

**FACTORS INFLUENCING PERFORMANCE OF DEVOLVED
GOVERNMENT UNITS IN KENYA: A CASE OF DEPARTMENT OF
AGRICULTURE, MERU COUNTY**

DENIS NYAKWARA OMBASO

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DECLARATION

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

Signature..... Date.....

Denis Nyakwara Ombaso

L50/10095/2018

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

Signature..... Date.....

Dr. Stephen Luketero

Senior Lecturer

School of Mathematics

University of Nairobi

DEDICATION

This work is dedicated to my parents Mr. Gerishon Ombaso, late Mrs. Jemimah Kerubo Ombaso, my beloved wife Mercy Kanana and my kids Victoria Kerubo and Timothy Ombaso with my appreciation. Their virtue of hard work, resilience, devotion and integrity has continued to drive and guide me through the long journey of my life.

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ABBREVIATIONS AND ACRONYMS

AFA	:	Agriculture and Food Authority
ANOVA	:	Analysis of Variance
BWP	:	Brazilian Workers Party
CIDP	:	County Integrated Development Plan
CDA	:	County Director of Agriculture
CO	:	Chief Officer
CoK	:	Constitution of Kenya
FDI	:	Foreign Direct Investment
FEO	:	Field Extension Officer
GOVT	:	Government
HRM	:	Human Resource Management
HRD	:	Human Resource Development
IBP	:	International Budget Partnership
IGRTC	:	International Relation Technical Committee
MCA	:	Member of County Assembly
MBO	:	Management by Objective
MOA	:	Ministry of Agriculture
SCAO	:	Sub-County Agricultural officer
SMS	:	Subject Matter Specialist
SME	:	Small Medium Enterprises
SPSS	:	Statistical Package for Social Sciences
UK	:	United Kingdom
USA	:	United States of America
WAO	:	Ward Agriculture Officer

ABSTRACT

The international unresponsive approach by centralized governments to the social, cultural and economic needs of the citizenry at the grassroots did inform the devolution of both political and administrative powers to sub-national levels of governments. This was with the view that bringing government officers closer to the people would improve public services delivery. This study investigated the factors influencing the performance of devolved government units in Kenya, a case of the department of agriculture in Meru county. In particular, it examined the influence of employee motivation, staff training and development, resources mobilization and staff accountability on the performance of devolved government units. The study was hinged on three theories; Agency, Stakeholders and Contract theories. The study made use of a correlational survey research design since it was interested in unearthing the influence of each of the independent variable factors on the performance of the devolved units of government in Kenya, a case of the department of agriculture in Meru county. The target population for the study were all employees of the department of Agriculture in Meru county, that is 68 employees, a census was therefore conducted. Questionnaires and interview guides were used to collect both quantitative and qualitative primary data in the study locale, while secondary data was gotten from the agriculture department in the county government of Meru offices. Quantitative data was coded into SPSS v23 for analysis using correlation and regression techniques, while qualitative data was put into themes so as to get patterns which were used to beef up the quantitative output. Data was presented in frequency tables. The study found out that the following; that there is a very strong positive correlation between employee motivation and performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county, a positive and significant correlation was established between staff training and development and performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county, as well as a positive and significant correlation between resources mobilization and performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county, and lastly, a very strong positive correlation was established between accountability and performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county. In conclusion, the performance of the agriculture department which is a devolved unit of government is positively and significantly influenced by employees' motivation, staff accountability, staff training and development and resource mobilization. Based on the findings, the research recommends that emphasis should be put on staff accountability and employee motivation, as they are considered to be the greatest influences of performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county. Since 79.4% of the variations in the performance of the devolved government units was explained by the four independent variables chosen, a study should be carried to find out which other variables influence the performance of devolved units of government. This study is therefore useful to the national government and other 47 county governments in their quest to fulfill their mandates within their jurisdiction.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Devolution has been defined as a system where national governments devolve functions to sub national government. In a devolved system, sub national governments often have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform these functions. Devolution may involve constitutional law reform as well as law reform to formalize the devolution of powers, roles and accountabilities (World Health Organization, 2018). Stephanie and Stephen (2007), defined devolution as the transfer of jurisdiction and authorities to territorial and Indigenous and self-governments from the federal government.

The decentralization of government powers to the local level has been successfully practiced in, among world countries, the United States of America (USA), Brazil, India and United Kingdom (UK) among others. Internationally studies indicate that such decentralization of powers influences service delivery to the citizens. However, these countries have achieved efficiency in delivery of services to the citizens differently. For example, in Brazil; from 1989 the Brazilian Workers Party won the municipal elections, local assemblies were organized to suggest, discuss and choose on distributions and spending of the municipal investment financial resources. As such public participation began to contribute to how service delivery is provided to citizens within the country. This by 1996 resulted in increased units of households with access to water services 18%, the expansion of municipal sewage system by 39% and increase in number of children registered in public schools increased two-fold (Cheema, 2007). Similarly, in their study, Besley and Burgess, (2002) found out that in the federal government of India decentralization promoted government responsiveness in service delivery.

In Africa, devolution has been practiced in South Africa, Nigeria and Ethiopia (World Bank, 2012). South Africa, and Nigeria have relatively implemented devolution with some degree of

success, however Tewfik (2010) in his study on Transition to Federalism; The Ethiopian Experience established that Ethiopia faced several challenges at the onset of the implementation of the devolved governance, similarly Bardhan and Mookherjee (2000) in their study on Capture and governance at local and national levels, observed that improved access of local elite to public resources increase opportunities for corruption in Ethiopia.

In his study on the impact of devolution on economic development potentialities in Kenya, Ndung'u, (2014) established that Kenya as a country has not had a good experience in devolution, an examination of Kenya's history discloses that Kenya has for the better part of its independent life been a unitary state with a highly centralized government that has, had an imperious control over the sub – national governments and the other arms of government, namely the legislature and the judiciary. The country has, therefore, not had any real experience with devolution for two reasons.

First, the introduction of regionalism, popularly known as 'Majimboism', in 1963 under the Kenya independent Constitution, did not last long. The first government of the independent Kenya, under the leadership of Jomo Kenyatta, amended the constitution soon after the independence in 1964, effectively scrapping the regional governments and replacing them with the central – controlled Provincial Administration and the local government system. Second, the governments established under the Local Government Act cap 265 of the laws of Kenya were not granted significant political, administrative and fiscal powers. Instead, central government retained control of the local governments through the administration officers (Ndung'u, 2014).

So why the haste about devolution in Kenya? Devolution affects governance in several ways. First, by distributing authority over public goods and revenues devolution makes it difficult for individuals or groups of official actors to collude and engage in corrupt practices. Second, where devolution of authority takes place along territorial and communal lines, it can foster effective cooperation within the devolved units. As a result, local communities are able to mobilize social pressure against rent seeking and corruption. Indeed, a growing number of countries have over the last three decades further

decentralized administrative, fiscal and political functions of central government to sub – national governments.

From the foregoing it is evident then that Devolution is at the heart of the new Constitution and a key means for addressing spatial inequities of the past. It is generally doubted that a more decentralized government makes important sense given Kenya’s diversity and past experience with political use of central power as well as presenting an opportunity to address the diversity of local needs, choices and constraints. County government may be better placed than the national centralized government to deliver on social services since each county has specific challenges that required an institution that has local knowledge on how to go about providing more realistic solutions having considered all the factors within the locality (Mukabi, et. al., 2015).

1.2 Statement of problem

The Constitution of Kenya 2010 upon enactment and promulgation changed the Governance structure from a centralized unit to devolved sub-units known as the County Governments. It was expected that the onset of these devolved system of governments, after the 2013 Elections and enactment of subsidiary laws, would address development challenges of the centralized governance that Kenya has had since independence. While there has been greater public awareness in matters of accountability, transparency and prudent use of resources and at the same time the growth and strengthening of institutions charged with supervision and oversighting of those implementing the projects at county level, a lot needs to be done to meet the spirit and the letter of the constitution and public expectation. The Auditor General’s reports of 2018, indicate massive impropriety in many counties in Kenya. The allegations range from improper use of financial resources, flouting procurement rules and procedures or outright misappropriation.

According to the International Budget Partnership (IBP) of 2019, national governments made the following percentage allocations to the agriculture sector: 2 percent in 2015/16, 1.3 percent in 2016/2017 and 1.8 percent in 2017/18. As IBP points out, the Malabo Declaration 2003 calls for allocation of at least 10 percent of total national budget towards agriculture. The average expenditure on agriculture in Africa is 4.5 percent; The Malabo Biennial Report 2017 released in January 2018 indicates that only Rwanda had the highest score in the

continent of 6.1 against 10 points, while Kenya had 4.8, Burundi 4.7, Uganda 4.4, Tanzania 3.1 and South Sudan did not submit. These paltry allocations may be due to the fact that that agriculture isn't an attractive sector to finance. Infrastructure remains a priority for national and (it seems) county governments because physical assets can be pointed to as proof of 'development'. The same cannot be done with agriculture, as a result agriculture seems to wallowing in financial neglect.

Another concern is the lack of coordination between county and national government. It is still not clear who is responsible for what in the agriculture sector. While agriculture has been devolved, the truth is that the national government through the Ministry of Agriculture(MoA), is still a key player in the sector. The third is a breakdown in support services to small holder farmers and poor early warning systems; both of which should sit in the county government. It has been noted that extension services that rural farmers in particular used to enjoy are no longer there. Aside from subsidies in fertilizer for example, small holder farmers on whom most Kenyans rely for food, need continuous support to make their farms more productive, limit post-harvest loss and make sure their products reach markets. County governments seems to be having difficulty in playing their role in the sector and it is not clear why.

There are substantive challenges, which if not addressed will severely compromise the success of the system of devolved government. Some of the primary threats to the effective implementation of the system of devolved government identified in Meru are: politicization of the process as in delay in salary payments, whereby it's a big challenge cutting across in all 47 counties, delays in undertaking number of critical transitional activities, poor staff remuneration, lack of skilled manpower in county units, lack of career progression (Meru County Government 2018). It is against this backdrop that this study seeks to find out the factors affecting the performance of devolved government units, a case of Department of Agriculture, Meru county.

1.3 Purpose of the Study

The purpose of this study was to establish the factors influencing the performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county.

1.4 Objectives of the Study

This study was guided by the following research objectives:

- i. To establish the influence of employee motivation on the performance of department of agriculture, Meru County.
- ii. To determine the influence of training and development on the performance of department of agriculture, Meru County.
- iii. To establish the influence of resource mobilization on the performance of department of agriculture, Meru County.
- iv. To determine the influence of employee accountability on the performance of department of agriculture, Meru county.

1.5 Research Questions

This research sought to answer the following questions:

- i. To what extent does employee motivation influence the performance of department of agriculture, Meru county?
- ii. To what extent does training and development influence the performance of department of agriculture, Meru county?
- iii. To what extent does resource allocation influence the performance of department of agriculture, Meru county?
- iv. To what extent does employee accountability influence the performance of department of agriculture, Meru county?

1.6 Significance of the Study

Agriculture plays a dominant role in Kenya's economy as reflected by its contribution to income generation, employment creation, food security and raw materials for industrial development. Any factor which leads to low productivity has very strong implications to the whole nation and to the individual people hence the study will help the 47 county Governments to look into issues affecting productivity of the employees and improve on them to increase productivity.

The study also helped the management to promote positive action at workplace by encouraging training and development of employees and be able to remunerate them

accordingly and deploy according to ones' qualifications to improve on productivity and service delivery. The study will be an eye opener to the management to see the effects of shortage of funds allocation, promotion can affect performance hence productivity. It will also help the management in decision making such as MBO (management by objectives). Finally, the study will aid/motivate researchers to do carryout research in the area and also apply the recommendations put in place.

1.7 Limitations of the Study

The major limitation of that the study encountered was reluctant respondents who were not ready to disclose information that they deem confidential and politically sensitive. To counter this, questionnaires were used to ensure confidentiality and anonymity by requesting the respondents not to indicate their names and contact on them.

1.8 Delimitation of the Study

The scope of the study was Meru County consequently the researcher cannot therefore hypothesize study findings to other devolved systems of governance in other counties in Kenya. The study confined itself to investigating factors affecting performance of devolved government units with a special case to Department of Agriculture in Meru County.

1.9 Basic Assumptions of the Study

This study was guided by the following assumptions; that the selected sample would represent the population in all the variables of interest and that respondents were willing to give the information freely without fear. Also it was assumed that all the questionnaires would be returned on time and that those to be interviewed were to be available and willing to participate and provide honest, accurate, complete answers, and that the researcher would have adequate time to complete the study. It was further assumed that the respondents understand the roles of the department of agriculture in the county government.

1.10 Definition of Significant terms

Decentralization is a form of devolution which involves the transfer by the central government to sub County governments of specific functions with the administrative authority and revenue to perform those functions

Devolution	the statutory delegation of powers from the central government of a sovereign state to govern at a subnational level, such as a regional or local level. Devolution in Kenya is the pillar of the Constitution and seeks to bring government closer to the people, with county governments at the center of dispersing political power and economic resources to Kenyans at the grassroots.
Employee Motivation	is influencing a person to take action by creation a work environment where by goals of the organization and the needs of the people are satisfied
Leadership	is the act of assisting individual to achieve things that are beyond their efforts.
Organization Culture	is defined as the intentions, and beliefs that the entire organization transfers from one generation to another.
Training and development	is a process that involves acquisition of knowledge, sharpening of skills, concept, rules, or changing of attitude and behaviour to enhance the performance of employees.

1.11 Organization of the Study

This research report is organized into five chapters; Chapter one contains; background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, definition of terms and organization of the study. Chapter two presents a review of literature, a theoretical framework, a conceptual framework, and gaps to be filled and summary of literature review. Chapter three presents the research methodology, sample, research instruments, procedures used for data collection, data analysis, sampling design, target population, reliability and validity of data ,Ethical considerations and operationalization of variables. Chapter four contains: Data analysis, presentations and interpretations, response rate, demographic characteristics of the respondents, motivation, staff accountability, training and development, resource mobilization and performance of devolved Unit of Government. Chapter five contains; summary of the study, conclusions, recommendations and suggestions for further studies. The report concludes with references,

appendices, introduction letter, questionnaires, and finally organizational structure of department of Agriculture.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses mainly on previous studies on devolved government systems. It will look at both the theoretical and empirical evidences in devolved government studies in relation to this topic of study.

2.2 Performance of devolved units

The fundamental objective of devolution is to ensure that the citizens benefit from efficient, effective reliable and quality public goods and services by taking governance closer to the people in the spirit of government of the people by the people for the people. Sarkar (2003) in his study reiterates that devolution, through its governance is a means through which governments provides high quality services valued by citizens.

Devolution does not only devolve power but also resources that are meant to enhance service delivery to citizens. A study by World Bank (2003), reiterates that devolution has both an explicit and implicit inspiration for improving service delivery for dual reasons: First, these basic services, all of which are the responsibility of the state, are steadily failing and especially failing the poor people. Since these services are consumed locally, there is the need to enhance service delivery through devolution. This clearly indicates that the national Government recognizes the challenge of delivering services to particularly the poor.

Internationally studies indicate that devolution influences service delivery. In his study, Besley and Burgess, (2002) found out that in the federal government of India decentralization promoted government responsiveness in service delivery, this happens especially if the mass media is very active at the grassroots. This finding is consistent with Fauget (2001), whom in his study on decentralization in Bolivia established that there has been noticeable increase in public investment in urban agriculture, water management, water and sanitation and education, since the 1994 decentralization reform. The ability of devolution to deliver to the expectations depends on how it emerges, in their study Olowu and Wunsch (2004) argues that their exists in idealized process by which devolution emerges from decentralization process, this form of devolution has the greatest chances of succeeding, they however note that the

frequent actual experience of decentralization reforms especially in Africa deviates from the ideal situation often failing to deliver its expectations and in some cases leading to recentralization as a result of its weaknesses and inefficiencies. There is a contrast between devolution intentions of many developing countries and the real or actual policy outputs/outcomes in developing countries as opposed to developed world (Olowu and Wunsch, 2004).

Similarly, by the year 2004, Kenya relative to its African peers seemed to have been doing badly especially in terms of local autonomy and authority, resources availability to local units (the then municipal councils), effective open and accountable local political process and governance, indeed Olowu and Wunsch (2004) summarizes how these issues vary between, Chad, Botswana, Uganda, South Africa, Ghana, Nigeria and Kenya. Indeed, Saito (2000) concurs with the findings; in his study, he found out that service delivery had not meaningfully improved in Uganda as result of devolution. When devolution is in place without meaningful improvements in service delivery a question always remains: what is the problem? (Oyugi, 2009). However, Obwona et al (2000) in his study concluded that financial and institutional constraints have adversely affected the ability of the devolved governments to adequately deliver quality services to the citizens.

Ngugi, Ngugi, Susan and Tihany (2012) investigated in the factors influencing service delivery in the national police service in Kenya. They found out that service delivery is influenced by factors such as technology, service standards, and employee wellbeing. These are similar factors that will affect service delivery in county governments. Tilas (2014) was investigating the factors influencing Citizen's satisfaction with service delivery in Murang'a County. The researcher found out that financial rate of flow as well as timely transfers greatly influences service delivery in county governments. Participation in meeting was also another factor that influences service delivery in county governments. Mwangi (2014) was studying on the factors affecting service delivery underperformance in the county government of Laikipia. He found out that strategic planning and performance measurement are crucial factors that will measure service delivery underperformance in county governments. Further, the study revealed that evaluation, documentation and communication were major factors that affected the performance contracting on service delivery in Laikipia County.

Kibanya (2015) was investigating the factors influencing customer service standards in Kenyan County governments with special reference to Nairobi County. Kibanya found out that corporate governance negatively affects customer service standards in Nairobi County. He also revealed that lack of periodic forums influenced customer service because clients are not given the opportunity to voice their views and opinions. Rodriguez (2007) was evaluating reformed county government and service delivery performance in Florida Counties. He found out that service delivery performance is better in reformed counties than in unreformed counties. According to Benton (2002), county service delivery is influenced by the government structure the county government as well as the three types of county services are related.

2.3 Employee Motivation and Performance of Devolved Units

Bartol and Martin (2008) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. As Kalimullah (2015) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. On the other hand, Mary (2013) explains organizational effectiveness as the extent to which an organization fulfills its objectives, by using certain resources and without placing strain on its members. The goal model defines organizational effectiveness referring to the extent to which an organization attains its objectives (Zammuto, 2002), while the system resource model defines it in terms of the bargaining power of the organization and its ability to exploit the environment when acquiring valuable resources (Yuchtman, 2007).

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2014). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2012). Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks.

Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directly and positively the performance of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behaviour, as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. In order to use salary as a motivator, managers have to develop salary structures, according to the importance of each job, individual performance and special allowances.

Employees can also be motivated through proper leadership, as leadership is all about getting things done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2015). The leaders and the employees help one another to attain high levels of morality and motivation.

Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical

automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Therefore, developing and implementing employee motivation programs is a necessary strategy to motivate workers. In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

2.4 Staff Training and Development and Performance of Devolved Units

Adamolekun (1983) opines that staff development involves the training, education and career development of staff members. The purpose of training and development has been identified to include: creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization; enhancing the organization's ability to adopt and use advances in technology; building a more efficient, effective and highly motivated team, which enhances the organization's competitive position and improves employee morale; and ensuring adequate human resources for expansion into new programs.

Hutchins (2009) states that training should be given and designed in a way that it is helpful for the trainee and should be according to trainee expectations and need, since it is critical to the function of maintaining and development of working capabilities in employees. Egan et al (2014) observe that training and development is the key for the organisation success and its assessment involves taking tests, which declares the trainee knowledge, attributes, skills learned during the training. Arikewuyo (2013) argues that training and development is an avenue to acquire more and new knowledge and develop further skills and techniques to function effectively.

The term "staff development" refers broadly to the nature and direction to the nature and direction of change induced in employees as a result of educational and training programmes (Adesina, 2016). Development is managerial in nature and it is career focused. According to National Industrial Conference Board (1961), Management Development is all those activities and programmes, which when recognized and controlled have a substantial influence in changing the capacity of the individual to perform his present assignment better and in so doing are likely to increase his potential for future management assignment.

Human resource practices studies by Ichniowski et al. (1996) and MacDuffie (1995) indicate that the human resource practices which operate in particular workplaces provide an important context within which training operates; and that any effect of training is likely to be mediated by those practices. Both studies conclude that increased levels of training may be ineffective without a surrounding context of flexible human resource strategies. If so, then the absence of information about work practices in many studies of the incidence and outcomes of training is a significant limitation.

A recent Australian study by Harris and Simons (2016) has emphasised the significant ways in which the nature of work impacts on the learning process and the critical role which can be played by workplace trainers in managing the structure of work so as to facilitate learning. They identify 32 trainer actions when working with individuals or small groups of employees who are learning on the job. They group these trainer actions into five functions; fostering an environment conducive to learning, working and learning with co-workers, structuring and shaping work processes to accommodate learning, promoting independence and self-direction in workers, and linking external learning experiences with work and learning in the workplace.

Their data showed that all of these trainer actions were reported as being common in the workplace. Of the 32 trainer actions, 22 were taken often or very often, by more than half of the sample and all but one was taken frequently by at least a quarter of the respondents. There were few responses in the not applicable category. They concluded that: “arguably the most striking aspect of these data, however, is the extent to which workplace trainers structure and shape work processes to accommodate employee learning. (Harris & Simons 2014)

These actions included monitoring workflow and quality (79%), organising work so they can be given tasks to tackle on their own (76%), managing the flow of work to help them learn (71%), planning the structure of work so they are able to join in and work at a level best for them (66%), organising work so they are able to tackle a variety of tasks (65%) and making judgements about the balance between the need of the employee to learn and the need to get the job done (64%).

Groot (2007) identified a possible relationship between training and the market power of the enterprise in relevant product markets. Groot indicated that monopolistic power in product markets increases the returns to labour and capital, and the returns to training as well. Also, firms which exercise significant market power may have a greater need to train their workers, as some of the skills necessary for production will not be taught within training organisations; for example, because they can be made productive in only a few firms.

2.5 Resource Mobilization and Performance of Devolved Units

Resource allocation and mobilization remains a key feature in devolved units. The national Government is required constitutionally in Kenya to allocate financial resources to county government through which public goods and services are provided to the citizens. The amount of this financial allocation is probably an issue that may be contentious in counties practicing devolution. In the world over, Brazil other than being one of the most decentralized democracies have their subnational governments accounting for about half of public expenditure. (Ndung'u, 2014). Devolution therefore remains a key vehicle of enabling local units to access resources, in his study Kayima (2016) found out that in Uganda monetary decentralization policy that is being practiced has facilitated local governments to access additional finances to facilitate delivery of services to their citizens. Indeed, Akai and Sakata (2012) in their study point out that the design and implementation of a devolved system of government can meaningfully influence the overall resource allocation in the countries. Indeed, the success of devolution usually depends on the fiscal decentralization framework, which defines how the local governments spend and how national tax is shared among the different levels of government (Afar et al, 2004). It is imperative that for development to occur devolved governments are expected to make public expenditure more efficient (Vasquez and McNab, 2015).

A key contribution of devolution is economic growth; devolution provides a certain degree of autonomy for investment and expenditure decisions which enables county governments to pursue domesticated policies for economic development customized to their own and specific local needs and endowments (Gill et al., 2014). A key example in this case is Brazil; from 1989 when the Brazilian Workers Party (BWP) won the municipal elections, local assemblies were organized to suggest, discuss and choose on distributions and spending of the municipal

investment financial resources. This by 1996 resulted in increased units of households with access to water services 18 per cent, the expansion of municipal sewage system by 39 per cent and increase in number of children registered in public schools increased two-fold (Cheema, 2017).

On the flip side though, devolution especially in Kenya is yet to realize optimal monetary allocation, mobilization and utilization. Resource mobilization influences economic growth as well as performance of devolved units differently, In Italy for example a study indicated that devolution may have exacerbated regional inequalities in public spending and economic outcomes (Calamal, 2009). Indeed, there are substantial arguments warning against fiscal decentralization, based on the fact that devolution may reinforce regional disparities, which may hamper economic growth (Thiessen, 2011). Researchers have however recognized certain common problems related to decentralization's impact on service delivery by devolved units. Frequently mentioned problem is the lack of capacity at the county governments to exercise responsibility for public services, for example, in their study Akin, Hutchinson and Strump (2016) found out that in Uganda and Tanzania lower levels of governments lack the capacity to manage public finances and maintain appropriate accounting procedures. In Uganda particularly, expenditure on primary healthcare dropped from 33% to 16% during decentralization, while in Ethiopia people in their third tier or *woreda* level suffers illiteracy.

But why does this happen? Azfar et al (2011) established that local administrators have inadequate authority to influence service delivery by devolved units and at the same time citizens' influence at the local level is hindered by inadequate information. As a result, devolution does not achieve the anticipated effects of resource allocation efficacy. Overdependence on national government may also have contributed to such failures, the county governments should avoid this so as not to national government for breakdowns in service delivery (Rodden, 2007: Khemani, 2004). Devolution reduces the national government's role in attracting and allocating industry and the assignment to regions of the responsibility for their own revenue generation and economic development, since devolved units can directly execute this, devolution can inter-county competition for the attraction of foreign direct investment (FDI) (Pose and Gill, 2004).

A case in point was in Brazil, Pose and Arbix, (2001) point that this competition took the form of “Guerra fiscal” between different states resulting in detrimental effects in the attraction of FDI; this was notable in the automobile industry especially between 1995 and 1999, and car manufacturers invested over US \$12 billion in Brazil. This however failed to yield growth and instead, this investment spurred a fierce and wasteful rivalry between Brazilian states, Pose and Arbix, (2001:152) argue that:

... in trying to influence companies’ location decisions in exchange for locating within a region, firms were increasingly offered tax breaks, favorable loan agreements, donations of land, grants, etc. The car companies encouraged such competition and played Brazilian states off against each other in order to achieve the best possible deal. The final outcome of these bidding wars was pure waste, since any possible increase in local welfare was neutralized by the costs of attracting FDI, leading, in the long – run “towards greater dependency, greater instability, greater disparities and probably greater poverty”

From this incident then, it is clear that devolution can reinforce regional disparities among the county governments, which may prove disadvantageous to economic development due to their undesirable welfare consequences (Cheshire and Gordon 1996, cited in Agnew, 2000) and the under – utilization or waste of resources, such as infrastructure and human resources, in lagging regions (Armstrong and Taylor, 2000). When this occurs regions become worried since spatial equality usually often comes second to the main objective of promoting an economic dividend within each county (Agnew, 2000). The rate at which this development is realized is important, Devolution carries with it inherent fiscal, political and administrative costs which fall more heavily upon those counties with inadequate adjustment capacities, resulting in different rates at which counties can capitalize upon the opportunities it offers which may lead to superior development of originally rich and powerful counties to the disadvantage of poorer zones (Pose and Gill, 2014).

Furthermore, the formula used in allocating county governments resources can bring about a repressiveness in the allocation of government expenditure, as this formula dictates how funds are allocated which often lead to unequal negotiating strength to the richer ones, whose degree of influence over the central government is higher, permitting them to obtain an unequal share

(Pose and Gill, 2003). When this occur, it worsens poverty in the remote areas and enhance spatial inequality, further more giving different strengths to local councilors (MCAs). This discretionary distribution of resources to the county governments has constrained them greatly in many countries (Shuna and Yao, 2017).

2.6 Accountability and Performance of Devolved Units

Accountability is a virtuous practice where service delivery agents make public, and are responsible for their actions in the process of discharging responsibilities. In this case it is the extent to which officials of the County government give account to the citizens on the resources at their disposal and how they have been used in service delivery. Devolution, as an advancement of the good governance theory is a form of decentralization that has been successfully practiced by many countries across the world (World Bank, 2016).

Improved citizen participation can reinforce accountability. In so doing ‘citizens should have accurate and accessible information about local government: about available resources, performance, service levels, budgets, accounts and other financial indicators’ (Devas and Grant, 2013). The hope of decentralization in county government is by narrowing the prerogative served by a local government, and the scope of public activities in their responsibility, local citizens will find it easier to hold government accountable (Ahmad, 2015). Accountability was found to be a vital determinant in identifying officers during voting, Khemani (2016) found evidence that Indian voters use such information in appraising contestants in local elections than they do in national elections.

Similarly, Azfar et al (2011) established that citizens in Uganda and Philippines, both countries with decentralization reforms, depend on community leaders and local social networks for update about local corruption and local elections. Is accountability lacking in devolved units? A number of studies seem to suggest this. For example, the interviews conducted in Lesotho readily confirm that there are weak mechanisms for accountability. There are several indicators supporting this. ‘Grants-in-aid have become substantial but lose helpfulness due to lack of information about what is available, slowness to release funds, ‘use it or lose it’ budget provisions, multiple budgetary requirements, unsuitable accounting requirements, rigid stipulation about use of funds, corrupt practices, lack of qualified personnel and inadequate supervision’ (Daemane, 2012). Just like in most African countries

and particularly in Kenya, Administrative efficiency in the county governments has also been thwarted by outrageous reports of widespread corruption particularly by the opportunistic senior politicians. Accountability and other essential elements of good governance beside the establishment of good structures and legislations for decentralization lack serious implementation and enforcement (Olowu, 2003). There is urgent need to look into this if any meaningful gains are to be made both at national and county governments.

2.7 Theoretical Review

The study is based on three theories namely: Agency theory, Contract theory and Stakeholders' theory.

2.7.1 Agency Theory

This theory focuses on the relationship between principals and agents who exercise authority on behalf of institutions (Shapiro, 2005). This theory postulates that principals have to solve two primary tasks in choosing and controlling their agents: first, they have to identify the best agents and create motivations for them to behave as required; second, they have to appraise and consistently monitor the behaviour of their agents so as to ensure that they are actually performing as agreed (Ayee, 2005).

In relation to the factors influencing performance of devolved units in county governments in Kenya, the leaders in County governments are the agents performing on behalf of the citizens who are the principal. When provided with resources, the leaders have the responsibility of effectively allocating those resources equally all through the county. They have the duty to ensure that the publics participate in the decision-making regarding county activities. They should also act on behalf of the residents in voicing the key concerns that the residents face at the local level. They should ensure that the public is informed of the financial status, reports and progress of the county projects.

2.7.2 Contract Theory

Contract theory is hinged on the fact that there exists an agreement with contractual connotations between persons or parties involved in the discharge of an activity or a service as well as how these parties make decisions under prescribed conditions. In as far as service delivery by devolved government units in the county governments is concerned; there is an implied contract between the county government and the citizens. The citizens who through

vote identifies the individuals to transact the process of offering them public goods and services. Tirole (2006), ties up this theory to agency theory and points out that the contract theory focuses on the need for communication within and between an agent and a principal, so as to create a thorough understanding of both the needs and responsibilities of the principal and the requisite ability of the agent to meet and provide those needs in a competent and consistent manner. In this case, service delivery by devolved units in the county governments, must present good communication between the county leaders as well as the local residents within the county so as to understand and come to an agreement of the issues affecting the county and what needs to change.

2.7.3 Stakeholders' Theory

The stakeholder's theory argues that there are several parties with interests in a concern. The theory looks at the relationships between institutions and others and begins with the premise that values are necessarily and explicitly part of transacting a moral business that creates as much value as possible for the entire stakeholders. This theory requires managers to communicate shared sense of the value they create, and what creates cohesion among stakeholders. Schwarts and Carroll (2008) suggests that this theory is more appropriate in descriptive research frameworks.

In relations to service delivery by devolved units in county government, the chief stakeholders include the county governments who discharges public services and the citizens who are the target beneficiaries of government goods and services. The county leaders have the oversight role of ensuring that the county government delivers the required services to the residents. The citizens as stakeholders are also required to participate in decisions that influence the allocation of resources through public participation. Their participation in decision making is crucial in determining areas of priority that county leaders should allocate resources to within the county.

2.8 Conceptual Framework

To carry out this inquiry, the study assumes the argument that employee motivation, staff training and development, resource mobilization, and accountability by staff at the department of agriculture in Meru county influence performance of devolved units of governments in Kenya, a case of Meru county. It particularly shows how each factor individually influences

the performance of devolved units of government in Kenya, a case of the department of agriculture in Meru county. These are conceptualized as shown in below.

Independentvariables

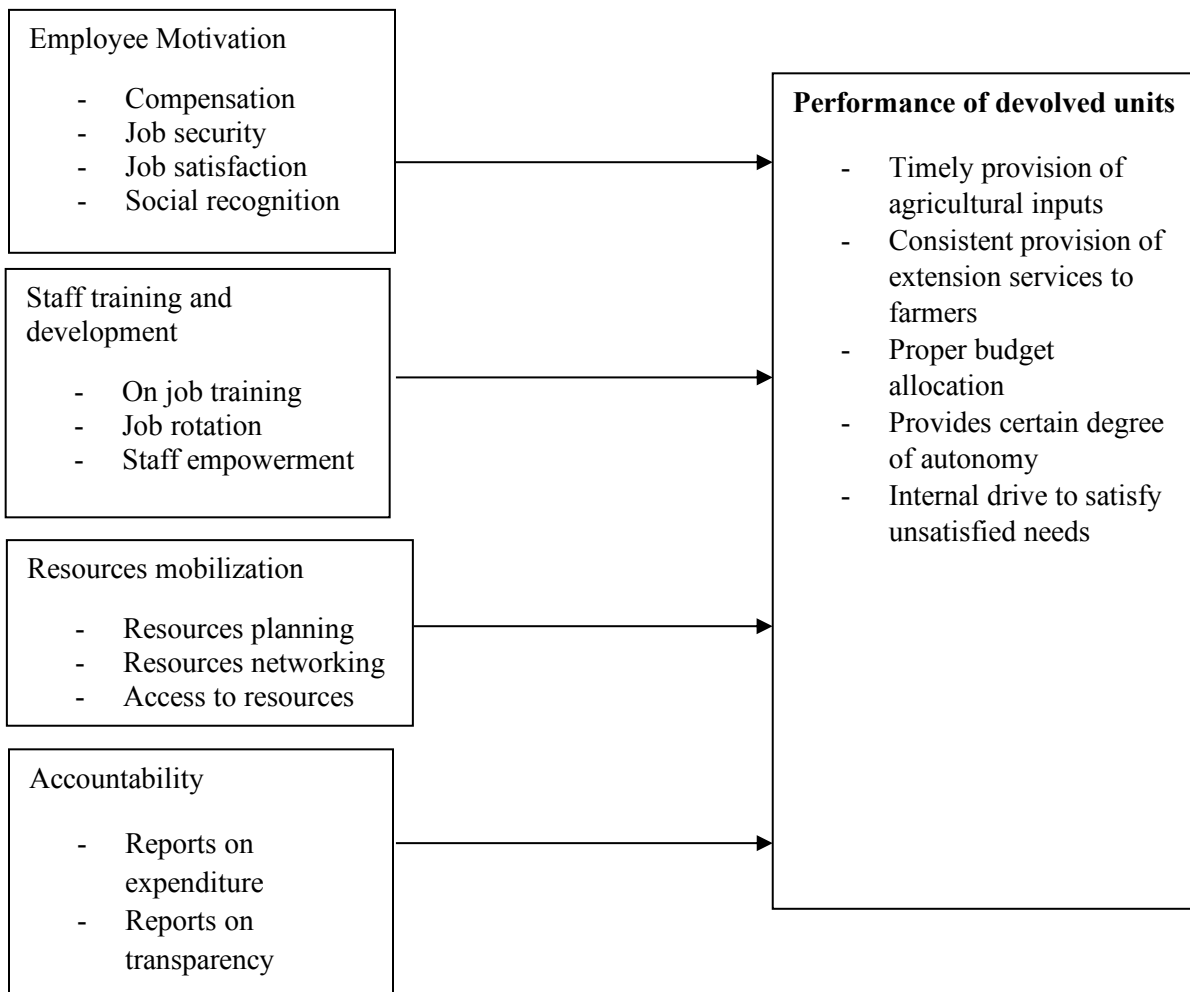


Figure 1: Conceptual framework

Figure 1 shows the relationship between the dependent and independent variables of the study.

2.8.1 Explanation of Variables

In this study the factors influencing the performance of devolved units of government in this study locale are taken to be; employees' motivation, staff training and development, resources mobilization and staff accountability. The factors work as the research study's independent variables and the dependent variable is performance of devolved units of government. The independent variables have indicators which depict the variables and develop the rationale that guided their measurement.

2.9 Research Gaps

Kalimullah (2015) suggested, that a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them, while Whitley (2012) observes that some aspects of employee motivation such as compensation may not necessarily boost productivity on the long term and money does not improve performance significantly. This indicates an inconclusive feedback on employee motivation, this research study sought to fill the gap on motivation.

Fakhar et al. (2011) did a study on effect of training and development on employee overall performance in context of Pearl Continental lodge, India. The outcome of the study revealed that training and development has a greater impact on overall performance which all concur with the current research findings. Another study by Wanyama (2010) conducted a study on the relationship between capacity building and employee productivity on performance of commercial banks and concluded that indeed both the elements of staff development and employee productivity have a positive correlation to organizational performance.

According to Parker (2002) job rotation is a model of training through which already employed staffs leave their jobs to go on further training and unemployed people are brought into their places for work, this he argues can have a detrimental effect on the performance of employees hence leading to low performance of the organization. The findings on job rotation are however contrary to a research conducted by Yoder, et al (1958), who argues that while job rotation may encourage generalization, it prevents job specialization so that the optimal

level of performance cannot be reached. Although this problem may be negligible for many jobs, it can be very serious for those jobs where high specialization is needed so that the costs in terms of training and supervision are prohibitive. Hence having a negative influence on the performance of organizations. The studies indicate mixed results, this research study therefore sought to establish the influence on performance of devolved units of government in the context of Meru county.

2.10 Summary of Literature Review

This chapter has looked at the available literature on the factors under investigation. Several theories dealing with the subject of what influences performance have been examined. At the same time, the empirical literature has been looked at in order to come up with a better understanding of the effects of various factors on employee performance. From that review the chapter has identified the areas that need to be looked into in order to bridge the gap between what is currently understood and what needs to be understood as far as the subject is concerned.

Finally, the chapter has portrayed a schematic representation of the relationship between the independent factors and the dependent factor. This is necessary so as to clearly see the interdependencies between all the factors in play and the independent variable.

CHAPTER THREE:RESEARCH METHODOLOGY

3.1Introduction

This chapter describes the research methodology employed in conducting the study. These includes: the research design to be used in the study, the target population, sampling procedure and sample size and methods of data collection, pilot test, validity and reliability of research instruments which were used for data collection. It also contains data analysis techniques and the operationalization table of variables and objectives under study plus ethical considerations.

3.2Research Design

Research design is defined as the comprehensive strategy that is chosen to integrate the dissimilar components of a study in a coherent and logical way, thereby, ensuring that the research problem is addressed effectively (Babbie, 2010). It constitutes the blueprint for the gathering, measurement, and analysis of data. This study is guided by a correlational research design to carry out an investigation into factors influencing the performance of the devolved government units in Kenya, a case of department of agriculture in Meru County. The design facilitated the gathering of qualitative and equally quantitative data on the relationship between variables under research establishing the association between study variables and study problem (Christensen, Johnson and Turner, 2011). A correlational research design was also adopted because it facilitates the process of information gathering on the current state of affairs and thoroughly depicting the relationships between the variables (Salaria, 2012).

3.3Target Population

Population has been illustrated as the complete group of individuals or items under consideration in any discipline of investigation and has a common characteristic (Kombo and Tromp, 2009). The target population of this study are all 68 employees of the department of agriculture in Meru county. It is these respondents that were used to collect the necessary data required for this study because they were familiar with the variables under study and their existing relationship in regards to the topic under investigation.

Table 3.1 Target Population

<i>Category</i>	<i>Population</i>	<i>Rate %</i>
<i>Top Management/CDA/CO</i>	4	6
<i>Sub-County/SCAO (SMS)</i>	8	12
<i>Ward/WAO (SMS)</i>	24	35
<i>FEO</i>	24	35
<i>Supporting Staff</i>	8	12
<i>Total</i>	68	100

3.4 Sample Size

The sample size for the study was all the 68 employees of the department of agriculture in Meru county.

3.5 Sampling Procedure

Steven (2012) defined sampling as the technique by which a comparatively small number of persons or measures of individuals, objects or events is selected and analysed in order to observe something about the entire population from which it was selected. For this research study, a census was conducted due to the small population size. Therefore, the sample size for the study was all the 68 employees of the department of agriculture in Meru county.

3.6 Research Instruments

For this study, the researcher made use of questionnaires in the gathering of primary data. Bell, (2010) defines a questionnaire as a well-constructed research tool that enables researchers to obtain information from respondents on their traits, current and past behavior, code of conduct or perspectives and their convictions and or rationale behind their action in relation to the current research study topic. The choice of this instrument is informed by its advantages such as; it is free from the bias of the interviewee and respondents will have ample time to give well thought out answers. The questionnaires also provide both a logical flow of information and an opportunity for the researcher to analyze data more objectively than any

other forms of research instruments (Acharya, 2010). The questionnaire has equal proportions of closed as well as open ended questions.

3.6.1 Pilot Testing of Instruments

The research study also made use of a pilot study to reduce ambiguity of research tool items and in the process establishing data integrity. The pilot study enabled the researcher to probe the feasibility of the methods and procedures that was used in the main study. The accuracy of data to be collected is largely dependent on the data collection instruments in terms of validity and reliability which can only be established through a pilot test (Fisher, 2010). The first step in conducting the pilot study involves convenience sampling, which comprised selection and recruitment of respondents. Mugenda and Mugenda (2003) recommendation of 10% of the principal sample size will adopted for conducting this study's pilot study. Specifically, 10% that is 7 respondents from the different strata was selected as participants of the pilot study. The pilot study was conducted in Imenti South sub-county which has similar characteristics as the study area.

3.6.2 Validity of Instruments

Oluwatayo, (2012) defined validity of research tools as the extent to which the scores measure the anticipated and/or the intended concept. Validity is concerned with in-built errors and components of the research instrument (Oluwatayo, 2012). This following validity types was checked: Face, content, and construct validity. Face validity was looked into by glancing through the surface of the study's questionnaire with the help the researcher's supervisor, giving it a subjective overview. Content validity of the choice research tools were assessed through persistent consultations with raters from University of Nairobi with respect to; readability, clarity and comprehensiveness of measurement on the construct of interest. This helped the researcher to determine whether research tools utilized and incorporated satisfactorily representative set of instrument items to examine the construct of interest (Babbie,2010). Construct was achieved through checking on adequacy of the operational definition of variables by checking on clarity, vagueness and quality of instructions in the questionnaires.

3.6.3 Reliability of Instruments

Ritter, (2010) defines reliability as the degree to which scores by a research instrument and

method are consistent and can be replicated with the same units of measurement. The study, as recommended by Ritter, (2010) embrace the use of internal consistency technique employing Cronbach Alpha to examine the reliability of research questionnaire that were utilized in the current research study. The results of the pilot study were discussed with experts and the researcher's supervisor from University of Nairobi with the aim of arriving at conclusions on the stability of items of measurement in the research instrument. The researcher will be guided by; Alpha values which vary from 0 to 1 noting that a co-efficient of 0.7 is sufficient with 0.8 and or higher signifying a remarkable reliability of the choice research tools as recommended by (Tavakol and Dennick, 2011). To establish the instruments reliability, study's research instruments was subjected to a pilot study where it was tested and retested (test-retest method) on a sample of 7 respondents who were not used in the final analysis, the instrument was administered twice to the same people within a time interval of two weeks and responses checked for stability and agreement of responses.

3.7 Data Collection Procedures

The researcher conducted the collection of primary data through the use of the research tool of choice in person and the drop and pick later method to the sampled respondents. The study also adopts structured questionnaires due to their design nature which presents each item with a set of choice answers and are also economical in terms of time and money (Archarya, 2010). An introduction letter was sent to each respondent together with the questionnaire aimed at creating an atmosphere of confidence and trust, to ensure maximum respondent to all the questions. The letter explained the purpose, importance and significant of the study.

The researcher took the questionnaire to the subject under study and left the questionnaire with the respondent and then collected them at the end of the agreed time. The questions used in the questionnaire were closed end questions as they were easy to analyze, easy to administer and economical to use in terms of time and money. Also open ended questions will be used as they permit greater depth of response, they are simple to formulate and the respondent's responses give insight of their feelings, background, hidden motives, interest and decisions. Oral interviews was done where the element of study could not fully understand the questionnaire. The oral interviews helped to provide in depth data and the interviewer will be able to clarify and elaborate the purpose of the research. The questionnaires were self-administered. In order to achieve the desired response rate, a record was kept by the

researcher for tracking administered questionnaires.

3.8 Data Analysis Techniques

Data analysis is the procedure adopted to build categories, form and meaning to the bulk of data gathered during a research study (Steven, Brady & Patricia, 2010). The researcher sorted data and enter for completeness, comprehensibility and reliability. Tabulation for each of the study's research questions quantitative data was done for purposes of providing the researcher with a comprehensive picture of how the data would look like and also assisting the researcher in identifying patterns. The researcher used SPSS version 23.0 to analyze collected data and present it by applying descriptive statistics. Data from open ended questions was analyzed through the use of content analysis and the result from this analysis was presented in themes as per the study's objectives. Frequencies and percentages were used to summarize information.

To determine the unique influence and significance of individual current research study's variables in relation to the performance of the devolved government units and achieve inferential statistics, a multivariate regression model was adopted. This is an adjustable method of data analysis that is appropriate in the occasion that the researcher seeks to examine the relationship between the dependent variable and any other factors (Brian & Graham, 2010).

3.9 Ethical Considerations

To conduct this study, the researcher got an introductory letter from the graduate school, University of Nairobi to ascertain that he is a bona fide student. In adherence to research ethics the researcher clearly referenced all literature reviewed in the study and ensure that data collected in the course of the study is used for research purposes only. Permission was sought from intended respondents to indicate their willingness to participate and their anonymity when it comes to answering the research instruments was upheld.

3.10 Operational Definition of Variables

Objectives	Types of variables	Indicators	Scale of measurement	Data analysis	Tools of analysis
To establish the extent to which employee motivation influences the performance of Department of Agriculture	Independent variable Employee motivation	<ul style="list-style-type: none"> - Compensation - Job security - Job satisfaction 	-ordinal	Descriptive and inferential statistics	Correlation
To establish the extent to which staff training and development influences the performance of Department of Agriculture	Independent variable Staff training and development	<ul style="list-style-type: none"> - On job training - Job rotation - Staff empowerment 	-ordinal	Descriptive and inferential statistics	Correlation
To establish the extent to which resource mobilization influences the performance of Department of Agriculture	Independent variable Resource mobilization	<ul style="list-style-type: none"> - Allocations - Timely transfer - Revenue collection 	-ordinal	Descriptive and inferential statistics	Correlation
To establish the extent to which accountability influences the performance of Department of Agriculture	Independent variable Accountability	<ul style="list-style-type: none"> - Reports on expenditure - Reports on transparency 	-ordinal	Descriptive and inferential statistics	Correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the data analysis, presents the findings and gives an interpretation of the findings too based on the research objectives of the study. It discusses the traits and attributes of the final study's sampled respondents and their viewpoints on the factors influencing the performance of devolved government units. For discussion simplification, the findings are presented in frequency tables, descriptive and inferential statistics regarding the findings are also used.

4.2 Response Rate

The research study had a target sample of 68 respondents and a total of 61 filled questionnaires were returned giving a response rate of 89.7%. According to Mugenda and Mugenda (2003) a response rate of above 70% is an excellent representation of the target population, therefore, the research study response rate is supported. The current study's response rate results are presented in Table 4.1

Table 4.1

Response Rate

	Sample	Respondents	Percent
Top Management/CDA/CO	4	4	100
Sub-County/SCAO	8	8	100
Ward/WAO	24	21	87.5
FEO	24	20	83.3
Supporting staff	8	8	100
Total	68	61	89.7%

4.3 Reliability Analysis

A pilot study on 7 study respondents was carried out to determine how reliable the questionnaires were. Reliability analysis was thereafter carried out making use of Cronbach's Alpha which assesses internal uniformity by verifying if specific items incorporated a scale evaluate and assess an identical construct. Tavakol and Dennick, (2011) standardized the minimum for Alpha value at 0.7; this guided the current study's benchmark. The results are presented on Table 4.2

Table 4.2
Reliability Analysis

	Cronbach's Alpha	Decision
Employee motivation	.705	Reliable
Staff training and development	.808	Reliable
Resource mobilization	.713	Reliable
Staff accountability	.736	Reliable

Cronbach Alpha was standardized for each objective under study which constituted a scale. This demonstrated that all the current study's variables were reliable as they possessed reliability values that surpassed the recommended minimum standard of 0.7, (Tavakol and Dennick, 2011). Consequently, this demonstrates that the research tools were reliable and accordingly required no revisions.

4.4 Demographic Information

The study sought the respondent's general information on their gender, age bracket as well as the highest level of education. This was needed to ascertain their capability of participating in this study.

4.5 Age Bracket

In understanding, engaging respondents of various age groups holding different opinions on different it was deemed fundamental to request respondents to indicate the bracket of the years they belong to. These Results of the current study are presented in Table 4.3.

Table 4.3
Age Bracket

	Frequency	Percent
20 – 29 years	10	16.4
30 – 39 years	12	19.7
40 – 49 years	15	24.6
50 years and above	24	39.3

Total	61	100
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The results show that respondents that were 50 years and above were 39.3%, 30-39 years were 24.6%, 40-49 years were 19.7% while those who belonged to 20-29 years' age bracket were 16.4%. This implies that the researcher obtained the information for the study from the respondents of different age brackets who gave quality information on the same. This is important because it shows that majority of the study's respondents at 39.3%, are 50 years and above and those that are in the age bracket of 40-49 years were 15 representing 24.6% are people that are looking for investment proposals and very keen on information on how devolved governance units were performing. Those in the age bracket of 30-39 were average 19.7% because these represent people in their mid-life stage that are busy looking for money to meet basic needs such as food and shelter while the youth age bracket 20-29 were the minority 16.4% as these are either busy in schools pursuing different levels of education or busy looking for jobs or are engaged in leisure such that research information on performance of devolved governance units is not of much importance to them. Additionally, it also indicates that the current research study's sampled final subjects were adequately apportioned in terms of the age groups they represented.

4.6 Gender of the Respondent

In view of establishing gender representation among the study respondents, the research further requested the respondents to indicate their gender. The results of the current research are presented in Table 4.4.

Table 4.4

Gender of the Respondent

	Frequency	Percent
Male	27	44.3
Female	34	55.7
Total	61	100

The findings show that majority of the respondents were female as shown by 55.7% while male was 44.3%. The study obtained reliable information from the both genders. Based on the study findings, county governments had embraced gender representation and in particular more women were now employed in the devolved units of governance.

4.7 Highest Level of Education

The level of education is believed to influence individual's viewpoints on dissimilar societal issues. In view of gauging respondents' ability to answer questions related to variables under study, the research sought to find out how qualified the respondents were academically to participate in the study. Study results of highest levels of Education are as illustrated in Table 4.5.

Table 4.5

Highest Level of Education

	Frequency	Percent
Certificate	8	13.1
Diploma	21	34.4
Degree	27	44.3
Masters	5	8.2
Total	61	100

Majority of the respondents were indicated to have achieved bachelor's degree as their highest level of education as shown by 44.3%, diploma as shown by 34.4%, certificate as shown by 13.2% while masters were 8.2%. This demonstrates that an appreciable number of the current study's final sampled subjects could comprehend themes under investigation. It also signified that a substantial number of final sampled study's subjects had achieved high academic qualifications and enlightened indicating they were better placed to comprehend the research question and attend to them with easy. These findings were significant to the research because the level of education determines the level of access to information which determines awareness on particular governance issues. From the research finds, given that people with Bachelor's degrees are the majority, it was deduced that this level of education equips them with fundamental knowledge to question the performance of devolved units of governance and they were also equipped with the capacity to provide plausible information with respect the themes under study.

4.8 Employee Motivation and Performance of Devolved Units of Government

This sub section investigated the influence of allocation of economic resources on the performance of Devolved System of Governance.

The study attempted to substantiate the extent to which final sampled subjects concurred with the following diverse statements on components of employee motivation that influence the performance of the devolved unit of government in County government of Meru. Results are presented in Table 4.6.

Table 4.6

Employee Motivation and Performance of Devolved Units of Government

	Mean	Std Dev.
Compensation	4.048	0.733
Job security	4.071	0.747
Job satisfaction	3.435	0.554

The study revealed that compensation as demonstrated by the obtained mean of 4.048, and job security by the obtained mean of 4.071 had a greater influence on the performance of the devolved government units in the County government of Meru. This indicated a vast majority of respondents attached greater importance to the compensation they receive from their place of work, followed closely by the security of the job they do. The study further showed that job satisfaction as shown by a mean of 3.435 had a moderate influence the performance of the devolved units of government in the County government of Meru.

4.9 Staff Training and Development and Performance of Devolved Units of Government

This sub section investigated the influence of staff training and development on the performance of Devolved Units of Government.

The study attempted to substantiate the extent to which final sampled subjects concurred with the following diverse statements on the extent to which components of staff training and development influence the performance of the devolved unit of government in the County government of Meru. Results are presented in Table4.7.

Table 4.7**Staff Training and Development and Performance of Devolved Units of Government**

	Mean	Std. Deviation
On job training	4.2131	0.60868
Staff rotation	3.6066	1.12958
Staff empowerment	3.082	0.6136

The respondents agreed that on job training (mean=4.213), staff rotation (mean=3.6066) greatly influence the performance of devolved units of government. The respondents also indicated that staff empowerment (mean=3.082) moderately influenced the performance of the County government. These study findings were significant as it means that a vast majority of respondents mean of 4.213 linked on job training to the performance of County government of Meru which means majority of them appreciated an improvement in their knowledge and skills as they worked for the county government.

4.10 Resources Mobilization and Performance of Devolved Units of Government

This sub section investigated the influence of Resources mobilization on the performance of Devolved unit of Government.

The research attempted to substantiate the extent to which final sampled subjects concurred with the following diverse components of resources mobilization influence the performance of the County government of Meru.

Results are presented in Table 4.7

Table 4.8**Resources mobilization and Performance of Devolved Units of Government**

	Mean	Std. Dev.
Resources planning	3.7705	1.13127
Resources networking	4.2623	0.75059
Access to resources	4.1967	0.79204
Timely provision of resources	3.377	0.98597

The respondents indicated that resources networking as demonstrated by the mean of 4.2623, access to resources as shown by a mean of 4.1967 and resource planning as demonstrated by the

mean of 3.7705 greatly influence the performance of the devolved units of government in the County government of Meru. They further indicated that timely provision of resources as shown by a mean of 3.377 moderately influences the performance of devolved units of government in the County government of Meru. Based on study findings a vast majority of respondents, mean of 4.2623 significantly linked resource networking to the performance of devolved units of government in the county government of Meru. This could be due to several number of NGOs involved in agricultural activities in the county, thus forming a network of resources.

4.11 Staff Accountability and Performance of Devolved Units of Government

This sub section investigated the influence of staff accountability on the performance of Devolved Units of Government.

The attempted to substantiate the extent to which final sampled subjects concurred with the various classifications of staff accountability influence the performance of devolved units of government in the County government of Meru.

Results are as presented in Table 4.9

Table 4.9

Staff Accountability and Performance of Devolved Units of Government

	Mean	Std Dev.
Reports submission	4.066	0.735
Staff decisions making	4.012	0.709
Staff transparency	3.482	0.997
Staff responsibility	3.958	0.613

The study indicated that submission of reports regarding the projects undertaken by the department of agriculture (Mean=4.066), staff decision making (Mean= 4.012), and Staff responsibility (Mean=3.958), greatly influenced the performance of devolved units of government in the County government. Based on study findings a vast majority of respondents, mean of 4.066 attached greater emphasis on timely reports submission as a significant measure to the performance of devolved units of government in the county government of Meru. This could be because most respondents perceived timely reports submission as an important professional issue.

4.12 Performance of Devolved Units of Government

Further, the current research study attempted to determine measures of the performance of devolved units of government. The study attempted to substantiate the extent to which final sampled subjects concurred with various statements on performance of devolved units of government.

Results are presented in Table 4.10

Table 4.10

Statements Related to Performance of Devolved Units of Government

Statement	Mean	Std Dev.
The county government has allocated enough acreage of arable land for cultivation.	3.482	0.997
The county government allocates enough money during the budget to the agriculture department.	3.886	0.676
The county government consistently provides farmers with extension services.	4.266	0.735
The county government provides agricultural input to the county farmers in time.	3.738	0.592

The respondents agreed that the county government of Meru consistently provides farmers with extension services as expressed by a mean score of 4.266, this could be due to the fact that Meru county is a known agricultural area, allocation of enough money to the agriculture department by the county government was also seen to be a factor of performance of the agriculture department with a mean of 3.866.

They also agreed that the county government provides agricultural inputs at a subsidized price to farmers in time with a mean score of 3.738 and lastly was the allocation of arable land to the farmers for cultivation with a mean of 3.482. In general, all the indicators were relevant to performance of devolved units of government with means of above average.

4.13 Inferential Statistics

The data presented before on employee motivation, staff training and development, resources mobilization, staff accountability and performance of devolved units of government were computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlations analysis and multiple regression analysis were then conducted at 95% confidence interval and 5% confidence level 2-tailed to establish the relationship between the variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the Pearson’s Product Moment Correlation and multiple regression.

4.14 Pearson’s Product Moment Correlation

A Pearson’s Product Moment Correlation was conducted to establish the strength of the relationship between the variables. The findings are presented in Table 4.11.

Table 4.11

Correlation Matrix

		Performance of devolved system of governance	Employee motivation	Staff training and development	Resources mobilization	Staff accountability
Performance of devolved units of government	Pearson Correlation	1				
	Sig. (2-tailed)	.000				
Employee motivation	Pearson Correlation	.814	1			
	Sig. (2-tailed)	.039	.000			
Staff training and development	Pearson Correlation	.724	.523	1		
	Sig. (2-tailed)	.017	.016	.000		
Resources mobilization	Pearson Correlation	.612	.743	.597	1	
	Sig. (2-tailed)	.031	.012	.028	.000	
Staff accountability	Pearson Correlation	.879	.533	.720	.531	1
	Sig. (2-tailed)	.047	.009	.002	.014	.000

Table 4.11 shows that there is a very strong positive correlation between employee motivation and performance of devolved units of government ($r = 0.814$, p value=0.039). This implies that if the employees in the county government are well motivated then the result will be an improvement in

the provision of services in the county. In addition, the study reveals that the correlation between staff training and development and performance of devolved units of government is positive and significant ($r=0.724$, p value= 0.017). Further, the study reveals that the correlation between resources mobilization and performance of devolved units of government is positive and significant ($r=0.612$, p value= 0.031). Finally, the study establishes that there was a very strong, positive and significant correlation between staff accountability and performance of devolved units of government ($r=0.879$, p value= 0.047). This implies that all the variables had a positive and significant correlation with performance of devolved units of government in Meru County, Kenya.

4.15 Multiple Regression Analysis

In this study, a multivariate regression analysis was carried out to examine individual and collective influence with respect to predictor variables investigated. The summary of regression model output is as demonstrated in Table 4.12.

Table 4.12
Summary of Regression Model Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.899	0.808	0.794	2.561

The study found that independent variables selected for the study (i.e. Employee motivation, Staff training and development, Resources mobilization and Staff accountability) accounted for 79.4% of the variations in Performance of devolved units of government in Meru County. According to the test model, 20.6% percent of the variation in performance of devolved units of government in Meru County could not be explained by the model. Therefore, further studies should be done to establish the other factors that contributed the unexplained (20.6%) of the variation in Performance of devolved units of government in Meru County.

The analysis of variance results for the relationship between the four independent variables and the implementation of Performance of devolved system of governance in Meru County is presented in Table 4.13.

Table 4.13**Summary of One-Way ANOVA results**

<i>Model</i>		Sum of Squares	df	Mean Square	F	Sig.
<i>1</i>	Regression	1625.82	4	406.455	58.815	.000
	Residual	387	56	6.911		
Total		2012.82	60			

The probability value of 0.000 indicates that the regression relationship was significant in predicting the effects of employee motivation, staff training and development, resources mobilization and staff accountability on performance of devolved units of government. The calculated F (58.815) was significantly larger than the critical value of F= 2.4288. This again shows that the overall test model was significant.

The Regression coefficients for the relationship between the four independent variables and Performance of devolved system of governance are as demonstrated in Table 4.14.

Table 4.14**Regression coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	0.674	0.123		5.480	.000
Employee Motivation	0.765	0.342	0.688	2.237	.031
Staff training & development	0.678	0.276	0.654	2.457	.018
Resources mobilization	0.567	0.187	0.487	3.032	.004
Staff accountability	0.853	0.156	0.786	5.468	.000

The established multiple regression equation for predicting performance of devolved units of

government in Meru County from the four independent variables was:

$$Y = 0.674 + 0.765X_1 + 0.678X_2 + 0.567X_3 + 0.853X_4$$

Where,

Y = Performance of devolved system of governance

X₁ = Allocation of economic resources

X₂ = Collaborative communities

X₃ = Distribution of power

X₄ = Funding of projects

ε = Error Term

The study's regression equation as presented above has established that all factors investigated taken into consideration constant at zero, performance of devolved units of government was 0.674. The study's analyzed field results presented also demonstrate that by examining all other independent variables at zero, a rise in the measure for the staff accountability would lead to a 0.853 increase in the scores of Performance of devolved unit of government and a unit increase in the scores of employee motivation resources would lead to a 0.765 increase in the scores of Performance of devolved unit of government. Further, the findings demonstrate that a rise in the measure in the obtained results for staff training and development potentially leads to a 0.678 increase in the scores of Performance of devolved unit of government. The study also found that a unit increase in the scores of resources mobilization would lead to a 0.567 increase in the scores of Performance of devolved units of government in Meru County. Overall, staff accountability had the greatest effect on the Performance of devolved unit of government, followed by employee motivation, then staff training and development while resources mobilization had the least effect on the Performance of devolved unit of government. All the variables were significant (p-values < 0.05).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and ends with suggestions for further study. From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the thematic objectives of the study.

5.2 Summary of Findings

The current research study made use of a target sample size of 68 respondents and a total of 61 filled questionnaires and delivered these research tools giving a response rate of 89.7% which is within Mugenda and Mugenda (2003) proposed moderate response rate that can be employed for statistical analysis and the convectional should be at a minimal value of 50%. Based on this assertion, it was established the study's response rate was excellent. Results obtained show that a substantial number of the respondents 39.3% were 50 years and above were. From study findings, it was revealed that 44.3% and 34.4% of respondents held bachelor's degree and diploma respectively. The percentage of male and female respondents was 44.3% and 55.7% respectively.

In line with the first objective, the study revealed that a vast majority of respondents mean of 4.048 attached greater importance to compensation, which means majority of them had a feeling that if the county government compensated its staff commensurately then performance of the devolved units would be enhanced. Similarly, job security with a mean score of 4.071 was also recognized as key factors that drives the performance of devolved units in the county government of Meru, it is imperative that the county government makes the employees feel they have security of tenure for them to work without fear and hence improving on performance. Job satisfaction with a mean of 3.435 was seen to moderately influence the performance of devolved units, therefore the need for the county government to address the satisfaction aspect of its employees in their places of work so as to enhance performance.

In line with the second objective, the study results show that that a vast majority of respondents mean of 4.2131 linked on job training to the performance of devolved units of government which means majority of them would prefer their skills being improved as they work, so as to avoid the aspect

employees having to probably resign or take unpaid leave so as to go back to school for additional training, staff rotation with a mean 3.6066 was seen to moderately influence the performance of devolved units of government and lastly staff empowerment with a mean of 3.082 also influenced performance of devolved units of government but not on a large scale ratio compared to the rest.

In line with the third objective, a vast majority of respondents, mean of 4.2623 linked resources networking to performance of devolved units of government. This could be partly due to the fact that when resources are gotten from many sources the likelihood of projects being successful is high. Access to resources was also viewed as a great influencer of the performance of devolved units of government, this can be attributed to the plain fact that without resources no project can be a success. The influence of resources planning on performance of devolved units of government was moderate (mean = 3.7705), this may be due to the respondents' inability to comprehend well the importance of a proper planning in project management, lastly, timely provision of resources had an above average mean of 3.377, implying it did not appear as a significant factor in the performance of devolved units of government.

In line with the fourth objective, a greater majority of respondents mean of 4.066 attached greater emphases on timely reports submission as an influencer of performance of devolved units of government, this can be attributed to the importance of feedback on the performance of projects for the sake of evaluation. Involving staff in decision making during the entire project lifecycle was seen to also have a major influence on the performance of devolved units as evidenced by a mean of 4.012, this is because it is human nature to appreciate a project when one is part of it rather than being forced to implement a project that one was not involved in it from inception, staff taking responsibility also influences the performance of devolved units of government with a mean of 3.958 and finally staff transparency was seen to have moderate influence on the performance of the devolved units.

5.3 Discussion of the Findings

This section focuses on the discussion of the findings relative to what previous researchers have found on the study variables. It correlates the findings with those of the previous literature and establishes where they agree or they contradicted.

5.3.1 Employee Motivation and Performance of Devolved Units of Government

Based on the current research field analyzed findings, a substantial number of the studies reviewed concurred that employee motivation is a greater influencer of performance. The findings are in line with the research by Kalimullah (2015) who indicated that motivated employees have their goals set and aligned with those of the organization and they direct all their energy towards achieving those goals, hence resulting to successful organizations. Proper remuneration of employees is considered an aspect of job satisfaction, this agrees with Sara et al. (2014) who argue that financial rewards have the capacity to maintain and motivate individuals towards higher performance. Pay has a significant impact in establishing employees' commitment, being a key motivator for employees. This is in contrast to a study by Whitney (2012) who indicates that pay might deteriorate employees' attitude, as they might only pursue personal gains.

Respondents agreed to a great extent that there was need to address issues related to job security of employees so as to improve performance of devolved units of government. These findings are in line with Towers Watson (2010) who found evidence among Malaysian employees that to ensure effective performance, organizations have resolved to create a friendly environment by focusing on employees' job security, knowing fully well that employees perform better when they are assured of their jobs and this will be reflected in the overall performance of the organization. Despite all these, the most recent study conducted by Subramaniam *et al.* (2011) on the linkage between human resource practices and organizational performance of small and medium firms (SMEs) in Malaysia provided a different result. Although, job security was considered as a dimensional or sub variable, it was found that job security is not significantly related to organizational performance. However, the study noted that SMEs seem not to consider job security as a viable strategy due to the fact that employees tend to give less attention to job security in searching for a job.

Further, a substantial number of the studies sampled concurred that job satisfaction influenced the performance of devolved units of government. The findings are in line with the research by Squires, Hoben, Carleton and Graham (2015) argued that though, dissatisfied employees may not quit their jobs, but such feeling of dissatisfaction can impact on them, their colleagues as well as their quality of performance and the service they deliver in the sense that such dissatisfied employees have tendencies of displaying hostility on other employees in the workplace. On the contrary Aziri (2011) argues that there is no strong nexus between job satisfaction and employee performance considering the fact that a meta-analysis of previous research studies finds 0.17 best-estimate relationship between job satisfaction and employee performance. He further asserts that an employee with high level of job satisfaction may not

necessarily have a higher level of performance.

5.3.2 Staff Training and Development and Performance of Devolved Units of Government

The current research study analyzed findings have similarities to a study by Farooq and Aslam (2011), who claimed that managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals.

Additionally, a number of empirical studies have been done globally, regionally and locally. For instance, Sultana et al. (2012) studied the training practices which were taking place in Pakistan's telecommunication zone and indicated that extended effectiveness of employee's performance results in increased organization's effectiveness. Fakhar et al. (2011) also did studies on effect of training and development on employee overall performance in context of Pearl Continental lodge, India. The outcome of the study revealed that training and development has a greater impact on overall performance which all concur with the current research findings.

Another study by Wanyama (2010) conducted a study on the relationship between capacity building and employee productivity on performance of commercial banks and concluded that indeed both the elements of staff development and employee productivity have a positive correlation to organizational performance. According to Parker (2002) job rotation is a model of training through which already employed staffs leave their jobs to go on further training and unemployed people are brought into their places for work, this he argues can have a detrimental effect on the performance of employees hence leading to low performance of the organization. The findings on job rotation are however contrary to a research conducted by Yoder, et al (1958), who argues that while job rotation may encourage generalization, it prevents job specialization so that the optimal level of performance cannot be reached. Although this problem may be negligible for many jobs, it can be very serious for those jobs where high specialization is needed so that the costs in terms of training and supervision are prohibitive. Hence having a negative influence on the performance of organizations.

5.3.3 Resources Mobilization and Performance of Devolved Units of Government

Based the current research field analyzed findings, a research done by Jensen (2005) indicates that resources network structure can give SMEs a variety of useful resources which are what they need to improve performance, but it does not always guarantee success per se, as all firms cannot fully take advantage of the external resources that they acquired through the network. In other words, each firm has

different abilities to recognize, understand, exploit, and integrate the acquired resources or absorptive capacity which does not necessarily indicate a positive correlation between resources network and performance as indicated in this research study.

A study by Inmyxail and Takahashi (2010) in Lao Micro, Small and Medium-sized Enterprises (MSMEs) in Japan established that financial resources were significantly linked with firm performance irrespective of who heads it. The study further indicated that availability, accessibility and adequacy of resources led to the achievement of an organization's objectives which agrees with this research study. The study findings are also consistent with those of a study done by Wanjau, Muiruri, and Ayondo (2012) found that there is a significant positive relationship between access to resources and performance of public health institutions in regard to delivery of quality health care.

Guthrie, Flood, Liu and McCurtain (2009) in a survey which was done in Ireland in work systems found out that for a firm to retain its high performance, demand for labour must be heterogeneous, implying that the firm will have different jobs that will require different skills, and so the supply of labour must also be heterogeneous in that individuals will always differ in both the type and level of their skills, knowledge and experiences. The study concluded that high quality human resource with high ability are defined to be rare and it is measured through cognitive ability which has been constantly illustrated to have a strong positive correlation with individual job performance and thus result to an improvement in the performance of the organization. The findings are however contrary to those of Beramendi (2012) who observed a correlation between imbalances in the fiscal decentralization formula, poor funding of Hospitals and Dispensaries and the poor performance of Autonomous Community (A.C) governments in Spain.

5.3.4 Staff Accountability and Performance of Devolved Units of Government

Based the current research findings, staff accountability has a positive influence on the performance of devolved units of government. This is in line with Bob (2012) who argues that organizations must maintain accountability to increase employee's performance by ensuring that employees have a solid understanding of what is expected of them from their very first day of employment. For accountability to be enhanced in an organization, the following must be provided to employees. Employee handbooks, Written policies for workforce and career development, specific job requirements, clear expectations for employee performance and behavior, guidance and feedback should be given to employees, rewarding outstanding work, establishing minimum standards for performance, penalizing poor performers.

Accountability may either enhance or hinder performance (Ossege, 2012). In their review of accountability research, Lerner and Tetlock (1999) concluded that "accountability is a logically complex

construct that interacts with characteristics of the decision maker and properties of the task environment to produce an array of effects—only some of which are beneficial”. For some scholars, accountability and performance improvement are instrumental to each other (Dubnick, 2005), which means one variable can enhance the other, which concurs with the research findings. Another strongly held position which is contrary to the research study findings is that there are the tensions between accountability and performance due to incompatibility with each other (Behn, 2001; Halachmi, 2002a).

5.4 Conclusions

In Meru county, the performance of the agriculture department which is a devolved unit of government is positively and significantly influenced by employees’ motivation. It is clear that the aspects of compensation (pay), social recognition, job satisfaction and job security play a significant role making the employees stay motivated hence making them work hard and thus increasing the performance of the devolved units of government.

Staff training and development was observed to have a strong positive and significant influence on the performance of the devolved units of government. The aspects of training and development that the study looked at were on job training, job rotation, and staff empowerment. It is perceived that an employee who continuously gets trained while on the job improves their knowledge and skills which in turn is expected to have a positive influence on performance of the units.

Resources mobilization was conceptualized as resources planning, resources networking, access to resources and timely provision of resources, it was observed to have a positive and significant influence on performance of devolved units of government, this could be attributed to the fact availability of resources is key in performance of any project, therefore, proper planning for the resources definitely plays a key role in the performance of the agriculture department which is a devolved unit.

5.5 Recommendations

Based on the research findings, the study makes the following recommendations; First, employees motivation should be emphasized by devolved units of government so as to achieve greater performance, secondly, since staff training and development plays a key role in the performance of the devolved units of government, county governments are encouraged to invest more in the development of their staff so as to enjoy the ripple effect. Third, resources mobilization was observed to have a positive and significant on the performance of devolved units, this calls for county governments and the national government to increase the allocation of resources so as to increase performance. Last but not least, staff accountability

being a strong influencer of performance should be taken keenly by devolved units of government.

The various Government Training and Management Development Institutes will be especially useful in developing training programmes that focus on the requirements of the transformed public service. Currently there are plans to construct Kenya school of government at Kaguru Agricultural Centre (Imenti South Sub-County) to train its staff. These programmes will not only be on the development of transformative leadership and change management but also the development of technical and professional skills necessary in the realization of the mandates of the public service. Curriculum development should in this connection involve the training institutions, national and county governments as well as professional associations. The Kenya School of Government should be identified as critical to continuous capacity building in county governments. The current training policy in the public service should continue to apply in the county service with adaptation aimed at addressing county-specific capacity building requirements. (Staeheli, Jane and Collin, 1997).

Hiring of County staff should be clear, transparent and meritorious and issues of nepotism, tribalism and other considerations during the recruitment and selection process should be avoided. A fully empowered Human Resource Department is necessary to ensure the people management are done competently and the delinking of the political wing of the management of the Counties from the Human Resource Department. Have in place Clear and simple human resource policies and procedures to handle the issues of human resources and this will ensure efficiency, fairness and industrial harmony. The policies should govern the recruitment and selection of staff, Training and development, Remuneration, Employee relations among other human resource management issues. The Human resource Management departments in the various counties should take a lead in managing the change that is Devolution. Many officers have not believed to date that Kenya has a new constitution and in the middle of it sits the devolution chapter that needs to be implemented fully for the benefit of the Kenyan people. The county budgetary team need to allocate a big chunk of the budget in building the capacity of the people to carry out the affairs of the counties rather than allocating bigger budgets to the purchasing of luxurious limousines for the top County officials. Training and development needs to be administered to every staff and a good allocation to this in the county budget is necessary. Training on the roles of county government, the relations with the national government and the customer service in delivering services to the county residents.

5.6 Areas of Further Study

The study sought to investigate on factors influencing the performance of the devolved units of government in Kenya focusing on the County government of Meru. The study variables (i.e. employee motivation, staff training and development, resources mobilization and staff accountability) accounted for

79.4% of the variations in performance of devolved units of government. According to the regression model, 20.6% percent of the variation in performance of devolved units of government could not be explained by the four variables. Therefore, further studies should be done to establish the other factors that contributed the unexplained (20.6%) of the variation.

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APPENDICES

APPENDIX I. LETTER OF INTRODUCTION

Nyakwara D. Ombaso
P.O. Box 1705,
Meru.

To whom it may concern;

Dear Sir/Madam,

RE: REQUEST FOR COLLECTION OF DATA.

I, DENIS NYAKWARA OMBASO Reg. No L50/710095/2018 I am a post graduate student at the school of continuing and distance education, university of Nairobi. I am concluding a research study titled

“FACTORS INFLUENCING PERFORMANCE OF DEVOLVED GOVERNMENT UNITS IN KENYA: A CASE OF DEPARTMENT OF AGRICULTURE, MERU COUNTY”.

You have been selected to form part of the study, kindly assist by filling in the attached Questionnaire. The information given will be treated in strict confidence, and will be purely used for academic purposes. Do not indicate your name or unwanted details on the questionnaire. A copy of this findings report will be availed upon your request. Your assistance and cooperation will be highly appreciated.

Yours sincerely,

.....

Student

School of Open and distance Learning

Department of Extra Mural Studies

University of Nairobi.

APPENDIX II: SAMPLE QUESTIONNAIRE
Department of Agriculture Staff Questionnaire

This questionnaire is to collect data for purely academic purposes. You are kindly requested to answer the questions as sincerely as possible. The information you will give will only be used for research purposes and your identity will be treated with confidentiality.

Fill the questionnaire by putting a tick \checkmark in the appropriate box or by writing your response in the provided spaces.

Part A: Personal Information

1. Please indicate your age bracket?

20-29 30-39 40-49 50 and above

2. Indicate your Gender.

Male Female

3. What is your highest level of education?

Certificate Diploma Degree Masters PHD

Any other please specify

4. How long have you worked as staff in the department of agriculture in Meru county?

Part B: Employee Motivation and Performance of Devolved Government Units

To what extent do you agree with the following statements on components of employee motivation that influence the performance of the devolved government units in Meru county? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Our department uses monetary rewards like base pay, merit pay, incentives, commission, bonus and healthy allowances to motivate us.					
In our department, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes					
The pay offered by the department is very competitive compared to other companies in the industry					
I have a mentor assigned to me within the organization to guide me in achieving my goals/targets					

2. Suggest strategies that can be implemented to make employees more motivated

.....

.....

.....

Part C: Staff training and Development and Performance of Devolved Government Units

To what extent do the following components of staff training and development influence the performance of devolved government unit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
As an employee I am trained to acquire and improve my knowledge, skills and attitudes towards my work.					
As an employee, I undertake courses and programs when I am off work to increase my skill level					
My training has helped me manage changes that have occurred by increasing my understanding and involvement and also adjust to new situations.					
As an employee, I undertake courses and programs when I am off work to increase my skill level.					

3. What are the challenges faced by staff in terms of training and development?

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Part D: Resources Mobilization and Performance of devolved government units

To what extent do the following components of resources mobilization influence the performance of devolved government units in Meru county? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Equitable allocation of funds					
Funds are transferred in time for projects					
Enough revenue is collected					
Provision of Agricultural Machinery					

4. Suggest policy strategies that can be implemented to resources and how this would improve on the performance of devolved government units in Meru County?

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...

Part E: Staff Accountability and Performance of Devolved Government Units

To what extent do the following classifications of staff accountability influence the performance of the devolved government units in Meru county? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Staff submit their reports in time					
There's greater participation by staff in decision making					
Staff are transparent in their dealings					
Staff are held accountable for whatever happens within their dockets					

5. What are some of the challenges you face with regard to staff accountability?

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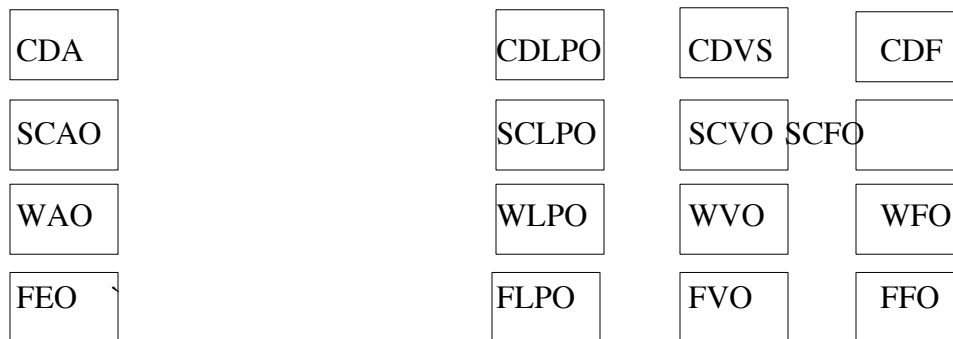
Part F: Performance of Devolved Government Units

To what extent do you agree with the following statements? Using as scale of 1-5 where 1=strongly disagree, 2=disagree 3= neutral 4= agree 5= strongly agree

Statement	1	2	3	4	5
The county government has allocated enough acreage of arable land for cultivation.					
The county government has created entrepreneurial opportunities through provision of business opportunities at the county level.					
The county government has created partnerships with the private sector for better results on environmental conservation initiatives.					
The county government has funded the construction of water dams and drainage systems					

**APPENDIX III: ORGANIZATION STRUCTURE OF DEPARTMENT OF AGRICULTURE,
LIVESTOCK AND FISHERIES**

MERU COUNTY



Key:

- CEC – County Executive Committee
- CO – Chief Officer
- CDA – County Director of Agriculture
- CDLPO – County Director of Livestock Production Office
- CDVS – County Director of Veterinary Services
- CDF – County Director of Fisheries
- SCAO – Sub County Agriculture Officer
- SCLPO – Sub County Livestock Production Officer
- SCVO – Sub County Veterinary Officer
- SCFO – Sub County Fisheries Officer
- WAO – Ward Agriculture Officer
- WLPO – Ward Livestock Production Officer
- WVO – Ward Veterinary Officer
- WFO – Ward Fisheries Officer
- FEO – Field Extension Officer
- FLPO – Field Livestock Production Officer
- FVO – Field Veterinary Officer
- FFO – Field Fisheries Officer

