sections where finance section had the highest at 20.7%, transport at 19.8%, administration at 18.0%, technology at 17.1%, support staff at 12.6% and human resource had the least at 10.8%. This implies that there was sufficient information from the respondents on organizational factors which was relevant for the study.

Table 4.8: Respondents educational level attained in relation to section respondents work

Highest educational level achieved		Section in which he respondent is working						Total
		Tech.	Admn	Finance	HR	S. staff	Trans	
Secondary	Count	1	0	0	0	5	0	6
	%	5.3	0.0	0.0	0.0	35.7	0.0	5.4
College	Count	2	4	0	3	0	2	11
certificate	%	10.5	19.0	0.0	25.0	0.0	9.1	9.9
College	Count	8	4	10	0	5	7	34
diploma	%	42.1	19.0	43.5	0.0	35.7	31.8	30.6
Bachelor's	Count	5	8	13	9	4	11	50
Degree	%	26.3	38.1	56.5	75.0	28.6	50.0	45.0
Master's	Count	3	5	0	0	0	2	10
degree	%	15.8	23.8	0.0	0.0	0.0	9.1	9.0
Total	Count	19	21	23	12	14	22	111
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0

As shown in Table 4.8, Masters' degree holders were majorly in technology and administration sections while secondary school holders were majorly in support staff. This implies that the most experienced workforce in relation to qualifications and experience were from the technology section which is directly linked to the area of study. Further, on matters to do with the organization structure and composition, the ministry has employed competent administrators to help in steering the organization in the right direction.

4.4 Influence of Organizational Staffing on the Performance of Electrical Installation Works in Kapenguria Sub-County

The study ascertained that most of the respondents, at 94.6%, believe that organizational staffing has an influence on the performance of electrical installations works in West Pokot County as shown in Table 4.9. Only 5.4% of the respondents who indicated that organizational staffing has no influence on the performance of electrical installation works. This finding were consistent with Syed and Istvan (2010) who observed that executing an effective staffing process positively influences overall organizational performance.

Table 4.9: **Respondents response on whether organizational staffing influences performance of electrical installation in Kapenguria Sub County, West Pokot**

Response	Frequency	Percent
No	6	5.4
Yes	105	94.6
Total	111	100.0

The mean response score of the extent to which each indicator under organizational staffing affected the electrical installation is shown in Table 4.10. Analysis showed that the mean score of all variables was between 3 to 4, indicating that the extent of influence of these variables is between moderately high extent to high extent. This implies that organizational staffing indicators greatly influence performance of electrical installation works. Respondents mean score on extent of ministry employing only competent staff to run electrical projects scored the highest with 4.13 and lowest with 3.04, staff regularly undergo on-the job trainings through workshops and seminars, as illustrated on the table 4.10.

Table 4.10: **The mean response score on extent of the influence of organizational staffing indicators on electrical installation works**

Indicators	Mean	Std. Deviation
There is enough number of staff working on electrical installation projects	3.07	1.117
The ministry has employed only competent staff to run electrical projects	4.13	0.918
Staff regularly undergo on-job-trainings through workshops, seminars	3.04	1.200
The ministry pays its workers well and performance appraisals are satisfactory	3.51	0.924
There is a clear succession plan in the Ministry	3.70	0.944
Promotion is based purely on performance, educational qualifications and experience	3.67	1.210

Key: Std =Standard and 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

From the findings, a great number of the respondents had worked in the organization beyond three years indicating enough experience in the field work. This increases work efficiency and performance in the electrical installation in the organization in West Pokot. This studies are consistent with those of (Raja, Furqan K. & Muhammad, 2011) whose mean results were between 4-5 indicating that training & development has a compelling and positive effect on

the organizational performance therefore improving it. These results prove that organizational staffing factors has an influence on the organizational performance.

From the interviews carried out, contractors stated the following in regards to the influence of organizational staffing on the performance of electrical installation works: They believed that organizational staffing greatly affects the performance of electrical installation projects. Gamage (2014) in his study established a positive relationship between staffing and organization performance, supporting the fact that staffing is an integral part of organization survival, growth and expansion. One particular respondent felt like staff remuneration should be considered since he believes that a motivated staff are likely to put in extra effort and commitment to their works therefore improving performance, a sentiment that was echoed by most of the interviewees. Some contractors felt that was paramount to expose the MOPWTI staff to recent and relevant technological trends so that their execution of works is effective and efficient. 100% of the respondents strongly believe that there's a strong correlation between sound technical know-how of the employees and better performance in electrical installation projects.

4.5 Influence of Organizational Culture on the Performance of Electrical Installation Works in Kapenguria Sub-County

The study found out that majority of the respondents, at 97.3%, believe that organizational culture has an influence on the performance of electrical installations works in West Pokot County as shown in Table 4.11. Only 2.7% of the respondents indicated that organizational culture does not have an influence on the performance of electrical installations. These findings corroborate with those of (Rosnah & Norzima, 2008) who found out that employees willing to improve and change are more involved in goal-setting activities,

empowerment practices and opportunity for self-control, would influence the organization's performance. This shows that a positive culture that aligns with the organization's vision and mission is critical for the set objectives to be met.

Table 4.11: **Respondents response on whether organizational culture influences performance of electrical installation in Kapenguria Sub County, West Pokot**

Response	Frequency	Percent
No	3	2.7
Yes	108	97.3
Total	111	100.0

The mean response score of the extent to which each indicator under organizational culture affected the electrical installation is shown in Table 4.12. Analysis showed that the mean score of all variables was between 3 to 4, indicating that the extent of influence of these indicators is between moderately high extent to high extent.

Table 4.12: **The mean response score on extent of the influence of organizational culture indicators on electrical installation**

Indicator	Mean	Std. Deviation
All employees come early to work	4.10	0.931
Employees working at the ministry adapt easily to any change	3.91	1.108
There are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time	3.86	1.041
Employees working at the ministry have positive attitudes towards their jobs	4.23	0.824
Employees are willing to put in extra efforts to complete tasks on time	4.01	1.058

Key: Std =Standard and 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

Respondents mean score on employees working at the ministry have positive attitudes towards their jobs scored the highest with 4.23 and there are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time was the lowest at 3.86. Generally, the results imply that organizational culture factors have a great influence of performance of electrical installation works. This results corroborate with Njugi and Nickson (2014) who determined that organization culture had a big effect on the overall performances of organizations since it directs how things work in the organization, it's stability and also the work environment.

On this objective, contractors believed organizational culture influences performance of electrical installation works to a lower extent than the other objectives. Regardless of this standpoint, they still felt that there was need to address eminent issues pertaining to organizational culture. For instance, one respondent complained of poor customer relations from the ministry occasionally. He felt like customer relation should be in a way that the needs of the clients and contractors are met to ensure that there's success in the execution of works. More than 50% of the respondents agreed with him. Contractors also raised concerned in terms of timeliness of payments made to them which they argued mostly delayed. Further during project implementations, they felt that the project teams and other concerned stakeholders were not keen on keeping time scheduled for meetings and at other cases kept postponing them. They strongly believed this leads to lots of problems encountered during the project cycle which negatively harms the performance.

A few contractors felt that the MOPWTI does not have a proper channel or mode of communication to notify contractors of impending meetings or other issues that need addressing. They believe that a proper organizational culture should be instilled within the organization to counter such drawbacks. Njugi and Nickson (2014) determined that organization culture had a big effect on the overall performances of organizations due to the fact that it directs how things should be, stability of the organization and working environment. Based on behaviours of employees, Oduol (2015) found out that a proper organizational culture should help employees develop the right behaviour to assist the company implement policies and strategies successfully.

Lastly, all the contractors felt that electrical installation works are not taken as seriously as building and construction projects as they are viewed as "small" works. This negatively affects

the execution of these projects leading to poor performance. They insisted that the organization should consider these projects as specialized works as they are critical for any building and construction project to be considered complete and successful in terms of its execution. In conclusion they were all in agreement organizational culture should reviewed on a regular basis as achieving a robust organizational culture takes time and most importantly, is a continuous process.

4.6 Influence of Organizational Change Management Strategies on the Performance of Electrical Installation Works in Kapenguria Sub-County

The study determined that majority of the respondents, at 93.7%, believe that organizational change management strategies has an influence on the performance of electrical installations works in West Pokot County as shown in Table 4.13. Only 6.3% of the respondents who indicated that organizational change management strategies have no influence on the performance of electrical installations. These findings were consistent with those of (Helen,2018) who in her research found out that 84% of her respondents accredit organizational change has an influence on performance.

Table 4.13: Respondents response on whether organizational change management strategies influences performance of electrical installation in Kapenguria Sub County, West Pokot

Response	Frequency	Percent
No	7	6.3
Yes	104	93.7
Total	111	100.0

The mean response score of the extent to which each variable under organizational change management strategy affected the electrical installation is shown in Table 4.14. Analysis showed that the mean score of all variables was between 3 to 4, indicating that the extent of influence of these indicators is between moderately high extent to high extent. Respondents mean score on there is regular and proper communication when changes occur in the ministry scored the highest with 4.06 and in case of any planned change, there are documented procedures to enable success of that change scored the lowest with 3.87. This implies that most employees feel like that whenever there's change in the organization, proper channels of communication are used to rely the messages, and in a timely manner. These findings corroborate a study by Marinelli (2012) who found out that for the realization of better change management in an organization, emphasis should be on informing and involving all stakeholders by generating proper communication channels for the realization of positive change.

Table 4.14: The mean response score on extent of the influence of organizational change management indicators on electrical installation works at Kapenguria Sub-County

Indicator	Mean	Std. Deviation
The ministry through the senior management adequately plans for any change	3.95	0.891
There is an established form of organization governance at the ministry	3.96	1.061
Organization leadership at the ministry is robust and addresses key issues systematically	3.94	0.961
In case of any planned change, there are documented procedures to enable success of that change	3.87	0.904
There is regular and proper communication when changes occur in the ministry	4.06	1.116

Key: Std =Standard and 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

On this objective, 90% of the respondents believe that when there's change of guard, there is no proper notification of the new management to the contractors. They are unaware of new staff that come into projects therefore associations with the new team members especially (CECs and Chief Officers) becomes difficult. This harms ongoing projects greatly because the new management heads may take up new projects and ignore existing ones. In some cases, the contractors were instructed to stop their projects for unclear reasons which made them incur

losses due to the stoppages. This greatly affected the performance of electrical installation projects negatively. Alternatively, some of the projects were neglected so that other projects could be taken up which was purely due to political reasons at the County. Thus the projects were affected due to the interruptions as contractors incurred losses which negatively harmed the projects. Furthermore, one particular contractor confirmed that auditing of the ongoing projects during a change of management took too long and was politically fueled. He felt that there should be focus on completion of ongoing projects first before picking up new projects. Gichohi (2011) states that for change management strategies to succeed in organization governance, it should be well absorbed by all employees and shareholders.

More than 70% of the respondents believed that MOPWTI staffs were not exposed to proper change policies and procedures. They felt that at times the employees were not aware of changes in policies or procedures especially when executing works. They felt that such shortcomings negatively influence the performance of electrical installation works, and therefore should be addressed accordingly. Olubayo (2014) established that organizations should accept change in their systems to ensure long term positive results. On introduction of new policies and procedures in project implementation process, most contractors felt that there are no proper change planning procedures/policies in place. They mostly suggested that seminars/meetings on sensitization of new policies and procedures should be organized by the county so that they are aware of what is expected. They believed that would help in achieving the clients' expectations, improve the performance of the electrical installation which ultimately would lead to the expansion of the construction industry and as a result, growth to the country's economy.

100% of the respondents felt that communication strategies implemented MOPWTI were extremely poor, which gravely affected how electrical installation works were executed. They

strongly believed that if communication strategies set in place were sound and effective, they would be able to voice their concerns so that they are addressed in a timely manner, therefore limiting the occurrences of hindrances which affect the project implementation process. In conclusion they stated that this objective should be reviewed on a regular basis as achieving robust organizational change management strategies takes time and most above all, it's a continuous process.

4.7 Influence of Organizational Structure on the Performance of Electrical Installation Works in Kapenguria Sub-County

The study found out that majority of the respondents, at 97.3%, believe that organizational structure has an influence on the performance of electrical installations works in Kapenguria Sub County as shown in Table 4.15. Only 2.7% of the respondents who believe that organizational structure has no effect on the performance of electrical installation works. These results are consistent with Maduenyi, Oke, Fadeyi and Ajagbe (2015) who in his findings concluded that organizational structure directly influences performance in an organization.

Table 4.15: **Respondents response on whether organizational structure influences performance of electrical installation in Kapenguria Sub County, West Pokot**

Response	Frequency	Percent
No	3	2.7%
Yes	108	97.3%
Total	111	100.0

The mean response score of the extent to which each indicator under organizational structure affected the electrical installation is shown in Table 4.16. Analysis showed that the mean score of all variables was between 3 to 4, indicating that the extent of influence of these

indicators is between moderately high extent to high extent. This implies that the organizational indicators have a huge impact on the performance of electrical installation works. Respondents mean score on there is a clear and well established chain of command in the ministry scored the highest with 4.39 while on centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general scored the lowest with 3.76.

Table 4.16: **The mean response score on extent of the influence of organizational structure indicators on electrical installation works**

Indicators	Mean	Std. Deviation
There is a clear and well established chain of command in the ministry	4.39	0.839
Centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general	3.76	0.947
Decentralization of ministry functions can help speed up the process of delivery of services in the ministry	4.03	1.067
Specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects	4.06	1.007
Division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry	3.99	0.995
The ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance	4.17	1.061

Key: Std =Standard and 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

These findings are similar to Armstrong and Stephens (2008) who indicated that organization structures must provide the framework in which organization processes have the best chance of achieving maximum performance in the interest of firms' objective and consequently to the performance of construction industry. Most employees felt that there's a clear and well established chain of command in the ministry. This could be attributed to the well-defined scheme of service the government has in place which has been well adopted and implemented successfully by the County Government.

On this objective, contractors had the following opinions: That overlapping of roles should be avoided so that works are carried out by the personnel mandated to do the work. For instance, one respondent gave an example where, an architect gave instructions to an electrical subcontractor in a building and construction project a role reserved for the project electrical engineer. This led to a lot of problem in the project which affected the outcome, negatively. He felt like such problems could be avoided if there were proper assignment of roles in the organization which ensured that right person does what he/she is supposed to do for the set objective to be achieved. More than 90% of the respondents believed that strict adherence to the designated roles by the organization associated with the project team would ensure that quality work is delivered due to seamlessly exchange of information and proper coordination among the stakeholders involved in a project. Furthermore, they believe that in order to avoid overlapping of roles, every employee in the organization should have clearly stipulated roles and responsibilities to avoid overstepping of mandates. They strongly believed that this would lead to better performance of electrical installation works. Mansoor *et al.* (2012) established that the effectiveness of organization structure is regulated by changes in business environment and came

to the conclusion that for firms to achieve better performance, focus should be on aligning the business with the dynamics of its environment and to its organization structure.

Most contractors further stated that a proper organizational structure ensures that challenges experienced in a project cycle by the electrical contractors are well managed and contained, only if they are working directly with Electrical Project Engineers and personnel. That roles should not be centralized to one office; other players should also come in where necessary.

4.8 Inferential Analysis on Influence of Organizational Factors on Performance of Electrical Installation Works in Kapenguria Sub-County, West Pokot.

Analysis was carried out to ascertain the relationship between the independent variables and the dependent variable in the study and also to test the level of significance each organizational factor to the performance of electrical installation works. This involved the use of multiple regression analysis model and one-way anova. The dependent variable in this study was performance of electrical installation works while the independent variables were; organizational staffing, organizational culture, organizational change management strategies and organizational structure. The results found are discussed in the subsequent subheadings that follow.

4.8.1 Organizational Staffing Influence on the Performance of Electrical Installation Works in Kapenguria Sub-County, West Pokot.

4.8.1.1 Anova analysis

The findings portrayed that there was a significant influence of the following indicators on the performance of electrical installation works, namely: there is enough number of staff working on electrical installation projects at 0.014, Staff regularly undergo on-job-trainings

through workshops, seminars at 0.048, the ministry pays its workers well and performance appraisals are satisfactory at 0.038 and there is a clear succession plan in the Ministry at 0.022, at $P<0.05$. This is illustrated in table 4.17.

Table 4.17: **Analysis of Variance (ANOVA) of influence of organizational staff indicators on performance of electrical installations in Kapenguria Sub-County**

Indicators	Source of variation	Sum of squares	df	Mean square	F	Sig.
There is enough number of staff working on electrical installation projects	Between Groups	14.702	4	3.676	3.268	0.014
	Within Groups	116.968	104	1.125		
	Total	131.670	108			
The ministry has employed only competent staff to run electrical projects	Between Groups	6.441	3	2.147	1.800	0.152
	Within Groups	125.228	105	1.193		
	Total	131.670	108			
Staff regularly undergo on-job-trainings through workshops, seminars	Between Groups	11.676	4	2.919	2.481	0.048
	Within Groups	119.988	102	1.176		
	Total	131.664	106			
The ministry pays its workers well and performance appraisals are satisfactory	Between Groups	10.137	3	3.379	2.918	0.038
	Within Groups	119.265	103	1.158		
	Total	129.402	106			
There is a clear succession plan	Between	13.609	4	3.402	2.990	0.022

in the Ministry	Groups					
	Within Groups	113.782	100	1.138		
	Total	127.390	104			
Promotion is based purely on performance, educational qualifications and experience	Between Groups	9.442	4	2.361	2.008	0.099
	Within Groups	122.228	104	1.175		
	Total	131.670	108			

Key; df =degree of freedom; F=Computed F-value; Sig=level of significance

This implies that the above organizational indicators are very crucial to the performance of the organization. The organization should institute training programs and seminars which are beneficial for the betterment of the organization's performance. This was backed up by the fact that there are most staff have limited experience in the organization (at 40.5%) as shown in the demographic study, where we see that most employees are below the age of 35 years, therefore lack sufficient work experience. This is supported by Iftikhar and Siraj-ud-din (2009) who established that training & development increases the employee performance which further increases organizational performance. Further, findings by Matu (2016) established that the availability of skilled man power enabled the construction company to achieve overall goals of the company as skilled employees delivered quality work. Lack of semiskilled and skilled labour causes significant project delays and sometimes leads to projects stalling or abandonment thereby adversely affecting performance of projects. These findings further concur with the research by Trendle (2008) who discovered that skilled employees perform quality work and can significantly increase its client base in an organization. Hanim (2010) also concluded that shortage of skilled manpower can cause delays in construction projects.

4.8.1.2 Regression analysis

Regression analysis on the contribution of the indicators of organizational staffing on the performance of electrical installation in West Pokot showed that they were not significant at P<0.05 as shown in Table 4.18. This suggests that though most respondents indicated that organizational staffing has influence on the performance of electrical installation with a mean score of between moderately high to high extents, other factors only contribute 6.3%.

Table 4.18: Regression analysis of indicators of organizational staffing on the performance of electrical installation in Kapenguria Sub County, West Pokot

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.336	6	2.223	1.871	0.094
Residual	111.674	94	1.188		
Total	125.010	100			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

The equation for predicting the relationship between the indicators of organizational staffing on the performance of electrical installation projects is given in Table 4.19. The computed equation is $\mathbf{Y=1.759+0.106X_1+0.092X_2+0.084X_3+0.008X_4+0.194X_5+0.114X_6+Ɛ.}$ Where: $\mathbf{\beta_O}$=Constant; $\mathbf{X_1}$=There is enough number of staff working on electrical installation projects; $\mathbf{X_2}$= The ministry has employed only competent staff to run electrical projects; $\mathbf{X_3}$=Staff regularly undergo on-job-trainings through workshops, seminars; $\mathbf{X_4}$=The ministry pays its workers well and performance appraisals are satisfactory; $\mathbf{X_5}$ =There is a clear succession plan in the Ministry; $\mathbf{X_6}$=Promotion is based purely on performance, educational qualifications and experience and Ɛ=error term associated with indicators of organizational staffing.

We see that, even though organizational staffing affected electrical installation, other factors also played a bigger role in shaping their performance. As seen table 4.19, we find that despite staffing, trainings, workshop and seminars contributing positively to the performance, they still had issues with being paid well and these contributed negatively to the performance by 0.008 (0.8%). These contradicts with the mean score in table 4.10 which indicates that some employees are satisfied with their pay, other employees associated the poor performance to poor pay.

Table 4.19: Relationship between indicators of organizational staffing on the performance of electrical installation projects

Model	Unstandardized Coefficients Beta	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant (β_O)	1.759	0.766		2.297	0.024
There is enough number of staff working on electrical installation projects (X_1)	0.106	0.115	0.105	0.922	0.359
The ministry has employed only competent staff to run electrical projects (X_2)	0.092	0.122	0.076	0.753	0.453
Staff regularly undergo on-job-trainings through workshops, seminars (X_3)	0.084	0.113	0.089	0.742	0.460
The ministry pays its workers well and performance appraisals are satisfactory (X_4)	0.008	0.130	0.007	0.061	0.951
There is a clear succession plan in the Ministry (X_5)	0.194	0.120	0.172	1.621	0.108
Promotion is based purely on performance, educational qualifications and experience (X_6)	0.114	0.101	0.113	1.129	0.262

Key: Std=Standard; t=t-value; Sig=Significant

From the regression equation analysis, it is seen that although the relationship between organizational staffing and performance of electrical installation works is not significant at P<0.05, there's still an effect of the individual organizational staffing indicators on the dependent variable. As illustrated, Promotion is based purely on performance, educational qualifications and experience influences performance at 0.114(11.4%) and there is a clear succession plan in the Ministry at 0.194(19.4%) which are quite significant. The ministry pays its workers well and performance appraisals are satisfactory is the least significant at 0.008(0.8%). This implies that, it is critical for the organization to have a well-established and succession plan so that there's guaranteed continuity even when employees leave by choice or due to other reasons. It is also important for the organization to employ competent staff by matching job cadres appropriately with their qualifications to ensure that performance is operating at an optimum. This is consistent with (Ofori & Aryeetey, 2011) who concluded that for organizational staffing to be considered a success, it has to select the best candidates who will be able to steer the organization's mission competitively, implying that selecting the wrong candidates can be costly to the organization.

4.8.2 Organizational Culture Influence on the Performance of Electrical Installation Works in Kapenguria Sub-County, West Pokot.

4.8.2.1 Anova analysis

The findings showed that there was a significant influence of the following indicators on the performance of electrical installation works, namely: all employees come early to work at 0.010 and employees working at the ministry have positive attitudes towards their jobs at 0.021, at significance of P<0.05. The results are shown in table 4.20.

Table 4.20: **Analysis of Variance (ANOVA) of influence of organizational culture indicators on electrical installations in Kapenguria Sub-County**

Variable	Source of variation	Sum of squares	df	Mean square	F	Sig.
All employees come early to work	Between Groups	10.355	3	3.452	3.972	0.010
	Within Groups	82.554	95	0.869		
	Total	92.909	98			
Employees working at the ministry adapt easily to any change	Between Groups	2.539	4	0.635	0.602	0.662
	Within Groups	111.696	106	1.054		
	Total	114.234	110			
There are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time	Between Groups	1.538	4	0.384	0.397	0.810
	Within Groups	100.719	104	0.968		
	Total	102.257	108			
Employees working at the ministry have positive attitudes towards their jobs	Between Groups	9.011	3	3.004	3.382	0.021
	Within Groups	93.246	105	0.888		
	Total	102.257	108			
Employees are willing to put in extra efforts to complete tasks on time	Between Groups	8.075	4	2.019	2.229	0.071
	Within Groups	94.182	104	0.906		
	Total	102.257	108			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

Luong and Tsunemi (2017) established that organizational cultural factors can forecast different aspects of project performance. In their findings they established that there' s exists a strong positive correlation between organizational cultural factors and project performance and participant satisfaction with the models used in the finding indicating 64.3% and 58.7% of the variation in overall performance and participant satisfaction, respectively at ($P < 0.000$). This corroborates with some of the findings in this study. The organization has to ensure that it clearly establishes and reinforces strong values, norms and beliefs which help in improving performance greatly. Consequently, it was established that ministry employees don't come early to work, which adversely effects the overall performance. The human resource section should come up with mechanisms such as performance management to ensure that employees come to work early.

4.8.2.2 Regression analysis

Regression analysis on the contribution of organizational culture indicators on the performance of electrical installation in West Pokot showed that they were not significant at $P<0.05$ as shown in Table 4.21.

Table 4.21: **Regression analysis of variables of organizational culture on the performance of electrical installation**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.294	5	1.059	1.124	0.353
Residual	87.615	93	0.942		
Total	92.909	98			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

The equation for predicting the relationship between the indicators of organizational culture on the performance of electrical installation projects is given in Table 4.22. The computed equation is $\mathbf{Y=2.927-0.010X_1+0.029X_2-0074X_3+0.149X_4+0.154X_5+Ɛ}$. Where: $\mathbf{\beta_O}$=Constant; $\mathbf{X_1}$=The ministry through the senior management adequately plans for any change; $\mathbf{X_2}$= There is an established form of organization governance at the ministry; $\mathbf{X_3}$=Organization leadership at the ministry is robust and addresses key issues systematically; $\mathbf{X_4}$=In case of any planned change, there are documented procedures to enable success of that change; $\mathbf{X_5}$ =There is regular and proper communication when changes occur in the ministry and Ɛ=error term associated with indicators of organizational culture. The findings indicate that most of the organizational staffing indicators are not significant in influencing performance of electrical installation works, as indicated by 0.353 at $P<0.05$. This implies that there is existence of other contributing components that affects the performance of the works to a greater extent. Table 4.22 further represents the significance of each indicator against the performance of electrical installation works.

Table 4.22: **Relationship between organizational culture indicators and the performance of electrical installation projects in Kapenguria Sub-County**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.927	0.708		4.138	0.000
All employees come early to work	-0.010	0.112	-0.010	-0.093	0.926
Employees working at the ministry adapt easily to any change	0.029	0.110	0.028	0.267	0.790
There are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time	-0.074	0.115	-0.073	-0.641	0.523
Employees working at the ministry have positive attitudes towards their jobs	0.149	0.108	0.138	1.377	0.172
Employees are willing to put in extra efforts to complete tasks on time	0.154	0.098	0.177	1.584	0.116

Key: Std=Standard; t=t-value; Sig=Significant

From the regression equation analysis, it is seen that although the relationship between organizational culture and performance of electrical installation works is not significant at P<0.05, there's still an effect of the organizational culture indicators individually on the dependent variable. As illustrated, employees are willing to put in extra efforts to complete tasks on time has the most significance at 0.154(15.4%). There are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time negatively affects the performance at -0.074(7.4%). This implies that employees feel like the existing organizational

values, norms and belief are deterrent to the progress of improved performance of electrical installation works. A change in the existing practices with proper consultations from the stakeholders will help in improving performance. According to Nabukeera, Ali & Raja (2015) employees discipline to work without being told is almost assured due to a well-developed organizational culture. This is closely associated with proper systems that enhance employee performance.

4.8.3 Organizational Change Management Strategies influence on the Performance of Electrical Installation Works in Kapenguria Sub-County, West Pokot

4.8.3.1 Anova analysis

The findings illustrated that there was a significant influence of the following indicators on the performance of electrical installation works, namely the ministry through the senior management adequately plans for any change at 0.001, there is an established form of organization governance at the ministry at 0.001 and organization leadership at the ministry is robust and addresses key issues systematically at 0.003, at significance level of $P<0.05$.

Table 4.23: Analysis of Variance (ANOVA) of influence of organizational change management strategies indicators on electrical installations works in Kapenguria Sub-county

Variable	Source of variation	Sum of squares	df	Mean square	F	Sig.
The ministry through the senior management adequately plans for any change	Between Groups	16.639	4	4.160	6.586	0.001
	Within Groups	65.691	104	0.632		
	Total	82.330	108			
There is an established form of organization governance at the ministry	Between Groups	18.380	4	4.595	6.124	0.001
	Within Groups	79.530	106	0.750		
	Total	97.910	110			
Organization leadership at the ministry is robust and addresses key issues systematically	Between Groups	11.658	4	2.915	4.289	0.003
	Within Groups	70.672	104	0.680		
	Total	82.330	108			
In case of any planned change, there are documented procedures to enable success of that change	Between Groups	1.441	3	0.480	0.623	0.601
	Within Groups	80.890	105	0.770		
	Total	82.330	108			
There is regular and proper communication when changes occur in the ministry	Between Groups	4.155	4	1.039	1.382	0.245
	Within Groups	78.175	104	.752		
	Total	82.330	108			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

From the findings we see that the organization should put an emphasis on planning adequately for any change, having an established form of organization governance and having a leadership system that is robust and one that addressed key issues systematically. This is consistent with Nyagari (2012) who identified some of the benefits of proper organizational change management strategies to be improved performance, improved communications, reduced financial losses, improved decision making and resource allocation. Proper emphasis on these organizational change management strategies will greatly and significantly improve the performance of electrical installation works.

4.8.3.2 Regression analysis

Regression analysis on the contribution of indicators of organizational change management strategies on the performance of electrical installation in Kapenguria Sub-County showed that they were significant at $P<0.05$ as shown in Table 4.24.

Table 4.24: Regression analysis of organizational change management strategies indicators on the performance of electrical installation works in Kapenguria Sub-County

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.682	5	2.536	3.751	0.004
Residual	69.649	103	0.676		
Total	82.330	108			

Key; df =degree of freedom; F=Computed F-value; Sig=level of significance

The equation for predicting the relationship between indicators of organizational change management strategies on the performance of electrical installation projects is given in Table 4.25. The computed equation is $\mathbf{Y=1.849+0.251X_1+0.023X_2+0.211X_3+0.016X_4-0.0003X_5+\mathcal{E}}$. Where: $\boldsymbol{\beta_O}$=Constant; $\mathbf{X_1}$=The ministry through the senior management adequately plans for

any change; $\mathbf{X_2}$= There is an established form of organization governance at the ministry; $\mathbf{X_3}$=Organization leadership at the ministry is robust and addresses key issues systematically; $\mathbf{X_4}$=The ministry pays its workers well and performance appraisals are satisfactory; $\mathbf{X_5}$ =In case of any planned change, there are documented procedures to enable success of that change; $\mathbf{X_6}$=There is regular and proper communication when changes occur in the ministry and Ɛ=error term associated with indicators of organizational change management strategies. The findings indicated that at 0.004, P<0.05 significance, most of the organizational change management strategies indicated had a significant influence on performance of electrical installation works. Table 4.25 shows the regression model.

Table 4.25: Relationship between organizational change management strategies indicators and performance of electrical installation works in Kapenguria Sub-County.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.849	0.598		3.090	0.003
The ministry through the senior management adequately plans for any change	0.251	0.095	0.256	2.650	0.009
There is an established form of organization governance at the ministry	0.023	0.093	0.024	0.245	0.807
Organization leadership at the ministry is robust and addresses key issues systematically	0.211	0.097	0.232	2.173	0.032
In case of any planned change, there are documented procedures to enable success of that change	0.016	0.091	0.017	0.176	0.860
There is regular and proper communication when changes occur in the ministry	-0.003	0.082	-0.003	-0.033	0.974

Key: Std=Standard; t=t-value; Sig=Significant

The regression equation analysis illustrated that a unit increase in the ministry through the senior management to adequately plan for any change will significantly cause 0.251 (25.1%) increase in performance of electrical installation projects. Also, a unit increase in organization leadership at the ministry to be robust and address key issues systematically will cause a significant increase in performance of electrical installation projects by 0.211 (21.1%). This is

consistent with (Olubayo, 2014) who found out that change in management significantly affects employees' performance in Airtel Nigeria at ($P \leq 0.05$) confidence interval. Organizations should have clear procedures for any changes in the ministry. There's is lack of proper communication structures when changes occur in the organization as indicated in table 4.25. Although, proper communication when changes occur is not significant to the performance of electrical installation works, we see that it has a negative of effect 0.3% on performance. Therefore, there's need to counter this effect by enforcing proper communication systems. Consequently, (Ochuti,2014) states that communication is crucial for a successful organization change management strategy, the earlier it is done the better.

4.8.4 Organizational Structure Influence on the Performance of Electrical Installation Works in Kapenguria Sub-County, West Pokot

4.8.4.1 Anova Analysis

The findings show that there is a significant influence, at $P<0.05$, of organizational structure indicators on electrical installations in Kapenguria Sub-County as shown in Table 4.26, except for there is a clear and well established chain of command in the ministry at 0.368.

Table 4.26: **Analysis of Variance (ANOVA) of influence of organizational structure indicators on electrical installation works in Kapenguria sub-county**

Indicator	Source of variation	Sum of squares	df	Mean square	F	Sig.
There is a clear and well established chain of command in the ministry	Between Groups	2.974	3	0.991	1.062	0.368
	Within Groups	97.962	105	0.933		
	Total	100.936	108			
Centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general	Between Groups	15.867	4	3.967	5.104	0.001
	Within Groups	81.597	105	0.777		
	Total	97.464	109			
Decentralization of ministry functions can help speed up the process of delivery of services in the ministry	Between Groups	21.071	4	5.268	6.860	0.0001
	Within Groups	79.864	104	0.768		
	Total	100.936	108			
Specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects	Between Groups	11.932	4	2.983	3.453	0.011
	Within Groups	88.985	103	0.864		
	Total	100.917	107			
Division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry	Between Groups	9.323	4	2.331	2.696	0.035
	Within Groups	91.650	106	0.865		
	Total	100.973	110			
The ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance	Between Groups	22.646	4	5.662	7.662	0.0001
	Within Groups	78.327	106	0.739		
	Total	100.973	110			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

It was necessary to establish the significance of the association between organizational structure and performance of electrical installation works for the causal and effect relationship

between the two variables to be brought out clearly. The most significant indicators were decentralization of ministry functions can help speed up the process of delivery of services in the ministry at and the ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance at 0.0001, at P<0.005 significance. The least significant was division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry at 0.035, at P<0.05 significance. There is a clear and well established chain of command in the ministry was not significant at 0.368, at P<0.05 significance. This implies that decentralization of functions and formalization of jobs at the organization are very critical and essential for performance to improve.

4.8.4.2 Regression analysis

The model on contribution of indicators of organizational structure on the performance of electrical installation works in Kapenguria Sub County showed that they were significant at P<0.05 as shown in Table 4.27.

Table 4.27: Regression analysis of organizational structure indicators influence on the performance of electrical installation works in Kapenguria Sub-County

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.971	6	5.329	7.823	0.0001
Residual	65.388	96	0.681		
Total	97.359	102			

Key; df=degree of freedom; F=Computed F-value; Sig=level of significance

The equation for predicting the relationship between indicators of organizational structure on the performance of electrical installation projects is given in Table 4.28. The computed equation is $\mathbf{Y=0.172+0.076X_1+0.177X_2+0.167X_3+0.182X_4+0.024X_5+0.292X_6+Ɛ}$.

Where: β_O=Constant; X_1= There is a clear and well established chain of command in the ministry; X_2= Centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general; X_3= Decentralization of ministry functions can help speed up the process of delivery of services in the ministry; X_4= Specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects; X_5 = Division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry; X_6= The ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance and Ɛ=error term associated with indicators of organizational structure. The findings indicated that at 0.0001, $P<0.05$ significance, most of the organizational structure indicators had a notable influence on performance of electrical installation works. Table 4.28 shows the regression model.

Table 4.28: Relationship between indicators of organizational structure on the performance of electrical installation works

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.172	0.732		0.235	0.815
There is a clear and well established chain of command in the ministry	0.076	0.101	0.066	0.755	0.452
Centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general	0.177	0.092	0.174	1.914	0.059
Decentralization of ministry functions can help speed up the process of delivery of services in the ministry	0.167	0.085	0.186	1.972	0.051
Specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects	0.182	0.100	0.184	1.820	0.072
Division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry	0.024	0.110	0.025	0.219	0.827
The ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance	0.292	0.093	0.322	3.152	0.002

Key: Std=Standard; t=t-value; Sig=Significant

From the regression analysis equation, results indicate that a unit increase in centralization of some functions negatively affects performance of electrical installation

projects and the ministry in general by 0.177 (17.7%). A unit increase in decentralization of ministry functions can help speed up the process of delivery of services in the ministry by 0.167 (16.7%) and a unit increase on ministry to formalize all the job positions, in that there's a clear definition of roles and responsibilities relating to a specific job cadre will significantly improve performance of electrical installation projects by 0.292 (29.2%). These findings concur with those by Vollan (2016) which indicate that there's a significant relationship between organizational structures and project performance at 0.009 at 99% level of confidence. It should be noted that, the study revealed there is a clear and well established chain of command in the ministry had the least significance on performance at 0.076 (7.6%). These findings are inconsistent with (Matu, 2016) who found out that coordination among departmental heads in a construction firm improve firm productivity. He further affirmed that a strong organizational structure has a well-established management plan that is quick to create and implement to assist in maintaining a strong managerial core and assists the project organization team to obtain high performance in the project by attaining efficiency and effectiveness. (Grewal & Tansuhaj, 2011) established that more successful firms have properly defined organizational structures as compared to non-performing ones.

4.9 Ranking of the Organizational Factors Influence on the Performance of Electrical Installation Works in Kapenguria Sub-County.

The researcher established the independent variables that had the most and least influence on the dependent variable. It was important to ascertain the individual magnitude and the impression of the independent variables on the dependent variable so as to determine which

should be implemented first to fast track improvement of performance electrical installation works in the organization.

Table 4.29: Ranking of significance level of organizational factors on the performance of electrical installation works in Kapenguria Sub-County

Independent Variable	F	Sig.(at P<0.05)
Organizational Structure	7.823	0.0001
Organizational Change Management Strategies	3.751	0.004
Organizational Staffing	1.871	0.094
Organizational Culture	1.124	0.353

Key: F=Computed F-value; Sig=level of significance (Based on Regression Model)

In table 4.29, organizational structure had the greatest influence on performance of electrical installation works at significance level of 0.0001, backed by 108(97.3%) of the respondents who believed that it affects performance of electrical works. This implies that MOPWTI should heavily invest its resources on a well-established organization structure which is very vital for the success in the organization. This was closely followed by organizational change management strategies at significance level of 0.004, backed by 104(93.7%) of the respondents, who strongly believed that it affects electrical installation works. This implies that the organization should incorporate sound change management plans and procedures on issues relating to changes in the organization. Consequently, communication of any changes should be made, in a timely and systematic manner. Such approaches are likely to greatly improve the performance in an organization. Organizational staffing at a significance level of 0.094 and organizational culture at a significance level of 0.353, had the least significance on the performance of electrical installation projects.

Despite this findings, respondents still believe that the factors have an influence on performance of electrical works. Further analysis on the factors indicates that for organizational culture, there's some significance influence of employees come early to work (at 0.010) and having positive attitudes towards their jobs (at 0.021) at $P<0.05$. This implies that employers should strive to create a positive environment around the employees' work environment which results in the staff developing positive attitudes towards their jobs. This will improve the employees' performance and in turn the overall performance of the organization. In organizational staffing, the results indicated that there is significant influence of having enough number of staff working on electrical installation projects (at 0.014), staff regularly undergoing on-job-trainings through workshops, seminars (at 0.048), the ministry paying its workers well with the existence of satisfactory performance appraisals (at 0.038), and a clear succession plan in the Ministry (at 0.022), at of $P<0.05$. Any organization should invest in its employees for their performance to improve. This includes providing training, seminars and workshops on a frequent basis, paying them well with competitive salaries among other perks. Consequently, an organization should have a clear succession plan to avoid confusion when a senior staff leaves. It also outlines specific (and important) details in the organization and guarantees smooth transitions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

5.1 Introduction

The section contained the findings of the study, conclusions, the contribution to the body of knowledge, recommendations and suggestions for further research.

5.2 Summary of the Findings

The findings were based on the objectives of the study and the research questions that were meant to be answered. They are summarized as follows:

The first objective intended to establish **influence of organizational staffing on the performance of electrical installation works in Kapenguria Sub-County, West Pokot**. Results found indicated that majority of the respondents at (94.6%) indicated that organizational staffing influenced the performance of electrical installation works. The findings pointed out that there was a significant influence of the following organization staffing indicators on the performance of electrical installation works, namely: there is enough number of staff working on electrical installation projects at 0.014, Staff regularly undergo on-job-trainings through workshops, seminars at 0.048, the ministry pays its workers well and performance appraisals are satisfactory at 0.038 and there is a clear succession plan in the Ministry at 0.022, at $P<0.05$ as shown in table 4.17.

One profound type of environmental influence is an economic recession, defined as a significant decline of economic activities lasting several months (National Bureau of Economic Research [NBER], 2008). Recessions occur with regularly, with minimal warning and broadly change the competitive atmosphere for organizations. Recessions require fundamental changes to

organizational strategy (Latham & Braun, 2011), and hence have the potential to influence the value of staffing and training on firm performance (Kim & Ployhart, 2014). Hence, as senior and competent people continue working in an organization, recession occurs, and they become accustomed to executing the same work and delivery similar services over a period of time, which eventually leads to boredom and eventually their performance declines. These may be also due to payment problem as shown by table 4.19 (reducing performance by 0.8%). Personnel with sufficient organizational support are satisfied with their career in terms of pay, advancement, achievement of career goals, and development of new skills in the current jobs (Karatepe, 2012) and when their needs are not met, underperformance is inevitable.

Research done indicated that there were enough staffs working on the electrical projects(with a mean response score of 3.07), the ministry had employed only competent people(with a mean response score of 4.13), staffs were undergoing regular on job trainings(with a mean response score of 3.04), the ministry was paying its staff well (with a mean response score of 3.51), there was clear succession plan in the ministry(with a mean response score of 3.70) and promotion was based on qualifications and workers level of experience(with a mean response score of 3.67) as tabulated in Table 4.10.

The second objective was to determine the **influence of organizational culture on performance of electrical installation works Kapenguria Sub-County, West Pokot**. These factors included workers coming to work earlier, employees adopting easily to any change, organizational values, norms and rules which employees are already to observe all times, attitude towards their job and employee's willingness to put in extra efforts to complete tasks on time. Majority of the respondent (97.3%) said that above mentioned factors had great influence on the performance of electrical installation works.

However, as tabulated in table 4.20, employee adaptability to any change (at 0.662), on strong organizational values, rules, norms, and beliefs which employees were supposed to observe all times (at 0.810) and employees are willing to put in extra efforts to complete tasks on time (at 0.071) implying that they were not significant at $p<0.05$, to the performance of electrical installation works. Analysis showed that the mean score of all variables was between 3 to 4, indicating that the extent of influence of these indicators is between moderately high to high extent. Respondents mean score on employees working at the ministry have positive attitudes towards their jobs scored the highest at 4.23. Further inferential analysis on the objective indicated that the objective was not significant at 0.353 at $P<0.05$. All employees come early to work and there are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time, affected the performance of electrical installation works negatively at 0.010 and 0.074 respectively, therefore reducing the performance by 8.4% collectively as shown in table 4.22.

The third objective was to investigate the **influence of organizational change management strategies on the performance of electrical installation works in Kapenguria Sub-County**. As per table 4.13, 93.7% of the respondents felt that organizational change management strategy had a significant effect on electrical installation works in Kapenguria Sub-County, West Pokot. The organizational change management indicator with the highest mean score was there is regular and proper communication when changes occur in the ministry the ministry through management adequately planned for any changes in the organization (at 4.06) and the least was in case of any planned change, there are documented procedures to enable success of that change (at 3.87). Nonetheless, the mean score of the extent to which each variable under organizational change management strategy affected the electrical installation

was between 3 and 4 indicating that the extent of influence of these indicators is between moderately high extent to high extent as seen table 4.14. Respondents mean score on there is regular and proper communication when changes occur in the ministry scored the highest with 4.06.

Inferential analysis on the objective illustrated that it was significant at 0.004, P<0.05, in influencing electrical installation works as shown in table 4.25. However, some indicators such as there is an established form of organization governance at the ministry at 0.023(2.3%), in case of any planned change, there are documented procedures to enable success of that change at 0.016 (1.6%) and there is regular and proper communication when changes occur in the ministry at -0.003)0.3%) showed that they were not significant. This implies that these factors affect performance of electrical installation works but at lower extents.

Fourth objective involved studying impact **of organizational structure on the performance of electrical installation works in Kapenguria Sub-County**. The indicators for the objectives were well establishing chain of command in the ministry; centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general; decentralization of ministry functions can help speed up the process of delivery of services in the ministry; specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects; division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry; ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance. The researcher found out that all the indicators were significant at P<0.05, showing that organizational structure is important on performance of electrical installation works. Table 4.15,

indicates the degree to which the organizational structure affects the performance of electrical installation works, the highest extent at 4.39 and at 3.7 for a high extent. Inferential analysis on the objective indicated that organizational structure was significant at 0.0001, $P<0.05$, and positively contributed to the performance of electrical installation works as seen in table 4.27.

5.3 Conclusion

The study established that influence of organizational change strategies on performance electrical installation were profound and most people felt that it has the greatest impact. The ministry through senior management planning for changes and organizational leadership and its robustness on addressing key issues systematically, were the organizational change management strategies were the most important in relation to performance of electrical installation works. (Olubayo, 2014) established that in order to ameliorate performance, changes must be made to the organizations' processes and system structures or job roles. However, he believes that in order to inspire and motivate employees to participate actively in implementing changes, managers should exhibit strong leadership in the organization by decentralizing leadership and decision-making responsibilities.

Overall, organizational staffing had little influence on performance of electrical installation works. It was established that the organization employed enough staff although they did not employ competent staff at all times. Trainings and workshops to the employees improved the performance of electrical installation works and appraisals done on the staff were found to be satisfactory therefore should be continually done. Raja *et al* (2011) concluded that on the job training is very effective in an organization because it saves time and cost therefore improving the overall performance of an organization significantly. Most people believe that organizational culture influenced the performance emphatically although the research has established that it was

not significant to the performance of electrical installation works. The culture of positive adoption to new changes wasn't present. This can be due to the rigid nature of employees or due to failure to accept changes due to fear or maybe being excluded in the change process.

Organizational core values, norms, and beliefs were not properly established and the people tasked to formulate them were not keen on executing their mandate, which negatively affected the organization performance. Surprisingly, despite the importance of these factors, most of them did not significantly contribute to the electrical installation performance. Therefore, it is important to look further into other organizational cultural factors that could affect the performance of electrical installation works. Organizational structure was found to greatly impact the performance of electrical installation works. There should be introduction of decision-making processes that is all inclusive and does not sideline any party. Vollan (2016) insists that introduction of both top-down and bottom-up approach to decision-making gives room for obtaining views from every key player which is beneficial to the overall project implementation. For this reason, there should be great emphasis on organization structure by the organization.

5.4 Contribution to the Body of Knowledge

Table 5.1 Contribution to the body of knowledge

Objective	Contributions
1. Organizational staffing influencing the performance of electrical installation works in Kapenguria Sub-County, West Pokot County	Motivation should be a priority in the organization if performance of works is to be achieved. Trainings, seminars and workshop should be offered on a regular basis. This ensures that they keep up with recent trends and technology. Other stakeholders such as professional bodies can also be involved. Equally, employees should be provided with good salaries and allowances.
2. Organizational culture influencing the performance of electrical installation works in Kapenguria Sub-County, West Pokot County	The organization should employ strong organizational values, norms and beliefs for easier administration. They should be formulated by involving all stakeholders so that everybody agrees to be party to it.
3. Organizational change management strategies influencing the performance of electrical installation works in Kapenguria Sub-County, West Pokot County	Changes should be adequately planned for by deliberating and consulting with all parties involved and proper communication channels used to relay information. In this way, there's less like hood of planned changes to fail.
4. Organizational structure influencing the performance of electrical installation works in Kapenguria Sub-County, West Pokot County	There should be great emphasis on decentralization of roles and duties it greatly improves performance. Specialization of jobs and division of jobs should also be considered as it ensures that more work gets done and in a professional manner.

5.5 Recommendations

The researcher recommends the following;

5.5.1. Recommendation for the Organization Management

There should be proper communication between the workers, the ministry and top management of the organization for easy changes when needed and proper monitoring and evaluation done on communication channels. Employees should be fairly remunerated and incentives provided so as to motivate them for better performance of the organization. Any changes should be communicated early and through well-established communication channels for all stakeholders to be on board from the beginning. Training and availability of workshops and seminars for the staff are key tools for improving performance in the organization. The top management should consider implementing further division of sections into clearly defined departments, so as to further decentralize roles and responsibilities. This can be the best strategy to improve performance and meet target requirements.

5.5.2 Recommendations for Policies and Practices

Project sustainability ought to be checked and rate of turnover of workers due to lack of support by either government or the organization. Proper feasibility studies should be carried out; this will aid to cub negative attitudes that eventually fail the performance of electrical installation works by the organization. Proper examination of the linkages between the organizational support level that the workforce perceives and their career contentment. Equally of importance is to test how the interaction between the former components and their change in the process of the organization to adapt to environmental pressures. Monitoring and evaluation of all projects

undertaken by the county so to assess the performance and mitigate any issues that may arise and hinder future recurrence of the problems.

5.6 Suggested areas for Further Research

I. An analogous study should be carried out on other infrastructural projects such as roads construction, water and sanitation projects

II. A research on the influence of factors such as (political, economic or technical) on the performance of electrical installation works.

III. An investigation should be done on the influence of organizational structure on the performance of electrical installation works, as this factor indicated that it had a great impact on performance.

IV. The researcher proposes that a similar study be undertaken in a different County.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL OF DATA

Faith C Ngeiywa,

P.O Box 8663-30100,

Eldoret.

14th June, 2018

University of Nairobi,

P.O Box 30197-0100,

Nairobi.

TO WHOM IT MAY CONCERN

My name is Faith Ngeiywa, a student at the University of Nairobi currently pursuing a degree of Masters of Arts in Project Planning and Management. I am undertaking an academic research on *Organizational factors influencing performance of electrical installation works in West Pokot County, Kenya*.

You are kindly requested to participate in my study by filling this questionnaire. The information you will share with me will be purely for academic purpose. I also wish to assure you of my commitment to keep your identity and the information you shall give strictly confidential.

Yours faithfully,

Faith C Ngeiywa

APPENDIX II: STUDY QUESTIONNAIRE

Please fill this questionnaire openly and honestly. Confidentiality will be strictly adhered to, and there will be no mention of your personal name or any information that identifies you. Please provide the following information as required. The information provided here will be used solely for academic purposes and will be treated with maximum confidentiality.

Instructions

- Please answer these questions to the best of your knowledge.
- Write your response where appropriate
- Please put a tick where appropriate

Section A: Demographic Information

1. Indicate your gender?

   ☐ Male ☐ Female

2. Indicate your age?

   ☐ 18-25 ☐ 26-35 ☐ 36-45

   ☐ 46-55 ☐ Above 55

3. Indicate your highest academic qualification?

☐ Primary education ☐ Secondary education ☐ College certificate

☐ College diploma ☐ University degree ☐ Masters

☐ PhD

4. Indicate the number of years you have worked in the Ministry of Public Works, Transport and Infrastructure?

☐ 0-2 ☐ 3-5 ☐ 6-8

☐ 9-11 ☐ Above 11

5. Indicate the section of Ministry of Public Works, Transport and Infrastructure that you Work

☐ Technical Team (Public Works) ☐ Administrative

☐ Finance ☐ Human Resource

☐ Support Staff ☐ Transport

Section B: Organizational Staffing and Performance

1 (a) Does organizational staffing influence the performance of electrical installations works in West Pokot County?

Tick Yes if you agree, or No, if you don't

☐ Yes ☐ No

(b) Indicate the extent to which the following statements on organizational staffing influences the performance of electrical installation works in West Pokot County, in a scale of 1-5, where 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

(Use a tick (√) or X to mark the applicable box)

Statements	**5**	**4**	**3**	**2**	**1**
There is enough number of staff working on electrical installation projects					
The ministry has employed only competent staff to run electrical projects					
Staff regularly undergo on-job-trainings through workshops, seminars					
The ministry pays its workers well and performance appraisals are satisfactory					
There is a clear succession plan in the Ministry					
Promotion is based purely on performance, educational qualifications and experience					

Section C: Organizational Culture and Performance

1 (a) Does organizational culture influence the performance of electrical installations works in West Pokot County?

Tick Yes if you agree, or No, if you don't

☐ Yes ☐ No

(b) Indicate the extent to which the following statements on organizational culture influences the performance of electrical installation works in West Pokot County, in a scale of 1-5, where 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

(Use a tick (√) or X to mark the applicable box)

Statements	5	4	3	2	1
All employees come early to work					
Employees working at the ministry adapt easily to any change					
There are strong organizational values, rules, norms and beliefs which all employees are ready to observe all the time					
Employees working at the ministry have positive attitudes towards their jobs					
Employees are willing to put in extra efforts to complete tasks on time					

Section D: Organizational Change Management Strategies and Performance

1 (a) Does organizational change management strategies influence the performance of electrical installations works in West Pokot County?

Tick Yes if you agree, or No, if you don't

☐ Yes ☐ No

(b) Indicate the extent to which the following statements on organizational change management strategies influences the performance of electrical installation works in West Pokot County, in a scale of 1-5, where 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

(Use a tick (V) or X to mark the applicable box)

Statements	5	4	3	2	1
The ministry through the senior management adequately plans for any change					
There is an established form of organization governance at the ministry					
Organization leadership at the ministry is robust and addresses key issues systematically					
In case of any planned change, there are documented procedures to enable success of that change					
There is regular and proper communication when changes occur in the ministry					

Section E: Organizational Structure and Performance

1 (a) Does organizational structure influence the performance of electrical installations works in West Pokot County?

Tick Yes if you agree, or No, if you don't

☐ Yes ☐ No

(b) Indicate the extent to which the following statements on organizational structure influences the performance of electrical installation works in West Pokot County, in a scale of 1-5, where 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

(Use a tick (√) or X to mark the applicable box)

Statements	**5**	**4**	**3**	**2**	**1**
There is a clear and well established chain of command in the ministry					
Centralization of some functions has negatively affected performance of electrical installation projects and the ministry in general					
Decentralization of ministry functions can help speed up the process of delivery of services in the ministry					
Specialization and division of labour can be helpful in improving the performance of ministry especially in electrical installation projects					
Division into clearly defined departments can be the best strategy to improve performance and meet target requirements in the ministry					
The ministry should formalize all the job positions in that there's a clear definition of roles and responsibilities relating to a specific job cadre so as to improve its performance					

Section F: Measurement of Performance of Electrical Installation Works

1. Indicate the extent to which the following organizational factors influences the performance of electrical installation works in West Pokot County, in a scale of 1-5, where 5= very high extent, 4= high extent, 3= moderately high extent, 2= low extent, 1= very low extent

(Use a tick (√) or X to mark the applicable box)

Factors	**5**	**4**	**3**	**2**	**1**
Organizational staffing influences the performance of electrical installation projects					
Organizational culture influences the performance of electrical installation projects					
Organizational change management strategies influences the performance of electrical installation projects					
Organizational structure influences the performance of electrical installation projects					

Thank you for your Time and Contribution

APPENDIX III: INTERVIEW GUIDE

i. To what extent does organizational staffing influence the performance of electrical installation works in Kapenguria Sub-County?

ii. To what extent does organizational structure influence the performance of electrical installation works in Kapenguria Sub-County?

iii. To what extent does organizational culture influence the performance of electrical installation works in Kapenguria Sub-County?

iv. To what extent does organizational change management strategies influence the performance of installation works in Kapenguria Sub-County?

Thank for your Time and Contribution

APPENDIX IV: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MS. FAITH CHEPKORIR NGEIYWA
of UNIVERSITY OF NAIROBI, 4386-30200 KITALE,has been permitted to conduct research in *Westpokot County*

on the topic: *ORGANIZATIONAL FACTORS INFLUENCING PERFORMANCE OF ELECTRICAL INSTALLATION WORKS IN KAPENGURIA SUB COUNTY, WEST POKOT COUNTY*

for the period ending:
19th June,2019

Permit No : NACOSTI/P/18/90062/22908
Date Of Issue : 21st June,2018
Fee Recieved :Ksh 1000

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 19065

CONDITIONS: see back page

APPENDIX V: NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/18/90062/22908**

Date: **21st June, 2018**

Faith Chepkorir Ngeiywa
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Organizational factors influencing performance of electrical installation works in Kapenguria Sub County, West Pokot County"*** I am pleased to inform you that you have been authorized to undertake research in **West Pokot County** for the period ending **19th June, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, West Pokot County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
West Pokot County.

The County Director of Education
West Pokot County.