

**ORGANIZATIONAL FACTORS, MONITORING AND EVALUATION AND  
PERFORMANCE OF HEALTH PROJECTS FUNDED BY COUNTY GOVERNMENT  
OF MERU, KENYA**

**JULIUS MURORI MBIJIWE**

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of Philosophy in Project Planning and Management, University of Nairobi.

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**DECLARATION**

This project is my original work and has not been presented for a degree in any other university.



8/6/2021

Signature.....

Date.....

Julius Murori Mbijiwe

L83/94073/2014

This project has been submitted for examination with our approval as the University Supervisors.



Signature

Date: *16th June, 2021*

Prof Harriet Kidombo,

School of Continuing and Distance Education

University of Nairobi



Signature.....

Date: June 23, 2021

Dr. Peter K. Nzuki

Department of Educational Studies

University of Nairobi

## **DEDICATION**

This project report is dedicated to my family members including my wife Florence Kiome and my children Yvonne Makena and Ivan Munene who have given me the moral support to complete the work and to my late parents, Mr. and Mrs. Mbijiwe, for their initial inspiration.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ABCECG-</b>	Association of Building and Civil Engineering Contractors of Ghana
<b>BARS-</b>	Behaviorally Anchored Rating Scale
<b>CDF-</b>	Constituency Development Fund
<b>CEC-</b>	County Executive Committee
<b>CIDP-</b>	County Integrated Development Plan
<b>DM-</b>	Decision making
<b>ECD-</b>	Early Childhood Development
<b>EMRG-</b>	Economic Management for Renewed Growth
<b>GDP-</b>	Gross Domestic Product
<b>HR-</b>	Human Resource
<b>HRM-</b>	Human Resource Management
<b>IEE-</b>	International Education Exchange
<b>IT-</b>	Institutional theory
<b>KIPPRA-</b>	Kenya Institute for Public Policy Research and Analysis
<b>M &amp; E-</b>	Monitoring and Evaluation
<b>NACOSTI-</b>	National Council for Science, Technology and Innovation
<b>NGOs-</b>	Non- Governmental Organizations
<b>OECD-</b>	Organization for Economic Co-operation and Development
<b>PMI-</b>	Project Management Implementation
<b>PMO-</b>	Project Management Office
<b>SAGAs-</b>	Semi-Autonomous Government Agencies
<b>SAP-</b>	Structural Adjustments Programmes
<b>SMEs-</b>	Small and Medium sized Enterprises
<b>SPSS-</b>	Statistical Package for Social Sciences

<b>SOPs-</b>	Standard Operating Procedures
<b>UNEPGEF-</b>	United Nations Environment Program Global Environment Facility
<b>UNSOA-</b>	United Nations Support Office for the Africans

## ABSTRACT

Organizational factors such as structure and culture have a critical role in the general performance of an organization. In order to ensure successful completion of projects, project teams should maintain quality performance with effective human resource management practices whilst having monitoring and evaluation in place since monitoring and evaluation assists project managers to keep track on the implementation of the projects and in the utilization of the resources. This study endeavored to investigate organizational factors, monitoring and evaluation and the performance of health projects funded by the county government of Meru, Kenya. The study objectives were to establish the influence of organizational structure, organizational culture, human resource management practices on the performance of health projects, to find out the influence of monitoring and evaluation on the performance of health projects funded by the county government of Meru and finally, to assess the moderating influence of monitoring and evaluation on the relationship between organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya. The study was informed by Maslow's hierarchy of needs theory, theory of project implementation and the institutional theory. Pragmatism research paradigm was adopted. The research design used was both descriptive survey and explanatory research designs. Target population included health projects funded by the county government of Meru since 2013 to 2017 in all sub-counties. During the years 2013-2017, only fifty four (54) health projects were proposed and implemented. County Executive Committee members, Chief Officers, directors, Sub County health officers, nurses in charge, nurses, laboratory assistants and pharmacists in the 54 health projects were sampled forming a sample size of 222 respondents. Dispensaries' management was the key stakeholders and 38 of them were sampled. Questionnaires and interview schedules were used as the data collection tools. Analysis of both qualitative and quantitative data was done with the use of Statistical Package for Social Sciences software version 25 where descriptive statistics (percentages, frequencies, means and standard deviations) and inferential statistics (regression analysis) were conducted. Analyzed data was presented using tables. Findings showed that 57% of the respondents were male, 61% had attained a diploma as the highest level of education and those aged 30-39 years represented 51% of the respondents. The findings further indicated that 50% of the key stakeholders were male, 68% had bachelor's degree as their highest level of education while 61% were aged between 40-49 years. Further, a positive and significant linear relationship between organizational structure, organizational culture, human resource management practices and monitoring and evaluation and performance of health projects was found. Moreover, a significant strong and moderate positive correlation between performance of health projects and organizational structure, organizational culture, human resource management practices and monitoring and evaluation was found. The study findings established that organizational factors, human resource management practices, monitoring and evaluation are key performance factors when implementing health projects and thus critical in improving performance of projects. The study recommends counties to establish policies that would see organizational factors, human resource management practices, monitoring and evaluation systems built in health projects to improve data exchange within organizations, departments and even with other organizations. There is also need to set a policy that would be the basis in which monitoring and evaluation in the county would be formulated and agreed upon for use in monitoring and evaluation of health projects. This would ensure some level of quality in the implementation of health projects in monitoring and evaluation and the resulting benefits.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

In countries that are still developing, development projects are the basis of local development and they are usually embarked on to enhance the welfare of the communities (Karuti, 2015). Appropriate selection, designing, implementation, M & E of the development projects are key determinants affecting efficient management of the projects. Moreover, there is need to consider the morals, ethics, norms, social beliefs and sentiments of the local community that are affected in every aspect or not by development projects (Andrews, 2006). According to Longman and Mullins (2005), project management is a subject that involves planning, organizing and management of resources to ensure there is successful accomplishment of particular project goals.

There has been a lot of criticism of development projects and blame for disappointing outcomes is cast in many directions. According to Peskett (2011), some of the criticisms which have been very strong in the recent past is that projects are top-down and need to be bottom-up while real development must involve beneficiaries for their own improvement. Some constraints to incorporating beneficiary participation, in the design and implementation of development projects include increased planning costs, conflict between local community priorities and the objectives of government and aid agencies (David & Joseph, 2001). It has been established that community participation has favourable effect on project results (Karuti, 2015) and many projects are not sustainable after completion due to lack of community involvement in the project design and implementation (David & Joseph, 2001).

The government has a sole mandate to directly and indirectly provide basic public services like health care, education and security to people within its jurisdiction through sufficient facilitation and financing of the services. In developed and developing economies worldwide, decentralizing service delivery is preferred to centralized systems of government since it assures quicker service delivery. Vranboek, (2007) concluded that decentralization has been greatly achieved through devolution where county government officers have been empowered to perform different public delivery services and to make policies at their levels. It is a global trend that the county government should take responsibility of ensuring that democratic forms developed are accountable to public service and should be directly answerable to the people of its nation. Despite the fact that the

preferred mode is the devolution system, the central government should be involved over the obligations given to the county governments in several ways such as, coming up with standards for national delivery service, supervision and offering assistance where necessary. However, the primary task of providing services to the public remains the responsibility of the county governments (Ibok, 2014).

A suitable organizational structure may assist the project management team to achieve high performance in the project through gains in efficiency and effectiveness. The establishment of management structures for the management of a project is one of the important activities required for accomplishing goals. Designing the structure of a project is far above the definition of the relationships among the different components but also shows the resources and systems needed to support performance. The appropriate structure should therefore facilitate proper coordination of the processes to achieve the set goals for the accomplishment of the project (Mansoor et al., 2012).

Organizational culture has been identified as an important intangible resource and a barrier to imitation with powerful impacts on project performance. It plays a key function in internal integration and external adaptation, which together are valuable ingredients for project performance outcomes and plays a vital role in the success or failure of project management. Thus, in practice of project management, culture should be treated as a significant aspect in controlling conflicts, improving quality outcomes, and encouraging innovation (Nguyen & Watanabe, 2017).

In order to ensure successful completion of projects, project teams should maintain quality performance with effective human resource communication, procurement and support roles. There is need for management to have information on the employee job satisfaction so that sound decisions can be made, both for prevention and solving of employee challenges. Human resource policies that are developed must genuinely reflect the beliefs and values and the relationship between management and employees. The significance of human resource management especially in the projects has increased because achievement of the objectives is only possible when there is co-operation of the people involved in the project and the management (Berkes, 2009).

### **1.1.1 Project Performance**

Performance and management of projects is the discipline involving organization and management of resources such that the resources thereof deliver all the work needed in completion of a project



within the defined scope, time and cost limitations (Harvey, 2005). According to the World Bank, a project is an investment activity whereby resources that are financial are disbursed in creation of capital assets producing profits over a certain time frame (Salleem, 2004). It is a series of interrelated set of undertakings with a defined beginning and end and the result is the realization of unique and mostly key outcomes. It includes tracking of performance of individuals, provision of feedback, resolution of issues and coordination of variations that affects overall performance of projects (Meredith, 2002).

Project management lifecycle undertakings in reference to the traditional approach are a series of steps to be realized. They include five project developmental components and can be differentiated that is initiation, planning and design, executing, scrutinizing and controlling, and concluding. PMI (2004) identified the life cycle of project management as conception, definition, planning and organizing, implementation and project clean-up phases. Further, PMI (2013) identified the life cycle of management of projects as commencement, scheduling, implementation, scrutinizing and controlling, and concluding.

Success is anticipated in every project but there is a high rate of failure in the achievement of projects' objectives or creation of the needed effects (Mir & Pinnington, 2014). Further, the positive effect of project performance is determined by the success factors which should be identified from the conception phase. The environments where projects are performed are dynamic and therefore success factors vary with time. Monitoring and evaluation of the factors enhancing success by the project manager is thus necessary to ensure the projected achievements are obtained. Meredith and Mantel (2003) indicated that for a project to be considered successful by the team, there is need for good management of all the activities proposed by the team factors, irrespective of the phase, scope, schedule and costs variances.

### **1.1.2 Organizational Factors**

In organizations today, there are endless external and internal forces that they must face driving them to change as a result of the world being more competitive (Mone & London, 2010). The achievement of organization's goals is dependent on its ability to control variables such as structure, strategy, culture, leadership styles, resources and size (Galbraith, 2002). Every organization has a unique internal and external environment where these factors play a significant function in overall functioning of the organization (Ibua, 2014). Organizations should develop

employee capabilities in a manner related to business functions of the organization because the ultimate competitive asset of any organization is its people (Mone & London, 2010). This study focused on three organizational factors which included organizational structure, organizational culture and human resource practices (recruitment, training and pay determination). These three were selected because scholars and researchers have found out that the success and survival of most organizations is dependent on the interaction between these three factors (Teixeria et al., 2012; Muya & Wesonga, 2012).

Organizational structure as defined by Sablynski (2003) is the process of dividing, grouping and coordinating tasks. The structure of an organization can be referred to as the means of allocating powers and duties within the agency and agency members are responsible for carrying out procedures for doing work. Teixeria et al., (2012) indicated that structure of an organization can be perceived as the means by which power and duties are distributed in an agency and how members in an agency carry out work procedures. Tansuhaj and Grewal (2001) stated that less successful organizations have less defined agency structures compared to the most successful agencies.

The goals, objectives and direction set by an organization can be achieved through important roles performed by the organizational structure as stated by Robbin and DeCenzo (2005). The structure of an organization should correspond to the organization's resources, competitive environment and the set objectives (Mansoor et al., 2012). Two organizations can never be wholly alike if they face different problems. Therefore, the belief that one cap fits all does not exist. Moreover, changes in the ecosystem moderate the performance aspect of organizational structure and therefore an organization is required to pay close attention to organizational structure by finding one that can match the prevailing ecosystem dynamism in place in order for the organization to have the highest performance as directed by Mansoor et al., (2012).

There is a relationship between the traits of a company, strategy type and industry structure as stated by Hajipour et al. (2011). The constitution of an industry defines the characteristics of an organization. A firm can achieve quality performance by having an ideal agency structure as stipulated by Mansoor et al., (2012). Bucic and Gudergan (2004) stated that the extant literature describes the structures of an organization referring to major factors that include centralization and

formalization. The structure of an organization comprises of horizontal integration, authority centralization and the appearance of the hierarchical layers.

The composition of organizational culture includes power, structure, decision-making rules determined by beliefs and behaviors and unwritten customs. The combination of the current governance values and the organizations traditions and history is the basis for the culture of an organization. Dave and Ulrich (2011) stated that individual success and survival mechanisms of an organization that implement assimilation and the means of doing business is dictated by culture. Muya and Wesonga (2012) stipulated that organizational culture was perceived by the researcher as the behavior of employees, work pattern, attitudes and norms portrayed in an organization.

There are seven distinct dimensions of culture as indicated by Hofstede (2001). According to Nelson and Shavitt (2002) the main categories of culture are outer direction versus internal direction or the relationship between people and their ecosystem, synchronous time versus sequential time which is about time management among people and achievement versus ascription which looks at how people view status. Others include neutral versus emotional or different ways people express their emotions, diffuse versus specific or the extent of people involvement, communitarianism versus individualism also called group versus the individual and lastly particularism versus universalism. Cameron and Quinn (2011) stated that an organization culture should support its employees in achieving their goals. Employees are negatively influenced in the case where there is no coordination between employees and operations carried out in a firm. Work performance and adaptation of employees to work is determined by motivating and regulating their behaviors towards achieving objectives of an organization (Daft, 2010).

An organization has a high performance degree if it is well integrated and has effectual set of values, behaviors and beliefs (Raduan, 2008). The link between superior performance and culture remains intact only if the culture has the ability to adapt to environmental changes (Stewart, 2010). Moreover, the culture must have unique attributes that cannot be copied and should not be shared by many organizations (Dasanayake & Mahakalanda, 2008). Studies show that the culture of an organization directly affects other key performance results of any company, including customer satisfaction level and business growth. The robust impacts of the culture of an organization are consistent to a large extent of industries and business, from computer manufacturing, fast-food

retailing to home construction, automotive sales, churches and education institutions (Cameron & Quinn, 2011).

The culture of an organization assists to improve the degree of performance of the employees, facilitating attainment of organizational goals and increases the organization's overall performance. Ling and Shann (2010) stipulated that performance and productivity are two different things. High education level, instruments, training, management and leadership skills are key to a result oriented culture. Stewart (2010) indicated that both active and passive workers in an organization are highly impacted by values and norms of the agency's culture. These norms are not visible but affect the performance of employees and profit gain.

Employees are of essence as they regulate the sequence of activities that are necessary to achieve the desired output (Rogers, 2009). Effective organizations with high performance degree have a culture that motivates employee participation. Hence, employees have the morale of getting involved in making decisions, setting goals and solving problems that lead to higher performance of employees. Successful management of organizational performance and appraisals process aims at developing competencies, aligning the taskforce, improving the performance of employees and thriving for better business outputs (Mwangi & Kihui, 2012). Three HRM practices were selected. These were recruitment, training and pay determination. These are key HRM practices in any organization and very significant as they enhance performance and productivity of employees thus overall running of an organization (Sinha & Thaly, 2013).

Recruitment is a crucial process for the success of an organization because having the ideal employees promotes and enhances the organizational performance (Ekwoaba et al., 2015). Recruitment is the prime responsibility of the HR department and the initial step towards creation of the competitive abilities of an organization (Boyan & Rousseau, 2004). Recruitment process includes steps carried out in a systematic manner from acquiring the candidates to organizing and carrying out interviews and the process consumes a lot of time and resources. Correspondingly, recruitment is perceived as the process of soliciting, contacting and interviewing potential appointees carried out by an organization to determining whether they are fit for appointment (Sarkar & Kumar, 2007).

Recruitment is the process of seeking for interested candidates for endorsement to work and encouraging them to apply for careers in the company (Sinha & Thaly, 2013). The main aim of recruiting people is so that a talent group of interviewees can be established to facilitate choosing of the most qualified applicants for the company, by alluring many people to do the application in the company while the main objective of the process of selecting the interviewees is to have the ideal interviewees to occupy the job vacancies in the agency. Recruiting employees is carried out first then selection of the best applicants' takes place that includes carrying out interviews and making decisions and then appointment formalities are conveyed (Sinha & Thaly, 2013).

The best organizations enlist and choose candidates, the lucky ones are contracted and usually hold fulfilled representation (Sarkar & Kumar, 2007). Enrollment and determination are crucial procedures for efficient linkages, having the correct employees can improve and sustain organizational performance (Sinha & Thaly, 2013). The fundamental motivation behind enlistments and determination is to enhance availability of a group of probability enhancing the selection of best applicant for the company, by pulling in an ever growing figure of representatives to do the application in the association and additionally picking the correct applicant who fills the varying positions in the association which process must be founded on legitimacy or specialized expertise (Ofori & Aryeetey, 2011).

Globally, varying organizations provide training program to their staff to improve their skills and abilities (Jehanzeb & Bashir, 2013). Generally uncommon associations give planning and progression program to their delegates for the difference in their aptitudes and limits (Kleiman, 2000). Planning is educating or making one or others, earn capacities and discoveries that relate to specific important abilities. Getting ready has specific destinations of upgrading one's capacity, point of confinement, proficiency and execution. This fuses those from the best organization to the lower organization (Schein, 1992). Kleiman (2000) portrayed that the essential parts of a commendable specialist planning program are based on presentation, organization capacities and operational aptitudes of agents.

According to Danvila (2009), the key threshold of the program is for learning, cooperation, consideration in creativity and settling of issues to be obtained. Further, key objectives of most agent progression programs are passing on of the affiliation mission and supporting the workers to take in the affiliation lifestyle (Gerbman, 2000). The fundamentals for the particular ready

program are for raising the occupation satisfaction of the delegates and helping them in grasping the affiliation lifestyle. These segments need consideration so that delegates are strengthened with the present occupational learning. Moreover, delegates will be more valuable, if associations give them planning as indicated by the fundamentals of the occupation (Boadu, et al., 2014).

By and large, wages and pay are settled through government control, law confirmation, game plan with unions, decisions of intercession or work courts and the individual contract of business (Deb & Mukherjee, 2008). The criteria which has influenced pay and lifts in pay include consolidate advantage, work appraisal, status, normal cost for fundamental things, work need or abundance, orchestrating nature of the social events and aptitudes. Execution measures, for instance, productivity or advantage related to the execution of a social occasion have been of less importance in choosing helps in pay. In spite of the way that capacities have been reflected in pay differentials, pay systems have been now and again prepared to the help of aptitudes acquiring and application (Braton & Gold, 2003). Industrialized countries have gathered their high ground not around low wages, yet rather around bundle of forceful organizations in which high benefit and lifestyles have been upheld through improved advancement, gainfulness and quality (Shields, 2007).

Management in an organization can take several steps in helping their staff in understanding their pay (Onyancha et al., 2014). First, understanding and accepting that employees will seek out compensation data from external sources like government publications and there is a likelihood of using the data in judging the fairness of what they are paid. Recognizing that employees who seek such data makes efforts to be more informed participants in the employer-employee dialogue. Rather than being defensive, an understanding of the employee's data is important and helping that employee understand the comparison in the data in use by the organization in the setting pay context. The organizational leaders can also take this chance to share the market position as stated by the employer, the organizations' types the employer compares itself to while doing market assessment and the labor market breadth as shown by the geographies studied in the assessment (Onyancha et al., 2014). Secondly, there is need for building a communication program around transparency in payments. Provision to the managers and field HR employees with visibility into the philosophy of compensation and organizational policies enables and empowers them to have informed talks with staff. Visibility may include varied spectrum depending on the organization where deep details like market rates, salary ranges and general policies may be revealed. The right

transparency level is a reflection of the overall organization's approach to sharing of information thus need for communication of information in a clear way, frequently and through various channels (Onyancha et al., 2014).

### **1.1.3 Monitoring and Evaluation**

Monitoring is a proceeding activity that utilizes efficient accumulation of information on determined pointers to give administration and the fundamental partners of continuous advancement mediation with signs of the degree of advance and accomplishment of destinations in the utilization of apportioned assets (OECD, 2002). Assessment then again is the deliberate and target evaluation of an on-going or finished task, program or arrangement, its plan, usage and results. An assessment ought to give data that is tenable and helpful, that empowers consolidation of lessons learned into the basic leadership procedure of the two accomplices and benefactors. Since these procedures include characterizing destinations and deciding the value or hugeness of an improvement mediation, control relations are influenced by the way checking and assessment are done (Eisenfuhr, 2011). M & E was conceptualized as management decision making, organization learning and accountability.

Decision Making (DM) is a crucial function in administration (Grant, 2011). DM reflects the achievement and failure of directors and the association for the most part pivots upon the nature of choices (Leonard et al., 1999). Parker et al., (2007) contended that basic leadership part is the core of official exercises. Discerning basic leadership signifies influencing steady, to esteem expanding decisions within determined hierarchical limitations (Dumler & Skinner, 2007). It is worth noting that making a decision is predominantly a cognitive process combining the mental process of perception, action and coming to closure on stimuli (Eisenfuhr, 2011).

The basic leadership process relies upon the distinctions among chiefs' esteems, states of mind, training, association and administrative level. This distinction in DM among supervisors is likewise hard on account of the effect in involvement, logical capacity, in shaping discernment and preparing of data, extent of counsel, level of flexibility of decision, accessibility of assets and trust and compatibility between the chiefs and the oversight (Ehrgott, 2011). The abilities that are viewed as key to productive and powerful basic leadership depended on regularizing model of essential authority, which prescribes how decisions should be made. These capacities involve perceiving the possible choices, recognizing the possible results that take after from each decision,

surveying the appeal of each outcome, assessing the likelihood of each result and settling on a choice using a decision control (Gilboa, 2011).

Organizational learning is the combined consequence of the learning of little assemblies or groups (Levinthal & March, 1993) and the collective innovation happening in an association that can affect the execution of an association (Goh et al., 2013). Hierarchical learning can be seen as a changed setting particular learning by various groups and colleagues to make an interpretation of information to activity and to assess those activities to make shared information inside an association/organization. Learning that is approached in a team or just as an individual in most cases acts as a supplementary to organizational learning. However, these do not culminate in similar outcomes as they take place in professional silos devoid of knowledge sharing with similar groups in the same organization (Goh et al., 2013).

Education in an organization can happen because there is a shift in the organization and in some cases as a precursor to change in the organization. This has been explained by theories touching on systems and knowledge management theories in that order. In other terms, it is described as an instance where personnel are in a constant mode of learning for the best interest of the firm (Senge, 1990). According to Senge's system, a good learning organization must possess the ability to change and control so that personnel in the firm acquire organized thinking, gain individualized mastery, share models, are able to indulge in one vision and acquire knowledge as teams. Another proposed model of learning in a firm was proposed by Nonaka et al. (2000) where organizational education is described as the way knowledge by the specific persons of the organization is spread throughout the organization through externalization and socialization. The leadership of the institution then spreads the learning to other members (Nonaka et al., 2000).

For organizations to be always successful and survive in the globalized market trend, they need to re-adjust and adopt the new market trends such as technology, customer demands, completion and other trends related to the environment. As Saraceno and Barr (2009) claim, the powerful role of enhancing efficiency and performance in an organization as done by learning makes the process of educating personnel a high priority in business establishments today. In basic terms, when members of an organization share their acquired knowledge with others, it becomes a solid resource that is difficult for other organizations to emulate. This idea is supported by Senge (1990) who notes that the capability to acquire knowledge is expected to bring a bigger competitive



advantage for firms in the coming days. Senge stresses that learning alone is a prerequisite for the progression of modern organizations.

Accountability is associated with positive outcomes to both stakeholders and the organization given; it improves legitimacy and credibility of the firm, it improves administration structures, improves learning and innovation besides ensuring the desires of investors are considered in policies and practices (Frink & Klimoski, 1998). However, the challenges of accountability are many. The stipulated procedures do not purport to address all the challenges. They just provide an important asset for the firms that are prepared to start unravelling the meaning of accountability and discovering means of increased accountability (Frink & Klimoski, 1998).

The role played by accountability in effective organization management has been acknowledged by both popular press and academic pundits (Ettore, 1992). In a complicated and difficult business setting, a company cannot afford to pay the cost where accountability lacks. Accountability is a key factor increasing the performance of employees in a company (Lerner & Tetlock, 1999). According to Frink and Klimoski (1998), when accountability is perceived positively by the employees, they become answerable in their actions increasing their performance. Further, it is expected that through accountability, people are geared towards taking responsibility for their actions.

#### **1.1.4 Projects Funded by County Government of Meru**

In Kenya, county governments have been decentralized to provide easy and closer service delivery to its people while implementing projects that are useful to the people. Several development partners such as bilateral and multilateral organizations have offered to assist the country government (Chepkilot, 2005). Despite the financial support and consistency offered by the central government, the implementation of a good local leadership is useful to curb some of the challenges faced. Public interests have not been prioritized by the county government officials and officers due to ignorance and greed thus neglecting their obligations (Dubrin, 2012).

According to Mwireria (2015) who carried out a study on the factors affecting completion of construction projects in secondary schools in Imenti North Sub-County, Meru County, Kenya found out that most projects that had been funded in Meru county fail due to mismanagement and lack of coordination among various stakeholders. For instance, in the education department,

projects like construction of laboratories, classrooms, dining hall, the Kenya school equipment scheme, information communication technology, supply of water, among other projects have either been executed amid difficulties or mostly never went beyond paperwork step. Further, O'Brochta (2002) indicated that projects failure to be completed shortly before or after implementation, speaks volumes of project wastefulness that though widely talked of, have not been documented. Successful project completion is dependent upon good organizational management and close alignment between projects specific requirements and facilities provided at the local level.

Budgetary challenges plus human resources distribution that is unequal for health has negatively affected the execution of health care projects (Okech, 2014). This was an observation reported by Oketch during a review of on-going efforts in the implementation of the health financing functions and proposal for feasible financing options in the county governments in Kenya. Moreover, Gitonga and Keiyo (2017) reported that collaboration with the communities, human resources distribution, financing, learning and adoption of health care projects are key issues affecting execution of health projects under the devolution form of governance in Meru County, Kenya. They further reported that sufficient financial resources were important in the execution of health care projects. Further, the rate of flow of funds of health care projects particularly those disbursed from the national government to devolved units affects the execution of the projects and the subsequent provision of health services. Meru County government should have sound financial base that come from trusted sources of funding like local taxation programs and that clear designation of funds and commitment to the project must be done to ensure success.

## **1.2 Statement of the Problem**

A lot of emphasis has been made on the significance of development projects across various sectors and industries leading to organizational developments (Maylor et. al., 2006). Organizational factors such as structure and culture have a critical role in the general performance of an organization. This is because decisions made by the managers in any organization are mostly affected by the structure and culture adopted by the organization as it interrelates with the organizational setting while on the other hand, proficiency, effectiveness and the performance of an organization are greatly affected by the human resource employed (Ibua, 2014). Nevertheless,

very little has been done on the interaction of the organizational factors and how they affect performance of an organization. Monitoring and Evaluation (M & E) is aimed at tackling the following issues; the status quo where manner of doing things doesn't change as opposed to constant enhancement, giving activities attention rather than focusing on the expected outcomes of the same, monitoring for routine purposes rather than as a tool of enhancement, inferior planning of programs, poor setting of targets and their indicators, inferior models of theories of bringing change as well as planning backed by evidence coupled with undervaluing decision making (Ibua, 2014).

There has been substantial allocation of resources by the County governments through projects to enhance development in the various departments to ensure adequate provision of services. In the recent past, issues have arisen on the management of the projects with regard to accountability, allocation, targeting and priority setting and overall effectiveness (Nabulu, 2015). Nguyen and Watanabe (2017) and Jumba (2013) reported that organizational culture and structure are significant factors on the performance of projects and that strong relation exists between organizational culture, structure and project performance. Research shows that a highly centralized environment leads to less participation and communication among the individuals in an organization/ project which may affect performance negatively. Performance of project is measured through scope, cost, time and quality although as projects vary, measurements criteria vary across various contingencies. However, where the projects involve multiple stakeholders, the needs of a wider group of stakeholders are needed to be considered for setting the project performance criteria.

A number of studies have been carried out both locally and internationally. Santos et al. (2019) researched on organizational factors influencing project success in Brazil and found out that organizational culture was a key factor with a significant effect. Al-Dubai (2018) did a study on the organizational factors affecting telecommunication companies operating in Yemen and the findings showed that client acceptance and top management support were important factors. Locally, Gitonga and Keiyoro (2017) identified factors influencing the execution of healthcare projects in Meru County. The research concluded that benchmarking is a significant learning tool for medical persons in the enhancement of quality standards in the provision of health care and that sufficient financial resources disbursed in good time are critical factors affecting the execution

of health care projects in Meru County. Jacob and Gichuki (2017) investigated factors that affect the performance of the water projects at the community level in Tigania Central District, Meru County. They concluded that more rural people should be involved in addressing their own development leading to success of water projects. Kambi and Mugambi (2017) did a study on the factors affecting performance of projects that are related to orphans and vulnerable children in Imenti North sub county, Meru County, Kenya. The research concluded that accessibility of resources had the greatest influence on the performance of the projects as well as involvement of the community and competence of the management. Murungi and Onwenga (2017) analyzed the effect of risk mitigating strategy on performance of women funded projects in Meru County, Kenya and established that risk alleviation affected the performance of the projects to a great extent. Nakhumicha and Macharia (2017) evaluated factors affecting accomplishment of development projects in secondary schools on CDF projects in Imenti North Sub County in Meru, Kenya. They concluded that funds set aside to complete projects from CDF in secondary schools were not adequate and reliable. There was also poor relationship between the stakeholders caused by personal interests and negative politics that were allowed which interfered with equal distribution of resources that were available among the schools thus compromising completion of the projects.

However, from the reviewed previous studies little if any has been done on the organizational factors, monitoring and evaluation and performance of health projects. Further, previous research that has been conducted in Meru county looked into different departments and majorly CDF funded projects with none on the health department which this study endeavors to evaluate. There is therefore a knowledge gap that is in existence on the organizational factors, M & E and performance of health projects funded by Meru County government and this is what this study sought to fill.

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

The purpose of the study was to determine the organizational factors, monitoring and evaluation and performance of health projects funded by the County government of Meru, Kenya

#### **1.4 Objectives of the Study**

The objectives of the study were;

1. To establish the influence of organizational structure on the performance of health projects funded by the county government of Meru, Kenya.
2. To determine the influence of organizational culture on the performance of health projects funded by the county government of Meru, Kenya.
3. To determine the influence of human resource management practices on the performance of health projects funded by county government of Meru, Kenya.
4. To find out the influence of monitoring and evaluation on the performance of health projects funded by the county government of Meru, Kenya.
5. To establish the moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.

#### **1.5 Research Questions**

The research questions were;

1. To what extent does organizational structure influence the performance of health projects funded by the county government of Meru, Kenya?
2. To what extent does organizational culture influence the performance of health projects funded by the county government of Meru, Kenya?
3. To what extent do human resource management practices influence the performance of health projects funded by the county government of Meru, Kenya?
4. To what extent does monitoring and evaluation influence the performance of health projects funded by the county government of Meru, Kenya?
5. What is the moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya?

#### **1.6 Research Hypotheses**

The research hypotheses of the study were;

1. There is no significant relationship between the organizational structure and the performance of health projects funded by the county government of Meru, Kenya.
2. There is no significant relationship between organizational culture and the performance of health projects funded by the county government of Meru, Kenya.
3. There is no significant influence of human resource management practices on the performance of health projects funded by the county government of Meru, Kenya.
4. There is no significant influence of monitoring and evaluation on the performance of health projects funded by the county government of Meru, Kenya.
5. There is no significant moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.

### **1.7 Significance of the Study**

The outcome of this study is significant to the county government and national government as it would bring to light the influence of organizational factors, human resource management practices and M & E on health projects' performance in Meru county and Kenya as a nation. Policy makers would also use the findings of the study to enhance efficiency and effectiveness in health projects' performance in Meru County. Efficiency and effectiveness would facilitate the enforcement of implementation of suitable policies for health projects' performance to the public in Meru County. Moreover, the findings are important to the county government board as it would educate them on the factors determining health projects' performance and thus lead to effective utilization of the county workers to apply their skills in serving people. This research also contributes significantly to policy and practice, and research and to the body of knowledge of professional practitioners. Policy makers can use the findings of this study to formulate viable policy documents on project management that effectively address problems of delayed or incompleteness of the projects.

### **1.8 Limitations of the Study**

There were several shortcomings during the course of implementing the research project. Due to the nature of the project, respondents could not have been forthright and trustworthy and therefore their answers unreliable to the provided questions. Therefore, the researcher guaranteed the respondents of their safety and that the information given would be treated as confidential and that the questionnaire was only meant for academic purpose.

### **1.9 Delimitations of the Study**

The study focused on the organization factors, monitoring and evaluation and the performance of health projects in Meru County. Health projects funded by the county government of Meru for the years 2013-2017 were looked into. The management of the health department from the CEC, directors and all staff in the department formed part of the respondents of the study. Primary data was collected using questionnaires and the interview schedule.

### **1.10 Assumptions of the Study**

An assumption was made by the researcher that the respondents were willing and available to fill the questionnaires and that they would give appropriate and correct information. The researcher also assumed that the respondents would be honest in filling the questionnaires.

### **1.11 Definition of Significant Terms used in the Study**

Organizational structure -	Definition should be: Method by which work flows through an organization. It allows groups to work together within their individual functions to manage tasks
Organizational culture -	Collection of values, expectations, and practices that guide and inform the actions of all team members
Monitoring and Evaluation-	Process which assists in the improvement of performance and achievement of outcomes. Its aim is the improvement of the current and future management of products, results and effect
Project -	An exclusive undertaking with a beginning and a termination, undertaken by individuals to meet established objectives with defined limitations of time, resources and quality (health projects in this study).
Project performance-	Organization and management of resources such that the resources thereof deliver all the work needed in completion of a project within the defined scope, time and cost limitations (Respondents agreed that service delivery, staff

qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction were key project performance indicators)

### **1.12 Organization of the Study**

This project contains five chapters. The initial chapter handles the introduction and background of the study and the problem solved by the study. It examined the hypotheses, research questions and research objectives of the study. Then definition of crucial terms, assumptions, limitations, delimitations and the significance of the study followed. Chapter two examined literature review that comprises of the conceptual, empirical and theoretical framework. The theoretical framework focused on Maslow's hierarchy theory, theory of project implementation and institutional theory plus the knowledge gaps. Modeling of the relationships stated in the study was carried out in the conceptual framework. Chapter three focused on the methodology used in the study. It examined the data analysis techniques, research instruments, data collection procedures, sampling procedures, target population and research design employed in this study. Chapter four is a presentation of the results, their interpretations and discussions while chapter five is the summary of findings, conclusion and recommendations of the study.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The focus of this chapter was reviewing literature on the influence of organizational factors and M & E on the performance of health projects funded by the County Government of Meru, Kenya. Past studies relating to these issues were reviewed in organizational factors and monitoring and evaluation. The findings of these studies were summarized and issues requiring further examination identified. The review contained different theories and empirical findings that formed the basis for the study. The findings from the past studies highlighted the vital variables for the study. Summary of the reviewed literature and the knowledge gap were also presented.

#### **2.2 Organizational Structure and Performance of Health Projects**

The structure of an organization is the prescribed system of duty and reporting associations, controlling, coordinating and motivating workers to enhance their cooperation in achieving organizational goals (Bucic & Gudergan, 2004). Adeoye and Elegunde (2012) in their study of food and beverage industry in Nigeria found out that external setting affected organization performance thus impacting delivery of public services. There are some proposed dimensions by researchers that differentiate organizational structures in reference to Burns and Stalker's introductions. Five dimensions of organizational structure were defined and operationalized by Pugh, et al. (1990) which include centralization, standardization, specialization, configuration and formalization. Further, traditionalism was a sixth dimension which was added by Jackson and Morgan's (1982).

Division of labor, hierarchy of authority, formalization and impersonality are key organic structure features in decision making in work as proposed by Duncan (1971) while Leifer and Huber (1977) denoted that the subject's participation extent in strategic decisions affects organization's structure. When investigating the determinants of organizational structure, Damanpour (1991), added to the list by Duncan (1971) by suggesting professionalism, managerial tenure, functional differentiation, technological knowledge resources, centralization, managerial attitude towards change, administrative intensity, vertical differentiation, external and internal communication. Equally, Daft (2003), stated that standardization, complexity and personnel ratios are determinants of

organizational structure. Formalization expresses the degree of writing down instructions, procedures, rules and communications. The organization theory literature principally recognizes formalization being either high or low (Nahm et al., 2003). Centralization underlines decision making locus determining the authority making legitimate decisions affecting the firm. Decision making process is usually typified by a top-down mechanism results in a mechanistic organization structure while an organic organization structure is as a result of a wide discussion networking based (Daft, 2003). Hierarchy is a representation of a system organizing people into varying degrees of significance from lowest to highest. Layers numbers are the dependants by the researchers within the organization indicating the management levels.

Organizational activities and behaviours are affected by organizational structure. Adaptability to the internal and external setting which is determined by the organizational structure design influences the effectiveness of an organization. Facing internal and external changes like customer's taste, market share and technology brings alterations in organizational structures to enhance adaptability to the new conditions (Lawrence & Lorsch, 1967). Further, Miller and Friesen (1978) indicated that adjustments in organizational structures alongside other organizational strategies are needful. Perceived environmental uncertainty, occupational mobility, job satisfaction, employee trust and perceived fairness were found to be influenced by organizational structure (Leifer & Huber (1977); Schminke et al. (2002); Sollund, (2006); Alston & Tippett, 2009). A Schminke et al. (2002) did conduct a study on the correlation between organizational structure and fairness perceptions as part of job satisfaction. Four structural dimensions were examined (centralization, vertical complexity, formalization and size) and three types of justice (interactional, distributive and procedural fairness). Moreover, Alston and Tippett (2009) found a positive relationship between perceived organicness extent and trust level of employee in their organization and therefore organizational organicness was found to affect job satisfaction.

A research that strived to find out the impact of organizational structures on the performance of projects at the Taylor Nelson Sofres was carried out by Ochieng' (2016). The research design used in the study was descriptive survey research design and the study targeted a population of a total of one hundred and thirteen (113) staff. Identification of participants was done using stratified random sampling. Eighty (80) participants were used as the sample size. Data collection was done

using questionnaires. They were given out to the respondents to obtain the needed information. The study found out the existence of a significant relationship between organizational structure and performance of the projects.

Aniagyei (2011) examined the correlation between the structure of an organization and the projects' performance in AGA Ltd-Obuasi. The study adopted an inductive case study method where both qualitative and quantitative research methods for collection of data and analysis were used. Convenience and purposive sampling methods were used to sample the total population from the company from different categories of staff. Interviews and questionnaires were used as the key tools for data collection. An analysis of the relationship was carried out using crosstab analysis. Findings indicated that the structure of an organization set in place in AGA Ltd-Obuasi was mechanistic and the relationship with the projects was a very weak matrix structure caused by the nature of its operations, the strategy that was adopted, company's size and the need to respond quickly to the vigorous complexity of the external setting.

The effect of structure of an organization on achievement of projects in the food industry in transition countries was determined by Milin et al. (2013). The research did an analysis of the correlation between attributes of project organizational structure and four varying success criteria. Project organizational structure was established by the division of roles between project and line managers in relation to the source of authority of the project manager, how the project manager gets funding for the projects, the process of forming the project teams and the one who does evaluation of the project teams' performance. The success criteria included timely completion of projects, sticking to the budget proposed, meeting all the needs and specifications and finally by estimation of the overall project success. This research showed that there is more success in the performance of projects if they are performed in matrix organizational structure.

The impact of project organizational structure on the performance of an organization in Nyamira County was established by Ngetich (2018). The target population was 123 respondents and only 94 respondents were sampled randomly for the analysis. Data from respondents was collected using questionnaires, which were then analyzed both qualitatively and quantitatively using frequencies. The study was of great significance to the management in assisting to better understand how project organizational structures enhances organizational performance. The findings revealed organization structures significantly influenced organization performance of

Nyankoba Tea Factory. The findings also revealed the variables that were studied namely communication, supervision, leadership and motivation had an influence in organization performance.

### **2.3 Organizational Culture and Performance of Health Projects**

Organization culture provides the best ways of thinking, feeling and reacting that helps in decision making and arranging activities in an organization by the managers (Wiley et al., 2010). Additionally, strong cultures attracting, holding and rewarding employees define a successful organization and are oftenly depicted by dedication and co-operation in the service of common values. According to Hofstede (1997) and Griebes (2000), culture influence the behaviour and the thinking of people and therefore it should be understood and supported as it can promote human values. Moreover, it is the right way in which things or problems are done or understood in an organization.

Organizations ought to consider the values of individuals in an organization first then later find common values of the organization consisting of these individuals (Kaye & Jordan-Evans, 2009). He further argued that conflicts can arise between employees and managers in organizations in cases where there are improper procedures when defining organizational values. A study carried out by Berkhout and Rowlands (2007), determined that organizations whose selection procedure is focused on equating personal values with organizational values are significantly successful in their work since there is a high job satisfaction level on their employees. Further, a good match between organizational and personal values is perceived more critical by some people compared to the income obtained and therefore they value their feel about the organization than the payments for the work done (Kaye & Jordan-Evans, 2009).

Teams function in diverse organizational settings and teams are evidently different. Time and again, they comprise of people with differing cultures, personalities, functional expertise and ages (Yeager & Nafukho, 2012). Contract working, part time and home working are some of the differences in work patterns that mixes to the heterogeneity of teams. West (2008) argued that for teams to be effective as they become more distinct in their constitution and functioning, it is important for the team members to learn reflecting upon and intelligently adapting to the continually varying circumstances which will result to more productivity and innovativeness. Teams' creation in work organizations is usually the belief that some tasks are more effectively

carried out by teams than by individuals thus furthering organizational overall objectives. For a better understanding on how to work in teams, it is important that the content of the task, strategies and processes that team members engage in while carrying out the task to be considered (Fredrickson, 2009). According to West (2008), teams have people with different emotional, human and social needs that can be met or frustrated by the team. He further argues that human strength is sourced from positive emotions like happiness, pleasure, humour, excitement and joy among others. A prerequisite in ensuring team's effectiveness is valuing and respecting other team members.

Mission is the extent of the knowledge by the organization and its members on where they are going, their intention on getting there and the individual's contribution to the success of the organization. There is a well-defined meaning of purpose and direction defining organizational goals and strategic objectives in successful organizations, expressing the vision of the future look of the organizations (Hamel & Prahalad, 1994). When there is a change in the underlying mission of an organization, there is a change in other demeanors of the culture of the organization. Visions are principles representing or reflecting the shared values aspired by the organization. House and Sashkin (1988) defined vision as the future mental appearance of products, services and organizations achievable by a business leader as an ideal and distinctive image of the future. Leadership defines the vision and it should be communicated by managers in words arousing a robust sense of purpose for the organization, building pride and inducing employee buy-in. An exhilarating mission brings the workforce together, galvanizing them to act, stimulating extra effort and causing them to align the business.

An organizational objective is a statement describing the expectations that an organization hopes to achieve. It is the exact result that an organization purposes to get within a specified time using the available resources (Koontz et al., 2004). According to Peter (2014), objectives are the determinants of strategy, providing an action guide, decision making framework, coordinating activities, facilitating prioritization and resolving conflicts between departments, measuring and controlling performance, encouraging a concentration of long term factors, motivating employees, providing decision making basis and providing the shareholders with a clear idea of the organization in which they invest. Higher goals and objectives compared to strategic direction,

intent and vision is an indication of an organization excellent in execution but lacking a tangible purpose and extensive future plans.

Nguyen and Watanabe (2017) determined the impact of project culture of an organization on the construction projects' performance. Analysis was done using data that was collected using questionnaires from one hundred and ninety nine (199) construction projects that were completed in Vietnam. Results showed the commitment of the contractor to the contract agreements was the key and significant cultural factor that affected the performance of the projects. Orientation and dependence on the goal, commitment of the contractor and worker orientation (that is workers' commitment) contributed greatly to the overall improvement in performance and satisfaction of the participants. Commitment of the contractor and cooperative orientation enhanced productivity of the labor, while alignment of the goal and trust and commitment of the contractor ensured learning performance (that is learning from experience).

Ochiel et al. (2017) researched on the effect of the culture of an organization on performance of project of Airtel Kenya Limited. The research looked into the influence of diversity, communication, leadership on organizational project performance and determined the moderating impact of organizational design on the correlation between determinants and organizational project performance. Survey design was adopted in the study. One hundred and twelve (112) staff working for Airtel formed the target population. Determination of the sample size was done using cronbach's alpha statistical formula and data was analyzed using descriptive and non-parametric tests. Findings showed that diversity, communication and leadership influence performance of projects in a company in a positive way.

The effect of the culture of an organization on the performance at the Kenya Power was established by Mwau (2016). Descriptive survey design was used for the research. The research's population that was targeted included employees of Kenya Power and a representative sample of two hundred and fifty (250) employees. Three types of occupational groups that is top and middle level management and operational staff formed the research sample which was obtained using stratified random sampling. Data for analysis was collected using Denison culture model where questionnaires were the only primary data collection instruments used in the study. The collected questionnaires were inspected for completeness and coded in SPSS for analysis and presentation. Regression analysis model determined the causal relationship between the culture of the

organization and performance. Study findings established the existence of a strong and positive correlation between organizational culture and performance and that consistency, involvement, adaptability and mission greatly determine the organizational performance.

Stare (2011) did a study to help in the identification of the level of project culture of the organization in Slovenian enterprises. The study focus was on the attitudes of the top and line managers and various other factors lined with the attitudes of the managers. The study also established the most common project organization types and the correlations among the organization, culture and performance of projects. Findings indicated that there was a high level of project culture of the organization and a high effect level of measured cultural factors on performance of projects.

Mokhtar et al. (2016) studied the function of culture of the organization in project performance in construction industry, Pahang. The study identified the correlation between culture of the organization and project performance and determined the best practice of organizational culture dimension in a construction company in Pahang. The scope of the study was among employees and human resource manager at construction industry in Pahang especially in Kuantan. The total sample was 58 respondents from construction companies. The quantitative method was used. Results showed that the best practice of organizational culture was market culture and clan culture.

A study on Strengthening Project Performance with Organizational Culture and Project Management Office (PMO) on the Construction of High-Rise Building was carried out by Darmanto and Husin (2017). Research was carried out through 88 questionnaires with respondents from construction management consultant field personnel and contractor field personnel on high-rise rental apartment construction projects using the Likert scale and statistical analysis of the SPSS program. The culture of the organization positively and significantly impacted the performance of projects.

A research seeking to find out the impacts of organizational culture on organization performance in public universities in Kenya was carried out by Indiya et al. (2018). Contingency theory of organizational structure was the theory that the research was based on. The research used correlation research design and targeted a population of two hundred and fifteen (215) management persons from eleven (11) public universities in Kenya who were certified by KBS. A

census survey was used where a response rate of 94.4% was achieved. Data was collected using questionnaires. Data analysis was done using Pearson Product Moment Correlation and the findings indicated a strong positive and significant correlation between culture of an organization and the performance.

The impact of corporate culture on the performance of the organization at the Mayfair Casino in Nairobi City County in Kenya was established by Kamau and Wanyoike (2018). Descriptive and explanatory research designs were used to find out the correlation between corporate culture and the performance of the organization. Analysis of the data and drawing of the conclusions was done using descriptive statistics. One hundred and eight (108) employees who were sampled representing 30% of the population was obtained using stratified random sampling method. Structured questionnaires and interviews were the data collection tools. Research findings showed that satisfaction, productiveness and effectiveness are significant to the performance of the organization in Mayfair Casino. The conclusion that was drawn from the study was that there was a strong positive correlation between corporate culture and performance of the organization.

## **2.4 Human Resource Management Practices and Performance of Health Projects**

HRM practices such as recruitment, pay determination, job design, staff training, staff participation and empowerment are majorly believed to improve organizational performance (Busienei, 2013). If a county has the correct skilled workers, appropriate recruitment process in place, training and development of the county workers, proper allocation of funds towards capacity building, right human resource policies and procedures then the county is headed on the right direction towards devolution (Alande, 2017, Busienei, 2013). Past research on recruitment, training and pay determination has been reviewed in the sub-sections below.

### **2.4.1 Recruitment and Performance of Health Projects**

Recruitment is the process where befitting competent people are found and attracted for job opportunities application in a company. It contains a set of functions used by a firm in attracting job applicants with needed capabilities (Opatha, 2010). The process of recruiting interviewees generates a pool of competent interviewees for job opportunities in an organization. Further, Ofori and Aryeetey (2011) contended that recruitment is the generation process of a team of proficient persons seeking for employment. There is a more likelihood of larger corporations to implement



complicated recruitment processes in comparison to smaller organizations (Bacon & Hoque, 2005).

Competence of new recruits is dependent on the recruitment practices of an organization and that the relative efficiency of the selection phase essentially depends on the nature of candidates attracted (Odiorne, 1984). Smith and Robertson (1993) denoted that if the recruitment phase is conducted efficiently, the actual selection process becomes less significant. If recruitment process is used by an organization in filling an existing vacancy, the first phase is usually to do a comprehensive job analysis. This can be done during the planning process by the HR particularly where recruitment is a comparatively recurrent practice. After job analysis is done, the specific job requirements are clearly indicated. The general fit of that job in the organizational structure is defined and therefore recruitment process through attraction of appropriate persons for the specified vacancy begins.

A few of current studies have implied efficiency of some recruitment methods compared to others based on the worth of the workers recruited. Miyake (2002) showed that advertising has been the common way for job vacancies recruitment and sometimes employees are recruited using word of mouth from the employers therein. Apart from advertisement being less costly, the grapevine finds workers with longevity and with a less likelihood of dismissal. The value of the process of recruitment is the determinant of the calibre of candidates making the selection decision difficult. Gould, (1984) denoted that most mistakes are as a result of the fact that little thought is given by the managers when critiquing the kind of the decisions. There is surprise and disappointment by employers when there is an appointment failure and blame is imposed on the person appointed instead of recognizing the process and methodological weaknesses since even the most comprehensive procedures and best practices in selection are never perfect.

Kaira et al. (2016) examined the effect of recruiting and selecting employees on performance of public water utilities in Tanzania and used both correlation and descriptive research designs. A total population of 1355 employees in public water utilities was targeted. Four hundred and seventeen (417) employees were sampled as the respondents. Questionnaires to the sampled respondents and face to face interviews with the line managers were used for collecting data. Data analysis was done using descriptive and inferential statistics using frequencies, percentages and

ANOVA. Findings showed a statistically significant correlation between recruiting and selecting employees on public water utilities' performance.

The practices adopted in recruiting and selecting employees in the construction industry within the Ashanti region was identified by Mavis (2014). Data was obtained from contractors who were gotten from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014). Data collection was through questionnaires where data analysis was done using SPSS. Research results showed that from the 16 recruitment and selection methods that had been selected, the most commonly used practice in recruiting and selecting employees, from the most highly known practice was newspaper adverts, in-house recruitment (internal recruitment), labour office, employee referrals, radio adverts and finally internet recruitment.

An investigation on the effect of recruiting and selecting employees' method on the performance using GN Bank, Accra Ghana as point of convergence was carried out by Elvis (2018). Analysis was done on one hundred and thirty (130) responses which were obtained through questionnaires that were given to respondents that were randomly selected. Results showed that recruiting and selecting employees' method has a significant impact on the performance of an organization. It is important for organizations to put interviewees under a thorough assessment and inquiry for the achievement of an organizational scrumptiousness as the outcome. A similar study carried out by Ekwoaba et al. (2015) in Fidelity Bank Plc, Lagos Nigeria with similar sample respondents gave similar results and the researchers concluded the same.

An assessment on the effect of recruiting and selecting employees' process on organizational performance was carried out by Adeyemi et al. (2015). The study got the required data from twenty (20) respondents who were staff of Access Bank, Odogunyan branch where questionnaires were administered. The findings showed that advertisement of job opportunities to general public, using the employment agent(s) and referrals of employees were the techniques for the recruitment of able employees that were mostly used. The study also revealed that the technique adopted in recruiting and selecting employees' process was very efficient and helped in the improvement of employees' performance. The research study further indicated that there are many difficulties in the process of selecting and recruiting employees.

Omolo (2012) did a research on the impact of recruiting and selecting employees' process on the performance of SMEs in Kisumu Municipality, Kenya. Accordingly, studies have shown that Kenya has 1.6 million SMEs which constitutes of 96% of business enterprises, and employees 75% of the labour force and contributes 20% to GDP although their performance has been wanting during the last 10 years. This study therefore determined the recruitment and selection methods that were suitable and could enhance their performance. Recruiting and selecting employees' process accounted for 40.8% of the total disparity in SMEs' performance. The conclusion emanating from the study was that recruiting and selecting employees' process had a significant impact on the SMEs' performance in Kisumu Municipality.

#### **2.4.2 Training and Performance of Projects**

Training is a possible way where efforts in an organization can be aligned with its aims. There is motivation and performance management which can improve productivity through training (Cook & Crossman, 2004). Training makes employees competitive (Ngirwa, 2009). According to Pynes (2008), changing the skills, knowledge and attitudes of employees is done through training programs. There is need for programmes that are focused on individual's self-awareness, competency and motivation levels improvement to enhance job performance which creates a sense of belonging in employees enhancing their skills and motivation while improving their financial benefits (Boadu, et al., 2014).

Training and development complement each other, are interconnected and are interdependent. It is important to the employees, the organizations and their efficiency (Devi & Shaik, 2012). It is the provision of training workshops or mentoring opportunities to employees with an aim of inspiring, challenging and motivating them to perform their positional functions however much they can and within standards set by organizational guidelines (Comma, 2008). Training enhances a sense of belonging in all employees creating professional development while improving the employee's skills (Adams, 2002). Some of the benefits of training employees are to increase their job satisfaction and morality, enhance their motivation, improve the efficiencies in processes and financial gain, raise employee's ability in obtaining new technologies, development of the innovative strategies and products and reduction of employee turnover (Tsai et al., 2007). According to a study by Tsai et al. (2007), ready to learn employees showed a higher level of job

satisfaction positively affecting their performance which was also concluded by Qureshi et al., (2008).

Training and development significantly affects the growth and success of a business and therefore a need for equipping of the employees with the appropriate skills, knowledge and abilities (Boadu et al., 2014). Choice of the right type of training ensures possession of the right skills by the employees and continuous update on the new and best HR practices. Apospori et al., (2008) indicated a reasonable impact of training on the organizational performance. Further, Cunha et al., (2003) suggested a deeper research since their findings were contrary to the others.

Several training types can be adopted by organizations based on their training objectives (Demetra et al., 2008). Induction training is one of them usually given immediately one is employed for introduction of the new employee to their new position. It acquaints new employees with the organization. It familiarizes the new employees with the firm's structure, work standard, goals and other employment terms. There is also foundation training necessary for new employees whereby the professional knowledge on the diverse governmental rules and regulations, writing of reports, transactions of finances, administrative capability, communication skills and leadership ability are given. Job instruction training is obtained directly on the job. It teaches employees on doing their current jobs and usually a trainer or supervisor is the instructor. When well planned and executed, this method is inclusive of all the principles of learning, training on career development necessary for the continuous skills and knowledge improvement like job mastery and professional development together with career planning activities (Demetra et al., 2008).

An evaluation of the effect of employee training on performance of projects with a focus on the 'Girl Child Catch up project' of International Education Exchange (IEE) was done by Kagona et al. (2015). Qualitative and quantitative methods were used and census method was used since the study population was small that is 50. Questionnaires were the data collection tools while the collected data was coded then analyzed using SPSS. Descriptive, correlation and regression analysis were conducted. Findings denoted that traits of the trainee, support of the peer, trainer traits and training design accounted for 10.6% (R squared 0.106) variance in the girl child catch up project performance. The study therefore concluded that traits of the trainee, support of the peer, trainer traits and training design significantly affected the performance of the girl child catch up project due to training of the employees.

A research to examine the impact of training and development on performance of employees with a focus on the Safaricom Call Center was carried out by Amadi (2014). The research study used a case study method where data collection was done across the population through a sample of three hundred and forty (340) staff which formed the Customer Care Division of Safaricom. The sampled respondents were managers, support/analyst and customer experience executives. Structured and unstructured questions were used to collect primary data across the strata while secondary data was collected from different sources like the Safaricom Strategic Plan 2012, Employee Booklet and Call Center Performance Reports. Descriptive and graphical methods were used to analyze responses from the respondents. Findings denoted that training and development positively affected the motivation of staff in addition to their performance.

Githinji (2014) explored the impacts of training on performance of employees among the civil servants who worked internationally. The research design that was used was survey research design. The research targeted one hundred and forty four (144) employees of the United Nations Support Office for the African Mission in Somalia. Random stratified sampling method was used to sample forty five (45) respondents from a list of sample frame which was given out by the staff register at UNSOA. The research concluded that training affected performance of employees by positively influencing employee engagement to change process, innovation, better performance and enhancing enthusiasm to work.

An analysis on the effect of training on the employees on the performance of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania was done by Janes (2018). The study sought to give concrete confirmation on the employee training contribution on drilling companies' performance. A sample size of two hundred and nineteen respondents that was purposively sampled was employed. Questionnaires were used as the data collection tools and descriptive statistics computed and the results' presentation was done using tables. The research findings showed that training of employees had a significant impact on the drilling companies' performance. Nonetheless, the research results showed that there was lack of effective training and development procedures in the drilling companies. Development of proper and efficient training and development policies by the drilling companies acting as a guide on the training rules and helping in the execution of training approaches thus enhancing employees' performance was the key recommendation that emanated from the study.

A study to determine the impact that training and development has on employees on the performance of an organization was done by Enga (2017). Data was obtained from thirty (30) respondents through questionnaires. Results from the study indicated that training and development is a basic need in every organization mostly for employees who lack skills or the one with less experience. It was also found out that employees' work efficiency was highly enhanced due to the training techniques and tools that were used by the company. There was therefore a positive effect on the employees' performance and an enhancement of their skills and job effectiveness.

### **2.4.3 Pay determination and Performance of Projects**

Organizations have been facing escalating competitive pressures thus seeking for more and better quality with little expense. As goals for profits, quality, innovation and sales volume are increased, growth in employment is mostly tightly controlled and often cutting of employment significantly. Achieving a lot with lower number of employees' demands an efficient HRM. Methods of payments vary noticeably across employing units and across jobs while payments are usually given as cash or in kind. Market surveys help in decision making and are usually the determinants of payment of specific jobs in most organizations (Weitzman & Kruse, 1990).

Basic pay is a key part of total pay which should be fixed and time-based instead of being based on performance. It is the largest portion of the total pay for non-staff. It benchmarks other cash enticements like sharing of profits usually expressed in terms of the percentage of basic pay. It is a key to attracting and retaining employees (Shields, 2007). Further, it is used by employees in comparing the jobs offered rather than using intrinsic and other rewards which may not be indicated in the formal framework of the organization inclusive of job security. In the aggressive market place, payment of the employees is usually above the market rates to retain them. Further, it was denoted by Lynch (2000) what employers pay their employees for the work done is the basic pay. It is indicative of the value put by the employer on the employee on the work that is done.

The three pay determination theories which have been put in place include reinforcement theory which asserts that there is a high likelihood of a recurrence in future of a response that is followed by a reward commonly known as Thorndike's Law of Effect. This implies that there is a great likelihood of a high performance in future if there is a monetary reward after a high performance

by an employee and the vice versa is true. The emphasis of the theory is on the importance of an employee being rewarded. In comparison to reinforcement theory, expectancy theory as stated by Vroom (1964), its focus is on the linkage between rewards and behaviors with an emphasis on the expectations instead of rewards. Motivation is a product of expectancy which is the perceived linkage between effort and performance. It is also a product of valence which is the expected value of outcomes. There are differences on the compensation systems based on their impact on the motivational components. In general, pay systems vary mostly on their effect on instrumentality that is the perceived linkage between behaviors and pay which is also called line of sight. Pay outcomes in valence remains similar under varying pay systems. Perceptions in expectancy mostly are products of job design and training rather than pay systems (Lynch, 2000).

Principal Agent Pay Determination Theory perceives contract of employment as a partial contract between employer who is the principal and worker referred to as the agent with uncertainty on the exact nature of the tasks to be done and future eventualities provision. The assumption is that there is divergence on the employer and the worker's goals primarily on the level of worker's effort (Vroom, 1964). Where there is a close connection between effort and output, there is a likelihood that the pay is based on the performance and the contract offered to the worker. Time rates are predominant where output is not measured. There is an association on the transaction costs which are tailored based on the individual employment contracts to individual employees and the monitoring output costs which may overshadow employer's benefits of varying contracts and standardized contracts thus using uniform wage rates (Lynch, 2000).

In the consistency of contracts which includes uniform wage or salary levels in an organization, homogeneity of jobs is the crucial factor in all the occupational groups which provides a new way of expecting variations in the levels of payments between occupational groups (Brown et al., 1998). Another feature of principal-agent theory is that it recognizes that social behaviours like equal division of group bonuses and fair rate of job may be brought by employees to bear upon the terms of the contract which may create pressure for uniformity in payment of workers with similar jobs. In most cases, job evaluation is the technique used by employers to connect employees' notions of fairness in production of an internal wage structure acceptable to the current existing employees (Pencavel, 1991).

Equity Pay Determination Theory is the third theory suggesting that perceptions of employees' contribution, returns and their return-contribution ratio parallel to those within and without the company is the determinant of their perceptions on the fairness of their employment relationship (Adams, 1963). Inequity perceptions make employees to take actions towards restoring equity. Regrettably, actions like quitting or lack of cooperation usually doesn't help the organization. A study by Greenberg (1990) investigated organization communication pay reductions to the employees and the impacts on rates of theft and perceived equity. The organizations under study received 15% across-the-board pay reductions, no pay reduction and another served as a control group. Purposes for the pay reductions were communicated in varying methods to the two pay-reduction groups. There were sufficient details on one group where the substantial information was provided by the management and significant remorse was expressed. Contrary, the group that received less information indicated no remorse while the control group did not have pay cut thus no explanation was required. Findings indicated that there were similar theft rates and perceptions of equity in the two groups. Conversely, theft rate was 141% in the group with less information compared to the control group.

Gunawan and Amalia (2015) did a research to evaluate the impact of wages on performance of employees, quality of work life being the moderating variable. Primary data which was obtained using questionnaires was the type of data utilized in the study. Sampling of the respondents was done through stratified random sampling method where one hundred (100) employees in a manufacturing company were sampled. Linear regression analysis was done and moderated by regression analysis. Results denoted that there was a significant negative effect on the wages on the employees' performance.

A study looking at the total compensation system and the management thereof in St. Michael's Hospital, Pramso was carried out by Tetteh (2014). To achieve this, the research used compensation manuals and collective bargaining agreement of the hospital and also obtained responses to questionnaires from a cross-section of the staff. Findings indicated availability of many compensation packages in the manuals of the hospital but surprisingly, most of the staffs were not fully acquitted with the knowledge them. Findings also showed that there was poor communication in regard to issues of compensation and there were no avenues for the staff to be



listened unto on issues that related to compensation. Policy manuals were also unavailable for staff to educate themselves concerning them.

Nagaraju and Pooja (2017) measured the effect of salary on performance of employees. A questionnaire was formed for data collection on the factors that were related to rewards like salary and performance of employees. The research study was done through the analysis of the data that was collected from 150 employees who were working in various public and private sector banks to determine if the responses differed significantly or insignificantly. Data analysis was conducted using SPSS where varying analytical and descriptive methods were used. Varying results indicated that salary had positive effect on performance of employees.

A study was done using one hundred and two (102) business elements in forty one (41) corporations to investigate whether product quality was a product of the magnitude of the pay differences between employees in the lower and top management levels (Cowherd & Levine, 1992). They indicated that employees usually contrast their salaries to those of people who are high in the organizational structure such that there may be reduction in efforts by the employees in the lower level of management if they have a feeling of not equally treated so as to achieve equity. They concluded that organizations should take precaution to remember the possible unfavourable motivational effects of luxurious pay at the expense of some employees.

Ojeleye (2017) explored the effect of payments on performance of employees. A sample size of eighty three (83) employees of Abdul Gusau polytechnic and state college of education found in Zamfara state were given structured questionnaires to get data on payments and employees' performance. Performance of employees was the dependent variable while payments in terms of salaries or wages, bonuses or incentives formed the independent variables. Analysis of data was done by pearson correlation and multiple regression model using SPSS and E-views. Results indicated existence of a strong and positive relationship between payments and performance of employees. Further, salaries or wages and bonuses or incentives were motivators to the employees.

A research conducted to find out the effect of reward management methods on performance of employees at Nakumatt Holdings Limited was carried out by Bosco (2014). The study gave out 195 questionnaires to the sampled respondents and the study managed to get 100 completed questionnaires which represented 51.3% response rate. Data that was collected was edited and

cleaned for completeness while preparing for coding. After coding, data entry was done into the SPSS for analysis. Averages and standard deviations were the descriptive statistics that were used in data analysis. Testing the relationship between the variables under study in relation to the study objectives was done using regression analysis. ANOVA confirmed the regression results. The conclusion from the study was that both financial and non-financial rewards had a positive impact on the employees' performance at Nakumatt Holdings Limited.

Mohammed (2016) examined the impact of reward types on performance of employees. Sampled respondents were three hundred and eight (308) workers from unified mining companies located at Al-Shedia Phosphate mines in the southern of Jordan. Questionnaires that were self-designed were given out to employees on the location of their jobs. Data analysis was done using SPSS version 16 where descriptive and inferential statistics were carried out. Results showed that there was a statistically significant correlation between rewards types and performance of employees.

## **2.5 Monitoring and Evaluation and Performance of Projects**

Decision making is not only an enormous responsibility for the managers but also for the employees and stakeholders in an organization (Blenko et al., 2011). There is need for team involvement when making decisions so that the quality of the decisions can be improved (Druker, 2009). Further, teams enhance generation and evaluation of varied options for solving problems (Dubrin, 2012). The failure or success of a board is determined by the quality and speed with which decisions are made (Mc Gregor, 2010). Identification of goals, provision of options for problems solving and the weight and the balance of the values are key in quality decision making (Flueler & Blowers, 2007) which obliges discrimination between the options by the risk analysts (Dezfuli et al., 2010). There is therefore need for the managers to have the skills and rational courage to prove creativity and balance judgement (Anderson, 2002).

Numerous models used in making of decisions have been put across and are useful in guiding the management in decision making. Rational model is founded on logic of selection that maximizes organization's worth and success (Kinicki, 2008). The series of the steps in this model are problem identification, solution generation and options, best option selection and implementation of the preferred solution. All the options have their own effects and the right outcome is selected only after the evaluation. There is coherence and unification after rationalization of the members in organizations trying to capitalize on the worth and meeting the specific set objectives without

raising any internal conflict and making it rational policy entity. There is centralized power, harmony in the midst of the members and consistency among objectives of the company. The limitations of this model are insufficient information critical to the problem and in short periods problems can change. The goals of simple organizations are different from the complex ones (Kinicki, 2008).

Normative model has the assumption that managers and leaders are faced by particular set of limitations and hindrances in decision making (Kinicki, 2008). The limitations can be individual or ecological factors like time, hesitation, imperil and unavailability of resources. The said factors minimize the consistency of the model. Based on this model, making of decisions is portrayed by restricted information processing meaning there is a threshold limiting the extent of information management and processing by an individual. In making of the decisions, there is the use of judgmental strategies like many shortcuts and options requiring limited resources but are good enough selected. This helps in analysis of the situation and the engagement level determined by the leader. This is considered the best decision making alternative in the making of quantitative judgements (Vroom & Jago, 1988).

Administrative model is a more accurate decision making model for organizations. Managers have varying drives, enticements and burdens but try to go for the easier routes in finding solutions that are accepted by all since time is a limitation to them. The focus is not on optimization but on making a choice of worth above the minimum standard worth on a specific difficulty. This results in reduced decision quality although it is time and effort saving. Additionally, this model is beneficial if the cost of decision delay or seeking for an option is high comparing to the pay-off expected from the best option. After the decision is taken and implemented, if found acceptable, it is established as the given procedure Standard Operating Procedures (SOPs) in the organization which are rules and regulations run by managers in time saving while solving a problem from elementary level. Problems differ according to the departments in an organization thus forming their own goals and objectives which may not be in line with the overall organizational objectives. An organization can therefore be seen as a group of loosely attached sub units with differing goals and objectives, varying SOPs and with different ways of solving them. With time, the different sub units become more disconnected with their goals becoming more excavated. The differences are as a result of the unique perceptions and priorities which are reinforced by recruitment and

rewards leading to formation of varying groups and coalitions with unique interests (Vroom & Jago, 1988).

Ethical model is a logical process needful in the reduction of the emotional effect on the ability of those making decisions on thinking reasonably. Clients should be part of the process of decision making for them to realize that the decisions are not imposed on them or decisions are not made on their behalf. The steps in ethical decision making model (Ethical Model, 2013) are problem identification which involves inquisition of the existence of the problem. If it does then is it ethical, legal, moral or combination of any two. There is need for identification of the problem nature and the stage thereof. The probable issues are then analyzed that is an analysis of the rights, duties, welfare of them involved and influenced by the decision which can enhance the welfare of clients or those it can harm. An environment of finding solutions by the clients is created and the measures that are used in ranking the probable issues and the client is involved in their identification. Evaluation of the ethical obligations and the probable options systematically while involving the client. Evaluation is done using ethical principles. The best option is taken after gathering and evaluating all the information where client input is considered and feedback sought.

Organizational learning is an accumulative process reflecting an organization's ability to develop distinct and unique skills and experiences. According to Fiol and Lyles (1985), learning is the process where actions are improved through better knowledge and understanding. Ellstrom (2001) denoted that organizational learning is an alteration in organizational practice which is inclusive of customs and habits, structures, technologies and systems. Zairi (1996) suggested that it comprises of skills, know-how, knowledge and expertise enabling an organization to acquire its competitive advantage which result from decision making processes throughout organizations (Ellstrom, 2001; Parker et al., 2007). Popova-Nowak and Cseh (2015) indicated that organizational learning brings an organization to an understanding of the cognitive and behavioural variations occurring from its involvement from the interaction with its environment. Saad and Patel (2006) pointed out that the success of an organization is dependent on the organizational ability managing a change through innovation and learning. Valoka (2000) denoted that organizations were trying to use organizational learning and innovation in not only solving existing problems but also in improving their status continuously in the face of varying environments.

Several disciplines of organizational learning were suggested which include system thinking involving a thinking shift (Senge, 1990). In this, there is no observation of linear chain of reason but the concentration is on the common context. The process of change is observed, not the immediate status. System thinking forms the headstone of all disciplines of a learning organization as they all relate to shift in thinking. System thinking is a discipline where integral parts are perceived, appearing as active participants directing the reality in their existence, not as reactive persons who are helpless. There is also personal mastery whereby approach to own life as a creative work which makes one live creatively and not reactively. When personal mastery is integrated as a discipline into our life, there is a consistent clearing of what is crucial to us and comprises of unceasing learning on how today's reality in a clearer way is perceived. When the visions and the reality are compared, creative tension is created which is induced by the natural human tendency to seek for solutions.

Mental model is also a discipline that can be a simple generalization or they can be complex theories. The key thing is the understanding that they actively influence our way of acting. They affect what we see and thus two people with varying mental models describe the same situation in a diverse way since their focus is on varying details. Inability to comprehend the mental models hindered many attempts on raising the system thinking. These models can prevent learning through conservation of outworn practice in organizations although they can as well quicken learning. Current research indicates that most mental models are systematically not correct, missing key feedback relations, misinterpreting delays of time and mostly focus on visible and obvious factors that are not necessarily significant (Senge, 1990).

Building a shared vision discipline indicates that vision is not an idea which is of key significance for a learning organization. While adaptive learning is possible even without a vision, creative learning is only possible when people try achieving something that is important to them. In most organizations, visions are imposed since they belong to individuals or groups leading to obedience but don't encourage anybody. Most people devote to a common mission which reflects their personal vision. A learning organization will not exist without a common vision, as without any yearning to go for a goal; forces conserving the status quo will prevail within the organization. The prominence of the goal influences finding new thinking and acting ways (Senge, 1990).

Team learning involves achievements of a team depending on individuals' finished work excellence and on their cooperation mutually, team members' co-ordination thereby creating one unit. This is a process of creating results through tuning and developing the ability of the team, valued by its members. Senge (1990) mentioned three important dimensions fundamental to the team learning within an organization. First, there is a need for deep consideration on the problems which are complex, where the teams learn the usage of the potential of the numerous minds making them more intelligent as one mind. Secondly, is the innovative and coordinated activity need. There is development of operative trust by excellent teams bringing awareness to every team member with an assumption that each member acts complementarily with their activity. Thirdly, is the team members' position in face of other teams since most team's activities on higher positions are carried out by others, thus, a need for the learning team to support the process of learning within other teams and instills them with the techniques and benefits of team learning (Senge, 1990).

Performance accountability is the demonstration and accountability of performance according to performance targets agreed upon. Performance accountability is connected to accountability in finances whereby the financial resources are accounted for with an intention of producing goods and services beneficial to citizens. It is different from financial accountability's since it emphasizes the procedural compliance whilst performance accountability is results concentrated. Performance accountability is linked to political accountability since its criterion on performance is responding to citizens and service delivery targets achievement meeting their prerequisites and requests.

A study on the effect of training and time allocation on performance of M and E of Government Projects with a focus on the CDF projects in Kajiado East Sub-County and to establish how the availability of resources affected the performance of M and E of Government Projects was carried out by Yusuf *et al.* (2017). A descriptive survey research design was used in the research. The population that was targeted was one hundred and thirty eight (138) respondents from which a sample of one hundred and twenty two (122) respondents was obtained for data collection. Numerical data that was collected using questionnaires was coded, entry done and analysis carried out with the assistance of SPSS. Correlation and regression statistics were used in the analysis of data. The research conclusion was that M & E is significant for the achievement of any project although efficient adoption of M & E in most government projects have not taken place.

Mbiti and Kiruja (2015) did a study that wished to establish the role of M & E on the performance of projects in public organizations in Kenya. The research adopted a descriptive survey and targeted four hundred and twenty seven (427) employees at Kenya Meat Commission Head Office. A sample of eighty one (81) respondents of the target population was carried out by the use of stratified sampling method. Primary data was collected via questionnaires while the secondary data was gotten from documents that were published and used in supplementing the primary data. Regression analysis was done using human resource, execution strategy, training and planning variables and study results indicated that all independent variables had a significant and positive impact on the Kenya Meat commission projects' performance.

Kihuha (2018) examined Monitoring and Evaluation routine at United Nations Environment Program Global Environment Facility Projects in Kenya. The influence of planning process, technical expertise, stakeholder involvement and Management involvement on the performance of UNEP GEF projects was determined. The research enrolled the entire population of UNEP GEF project staffs to respond to an in depth individual interview questionnaire. The study population had fifteen (15) project managers, thirty two (32) support staff and five (5) M & E staffs. The analysis of data was done by utilizing SPSS and summarized in tables for interpretation and inference. The study established adaptability of planning process and technical expertise on the resources allocation for M & E, development of clear M & E plans/tools, regular collection and analysis of M & E information, training of M & E staffs and attracting skilled M & E staffs with average flexibility on M & E needs assessment.

A study seeking to find out the effects of project M & E on performance of road projects was carried out by Maendo *et al.* (2018). The study took place in the Lake Basin Region, Kenya. The study covered forty one (41) road projects. The study concluded that project M & E significantly affected the performance of road projects. Shihemi (2016) determined the effect of M & E tools on project performance of building and construction projects in Kenyan public universities. The study utilized Yamane formula to arrive at a sample size of ninety eight (98) respondents and purposeful sampling was used to sample ten (10) respondents from the university administration. The study used both primary and secondary data which were obtained from questionnaires and published reports and other documents respectively. Correlation and multiple regression analysis were done to show the relationship between the study variables. The research concluded that there

were budgets set to carry out M & E among construction projects in the University of Nairobi and that various activities included in M & E budget were; scope of major M & E events and functions, key stakeholder informational needs and expectations, and M & E requirements.

Sammy and Wanyoike (2015) did a study which endeavoured to determine factors affecting the project M & E performance of youth funded agribusiness projects in Bahati Sub-County, Kenya. For the achievement of the study objectives, the research carried out a descriptive survey in Bahati sub-county for six (6) weeks. A total of fifty (50) agribusiness youth funded group projects formed the target population where all were sampled for the study. Data collection was done through structured questionnaires and analysis carried out using SPSS. Frequencies, tables and percentages were used in the presentation of both descriptive and inferential analysis findings. Training of employees was the only factor that was found to statistically and significantly affect project M & E performance of youth funded agribusiness projects.

Njeru and Luketero (2018) carried out a research to investigate the effect of M & E strategies on medical camp projects' performance in hospitals in Kenya. A population of one thousand, two hundred and twenty five (1,225) respondents formed the target population. Respondents were grouped into two that is one thousand and five (1,005) patients and two hundred and twenty (220) key stakeholders who included project directors, coordinators, project field officer's sponsors, patients and partners who are normally involved in the sponsoring and partnering with hospitals and medical centre in the provision of free medical checkup in Embu County. One hundred and sixty seven (167) respondents formed the sample size out of which one hundred and fifty nine (159) agreed to fill in the questionnaires making a response rate of 95%. The rating of the services that were provided by medical camps in Embu by the patients was high implying that the performance of medical camp was good and that M & E systems affected the performance of medical camps.

A research to determine the factors that influence the performance of M & E systems of NGOs in Lira District was carried out by Nasambu (2016). Seventy nine (79) respondents formed the targeted population who were the managers, M & E officers and other organization employees who worked closely with the M & E department. Seventy nine (79) questionnaires were administered to the seventy nine (79) respondents by the researcher. The results indicated that M



& E structure, quality of data, HR capability and use of the M & E techniques affected the performance of M & E system in NGOs in Lira District as M & E officers, employees who had M & E experience and training, used M & E information sufficiently and conducted regular collection of data from particular sources.

Callistus and Clinton (2016) identified and evaluated the hurdles encountered by projects in the execution of M & E in the construction industry in Ghana. Review of literature was done and development of a semi-structured questionnaire to get the appropriate responses from the key stakeholders took place. Data that was collected and was analyzed using the one sample t-test. From the literature that was reviewed, ten (10) difficult factors were identified in the execution of M & E. Institutional capabilities that are weak, allocation of resources and budgets for M & E that is limited, having weak connection between scheduling, costing and M & E, low need for and the use of M & E findings and data quality that is poor, data disparities and discrepancies were established as the major and significant factors affecting the execution of project M & E in Ghana construction projects.

Murei *et al.* (2018) did a study to find out the degree to which monitoring and evaluation human resource capacity influences performance of horticulture projects in Nakuru County. The research design adopted was cross sectional and a correlation descriptive survey. A mixed method approach was applied. Structured questionnaires of Likert scale were the data collection tool. Key informant interviews and focus group discussions were the main tools for data collection. Results showed that M & E human resource capacity influenced the performance of horticulture projects significantly.

A research to find out the effect of M & E on the performance of National Government funded construction projects in Uasin Gishu County was carried out by Onjure and Wanyoike (2016). Literature was reviewed and a field research was conducted. There was self-administration of the questionnaires respondents that were sampled. The sample size that was involved was randomly sampled. The study targeted a population of two hundred and fifteen (215) while a sample size of one hundred and thirty four (134) respondents was used. SPSS was the software used in the analysis of the quantitative data where descriptive statistics were done. Results were reported using tables where percentages, ratios and frequency distributions were shown. Presentation of the information was done using pie charts and bar charts using factor analysis. Results showed that

the quality of the method used during field data collection had significantly impacted the performance of the construction projects in Uasin Gishu County.

## **2.6 Theoretical Framework**

This is a representation of the theories that anchored this study. The section specifically explained the Maslow's Hierarchy of Needs Theory, Theory of Project Implementation and the Institutional theory (IT) which formed the foundation performance of organizations.

### **2.6.1 Maslow's Hierarchy of Needs Theory**

This theory was developed in 1943 by Abraham Maslow in his study paper the "the theory of human motivation". His interest was on the motivation on human beings behind undertaking of specific tasks by others compared to the others (Maslow, 1943). This theory grouped human needs into five categories and indicates that fulfillment of one need leads to desire to satisfy the need of the next level. The five categories of needs are physiological, safety, belongingness and love, esteem and self-actualization. Physiological needs are food, water, warmth, sex, sleep and rest otherwise known as basic survival needs. Safety needs are security, law and order and safety encompassing job security need and home security (physical and psychological safety). Belongingness and love needs include affection, intimate relationship and friendship encompassing the desire to love and be loved as indicated by Maslow (1954); Kidombo *et al.*, 2013). Esteem needs include prestige and feeling of achievement entailing appreciation and recognition need in addition to respect for self and a sense of status for your accomplishments. Finally, self-actualization need is the need for achieving one fullest potential inclusive of creative activity that is achieving the best one is capable of (Nickels, 1999). According to Maslow (1943), a single person in one hundred people becomes fully self-actualized since the rewards on motivation by the society is founded on esteem, love and other social needs.

Notably, Maslow's (1943, 1954, 1970) suggested an extension of the five stage model to include cognitive needs, aesthetic needs and perfection needs. Maslow argued that realization of self-actualization by individual is unique and there is a tendency of sharing particular characteristics. Further, self-actualization is an extent since there is no perfection in human beings (Maslow, 1970). When focusing on cultures where most people are poor like in India, it is noted that there is a capability of achievement of needs like love and a sense of belonging classified as higher needs. This is different with Maslow since according to his theory, those with difficulty in

achievement of basic physiological needs are incapable of meeting higher growth needs (Maslow, 1970). A Tay and Diener (2011) did a study testing Maslow's theory. They analyzed data of 60,865 participants from 123 countries representing majority of the world's regions. The study period was from 2005 to 2010 and their findings were in support of the view that there is existence of universal human needs irrespective of differences in cultures. Nevertheless, there was incorrectness in the order of the needs within the hierarchy. This theory was relevant in the study since it informed the third objective.

### **2.6.2 Theory of Project Implementation**

The project implementation theory lays emphasis on several significant success factors in project implementation and support from top management. According to Schultz and Slevin (2009), support from management for project implementation since ancient times has been considered key in distinguishing between their fundamental success or failure. Further, Beck et al. (2006) denoted that management of a project does not only rely on top management for power, guidance and support, but also fundamentally on the conduit for executing top organizational management policies or objectives. Project schedule plan is a significant success factor which involves the development of a comprehensive plan of the needed phases of the process of implementation. Pinto and Slevin (1989) drew differences between project implementation phases. There is need for consulting the client and this has been found to be increasingly significant in an attempt to successfully execute a project. A study by Anyanwu (2003) indicated that how much the clients were individually implicated in the process of project implementation caused a great difference on how they supported the project. Moreover, he indicated that client consultancy was the initial phase of a program for change implementation (Schultz et al., 1987).

This theory emphasizes that monitoring and feedback compared to the project implementation is what determines project success rate. Communication is further suggested by Pinto and Slevin (1988) to be necessary in the project team itself, between the team, in the organization and the client. Troubleshooting is also important in project implementation. It is denoted that irrespective of the care taken during project planning at the initial stages, it is hard to see beforehand all the difficulties that may arise from the organizational setting. Obtaining technically qualified human resource with the particular task to deal with the difficulties when and wherever they may come

and foreseeing, and probably forestalling the possible difficult areas in the process of implementation is important.

Implementation is a sequence of phases which is undertaken by responsible agents of an organization to strategize a process of change in order to obtain conformity required to establish changes (Nutt, 1996). Managers of projects use project implementation theory to design intended variations in organizations through creation of settings where variations can stand the test of time. Nevertheless, procedural phases in execution of projects have been hard to specify since project execution is permeating. In accordance to project implementation theory, Slevin and Pinto (1987) asserted that successful implementation of a project is often hard and complicated. There is need for devotion of more time and energy on human, financial and technical variables by project manager since they are critical to the achievement of project implementation. Further, it is obvious that a number of elements are able to affect project execution if not carefully managed. These include project cost appreciation caused by inflation, complexity in the payments of contractors due to government parastatals formalities, poor and below work standards by the contractors, government frequent variations, project scope rise, pre-contract consultants changes like architects, project finance arrangement that are ineffective, parastatals reorganization, original design change, award of contracts that are indiscriminate without reference to, for instance, availability of funds and location, projects and contracts determined on political considerations and working capital that is insufficient.

This theory was relevant in this study in that it suggests that human resources is the other significant factor since the most critical assets in the building up and proficiency of any company, whether private or public is highly dependent upon how efficiently human resources are used (Nwachukwu, 1988). Pinto and Slevin (1988) denoted that in many situations, project team personnel are selected with less-than-full consideration for the necessary competence to have active contribution to the accomplishment of implementation and thus informed the third and fourth objectives of the study.

### **2.6.3 Institutional Theory (IT)**

This theory was developed by DiMaggio and Powell (1983). Its emphasis is on modern organizations depending on their settings which highly affects the development of formal organization structures. The theory recognizes that systems and structures of an organization are

shaped by the economic and social forces (North, 1990). The suggestion underneath institution theory is that employees' behaviour and performance are affected by the structures of organizations and processes which become established with time. These factors would include economic, social and political that constitute a structure of a particular environment of an organization that gives it a competitive edge. The basic concept of institutional theory is that organizational structures and processes have a tendency of acquiring meaning and achieving stability in their own right instead of on the foundation of the usefulness and efficacy. Institutional theorists (Oliver, 1997) had interest in the examination of the organizational structures and practices that had no economic or technical purpose and therefore they do not enhance organization performance. Although scholars vary in the relative emphasis of these components and in the analysis level of their workability, all acknowledge the shared argument that social behavior and associated resources are attached in rules and schemas.

Notwithstanding the above, critiques of institutional theory have argued that researchers have overlooked the problem of appropriately measuring the institutions (Currie & Swanson, 2009). Suddbay (2010) contend that institutional research moved from treating organizations as sedimented (taken for granted) to being hyper muscular. Any change no matter the magnitude is treated as institutional and any change agent is regarded as an institutional entrepreneur. Suddbay (2010) further contends that institutional research should only value occurrences of substantial insightful, field-level variations and not just incremental variations. The institutional theory should focus more on the processes of how the organizations become institutionalized rather than on the effects of institutionalization.

Firms come together on comparable activities, behavior and practices which appear comparable to like firms (DiMaggio & Powell, 1983). The appearance of variation toward similarity is explained through isomorphic change theory which identifies three forces on the organizations: coercive, normative and mimetic. Coercive isomorphism evolves from the effect of politics and legality often conveyed through policies, rules, procedures, principles and endorsement process (outside the organization needs); normative isomorphism is linked with professional norms and mimetic isomorphism is replication or imitating behaviours which are a product of organizational reaction to ambiguity. These forces dictate institutionalization and induce organizational compliance or similarity through pressure to look legal.

Institutional factors have been theorized in literature to be potentially important determinants of performance in an organization. Institutional theory denotes that performance increases legality since it is an indication of how well an organization is achieving its objective in the communities (Meyer & Rowan, 1991; Suchman, 1995). Supporters of institutional theory as denoted by Hoskisson et al., (2000 cited in Braton and Ahlstrom, (2010) have shown institutional theory to be specifically authoritative in the examination of issues that are related internationally which relate to institutions. Galbraith (2002) concurs that factors like structure, strategy, culture, rules, procedures and technology play a critical function in the overall performance of the firms. Although an attempt is made to study these institutional factors, the process which this relationship is achieved is not explained and different factors have different effects.

Institutional system should be viewed as a class of elements (Meyer and Rowan (1991); DiMaggio and Powel (1983). This is because loci of institutionalized rules, standards and norms do not come from one source but multiple environments shaped by different actors. This shift is accompanied by other changes such as cultural elements, multiplicity and diversity of organizational sources, markets, strategy, competitors and customers. From the foregoing, institution theory provides a useful framework for analyzing questions about how organizations interact with their environment and how factors become institutionalized over time. Today this theory has been welcomed and it is applicable in the areas that affect organization policies, strategies, structures and procedures in the organization and how they become institutionalized over time as the organization interacts with its environment. This in turn affects how the organization performs in today's turbulent and competitive environment making it relevant in this study by informing the first and second objectives.

## **2.7 Conceptual Framework**

A conceptual framework was used to analyze the relationship of the variables under study to keep the research work focused on the objectives of the study. The dependent variable in this study was performance of the health projects. The indicators that were used to measure performance of the health projects are service delivery, staff qualification, facilities' maintenance and equipping of facilities.

The independent variables in this study include organizational factors and human resource management factors. The indicators that were used to measure organizational factors are organizational structure and culture while recruitment, training and pay determination are the human resource management practices indicators. The moderating variables, monitoring and evaluation had the indicators of management decision making, organization learning and accountability.

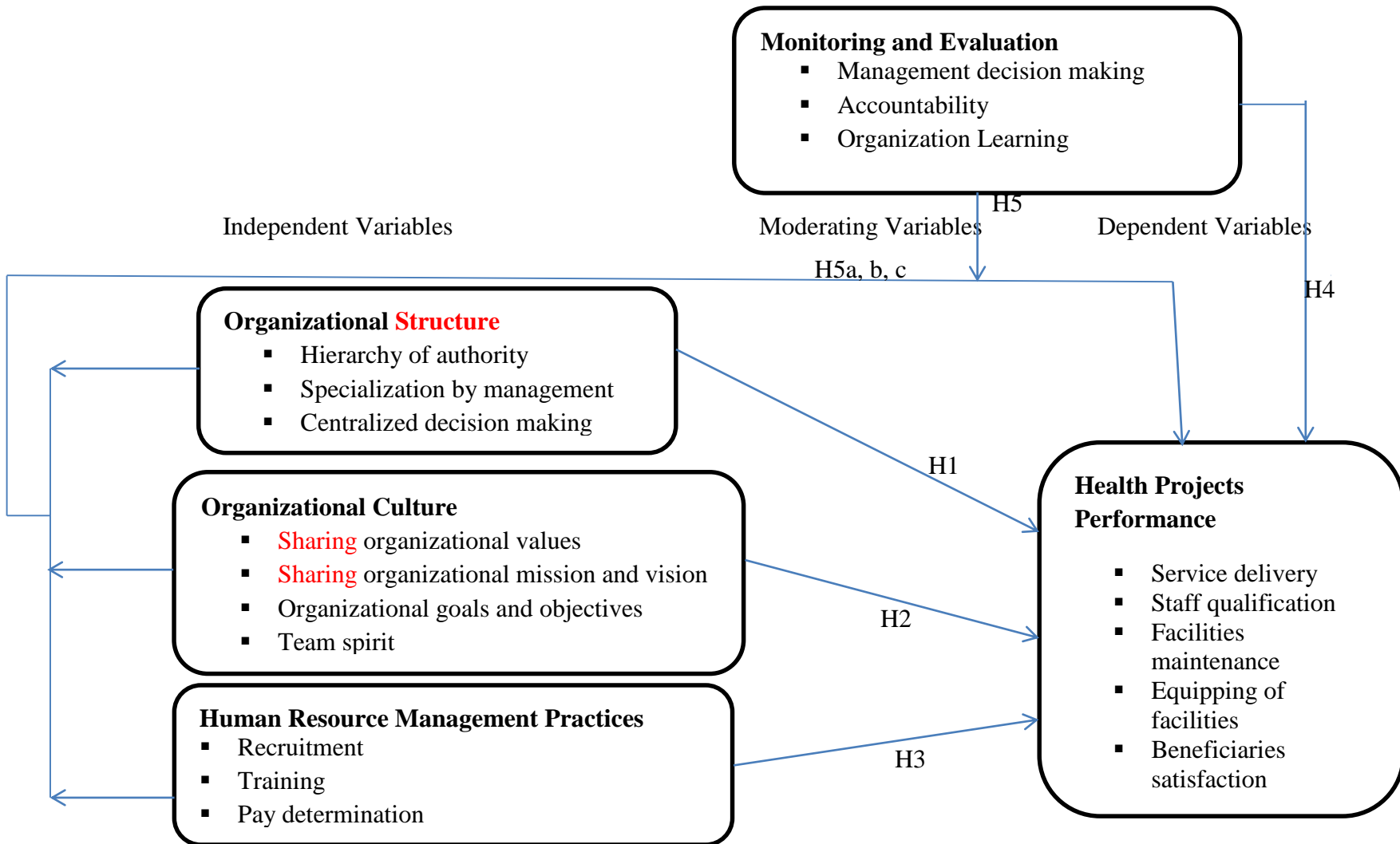


Figure 1: Conceptual Framework for the relationship between organizational factors, M & E and Performance of Health Projects



## **2.8 Summary of Knowledge Gaps**

Reviewed literature in the study involved empirical review, theoretical framework and conceptual framework. Empirical review on the study variables was done to aid in the identification of the knowledge gaps. The conclusion that may be drawn from the reviewed literature is that the existing framework for analyzing project performance is inadequate and therefore the influence of organizational factors, human resource management factors and M and E would help in explaining further the phenomenon of project performance. Several researchers have identified organizational structure and culture (organizational factors) as the main missing link in project performance. Also, recruitment, training and pay determination are some human resource management practices affecting project performance. Further, management decision making, organization learning and accountability have been found critical to M and E. Hence there is need to continue with research endeavors, particularly in devolved governments in an attempt to obtain concrete evidence on the function of organizational factors and M and E in project performance.

In the theoretical framework, three theories were examined. This was done because the focus of this study was public service delivery. The theories examined were Maslow's Hierarchy of Needs Theory, Theory of project Implementation and Institutional Theory. Maslow's Theory of Needs indicated that these needs are divided into five groups and that fulfillment of one need leads to desire to satisfy need of the next level. The needs are physiological needs, safety needs, belongingness and love needs (Maslow, 1954), Esteem needs and self-actualization needs (Nickels, 1999). For the achievement of organizational objectives and accomplishment of tasks, the support of top management is highly recommended as emphasized by the project implementation theory. On the other hand, the emphasis of institutional theory is on modern organizations depending on their settings which highly affect the development of formal organization structures. The theory recognizes that systems and structures of an organization are shaped by the economic and social forces (North, 1990).

The literature analyzed above indicates the different studies and their area of focus in organizational factors, human resource management practices and M and E in project performance relationship. These studies arrived at findings that have brought out the research gaps which have informed the current study. The study focused on these gaps with a view to making a contribution

to the project performance in the devolved government which will be a great contribution to research and academicians' world

**Table 2.1: Summary of Literature and Knowledge Gaps**

Empirical Studies	Focus	Findings	Gaps	Focus of Current Study
Schminke et al., (2002)	Relationship between structure of the organization and fairness perceptions as part of job satisfaction.	Less centralization and higher formalization were linked to higher levels of all the three fairness dimensions	The study failed to consider the influence of the dimensions of the organizational structure to delivery of services	The effect of organizational factors on projects' performance
Jolise (2007)	Effect of the culture of organization and commitment of employees on the performance.	Organizational culture significantly affected organizational commitment of employees affecting service delivery.	Service delivery was found to be an indicator of performance but the study concentrated only on organizational culture and commitment of employees	Organizational culture and structure influence on performance of projects
Ekwoaba et al., 2015	Recruiting and selecting methods' effect on organizational performance	The study revealed that recruiting and selecting methods' have significant effect on organization's performance	The study covered respondents in top, middle and lower positions in marketing and operations sections of the bank thus a limited scope.	This study will involve respondents from three departments in the County government.
Onyancha et al., 2014	remuneration effect on performance of employees in the ministry of internal security	The findings of the study indicated that most respondents were unaware of pay	The study concentrated on employees at the ministry of internal security only	This study will involve respondents from three departments in the County government

		determination and were discontented with their salaries		
Boadu et al., 2014	Training and development as a tool for employees performance	The study revealed a direct correlation between training and development, employees' performance and job satisfaction.	Job satisfaction and performance	This study will focus on the relationship between training and development as a human resource management factor and the performance of projects funded by County Government
Negulescu and Doval (2014)	Quality decision making process and organizations' effectiveness	The findings showed that environmental factors, organization's strategy, ethics, empowerment, information and feedback affected the managers' quality of decision making process	Decision making process was the only focus of the study	The models used by the county government in management decision making will be conducted.
Hernaus et al., 2008	Linkage between organization learning and organizational performance	The study showed a strong, statistically significant, positive correlation between organizational learning and organizational performance	Organizational performance measurement variables were the only focus of the study	This study will further look at the disciplines of organizational learning

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explained the methodology of the research which entailed research philosophy, design, empirical model, the operationalization and measurement of the study variables, targeted population, methods of sampling, collection of data and analysis.

#### **3.2 Research Paradigm**

This study adopted pragmatism research philosophy which indicates that choosing between one position and the other is not realistic in practice and argues that the most important determinant of which position to adopt is the research questions (Saunders et al., 2007). This is specifically relevant where the research question does not suggest clearly that either a positivist or interpretive philosophy should be adopted in the research. As such, both qualitative and quantitative methods are used in data collection where the problem in question is solved. A qualitative research approach is an investigative process of a concerned study into a social problem, focusing on the edification of a varied, holistic approach and reporting comprehensive views of respondents and its conducted in a normal setting (Creswell, 2009). Thus, it is a constructivist or naturalistic or interpretative and inductive approaches of research study trying to delve into a subject when the variables and the theory base are unknown. Conversely, a quantitative research technique is an inquiry into a social problem, based on testing a theory comprised of variables, that are measured with numbers and analysis is done using numerical procedures with an aim of determining if the prognostic generalizations of the hypothesis hold true (Creswell, 2009).

#### **3.3 Research Design**

This is a plan that shows the manner in which the research problem will be solved (Mugenda & Mugenda, 2008). This study used both descriptive survey research design and explanatory research design. According to Mutai (2000), descriptive survey research design is used to get information that concerns the present condition of the occurrences in regard to the variables or circumstances in a situation. The descriptive survey design was appropriate in the establishment of relationships between variables and facilitated for the collection of information for the determination of the population parameters. Further, Mugenda and Mugenda (2008) denoted that descriptive research enables subjects to give more information on the issue of interest under study. An explanatory

design indicates an attempt to connect ideas to understand causation, meaning researchers want to attempt to explain the relationship among the study variables (Saunders, et al., 2007). Explanatory research looks at how variables come together and interact (Babbie, 2007). Saunders, et al., (2007) observes that the explanatory design is best suited for gathering information where the researcher wants to elucidate a cause-effect relationship between independent and dependent variables in a post facto research study. Good explanatory researches effectively answer the ‘why’ questions in research (Shields & Rangarjan, 2013). Since this study had a goal of determining the influence of selected institutional factors, human resource management practice, M & E on the performance of health projects, the descriptive survey design and explanatory research design aided the researcher in understanding how the chosen independent variables affected the dependent variable.

### **3.4 Target Population**

This denotes the entire group of individuals or objects which are of interest to researchers in generalization of conclusions. The population often has differing characteristics and it is also referred as the theoretical population (Kothari, 2008). The target population consisted of the health projects funded by the County Government of Meru from 2013 to 2017. The study focused on all the health projects since the County had made substantial investment in the health sector compared to other departments. Between the years 2013-2017, 54 health projects were constructed (Appendix IV) and service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction of the dispensaries was the centre of focus. One CEC in charge of the health department, one Chief officer, three directors, eight sub county health officers, 54 nurses in charge of the dispensaries, 130 nurses, 15 laboratory assistants and ten pharmacists formed the respondents used in the study. Management of the health projects were the key stakeholders targeted.

### **3.5 Sample Size and Sampling Procedure**

Sample size was determined and the procedures that were used are described in the following sections.

#### **3.5.1 Sample size**

The CEC health, chief officers, directors, engineers, sub county health officers in the health department and nurses in charge, nurses, laboratory assistants and pharmacists in the 54 health projects that were funded were included in the study. These were the major persons involved in

every project that ensured that the projects are implemented and the funds accounted for as approved by the County Government. Further, they were the knowledgeable experts on the research problem the study sought to solve. Since the health projects were only 54, a census of all the projects took place and the total sample size was 222 respondents and 38 key stakeholders in the health projects' management.

**Table 3.1: Population and Sample Size**

Categories	Population	Percentage (%)	Sample size
CEC health	1	100	1
Chief officers	1	100	1
Directors	3	100	3
Sub County Health Officers	8	100	8
Nurses In Charge	54	100	54
Nurses	130	100	130
Laboratory Assistants	15	100	15
Pharmacists	10	100	10
Total	222	100	222

Source (Meru County Government)

### 3.5.2 Sampling Procedure

Sampling involves selecting individual units from a larger population (Levy & Lemeshow, 2013). Sampling techniques are either probability or non-probability. Random, systematic, convenience, cluster, and stratified are some of the main probability sampling techniques used in research. Purposive sampling falls under non-probability sampling technique. In this study, purposive sampling was used. In this case, researchers make their own judgment when selecting respondents from the population to be involved in the surveys. In this study, the health projects funded by the Meru County government were purposively selected based on the investment made.

### 3.6 Data Collection Tools

Questionnaires and interview schedule were the primary tools used for primary data collection. Only primary data was collected in this study. Bulmer (2004) qualifies questionnaires to be reliable and accurate allowing the researcher in the assessment of how the respondents think about the topic and the reason they hold specific opinions. Primary data focused on the organizational factors, HRM practices, M & E and the performance of health projects. The questionnaire was

subdivided into five parts. Part one obtained data on the profile of the respondents and their respective departments; part two on the organizational factors; organizational structure, organizational culture and human resource management practices; part four on monitoring and evaluation and finally part five on the performance of health projects.

The primary data was obtained through use of five-point scale likert questionnaires. General information was obtained through structured questions. Questions one to five required the respondents profile and department profile. The rest of questions were designed to address research questions and objectives based on the study variables. Questionnaires were used because they can be administered simultaneously to a large number of people at their convenience.

### **3.6.1 Pilot Testing of Research Instrument**

A pilot study was undertaken to check for consistency and any weaknesses in design and development of the questionnaire. It was conducted before rolling out the main study and helped in revealing important information within the data sets. Pilot testing of the questionnaires was carried out using ten (10) respondents. Mugenda and Mugenda (2008) recommended that for pilot testing to be successful, the use of 1% to 10% of the actual sample size is sufficient. Pilot testing was done in Tharaka Nithi County which neighbours the Meru County. The CEC health and 9 nurses in Chuka district hospitals were the respondents involved in piloting.

### **3.6.2 Validity of Research Instrument**

Validity in research is concerned with whether the research instrument is measuring what is intended for measurement. The validity of the instrument relates to its ability to measure the constructs as purported. Validity is a measure of “correctness”. It infers exactness and significance basing on the research results. Validity is the extent of the actual representation of the occurrence indicated by results from the analyzed data under study (Mugenda & Mugenda, 2003). Systematic error present or absent in the data is the determinant of validity (non-random error). This study used face and content validity. The subjective researcher’s evaluation of the research instrument is what face validity deals with. This was done by relying on other instruments that have been established in other past studies related to this in addition to notions given out in other appropriate literature. Content validity was established through consultations with the supervisors who guided accordingly. The degree of an acceptable coverage as provided by the research instrument on the questions guiding the study is referred to as content validity (Cooper & Schindler, 2006).

### **3.6.3 Reliability of Research Instrument**

Reliability is a degree at which an instrument of research is able to measure and demonstrate consistency of results at any given point (Mugenda & Mugenda, 2003). It is important to establish internal consistency (the measurement of the concept is consistent in all parts of the test) of measurement scales. Nachmias and Nachmias, (2004) explains that the reliability of an instrument of research is determined by the value of Cronbach's Alpha Coefficient which is a range from 0 to 1. When the coefficient is high (approaches 1) then it means that the items are highly reliable and the reverse is true (Cronbach, 1951; Nunnally, 1978). A coefficient ( $\alpha$ ) value of 0.7 was used to measure the reliability of the questionnaire which was established by testing and re-testing the questions using SPSS. The results helped in improving the questions in the questionnaire to ensure accurate data that can be generalized.

### **3.7 Data Collection Procedures**

An introduction letter from the university and the research permit was obtained for ease of data collection. Drop and pick method was used in administering the questionnaires. Cooper and Schindler (2003) argued that a self-administered survey method is especially appropriate when it is important for the respondent to have adequate time to carefully consider their responses as is the case in this research. Other advantages for the self-administered questionnaire are the cost and the anonymity provided to the respondent. Key stakeholders in the health projects' management and performance were interviewed using the interview schedule which contained the open ended questions. Personal interviews were scheduled based on their availability and they were personally interviewed by the researcher.

### **3.8 Operationalization and Measurement of Research Variables**

Operationalization of research variables as depicted in the conceptual model composes the contents of this section. Sekaran (2007) argues that operationalization expedites definitions of constructs into traits that can be measured. The dependent variable for this study was project performance of health projects by county government while the independent variables were organizational factors and M and E.



The moderating variables are those variables on which the relationship between two other variables is contingent. According to Cooper and Schindler (2003) a moderating variable is a second independent variable which contributes significantly on the contingent effect to the originally stated independent-dependent variable relationship. For this study the moderating variable in the study was monitoring and evaluation which have management decision making, organizational learning and accountability as the variables. Independent variable accounts for the variance of the differences in the dependent variable. In this study, the Independent variable was organizational factors (Organizational structure, culture and HRM practices (recruitment, pay determination and training)).

**Table 3.2: Operationalization and Measurement of Research Variables**

<b>Objective</b>	<b>Variables/Type</b>	<b>Indicators</b>	<b>Scale</b>	<b>Question</b>
To establish the influence of organizational structure on the performance of health projects funded by County Government of Meru, Kenya.	Independent Variable Organizational structure	<ul style="list-style-type: none"> <li>▪ Hierarchy of authority</li> <li>▪ Specialization Management</li> <li>▪ Centralized Decision Making</li> </ul>	Interval	6
To determine the influence of organizational culture on the performance of health projects funded by County Government of Meru, Kenya.	Independent Variable Organizational culture	<ul style="list-style-type: none"> <li>▪ Shared Organizational Values</li> <li>▪ Organizational Mission and Vision</li> <li>▪ Shared Organizational Goals and Objectives</li> <li>▪ Team Spirit</li> </ul>	Interval	7
To determine the influence of human resource management practices on the performance of health projects funded by County Government of Meru, Kenya.	Independent Variable Human resource and management practices	<ul style="list-style-type: none"> <li>▪ Recruitment</li> <li>▪ Training</li> <li>▪ Pay determination</li> </ul>	Interval Interval Interval	8a 8b 8c
To ascertain the influence of monitoring and evaluation on the performance of health projects funded by County Government of Meru, Kenya.	Moderating Variable monitoring and evaluation	<ul style="list-style-type: none"> <li>▪ Management Decision Making</li> <li>▪ Accountability</li> <li>▪ Organizational Learning</li> </ul>	Interval	9
	Dependent Variable Project Performance	<ul style="list-style-type: none"> <li>▪ Service delivery</li> <li>▪ Staff qualification</li> <li>▪ Facilities maintenance</li> <li>▪ Beneficiaries satisfaction</li> </ul>	Interval	10

### **3.9 Data Analysis and Presentation**

Questionnaires were first checked whether they were well filled. They were sorted out and coded for ease of data analysis. Data from the interview schedule was grouped into themes and coded for analysis. Data analysis was done using Statistical Software for Social Sciences (SPSS) version 22 where both descriptive and inferential statistics were conducted. Descriptive statistics included the use of means, standard deviations, frequencies and percentages while inferential statistics included multiple regression. While determining the relationships, multiple regression was used. Regression analysis helped provide estimate equations for predicting the size of the dependent variable and also predictor variables values provision. Data presentation was in form of graphs, tables and pie charts.

Pearson's Product Moment Correlation ( $r$ ) is a ration of the linear dependence between two variables and giving a positive or negative value of their relationship. Pearson's Product Moment Correlation Coefficient ( $r$ ) was used in this study in the analysis of the linear relationship between the independent variables and the dependent variable. Coefficient of determination ( $R^2$ ) is a determinant of the goodness of fit of varying models and the degree of difference in the dependent variable(s) attributable to the predictor variable(s). F ratio denotes the measure of how well the equation line developed fits with the observed data. The F and t values indicate the statistical significance of each hypothesized relationship.

### **3.10 Regression Models**

Theoretical models are used in research to demonstrate functional relationships that exist among the variables. Specifically these models enable the researchers to statistically determine the contribution made by the independent variable on the dependent variable (Ibua, 2014).

Dependent variables: Health Projects Performance -denoted by Y

Independent variables: Organizational Factors (Organizational Structure, Culture and Human Resource Management Practices -denoted by  $X_1$   $X_2$  and  $X_3$

Moderating variables: Monitoring and Evaluation –denoted by  $X_4$

This study used Regression Analysis as follows:

### **Model 1**

**H1:** There is no significant relationship between organizational structure and the performance of health projects funded by the county government of Meru, Kenya.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_1$  = Independent Variable (Organizational Structure)

$\beta_1$  = Coefficient indicating influence of organizational structure on the performance of health projects funded by the county government of Meru, Kenya (change in Y given one unit change in  $X_1$ )

$\varepsilon_1$  = Error Term

### **Model 2**

**H2:** There is no significant relationship between organizational culture and the performance of health projects funded by the county government of Meru, Kenya.

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_2$  = Independent Variable (Organizational Culture)

$B_2$  = Coefficient indicating influence of organizational culture on performance of health projects funded by the county government of Meru, Kenya (change in Y given one unit change in  $X_2$ )

$\varepsilon_1$  = Error Term

### **Model 3**

**H3:** There is no significant influence of HRM practices on the performance of health projects funded by the county government of Meru, Kenya.

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_3$  = Independent Variable (HRM Practices)

$B_3$  = Coefficient indicating influence of HRM practices on the performance of health projects funded by the county government of Meru, Kenya (change in Y given one unit change in  $X_3$ )

$\varepsilon_1$  = Error Term

#### **Model 4**

**H4:** There is no significant influence of M & E on the performance of health projects funded by the county government of Meru, Kenya.

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_4$  = Moderating Variable (M & E)

$B_4$  = Coefficient indicating influence of M & E on the performance of health projects funded by the county government of Meru, Kenya (change in Y given one unit change in  $X_4$ )

$\varepsilon_1$  = Error Term

#### **Model 5**

There is no significant moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.

**5a:** There is no significant moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya

$$Y = \beta_0 + \beta_1 X_1 + \beta_4 X_4 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_1$  = Independent Variable (Organizational Structure)

$X_4$  = Moderating Variable (M & E)

$\varepsilon_1$  = Error Term

**5b:** There is no significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya

$$Y = \beta_0 + \beta_2 X_2 + \beta_4 X_4 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_2$  = Independent Variable (Organizational Culture)

$X_4$  = Moderating Variable (M & E)

$\varepsilon_1$  = Error Term

**5c:** There is no significant moderating influence of monitoring and evaluation on HRM practices and the performance of health projects funded by the county government of Meru, Kenya.

$$Y = \beta_0 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_1$$

Where Y = Dependent Variable (Health Projects Performance)

$\beta_0$  = Constant

$X_3$  = Independent Variable (HRM practices)

$X_4$  = Moderating Variable (M & E)

$\varepsilon_1$  = Error Term

### **3.11 Test of Hypotheses**

Table 3.3 shows a summary of the proposed research objectives, hypotheses and analytical models. The study utilized correlation analysis to determine the relationship between selected organizational factors, M & E and performance of health projects funded by the county government of Meru, Kenya.

**Table 3.3: Summary of Proposed Research Objectives, Hypotheses and Analytical Methods**

Objective	Hypotheses	Analytical Model
1. To establish the impact of organizational structure on level of performance of health projects funded by the county government of Meru county, Kenya.	i. There is no significant relationship between the structure of an organizational and performance of projects funded by the county government of Meru county, Kenya.	Pearson's Correlation
2. To determine the impact of organizational culture on performance of health projects funded by the county government of Meru county, Kenya.	ii. There is no significant relationship between organizational culture and the standard of performance of projects funded by the county government of Meru, Kenya.	Pearson's Correlation
3. To determine the effects of practices of HRM on level of performance of health projects funded by the county government of Meru county, Kenya.	iii. There is no significant influence of practices in HRM and the degree of performance of projects funded by the county government of Meru, Kenya.	Pearson's Correlation
4. To ascertain the influence of M & E on the level of performance of health projects funded by the county government of Meru county, Kenya.	iv. There is no significant influence of M & E on the degree of performance of projects funded by the county government of Meru, Kenya.	Pearson's Correlation
5. To establish the moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.	v. There is no significant moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya	Pearson's Correlation
	vi. There is no significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects	Pearson's Correlation

	funded by the county government of Meru, Kenya.	
	vii. There is no significant moderating influence of monitoring and evaluation on HRM and the performance of health projects funded by the county government of Meru, Kenya.	Pearson's Correlation



### **3.12 Ethical Considerations**

To facilitate field work a letter of introduction from University of Nairobi giving an explanation on the intention of the data collection and confirming the respondents' confidentiality was attached to the questionnaire. It explained the purpose of the research and their contribution as respondents was important for improvement of project performance. The researcher also got a research permit from the NACOSTI to carry out a research and ensured that it was carried in accordance to the set standards. All references used in the study were acknowledged and referenced using the APA referencing system.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter gives the analysis and the results of the data as interpreted and discussed. Representation of the results is done according to the five specific objectives of the study. Questionnaires and interview schedule were used for data collection. Research findings were presented by the use of tables and figures with details that are largely self-explanatory.

#### 4.2 Response Rate

Response rate shows the degree to which the final data set is inclusive of all the sampled members including the unavailable and the ones who refused to be part of the study (Babbie, 2004). The number of questionnaires that were given out to respondents were 222 questionnaires. An interview schedule which contained open ended questions was also used to interview stakeholders in the health projects' management. A total of 38 stakeholders were targeted but only 28 were available for the interviews.

**Table 4.1: Response Rate of the Respondents**

	Questionnaires		Interview schedule	
	Frequency	Percent	Frequency	Percent
Returned	191	86	28	74
Not returned	31	14	10	26
<b>Total</b>	<b>222</b>	<b>100</b>	<b>38</b>	<b>100</b>

Results in Table 4.1 showed that a response of 191 questionnaires was achieved representing an 86% response rate. For the interviews, a response of 74% was achieved since 28 stakeholders were available for the interviews. According to Babbie (2007) a response rate of 50% or above is sufficient for analysis. Further, response rates of 50% are acceptable, 60% good and 70% very good for analysis and publishing (Babbie, 2012). The response rate achieved in this study was very good. Administering the questionnaires personally to the respondents and doing a close follow up is what led to the high response rate. Further, seeking for appointments from the stakeholders at their convenient time helped in attaining a very good response. Baruch and Holtom (2008) denoted that the average response rate for studies that utilized data collected from individuals was 52.7%

while the average response rate for studies that utilized data collected from organizations was 35.7% which shows that the results of this study had a high response.

### 4.3 Reliability Test

Reliability indicates how stable and consistent a research instrument measures a given concept and it is useful in the assessment of the goodness of a measure (Bryman, 2008). Cronbach's Alpha was used to examine the research instrument's reliability in this study. Sekaran and Bougie (2010) argued that Cronbach's Alpha ranges between 0-1 and the higher the coefficient, the more reliable the research instrument. The study consisted of three independent variables, one moderating variable and one dependent variable. The independent variables comprised of organizational factors; organizational structure, organizational culture, human resource management practices (recruitment, training and pay determination). The moderating variable was M & E and the dependent variable, project performance.

**Table 4.2: Reliability Statistics**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>
Organizational Structure	0.845	5
Organizational Culture	0.938	5
Recruitment	0.751	5
Training	0.714	5
Pay Determination	0.745	5
Monitoring and Evaluation	0.811	4
Performance of Projects	0.842	5

The findings shown in Table 4.2 indicates that organizational structure had a coefficient of 0.845, organizational culture, a coefficient of 0.938, recruitment, a coefficient of 0.751, training, a coefficient of 0.714, pay determination, a coefficient of 0.745, monitoring and evaluation, a coefficient of 0.811 and project performance, a coefficient of 0.842. In this study, the coefficient ranged from 0.7 to 0.9 and none of the variables had a coefficient less than 0.7, therefore the research instrument was reliable and had good internal consistency. According to Sekaran and

Bougie (2010) reliability values above 0.7 is suggested for social sciences and denotes that the research instrument is reliable.

#### 4.4 Diagnostic Testing

Normality and Multicollinearity Tests were done as stated below.

##### 4.4.1 Normality Test using Shapiro-Wilk test

In testing the normality of the study variables, the Shapiro-Wilk test was carried out. The decision rule being, if  $p \geq 0.05$ , the data is normally distributed, but if  $p < 0.05$ , then the data significantly deviates from a normal distribution. The null and the alternative hypothesis are stated below.

H<sub>0</sub>: The data is normally distributed

H<sub>1</sub>: The data is not normally distributed.

**Table 4.3: Tests of Normality**

	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Structure	.160	191	.000	.899	191	.000
Organizational Culture	.137	191	.000	.917	191	.000
HRM Practices	.170	191	.000	.921	191	.000
M and E	.197	191	.000	.885	191	.000
Performance of health Projects	.197	191	.000	.922	191	.000

a. Lilliefors Significance Correction

Findings indicated that it was significant at  $p < .05$  (Sig .000), for all the variables and thereby the null hypothesis was rejected and the alternative hypothesis accepted, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted.

##### 4.4.2 Multicollinearity Test

The VIF values were used to explain the multicollinearity of the variables. The null and alternative hypotheses are stated below.

H<sub>0</sub>: The data is correlated

H<sub>1</sub>: The data is not correlated

**Table 4.4: Tests of Multicollinearity**

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Structure	0.231	4.331
Organizational Culture	0.247	4.052
HRM Practices	0.199	5.030
M and E	0.498	2.008

a. Dependent Variable: Performance of health Projects

The findings of the test as shown in Table 4.4 indicate that the VIF values ranged between 1 to 5. This implied that the organizational factors and M and E studied were moderately correlated, which does not attain the threshold of  $VIF \geq 10$ . This validates the Han et al. (2004) cross-impact model, which identifies causal inter-relationships among factors that affect project performance.

## **4.5 Profiles of the Respondents and Key Stakeholders**

The study sought the profiles of the respondents and the key stakeholders. It included gender and age, highest education level and the numbers of years they had worked for the County/ Sub County. Seeking the profiles of the respondents was necessary for the determination of whether the respondents were a representative sample for generalization purposes. Frequencies, percentages, tables and figures were used in presenting the information.

### **4.5.1 Gender and Age**

The study endeavoured to find out the respondents' gender and the age as well as for the key stakeholders and the results are shown in Tables 4.5 and 4.6.

#### **4.5.1.1 Gender and Age of the Respondents**

Results indicated that 57% of the respondents were male while 47% were female (Table 4.5). Results further deduced that 9% of the respondents were above 50 years and 15% of the

respondents were between the ages of 41-50 years category. The age group of 31-40 years represented 51%. Below 30 years comprised 25 % of the respondents.

**Table 4.5: Gender of the Respondents**

<b>Age</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Percentage</b>
Below 30 years	29	19	48	25
31-40years	50	48	98	51
41-50years	29	0	29	15
Above 50years	0	16	16	9
<b>Total</b>	<b>108</b>	<b>83</b>	<b>191</b>	<b>100</b>
<b>Percentage</b>	<b>57</b>	<b>43</b>	<b>100</b>	

This indicates that county government of Meru had complied with the requirement of employment in the public sector to be at least 30% of either gender (GOK, 2012). The results further reflect that most of staff in the county are younger and active. This is the age at which most people seek for advancement and growth opportunities in their careers and are open to change in organizations. This is consistent with other scholars results (Gitau & Monari, 2019).

#### **4.5.1.2 Gender and Age of the Key Stakeholders**

Findings indicated that 50% of the key stakeholders were male. Further, the results showed that 18% of the key stakeholders were aged 30-39 years, 61% were 40-49 years with 21% aged over 50 years (Table 4.6).

**Table 4.6: Age and Gender of the Key Stakeholders**

<b>Age</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Percentage</b>
20-29years	0	0	0	0
30-39years	3	2	5	18
40-49years	7	10	17	61
Over 50years	4	2	6	21
<b>Total</b>	<b>14</b>	<b>14</b>	<b>28</b>	<b>100</b>

#### 4.5.2 Highest Level of Education of Respondents and Key Stakeholders

The study established the highest education level (Table 4.7) attained by both the respondents and key stakeholders as an indicator of their knowledge capability. Results on the respondents showed that 61% had attained a diploma, 35% had a university degree while 4% were postgraduates. Results further indicated that 4% of the key stakeholders had education level up to secondary school level, 21% were diploma holders, 68% had bachelors while only 7% had a postgraduate degree.

**Table 4.7: Level of Education of the Respondents**

Gender	Respondents		Key Stakeholders	
	Frequency	Percent	Frequency	Percent
Secondary	0	0	1	4
Diploma	137	61	6	21
University Degree	47	35	19	68
Post-graduate	7	4	2	7
<b>Total</b>	<b>222</b>	<b>100</b>	<b>28</b>	<b>100</b>

According to Hirsch and Emerick (1997), the relationship that exists between high education levels and organization performance is positive. Respondents' results imply that the respondents had the relevant knowledge in their areas of operation within the health sector. The level of education has been cited critical as it helps in survival and management of institutions during hard seasons thereby improving performance (Ibua, 2014). It also reveals that the county government is staffed by knowledgeable people. Further, educated people have been also found to be fast thinkers compared to uneducated due to exposure which is key in propelling performance and specifically an enabler in the health projects. Results also reveal that the key stakeholders in the county government are knowledgeable people.

#### 4.5.3 Work Experience

The respondent's demographic characteristics included the length of time they have been working for the county government (Table 4.8).

**Table 4.8: Work Experience**

<b>Length of Time</b>	<b>Frequency</b>	<b>Percent</b>
Below 1 year	9	5
1-2 years	65	34
3-4 years	117	61
<b>Total</b>	<b>222</b>	<b>100</b>

Results indicate that 61% of the respondents had worked for 3-4 years, 34% for 1-2 years while 5% had worked for less than one year. The respondent's length of time working in an organization can be associated with experience and knowledge acquired over time which leads to superior organization performance. It is also a measure of the ability to articulate issues and challenges in the organization. Staff's working for long periods of time in an organization are deemed to have internalized and understood the systems and processes in the organization. They also tend to be comfortable with the practices and leadership of the organization. Length of service in an organization has implication on job satisfaction and organization commitment. They have attachment and are loyal to the organization with no intention to leave soon. This is an indicator of employee commitment and job satisfaction (Rush, 2007).

#### **4.6 Descriptive Statistical Analysis for Study Variables**

Descriptive statistics gives the simple summaries about variables and their measures and usually form the basis of almost every quantitative data analysis. The respondents were to indicate their agreement level on the questions provided on the different items of organizational structure, organizational culture, human resource management practices (recruitment, training and pay determination), M & E and project performance. The tables are presented using frequency, percentage, mean and standard variation.

##### **4.6.1 Organizational Structure**

It was important to establish the influence of organizational structure on the performance of health projects funded by the county government of Meru, Kenya. The indicators that were being measured included in this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team, specialization is encouraged by the management and more so, duties are carried out based on the specific qualifications of the



managers and individuals in the dispensary, there is centralized decision making in all matters concerning the dispensary, there is effective communication within the management then to all subordinates and stakeholders in this dispensary and there is flexibility in the management in response to the changing external environment. Results shown in Table 4.9 indicated that respondents agreed that organizational structure influenced the performance of health projects funded by the county government of Meru since the means of the indicators ranged from 3.6 to 3.9.

A look at the frequencies will show that the majority of the respondents (with the least being 29% and the highest 55%) agreed that organizational structure influenced the performance of health projects followed by those who strongly agreed.

**Table 4.9: Organizational Structure**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
In this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team	27	21	0	82	61	192	3.7	1.4
	14%	11%	0%	43%	32%	100%		
Specialization is encouraged by the management and more so, duties are carried out based on the specific qualifications of the managers and individuals in the dispensary	31	4	0	105	52	192	3.8	1.3
	16%	2%	0%	55%	27%	100%		
There is centralized decision making in all matters concerning the dispensary	10	15	46	55	65	192	3.6	1.3
	5%	8%	24%	29%	34%	100%		
There is effective communication within the management then to all subordinates and stakeholders in this dispensary	11	11	23	78	67	192	3.9	1.1
	6%	6%	12%	41%	35%	100%		

There is flexibility in the management in response to the changing external environment	11 6%	17 9%	27 14%	103 54%	31 16%	192 100%	3.6	1.1
<b>Composite mean</b>							<b>3.7</b>	<b>1.2</b>

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SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

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A look at the mean summaries of the organizational structure indicators shown in Table 4.9 indicated that having effective communication within the management then to all subordinates and stakeholders in this dispensary had the highest mean of 3.9 and an SD of 1.1, followed by specialization being encouraged by the management and more so, duties being carried out based on the specific qualifications of the managers and individuals in the dispensary with a mean of 3.8 and an SD of 1.3. In this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team had a mean of 3.7 and an SD of 1.4. There is centralized decision making in all matters concerning the dispensary and having flexibility in the management in response to the changing external environment were the least having a mean of 3.6 respectively.

The composite mean for organizational structure was 3.7 with SD of 1.2. The frequencies indicated this rating by the respondents with the majority of them either agreeing or strongly agreeing that organizational structure influences performance of health projects in Meru County. This means that respondents were in agreement on the manner in which responsibilities and power are allocated within the county and work rules are carried out by county project members. From the interviews of the key stakeholders, resources, support supervision and proper communication were some of the organization factors that were pointed out. Results further showed that the key stakeholders found organizational factors important in that they helped in roles specifications and in achieving the set aims and objectives in an organization timely.

According to Thibodaux (2012), specialization in jobs apportions significant proficiency build-up in a particular role, the understanding and the production speed thus happens fast. Further, there is greater outcome from enhancements in the labour productivity in that it adds profits and demand leading to expanded outlets (Adeyoyin *et al.*, 2015). Bashir (2015) argued that when decision making is done by all levels of employees in an organization that is top, middle or lower level, this

increases the performance of the organization since the knowhow in regard to the ground realities, key areas and the operational aspects of the organization is the domain of the lower level employees. Allocation of resources in an organization and determination of the policies and aims is usually shown by the extent of centrality in decision making (Andrews et al., 2009). Additionally, the relative extent of centralization within an organization is shown by the ladder of power and the degree of participation in making of decisions as these aspects of structure are a reflection of the distribution of power across the entire organization.

The findings were in line with Wang (2011) who found out that top bottom communication and communication of topics that relate to work are important as they assist in making staff loyal and increase their contribution to the organization that has employed them. Moreover, Asamu (2014) indicated the existence of a correlation between effective communication and workers' performance, productivity and commitment. Roger (2007) also found out that organization that achieved a lot in raging business settings mostly used strategies that were far-reaching, fast and upsetting. Additionally, making of strategies should be an independent, bottom-top process and should be organic, self-arranging, adaptive and evolving. Further, it can be deduced that with some level of ambiguity, it is possible for managers to collect greater probability about the exterior setting, so the challenges implicated in the interpretation and selection of other responses to changes in the environment are minor. Thus, in these circumstances, flexibility is used as a positive strategy to enhance operational performance of organizations and projects (Merschamann & Thonemann, 2009).

Organizational roles and responsibilities form the basis for a successful business. The leader of an organization has the responsibility of ensuring that organizational roles and responsibilities are defined correctly so that every department and division fits together as a whole (Abalang, 2016). Further, workers who have a good understanding on the tasks that they should perform in the business organization are usually better performers of their jobs and have security in their deeds. Accordingly, Hameed et al. (2014) denoted that business entrepreneurs with a belief in roles and responsibilities' definition always ensure the availability of charts to their employees indicating the clear picture of where the organization is headed.

#### 4.6.2 Organizational Culture

The study examined the influence of organizational culture on the performance of health projects funded by the county government of Meru, Kenya as shown in Table 4.10. In this respect, organizational culture was analyzed in terms of the vision of the project has been communicated to the employees clearly, there has been timely achievement of set goals and objectives of the project, the culture of the department is in agreement with the general norms of project management, team orientation on the activities that need to be carried out is done in the project and that team work is usually enhanced in the project implementation.

In reference to Table 4.10, results indicate that respondents were neutral on whether organizational culture influences the performance of health projects funded by county government of Meru. This is shown by having means of 3.2 for (the vision of the project has been communicated to the employees clearly), 3.0 (there has been timely achievement of set goals and objectives of the project), 3.4 (the culture of the department is in agreement with the general norms of project management), 3.3 (team orientation on the activities that need to be carried out is done in the project) and 3.4 (team work is usually enhanced in the project implementation) and a composite mean of 3.3 for the five indicators. However, 41% of the respondents agreed that the culture of the department agreeing with the general norms of project management and team orientation on the activities that need to be carried were key indicators influencing performance of health projects in Meru County.

**Table 4.10: Organizational Culture**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
The vision of the project has been communicated to the employees clearly	42 22%	10 5%	50 26%	57 30%	32 17%	192 100%	3.2	1.4
There has been timely achievement of set goals and objectives of the project	0 0%	74 39%	50 26%	67 35%	0 0%	192 100%	3.0	0.9

The culture of the department is in agreement with the general norms of project management	4 2%	21 11%	59 31%	78 41%	29 15%	192 100%	3.4	1.0
Team orientation on the activities that need to be carried out is done in the project	11 6%	25 13%	50 26%	78 41%	29 15%	192 100%	3.3	1.2
Team work is usually enhanced in the project implementation	11 6%	25 13%	50 26%	61 32%	46 24%	192 100%	3.4	1.3
<b>Composite mean</b>							<b>3.3</b>	<b>1.2</b>

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SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

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The findings support those of Christenson and Walker (2004) who indicated that a key motivation of project management achievement is efficient and rational leadership that is communicated via a simulating vision of the outcomes of the project and the significant positive impact it can bring about. A study in the health sector by Martin et al. (2014) found out that the vision was a strong driving force for continuing and organized practice development and thus founded a culture that favoured quality and safety enhancement in patient care.

When there are clear objectives, there is a high likelihood of seeking feedback to close the difference between the existing understanding or skill and the desired goal by the persons in question (Hattie & Timperly, 2007). Further, this helps them concentrate their efforts efficiently towards the attainment of those goals (Turkay, 2014). There is therefore need for clear communication of the set goals and objectives for timely achievement. Walker (2015) indicated that there are beliefs or norms observed in opinions of routines shared by project members in specific ways that assist in explaining or resolving the difficulties faced when a project is on-going.

For a project to be successful, teams and their elements play a critical role. Guru (2008) denoted that there are various phases of development that a team goes through in the course of the lifespan of the project. A productive team environment and orientation on the activities to be carried out would motivate the team members leading to general performance of the team. A positive atmosphere in the team is a product of good leadership (Dubrin, 2004). Successfully performance

of both task work and team work usually happens when the teams are efficient as denoted by Burke et al. (2003). Composition, culture, and context are factors that affect the operation of teams and the variability within those factors can affect the team outcomes both directly and indirectly (Tekleab, et al., 2009).

#### **4.6.3 Human Resource Management Practices**

Human resource management (HRM) practices are mostly expected to encourage the organizational performance. There is need of having adaptable practices of working time management and payment schemes with incentives which indicates minimal influence on the tendency and success of an organization. Moreover, recruitment of employees and their training are critical if an organization is to succeed.

##### **4.6.3.1 Recruitment**

For the purposes of this study, recruitment was conceptualized to constitute availability of a formal policy for the recruitment of employees to be involved in the dispensaries, when there is an opportunity in the dispensary, they are made open to the general public, the health department has structured recruitment practices in place for dispensary's employees, there equal opportunities for all would-be (potential) employees when it comes to recruitment and that there are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation. Respondents were to indicate the extent in which they agreed with the different statements defining the recruitment indicators. For all the indicators, responses were recorded on a 5-point scale and the results were shown in Table 4.11.

A look at the frequencies will show that the majority of the agreed that recruitment influenced the performance of health projects. Notably, the highest proportions of 70%, 60% and 55% were all on the response of agree, indicating generally that the respondents were of the view that performance of health projects have greatly been influenced by recruitment. When there is an opportunity in the dispensary, they are made open to the general public had the highest mean of 4.3 and an SD of 0.6. This was followed by there is a formal policy for the recruitment of employees to be involved in the dispensaries with a mean of 4.2 and an SD of 0.7. There equal opportunities for all would-be (potential) employees when it comes to recruitment had a mean of 3.8 and an SD of 1.1 while there are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation had a mean of 3.8 and an SD of

0.9. The health department has structured recruitment practices in place for dispensary's employees had the least mean of 3.7 and an SD of 0.9. The composite mean was 4.0 and an SD of 0.8 indicating that respondents agreed that recruitment influenced the performance of health projects funded by the county government of Meru.

**Table 4.11: Recruitment**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
There is a formal policy for the recruitment of employees to be involved in the dispensaries	0 0%	0 0%	4 2%	134 70%	53 28%	192 100%	4.2	0.7
When there is an opportunity in the dispensary, they are made open to the general public	0 0%	0 0%	17 9%	105 55%	69 36%	192 100%	4.3	0.6
The health department has structured recruitment practices in place for dispensary's employees	10 5%	10 5%	13 16%	115 60%	27 14%	192 100%	3.7	0.9
There equal opportunities for all would-be (potential) employees when it comes to recruitment	13 7%	13 7%	25 13%	96 50%	46 24%	192 100%	3.8	1.1
There are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation	4 2%	10 5%	40 21%	42 22%	96 50%	192 100%	3.8	0.9
<b>Composite mean</b>							<b>4.0</b>	<b>0.8</b>

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

The findings concur with a study done by Mavis (2014) on recruitment in Ghana who found out that construction companies that had recruitment policy allowed for internal inspection at all departments inside the organization to establish whether there was a staff within who best fit for the available position. The policy indicated that recruitment is done via luring competent

applicants and interviews followed before selection was done. Further, the findings showed that most respondents agreed that opportunities in the dispensary were made public in the health projects. According to County Government Act 2012, an authorized officer must declare all vacant posts in a prescribed format. Findings indicate that this is the norm in Meru County as 91% of the respondents were in agreement.

The findings are also supported by a study on the commercial banks of Bangladesh which indicated that there were notable commonalities in using job analysis, various recruiting sources and selecting approaches, assigning primary and finally appointing decision tasks to HR and line managers, noticing great difficulties and embracing strategies for efficient recruitment and selection roles (Tamanna, 2018). Further, Gamage (2014) indicated that recruiting and selecting programs ensures a correct number of competent staff for the achievement of the strategic targets of the organization in a way that cost-efficient.

A study done in Macedonia recommended that organizations should ensure that there are equal employment chances regardless of the age of the candidate or the organizations should employ real professionals in accordance to their expertise and not their age (Stoilkovska, 2015). This was because there were no equal employment opportunities. This contradicts the findings of this study since equal opportunities were given during recruitment of the employees. According to a study by ILO (2011), appropriate procedure in carrying out the termination reduces the setback to the terminated staff (who in most cases is disappointed by the fact that they are terminated); gives protection to the project/work from probable lawsuit that may arise from the termination and reassures the manager that what they did was correct. Further, County Government Act 2012 has laid down procedures on the dismissal of the employees who are not performing which is adhered to in Meru County as per the results.

#### **4.6.3.2 Training**

In this study, training was operationalized to human capitals on the project should be given clear job allocation and designation befitting their skill, if the skills are insufficient then training for the necessary skills should be set, there is a set budget for capacity building of the project team, well skilled and trained personnel ensures good work is done and project implemented timely and the focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs. Respondents were to indicate the extent in which they agreed with different



statements defining the training indicators. For all the indicators, responses were recorded on a 5-point scale and the descriptive analysis results are shown in Table 4.12.

Results showed that both human capitals on the project should be given clear job allocation and designation be fitting their skill and well skilled and trained personnel ensures good work is done and project implemented timely had the highest means of 4.5. This was followed by if they are insufficient then training for the necessary skills should be set with a mean 4.3 and an SD of 0.6. The focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs had a mean 4.2 and an SD of 0.8. There is a set budget for capacity building of the project team had the least mean of 3.5 and 1.1. Highest frequencies were 60% (strongly agreed), 58% and 53% (agreed). The composite mean was 4.2 and SD of 0.7 indicating that most respondents agreed that training influenced the performance of health projects funded by the county government of Meru.

**Table 4.12: Training**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
Human capitals on the project should be given clear job allocation and designation befitting their skill	0 0%	6 3%	13 7%	57 30%	115 60%	192 100%	4.5	0.7
If they are insufficient then training for the necessary skills should be set	0 0%	2 0%	19 10%	92 48%	80 42%	192 100%	4.3	0.6
There is a set budget for capacity building of the project team	13 7%	19 10%	40 21%	59 31%	57 30%	192 100%	3.5	1.1
Well skilled and trained personnel ensures good work is done and project implemented timely	0 0%	0 0%	0 0%	101 53%	90 47%	192 100%	4.5	0.5
The focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs	4 2%	10 5%	0 0%	101 58%	69 36%	192 100%	4.2	0.8

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SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

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Studies have shown that when staff in an organization have a clear understanding of their job expectations and the strategic objectives that have been set, what to be accomplished and the jobs are designed in accordance with the set objectives which the findings of this study support (Swarnalatha & Prasanna, 2012). The findings are also in line with Rufat-Latre (2005) who indicated that employees' need for on-going learning and continuous improvement on their skills is a prudent investment of an organization's resources and funds since it improves their competitiveness, efficiency, quality of work done and desire to avoid litigation.

According to World Bank (2009), enhancing capacity is a process that is on-going evidence-driven aimed at improving the capabilities individuals, teams, organizations, networks, sectors or communities in the creation of results that are measurable and sustainable. Accordingly, organizations must institute changes targeted at building different levels of capacity, information, skills, structures and processes, if they want to ensure that the desired changes are fully implemented (Harsh, 2010). The result implied that well skilled and trained personnel positively influences project performance as evidenced by the results. It has been proven that development of skills improves the capacities of individuals to work and their chances at work, which offers a high possibility for creativity and satisfaction at work and timely completion of work and projects at hand (EC, 2010). Further, equipping employees through effective training becomes imperative in order to maximize the job performance (Afshan et al., 2012).

Results further showed that most respondents agreed that project managers ensure there is cost savings on the trainings through acquisition of well skilled personnel in the health projects. Workers who are competent and competitive are a significant factor if organizations are to remain effective in this quickly varying environmental setting and if there has to be cost saving (Antwi & Owusu, 2015). Further, competent workers contribute to the organizational performance by ensuring that they have specialized in their personal tasks and the waster has been cut down. When workers have the required skills, the expertise and the freedom to express their thoughts in a setting

that is not hostile, it brings out the best in these workers and makes it easy for organizations to achieve their objectives efficiently (Seiler, 2010).

#### **4.6.3.3 Pay Determination**

The quantitative analysis also established the influence of pay determination on the performance of health projects funded by the county government of Meru. In this study, pay determination was measured in terms of payments in the dispensaries are usually done based on the terms of contract, dispensaries' money is usually allocated based on the work to be done, review on the payments may sometimes take place if there was an underestimation on the work to be done, upon completion of the dispensary, there are set timelines when services are freely offered and in case of a shoddy job, there are set policies where the payments done are recovered.

A review on the results in Table 4.13 showed that payments in the dispensaries are usually done based on the terms of contract had the highest mean at 4.0 and an SD of 0.8. This was followed by dispensaries' money is usually allocated based on the work to be done with a mean at 3.5 and an SD of 1.2. In case of a shoddy job, there are set policies where the payments done are recovered had a mean of 3.4 and an SD of 0.9. Both review on the payments may sometimes take place if there was an underestimation on the work to be done and upon completion of the dispensary, there are set timelines when services are freely offered had the lowest means of 3.3. Highest percentages were 57%, 53% and 44% all agreeing on the 5-point scale. The composite mean was 3.5 and an SD of 1.0 indicating that respondents agreed that pay determination influences the performance of health projects funded by the county government of Meru.

**Table 4.13: Pay Determination**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
Payments in the dispensaries are usually done based on the terms of contract	4 2%	4 2%	25 13%	109 57%	50 26%	192 100%	4.0	0.8
Dispensaries' money is usually allocated based on the work to be done	23 12%	13 7%	29 15%	101 53%	25 13%	192 100%	3.5	1.2
Review on the payments may sometimes take place if there was an underestimation on the work to be done	15 8%	23 12%	59 31%	78 41%	15 8%	192 100%	3.3	1.1
Upon completion of the dispensary, there are set timelines when services are freely offered	27 14%	38 20%	23 12%	74 39%	31 16%	192 100%	3.3	1.2
In case of a shoddy job, there are set policies where the payments done are recovered	4 2%	15 8%	76 40%	84 44%	11 6%	192 100%	3.4	0.9
<b>Composite mean</b>							<b>3.5</b>	<b>1.0</b>

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

The findings concur with findings by Raymond and Bergeron (2008) who indicated that implementation of projects successfully is based on allocating the resources required and planning the execution of the work. Moreover, management in organizations that are profit making and non-profit making are constantly faced with the responsibility of allocation of resources by balancing budgets, profits and losses and gaining dedication by a large number of stakeholders to the decisions made (Keisler, 2005). Further, the needed worth of money invested in a project can be achieved through comprehensive analysis of risk and proper allocation of risk, need to complete a project within the shortest time possible, curbing any rise in project cost, encouraging innovation

in the development of the project and preparation of a comprehensive specification (Bidne, 2012). Bogere (2013) found out that road construction projects in Uganda were associated with sub-standard work, loss of government funds and untimely completion of project and therefore need for policies that were to guard loss of the funds. Siborurema et al. (2015) also found out that there are many modifications which are done on project budget leading to incompleteness of the project thus loss of funds.

Among the HRM practices studied above included recruitment, training and pay determination. Their composite means and standard deviations are shown in Table 4.14.

**Table 4.14: Composite Means for HRM practices**

<b>Description</b>	<b>Composite mean</b>	<b>SD</b>
Recruitment	4.0	0.8
Training	4.2	0.7
Pay determination	3.5	1.0
<b>Average Composite Mean</b>	<b>3.9</b>	<b>0.83</b>

In reference to Table 4.14, results indicate that respondents agreed that HRM practices influence the performance of health projects funded by county government of Meru. This is shown by having a mean of 4.0 and an SD of 0.8 for (recruitment), mean of 4.2 and an SD of 0.7 for (training), mean of 3.5 and an SD of 1.0 for (pay determination) for the three description indicators evaluated. Findings revealed that HRM practices are of significance in the performance of health projects as the average composite mean of 3.9 and an SD of 0.83 clearly showed that most respondents agreed to the influence of the evaluated indicators. Detailed results for each of the description HRM practices indicators are shown in sections 4.6.3.1, 4.6.3.2 and 4.6.3.3.

Results further showed that the key stakeholders were conversant with the HRM practices and from the evaluation, the key HRM practices pointed out were recruitment, performance appraisals, specialization, effective communication, centralized decision making, training and interpersonal relationship. They also indicated that HRM Practices affected performance of dispensaries through structured chain of command, setting of goals and improvement on service delivery.

#### **4.6.4 Monitoring and Evaluation**

In finding out whether M & E has a moderating influence on the performance of health projects funded by county government of Meru, Kenya, the composite means of M and E indicators in each category were calculated to offer a descriptive analysis of these variables and then comparisons were done as indicated in Table 4.15. Organization learning on the external environment being key in the department to ensure the department remains competitive and delivery of public services efficient had the highest mean of 4.2 and an SD of 0.9. This was followed by there is discretion in all matters handled by the management with a mean of 3.8 and an SD of 0.8. Decisions made by the management that employees needs to be aware of are usually communicated as soon as the information needs to be conveyed had a mean of 3.8 and an SD of 0.9 and performance targets given is usually evaluated based on the timelines given had the least mean of 3.8 and an SD of 1.0. The composite mean was 3.9 with an SD of 0.9 which indicated that respondents agreed that M & E is a process that helps improve performance of health projects and achievement of the project results.

**Table 4.15: Monitoring and Evaluation**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
There is discretion in all matters handled by the management	4 2%	17 9%	15 8%	132 69%	23 12%	192 100%	3.8	0.8
Decisions made by the management that employees needs to be aware of are usually communicated as soon as the information needs to be conveyed	11 6%	10 5%	10 5%	132 69%	29 15%	192 100%	3.8	0.9
Organization learning on the external environment is key in the department to ensure the department remains competitive and delivery of public services efficient	0 0%	13 7%	17 9%	86 45%	74 39%	192 100%	4.2	0.9
Performance targets given is usually evaluated based on the timelines given	8 4%	23 12%	13 7%	111 58%	38 20%	192 100%	3.8	1.0
<b>Composite mean</b>							<b>3.9</b>	<b>0.9</b>

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

An evaluation on the views of the key stakeholders on M & E and its importance on the performance of health projects funded by the county government of Meru County indicated that they understood success or failure of a project and accountability on the use of funds as the meaning of M and E. They all agreed that M and E affected performance of health projects since M and E helps in the identification of improvement areas by sealing loopholes, formation of a clear framework for goals achievement and increases efficiency.

According to Bertrand and Schoar (2003), discretion by management in workplace has been found to positively affect the willingness to implement policies and successful achievement of the set goals. Further, having strict constraints to reduce managerial discretion may overly limit

managers' latitude to generate project performance differentially (Davies *et al.*, 2005) as supported by the findings of this study.

Findings also indicated that majority of the respondents agreed (69%) decisions made by the management that employees need to be aware of are usually communicated as soon as the information needs to be conveyed. A study by Elst *et al.* (2010) indicated that availability of adequate and correct information communicated to employees is reinforcing the present top to down communication. From horizontal and cross communication, staffs view their colleagues as useful, problem-solving, obliging both in and other departments (Postmes *et al.*, 2001)

Business undertakings by an organization are usually affected and guided by the environmental forces which include social, economic, technological, legal or regulatory forces among others (Dauda & Ismaila, 2013). According to Echdar and Si (2013), the organization affects the business setting through its products and the services offered and the exterior business setting affects acting inside the organization. It affects the goals, planning, policies, undertakings, procedures and the achievements directly or indirectly thus play a critical function in the organization. Njanja *et al.* (2012) further indicated that entrance of new entrants in a market mostly limits the earning probability of those already in existence in a specific market. Bourne (2008) indicated that timely evaluation of performance targets helps in taking actions to correct failings in the project delivery or note exceptional performance and also, implementation of performance monitoring is an audit requirement. Murei *et al.* (2018) found out that M & E HR capacity influenced the performance of horticulture projects significantly. Njeru and Luketero (2018) also established that M & E systems affected the performance of medical camps

#### **4.6.5 Performance of Health Projects**

The study examined performance issues as measured by service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction in health projects funded by county government of Meru, Kenya and the results are shown in Table 4.16. In this respect, qualification of the staff in the dispensaries is a key consideration during their employment had the highest mean of 4.1 and an SD of 1.0. This was followed by service delivery has been greatly enhanced after the completion of the dispensaries in the county which had a mean of 4.0 and an SD of 1.0. There is an agreement on the maintenance of the health facility as a function of the project contractors till a specified period of time elapses had a mean of 3.5 and an SD of 1.2.



The beneficiaries of the dispensaries are satisfied with the services offered had a mean of 3.2 and an SD of 0.9. The least mean was 2.9 and an SD of 1.6 for equipping of the health facilities that have been funded by the County government is up to the required standards. The composite mean was 3.5 with an SD of 1.1 indicating that respondents agreed that service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction were key project performance indicators in Meru County.

According to the key stakeholders, increased number of clients, job satisfaction and timely payment of bills were key indicators they use when measuring the performance of the health projects after disbursement of funds by the County government. Others included monthly returns, quality control and assessment and number and extent of completion of projects.

**Table 4.16: Project Performance**

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
Service delivery has been greatly enhanced after the completion of the dispensaries in the county	10 5%	10 5%	0 0%	120 63%	52 27%	192 100%	4.0	1.0
Qualification of the staff in the dispensaries is a key consideration during their employment	0 0%	25 13%	15 8%	57 30%	94 49%	192 100%	4.1	1.0
There is an agreement on the maintenance of the health facility as a function of the project contractors till a specified period of time elapses	15 8%	36 19%	25 13%	90 47%	25 13%	192 100%	3.5	1.2
Equipping of the health facilities that have been funded by the County government is up to the required standards	57 30%	31 16%	10 5%	52 27%	40 21%	192 100%	2.9	1.6
The beneficiaries of the dispensaries are satisfied with the services offered	11 6%	34 18%	46 24%	101 53%	0 0%	192 100%	3.2	0.9
<b>Composite mean</b>							<b>3.5</b>	<b>1.1</b>

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

A look at the status of the dispensaries in the area, key stakeholders indicated that the dispensaries were fairly doing well, they were offering satisfactory services and that the dispensaries were not up to the standard in terms of having professionals, equipping with drugs, beds and other key needful equipment. These findings support those by a study on the service delivery in public hospitals in Nairobi by Omondi (2016) who indicated that drug supply was not adequate mainly due to procurement bureaucracies within the hospitals which led to labour unrest. Management of these hospitals had a greater influence on how services are delivered and decision making process. Further, Miriti and Keiyoro (2017) recommended that there is need for Meru Level Five Hospital

to bring on board institutions that are qualified regularly to conduct surveys that involves issues on patient satisfaction and supporting training and development initiatives that are began by the leadership of the hospital to the medical personnel so that they can get up to date medical and management practices.

Findings by Munyoki (2014) in his study on the completion projects in Nairobi recommended that the project stakeholders should be engaged by project managers throughout project lifespan and that project managers that are proficient should be part of the projects while clients need to supply sufficient funds for the projects which will help in ensuring that there is timely completion of projects and enhancement of service delivery. Further, Kotur and Anbazhagan (2014) in their investigation on the various performance levels of the staff in the Chittoor Sugar factory focusing on the experience and qualification found out that staff in the medium range on educational qualification performed better in comparison to those in the extremes. Further, there are no difficulties in finding qualified staff/ employees and where there is difficulty; it is attributed to not being able to give salaries that are competitive, a challenge in attracting applicants that are qualified from their jobs and high contest from other employers (Dobre, 2013).

A report done by KNHCR (2017) in Kisumu County found out that there is need for equipping the mental ward with staff, drugs, equipment and facilities to ensure that the treatment of the mentally ill patients is acceptable and investing in infrastructure especially by constructing more medical laboratories, maternity wards, theatres, waiting bays, and staff quarters in the facilities which was in contradiction with the study findings. Williams et al. (2014) found out that there was a significant change on the perceived merits of customer satisfaction and relationship quality in both order and size when a project was on-going which was dependent on completion of the projects either timely or late.

#### **4.7 Pearson Product Moment Correlation**

Correlations are measures of the degree of relationship between two or more variables (Gakuu *et al.*, 2016). Hair et al. (2006) recommended that correlation coefficient ( $r$ ) ranging from 0.81 and 1.0 are very strong; from 0.61 to 0.80 are strong; from 0.41 to 0.60 moderate; from 0.21 to 0.40 weak; and from 0.00 and 0.20 indicates no relationship. Correlation between the dependent and the independent variables is shown in Table 4.17.

**Table 4.17: Pearson Correlation Matrix for Independent and Dependent Variables**

		Project Performance	Organizational Structure	Organizational Culture	HRM Practices	M and E
Project Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Organizational Structure	N	191				
	Pearson Correlation	.672(**)	1			
Organizational Culture	Sig. (2-tailed)	.000				
	N	191	191			
Organizational Culture	Pearson Correlation	.643(**)	.802(**)	1		
	Sig. (2-tailed)	.000	.000			
HRM Practices	N	191	191	191		
	Pearson Correlation	.842(**)	.836(**)	.824(**)	1	
HRM Practices	Sig. (2-tailed)	.000	.000	.000		
	N	191	191	191	191	
M and E	Pearson Correlation	.743(**)	.628(**)	.427(**)	.638(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	
M and E	N	191	191	191	191	191

\*\* Correlation is significant at the 0.01 level (2-tailed).

Generally, there existed a positive and statistically significant correlation between performance of health projects and organizational factors, human resource practices and monitoring and evaluation. There was positive correlation between performance of health projects and organizational structure with  $[r=.672, n=191, p=.000<0.01]$ . The Pearson correlation was 0.672, implying that organizational structure was perceived to highly contribute to the performance of health projects in Meru County.

Organizational culture had a strong positive correlation with performance of health projects in Meru County with  $[r=.643, n=191, p=.000<0.01]$ . Findings also indicated that HRM Practices had a great contribution on the performance of health projects in Meru County as shown by  $[r=.842, n=191, p=.000<0.01]$ . This correlation coefficient showed that training, recruitment and pay determination as human resource management practices were perceived to highly contribute to performance of health projects in Meru County. M & E as shown by the rankings of the correlation

coefficient, had a strong correlation [ $r=.743$ ] which was statistically significant at 1% level of significance [ $p=.000<0.01$ ] indicating that M & E is perceived to be an important factor to performance of health projects supported by the County government of Meru.

Organizational structure is critical since it assists individuals in the understanding of their positions and functions in the processes of an organization, they get to understand their workmates, the persons working with them and doing the work of the organization which eventually affects performance (Jebet, 2007). Having an extensive level of project organizational culture and a high influence level of measured culture factors affects project performance making organizational culture very significant in project performance (Stare, 2011). Mwau (2016) also established the existence of a strong and positive correlation between organizational culture and performance and that consistency, involvement, adaptability and mission greatly determine the organizational performance. Indiya et al. (2018) in their study on the impacts of organization culture on organization performance in public universities in Kenya, findings indicated a strong positive and significant correlation between culture of an organization and the performance

Empirical studies have shown a strong correlation between HRM practices on the performance of employees. This is prompted by the fact that when correct and right HRM practices are followed, the effect on the employees is a feeling of appreciation, satisfaction and motivation. Employees are engaged in times of training which improves their performance and encourages the employees to remain loyal in the organization (Amin, 2013). Kaira et al. (2016) denoted a statistically significant correlation between recruiting and selecting employees on public water utilities' performance in Tanzania. According to Boadu *et al.*, (2014), training and development significantly affects the growth and success of a business and therefore a need for equipping of the employees with the appropriate skills, knowledge and abilities. Mohammed (2016) also found a statistically significant correlation between rewards types and performance of employees.

M & E should also enable organizations to get important information from what has already been done in an organization and what is going on which can form the foundation for fine tuning the programmes, reorientation and planning for future. When there is no efficient M & E, it is difficult to make a judgement whether the on-going work is on the right track, if progress or achievement can be demanded and the possibility of improving the future efforts (Njama, 2015). According to Murray and Conner (2009) if the correlation coefficient exceeds 0.8, it implies lack of

multicollinearity problem. Results in Table 4.17 showed that correlation matrix that was used to test the multicollinearity indicated lack of multicollinearity problem in this study.

#### **4.8 Test for Hypotheses**

Using the five research objectives in the study, their corresponding hypotheses were formulated. The hypotheses were tested to establish their statistical significance on the influence of each of the independent variables on the dependent variable. Finding the values of R, R<sup>2</sup>, F ratio, t-values and p values was done using regression analysis. The R-value is an indication of the strength of the relationship between the study variables, R<sup>2</sup>-(coefficient of determination) value indicates the degree to which differences in independent indicators explain indicators of the dependent variable (goodness of fit), F-value is an indication of the statistical significance of the overall model, t-values are a representation of the significance of individual variables, Beta values indicates the impact of the independent variable on the dependent variable whether it is positive or negative while p-values represents the confidence level at 0.05 significant level at which point a decision to confirm the hypothesis is made at values of F-ratio where  $p < 0.05$ . SPSS software provides p values for each tested difference. Therefore, rather than determining acceptance or rejection of the null hypothesis by comparing  $F_{\text{calculated}}$  to  $F_{\text{critical}}$ , the value of p and  $\alpha$  were compared. The decision rule adopted was; if  $p\text{-value} < \alpha$ , the null hypothesis was rejected and if  $p\text{-value} > \alpha$ , the null hypothesis was accepted (Huitema, 2011; Petrisor *et al.*, 2010).

#### **Hypothesis 1**

**H<sub>01</sub>: There is no significant relationship between the organizational structure and the performance of health projects funded by the county government of Meru, Kenya.**

The hypothesis aimed at establishing whether organizational structure has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable. This composite was of service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction. The independent variable was a composite index of organizational structure, which composed of hierarchy of authority, specialization by management and centralized decision making.

To test this hypothesis a regression model of the form  $Y = \beta_0 + \beta_1 X_1 + \varepsilon_1$

Where

Y = Dependent Variable (Performance of Health Projects)

$\beta_0$  = Constant

$X_1$  = Independent Variable (Organizational Structure)

$\beta_1$  = Coefficient indicating influence of organizational structure on the performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in  $X_1$ )

$\epsilon_1$  = Error Term

The results as shown in Table 4.18 indicated that the correlation coefficient (r) of 0.672 indicated a very positive influence of organizational structure on performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.452 implied that organizational structure explained 45.2% of performance of health projects, while 54.8% of performance was explained by other factors other than organizational structure. The adjusted R-square was used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.18: Regression Results for Organizational Structure on Performance of Health Projects**

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	1.237	.194	6.390	.000
Organizational structure	.627	.050	12.487	.000

a. Dependent Variable: Performance of Health Projects

b. Predictors: (Constant), organizational structure

F (1,190) = 155.917\*\* [p=0.000<0.05]

r= 0.672

R<sup>2</sup>= 0.452

Adjusted R<sup>2</sup>= 0.449

Durbin Watson Statistics = 2.126

\*\* 5% level of significance

The F value was 155.917 with a significant p value= 0.000 which was below 0.05, which means that the null hypothesis was rejected and the conclusion was the existence of a significant

relationship between the organizational structure and the performance of health projects funded by the county government of Meru, Kenya.

The results on the beta coefficient of the resulting model showed that the constant = 1.237 was different from 0, since the p value= 0.000 was less than 0.05. The t value for the constant was 6.390, while the t value for the organizational structure was 12.487, an indication that they were significant. The implication was rejecting the null hypothesis that  $(\beta) = 0$  and accepting the alternative hypothesis which indicated that the model  $Y = 1.237 + 0.627$  (organizational structure), was significantly fit. Also, the beta value of 0.627 implied that a unit change in organizational structure would lead to 0.627 units change in the project performance. This confirmed the existence of a significant positive relationship between organizational structure and performance of health projects funded by the Meru County government, Kenya. From the responses of the respondents and key stakeholders, effective communication from the project managers to the communities who are beneficiaries of the health projects being implemented is very important since they are able to express their immediate needs and what mostly affects them directly. Further, it emerged that flexibility, specialization and centralized decision making are needful for performance of health projects in Meru County.

Past studies have indicated that organizational structure significantly affects performance. Aniagyei (2011) in the study on project performance in Aga Limited in Ghana found that factors that were related to the structure of the organization had a significant effect that was inverse to the categories of the key performance index that were being investigated that is time, cost and quality. Further, Ochieng (2016) and (Zaki et al., 2015) made a conclusion that the relationship that existed between structure of the organization and performance of projects in Taylor Nelson Sofres, Nairobi and Egyptian companies respectively was significant.

## **Hypothesis 2**

**H<sub>02</sub>: There is no significant relationship between organizational culture and the performance of health projects funded by the county government of Meru, Kenya.**



The hypothesis aimed at establishing whether organizational culture has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable. This composite index was from service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction. The independent variable was a composite index of organizational culture (sharing organizational values, sharing organizational mission and vision, organizational goals and objectives and team spirit).

To test this hypothesis a regression model of the form:  $Y = \beta_0 + \beta_2 X_2 + \varepsilon_1$  was estimated

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$  = Constant

$X_2$  = Independent Variable (Organizational Culture)

$B_2$  = Coefficient indicating influence of organizational culture on performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in  $X_2$ )

$\varepsilon_1$  = Error Term

The results showed in Table 4.19 indicated that the correlation coefficient (r) of 0.643 showed a very positive influence of organizational culture on performance of health projects. The adjusted R-Square statistics of 0.414 indicated that 41.4% of the variation in performance of health projects can be explained by a unit change in organizational culture. 58.6% was explained by organizational structure, HRM practices and M and E. The adjusted R-square was used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.19: Regression Results for Organizational Culture on Performance of Health Projects**

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	1.746	.166	10.502	.000
Organizational culture	.564	.049	11.550	.000

a. Dependent Variable: Performance of Health Projects  
b. Predictors: (Constant), organizational culture

F (1,190) = 133.397 \*\* [p=0.000<0.05]

r= 0.643

R<sup>2</sup>= 0.414

Adjusted R<sup>2</sup>= 0.411

Durbin Watson Statistics = 1.950

\*\* 5% level of significance

The F value was 133.397 with a significant p value= 0.000 which was below 0.05, which means that the null hypothesis was rejected and the conclusion was that there was a significant relationship between the organizational culture and the performance of health projects funded by county government of Meru, Kenya.

The null hypothesis stated that beta ( $\beta$ ) =0, meaning there was no significant relationship between organizational culture and the performance of health projects as the slope beta ( $\beta$ ) =0. The results on the beta coefficient of the resulting model showed that the constant = 1.746 was different from 0, since the p value= 0.000 was less than 0.05. The t value for the constant was 10.502, while the t value for the organizational culture was 11.550, which indicated that they were significant. The implication was rejecting the null hypothesis that ( $\beta$ ) =0 and accepting the alternative hypothesis which indicated that the model  $Y = 1.746 + 0.564$  (organizational culture), was significantly fit. Also, the beta value of 0.564 implied that a unit change in organizational culture would lead to 0.564 units change in the project performance. This confirmed that the relationship between organizational culture and performance of health projects funded by the Meru County government, Kenya was positive and significant. The respondents and the key stakeholders indicated that

organizational culture is important as it helps in timely accomplishment of the targets set and objectives of the project since each individual has a specific set of duties to accomplish.

Accordingly, Jumba (2013) in his study on the performance of projects at nation media group found out that there was a strong correlation between corporate culture and performance of projects and the conclusion was that there was insufficient particular training that is work-skilled, rewarding and recognizing system was unfair, insufficient communication between customers and the project teams. Strong organization cultures have been found to attract, hold and reward employees who define a successful organization and are oftenly depicted by commitment and co-operation when giving service of common norms (Wiley et al., 2010). Organizational culture was found to significantly influence the performance of construction projects in Vietnam. They indicated that dedication of the contractors and cooperative orientation enhanced productivity of labor while alignment of the objectives and trust and dedication of the contractors ensured learning performance thereby sustainability and achievement of the construction projects (Nguyen & Watanabe, 2017)

### **Hypothesis 3**

**H<sub>03</sub>: There is no significant influence of human resource management practices on the performance of health projects funded by the county government of Meru, Kenya.**

The hypothesis aimed at establishing whether human resource management practices had a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable. This composite was of service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction. The independent variable was a composite index of human resource management practices which composed of training, recruitment and pay determination.

To test this hypothesis a regression model of the form:  $Y = \beta_0 + \beta_3 X_3 + \epsilon_1$  was estimated

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$  = Constant

$X_2$  = Independent Variable (HRM practices)

$B_2$  = Coefficient indicating influence of HRM practices on performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in  $X_2$ )  
 $\varepsilon_1$  = Error Term

The results presented in Table 4.20 showed that the correlation coefficient (r) of 0.842 indicated a very positive influence of HRM practices on performance of health projects. The adjusted R-Square statistics of 0.710 implied that HRM practices explained 71.0% of performance of health projects, while 29.0% of performance was explained by other factors other than HRM practices. The adjusted R-square was used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.20: Regression Results for HRM Practices on Performance of Health Projects**

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	-1.718	.249	-6.904	.000
HRM Practices	1.393	.065	21.498	.000

a. Dependent Variable: Performance of Health Projects  
b. Predictors: (Constant), HRM Practices

$F(1,190) = 462.165$  \*\* [ $p=0.000 < 0.05$ ]

$r = 0.842$

$R^2 = 0.710$

Adjusted  $R^2 = 0.708$

Durbin Watson Statistics = 2.226

\*\* 5% level of significance

The F value is 462.165 with a significant p value= 0.000 which was below 0.05, meaning that the null hypothesis was rejected and the conclusion was that there was a significant influence of HRM practices on the performance of health projects funded by county government of Meru, Kenya.

The null hypothesis stated that beta ( $\beta$ ) = 0, meaning there is no significant relationship between HRM practices and the performance of health projects as the slope beta ( $\beta$ ) = 0. The results on the beta coefficient of the resulting model showed that the constant = -1.718 was different from 0, since the p value = 0.000 was less than 0.05. The t value for the constant was -6.904, while the t value for the HRM practices was 21.498, which indicated they were significant. The implication was rejection of the null hypothesis that ( $\beta$ ) = 0 and accepting the alternative hypothesis thus indicated that the model  $Y = -1.718 + 1.393$  (HRM practices), was significantly fit. Also, the beta value of 1.393 implied that a unit change in organizational structure would lead to 1.393 units change in the project performance. This confirmed that there was a significant positive influence of HRM practices on the performance of health projects funded by county government of Meru, Kenya. It emerged from the respondents that when recruitment of well trained personnel is done, performance of health projects is achievable.

The HRM practices needs to be properly designed and deployed for the achievement of sustained competitive advantage (Lamba & Choudhary, 2013). HRM practices including planning recruitment and selection, training and advancement, reward and reimbursement were found to have a positive and significant relationship with performance of employees in the health sector in Machakos County and in South Africa (Mutua, 2017; Kanyemba *et al.*, 2015).

#### **Hypothesis 4**

**H<sub>04</sub>: There is no significant influence of monitoring and evaluation on the performance of health projects funded by the county government of Meru, Kenya.**

Performance of health projects was used as the dependent variable. This composite was of service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction. The independent variable was a composite index of M & E and included management decision making, accountability and organization learning.

Testing of the hypothesis used a regression model of the form:  $Y = \beta_0 + \beta_4 X_4 + \varepsilon_1$

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$  = Constant

$X_2$  = Independent Variable (monitoring and evaluation)

$B_2$  = Coefficient indicating influence of monitoring and evaluation on performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in  $X_2$ )

$\varepsilon_1$  = Error Term

The results presented in Table 4.21 where the correlation coefficient (r) of 0.743 was an indication of a very positive influence of M & E on performance of health projects. The adjusted R-Square statistics of 0.552 implied that monitoring and evaluation explained 55.2% of performance of health projects, while 44.8% of performance was explained by other factors other than monitoring and evaluation. The adjusted R-square was used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.21: Regression Results for Monitoring and Evaluation on Performance of Health Projects**

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-0.028	0.240	-0.117	0.907
M and E	0.926	0.061	15.264	0.000

a. Dependent Variable: Performance of Health Projects  
b. Predictors: (Constant), M and E

$F(1,190) = 233.002$  \*\* [ $p=0.000 < 0.05$ ]

$r = 0.743$

$R^2 = 0.552$

Adjusted  $R^2 = 0.550$

Durbin Watson Statistics = 2.032

\*\* 5% level of significance

The F value was 233.002 with a p value= 0.000 that was significant which was below 0.05, which means rejecting the null hypothesis and the conclusion was that there was a significant influence of monitoring and evaluation on the performance of health projects funded by county government of Meru, Kenya.

The null hypothesis stated that  $\beta = 0$ , meaning there was no significant relationship between M and E and the performance of health projects as the slope  $\beta = 0$ . The results on the beta coefficient of the resulting model showed that the constant = -0.028 was different from 0, since the p value= 0.000 was less than 0.05. The t value for the constant was -0.117, while the t value for the M and E was 15.264, which indicated that they were significant. The implication was the rejection of the null hypothesis that  $\beta = 0$  and accepting the alternative hypothesis which indicated that the model  $Y = -0.028 + 0.926 (M \text{ and } E)$ , was significantly fit. Also, the beta value of 0.926 implied that a unit change in M and E would lead to 0.926 units change in the project performance. This confirmed that there was a significant positive influence of M and E on the performance of health projects. From the respondents and stakeholders, M and E measures the realization or the failure of a project and seeks to correct the loopholes in service delivery hence improving performance. Further, M and E helps in the identification of areas that needs improvement thus offering solutions and giving recommendations.

Nabulu (2015) while studying factors affecting M and E in CDF projects indicated that M & E is critical for the realization of any project. Phiri (2015) also found out that M & E has a direct proportional influence on performance of projects. Moreover, monitoring best practices had positive impact on projects performance in Kenya state corporations (Muchelule et al., 2017). Kihuha (2018) indicated the need for the establishment of strategic plans to define internal process of carrying out M & E, strengthening organizational M & E capacity, structuring stakeholder involvement and management participation in Performance of Global Environment Facility Projects in the United Nations Environment Programme. A further research by Mbiti and Kiruja (2015) on the performance of public organization projects at the Kenya Meat Commission indicated that it is needful to utilize participatory techniques during M & E of projects the organization needs to have database that is computerized for storage and evaluation of softwares and data collection tools, have progress and results review platforms and reporting templates. The managers should be part of designing, executing and reporting on monitoring and evaluation and also when clarifying extent, function, envisioned use, audience and cost for analysis.

## Hypothesis 5

**There is no significant moderating influence of monitoring and evaluation on organizational structure, organizational culture and human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.**

Moderated influence in regressions model shows the effect of an independent variable on the dependent variable as a function of a third variable. The objective of such analysis is to see how the influence of the explanatory variables changes when a moderator variable is introduced in the model. In this objective, the moderating variable was monitoring and evaluation on health projects funded by the county government in Meru County.

**H<sub>05a</sub>: There is no significant moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya.**

The analysis involved establishing the moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya.

To test the hypothesis, the following model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_4 X_4 + \epsilon_1$$

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$ 's = Constants

$\beta_{1, \dots, 4}$  = Beta coefficients

$X_1$  = Independent Variable (organizational structure)

$X_4$  = Independent Variable (monitoring and evaluation)

$\epsilon_1$  = Error Term

The results presented in Table 4.22 where the correlation coefficient (r) of 0.789 is an indication of a very strong moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya. The adjusted R-Square statistics of 0.618 implied that the relationship explained 61.8% of performance of health projects, while 38.2% of performance was explained by other factors. The adjusted R-



square was used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.22: Regression Results for the Relationship between Organizational Structure and the Performance of Health Projects and M and E**

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-0.174	0.223	-0.782	0.435
Organizational structure	0.317	0.054	5.887	0.000
M and E	0.343	0.114	3.020	0.003
Organizational structure *				
M and E	0.633	0.108	5.887	0.000

a. Dependent Variable: Performance of Health Projects  
b. Predictors: (Constant), Organizational structure, M and E, Organizational structure \* M and E

$F(2,190) = 154.575$  \*\* [ $p=0.000<0.05$ ]

$r = 0.789$

$R^2 = 0.622$

Adjusted  $R^2 = 0.618$

Durbin Watson Statistics = 1.799

\*\* 5% level of significance

Results in Table 4.22 denoted that the relationship between organizational structure and performance of the health projects in Meru County on the model, explained 62.2% variation of the M & E while 37.8% of the variations were explained by other variables not in the model. These variables were all significant in explaining the performance, as the F-Statistics of  $F(2,190) = 154.575$ , [ $p=0.000<0.05$ ], was statistically significant. The F value was 154.575 with a significant p value= 0.000 which was below 0.05. This means that the null hypothesis was rejected and the conclusion was that there is a significant moderating influence of monitoring and evaluation on organizational structure significantly influenced the performance of health projects funded by the county government of Meru, Kenya.

The null hypothesis stated that beta ( $\beta$ ) =0, meaning that there is no significant moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya as the slope beta ( $\beta$ ) =0. The results on the beta coefficient of the resulting model showed that the constant = -0.174 was different from 0, since the p value= 0.000 was less than 0.05. The t value for the constant was -0.782, while the t value for the organizational structure, M and E and organizational structure \* M and E was 5.887, 3.020 and 5.887 respectively which indicated that they were significant. The implication was rejecting the null hypothesis that ( $\beta$ ) = 0 and accepting the alternative hypothesis which indicated that the model  $Y = -0.174 + 0.317 (\text{organizational structure}) + 0.343 (M \text{ and } E) + 0.633 (\text{organizational structure} * M \text{ and } E)$  was significantly fit.

The beta value of 0.317 implied that a unit change in organizational structure would lead to 0.317 units change in the health project performance. The beta value of 0.343 implied that a unit change in M and E would lead to 0.343 units change in the health project performance while the beta value of 0.633 implied that a unit change in organizational structure \* M and E would lead to 0.633 units change in the health project performance. This confirmed that there is a significant moderating influence of monitoring and evaluation on organizational structure and the performance of health projects funded by the county government of Meru, Kenya. A study by Maina (2016) on the effect of M and E on the performance of co-operatives in Kenya indicated that organizational structure positively affected performance and that there was a link between M and E and organizational structure.

## Hypothesis 5b

**H<sub>05b</sub>: There is no significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya.**

The analysis involved establishing the moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya.

To test the hypothesis, the following model was used;

$$Y = \beta_0 + \beta_2 X_2 + \beta_4 X_4 + \varepsilon_1$$

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$ 's = Constants

$\beta_{1, \dots, 4}$  = Beta coefficients

$X_2$  = Independent Variable (organizational culture)

$X_4$  = Independent Variable (monitoring and evaluation)

$\varepsilon_1$  = Error Term

The results presented in Table 4.23 where the correlation coefficient (r) of 0.826 is an indication of a very strong relationship between moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya. The adjusted R-Square statistics of 0.679 implied that the relationship explained 67.9% of performance of health projects, while 32.1% of performance was explained by other factors. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.23: Regression Results for the Relationship between Organizational Culture and the Performance of Health Projects and M and E**

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-0.337	.206	-1.683	.103
Organizational culture	.317	.054	5.887	.000
M and E	.364	.082	4.436	.000
Organizational culture *				
M and E	.700	.080	8.775	.000

a. Dependent Variable: Performance of Health Projects  
b. Predictors: (Constant), Organizational culture, M and E, Organizational culture \* M and E

$F(2,190) = 201.851^{**}$  [ $p=0.000<0.05$ ]

$r = 0.826$

$R^2 = 0.682$

Adjusted  $R^2 = 0.679$

Durbin Watson Statistics = -1.632

\*\* 5% level of significance

Results in Table 4.23 denoted that the relationship between organizational culture and performance of the health projects in Meru County on the model explained 68.2% variation of the M & E while 31.8% of the variations were explained by other variables not in the model. These variables were all significant in explaining the performance, as the F-Statistics of  $F(2,190) = 201.851$ , [ $p=0.000<0.05$ ], was statistically significant. The F value was 201.851 with a significant p value= 0.000 which was below 0.05, which means rejecting the null hypothesis and the conclusion was that there is a significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya.

The null hypothesis stated that beta ( $\beta$ ) =0, which means that there is no significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya as the slope beta ( $\beta$ ) =0. The results on the beta coefficient of the resulting model showed that the constant = -0.337 was different from 0,

since the p value= 0.000 was less than 0.05. The t value for the constant was -1.683, while the t value for the organizational culture, M and E and organizational culture \* M and E was 5.887, 4.436 and 8.775 respectively which indicated that they were significant. The implication was rejection of the null hypothesis that  $(\beta) = 0$  and accepting the alternative hypothesis which indicated that the model  $Y = -0.337 + 0.317 (\text{organizational culture}) + 0.364 (\text{M and E}) + 0.700 (\text{organizational culture} * \text{M and E})$  was significantly fit.

The beta value of 0.317 implied that a unit change in organizational culture would lead to 0.317, units change in the health project performance. The beta value of 0.364 implied that a unit change in M and E would lead to 0.364 units change in the health project performance while the beta value of 0.700 implied that a unit change in organizational structure \* M and E would lead to 0.700 units change in the health project performance. This confirmed that there is a significant moderating influence of monitoring and evaluation on organizational culture and the performance of health projects funded by the county government of Meru, Kenya.

Sebedi (2012) indicated the existence of a direct connection between the culture of an organization, performance of an organization in addition to M & E. Good governance is a product of a clear comprehension of the impact of organizational culture. Having a strong organizational culture coupled with efficient M & E processes is important as it contributes towards effective performance and service delivery that is efficient. Mayne (2010) and Mburugu et al. (2017) indicated that a strong evaluative culture is where data on performance outcomes is intentionally sought to enhance learning to better management and delivering of programs and services.

### **Hypothesis 5c**

**H<sub>05c</sub>: There is no significant moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.**

The analysis involves establishing the moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.

To test the hypothesis, the following model was used;

$$Y = \beta_0 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_1$$

Where

Y = Dependent Variable (Performance of health projects)

$\beta_0$ 's = Constants

$\beta_{1, \dots, 4}$  = Beta coefficients

$X_3$  = Independent Variable (HRM Practices)

$X_4$  = Independent Variable (monitoring and evaluation)

$\varepsilon_1$  = Error Term

The results were presented in Table 4.24 where the correlation coefficient (r) of 0.884 is an indication of a very strong moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya. The adjusted R-Square statistics of 0.779 implied that monitoring and evaluation explained 77.9% of performance of health projects, while 22.1% of performance is explained by other factors. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

**Table 4.24: Regression Results for the Relationship between HRM Practices and the Performance of Health Projects and M and E**

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	-2.008	.220	-9.131	.000
HRM Practices	.596	.117	5.116	.000
M and E	.660	.072	0.862	.002
HRM Practices * M and E	.862	.110	7.815	.000

a. Dependent Variable: Performance of Health Projects

b. Predictors: (Constant), HRM Practices, M and E, HRM Practices \* M and E

$F(2,190) = 335.068$  \*\* [ $p=0.000 < 0.05$ ]

$r = 0.884$

$R^2 = 0.781$

Adjusted R<sup>2</sup>= 0.779

Durbin Watson Statistics = 1.937

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\*\* 5% level of significance

Results in Table 4.24 denoted that the relationship between HRM practices and performance of the health projects in Meru County on the model explained 78.1% variation of the M & E while 21.9% of the variations should be explained by other variables not in the model. The variables were all significant in explaining the performance, as the F-Statistics of F (2,190) =335.068, [p=0.000<0.05], was statistically significant. The F value was 335.068 with a significant p value= 0.000 which was below 0.05. This means that the null hypothesis was rejected and the conclusion was that there is a significant moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya.

The null hypothesis stated that beta ( $\beta$ ) =0, which means that there is no significant moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya as the slope beta ( $\beta$ ) =0. The results on the beta coefficient of the resulting model showed that the constant = -2.008 was different from 0, since the p value= 0.000 was less than 0.05. The t value for the constant is -9.131, while the t value for the HRM practices, M and E and organizational culture \* M and E was 5.116, 0.862 and 7.815 respectively which indicated that they were significant. The implication was the rejection of the null hypothesis that ( $\beta$ ) = 0 and the acceptance of the alternative hypothesis which indicated that the model  $Y = -2.008 + 0.596 (\text{HRM practices}) + 0.660 (\text{M and E}) + 0.862 (\text{HRM practices} * \text{M and E})$  was significantly fit.

The beta value of 0.596 implied that a unit change in HRM practices would lead to 0.596, units change in the health project performance. The beta value of 0.660 implied that a unit change in M and E would lead to 0.660 units change in the health project performance while the beta value of 0.862 implied that a unit change in HRM practices \* M and E would lead to 0.862 units change in the health project performance. This confirmed that there is a significant moderating influence of monitoring and evaluation on human resource management practices and the performance of health projects funded by the county government of Meru, Kenya. Peiseniece and Volkova (2019) indicated that cutting back on recruiting, events of a company, payments of bonus, trainings and

laying off of employees that are temporary and full-time is important in M and E evaluation. Further, a study by Mutula (2013) concluded that HRM practices had a positive influence on project oriented organizations' performance. Kiangoi (2015) also concluded that the application of HR practices had a positive effect on the performance of an organization and recommended that the HRM practices need to be integrated to make them more efficient.

#### **4.9 Summary of the Chapter**

The chapter discussed the findings from data on the respondents and the key stakeholders. The data were organized in tables showing frequencies, means and standard deviations of all the indicators. Composite means were calculated for performance of health projects (service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction), M & E (management decision making, accountability and organization learning), organizational structure (hierarchy of authority, specialization by management and centralized decision making), organizational culture (sharing organizational values, sharing organizational mission and vision, organizational goals and objectives and team spirit), human resource management practices (recruitment, training and pay determination). These composite means were used to run a number of tests including correlation and regression analysis which were conducted to establish the strength and direction of those relations and the F-test to test the hypotheses. The study tested five null hypotheses and all of them were rejected. The conclusions were made after tests were done at 0.05 significant levels. The objectives of the study were achieved.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The general objective of the study determined the influence of organizational factors, monitoring and evaluation on the performance of health projects funded by County government of Meru, Kenya. The study established the influence of organizational structure, organizational culture, HRM practices and M & E on the performance of health projects funded by county government of Meru, Kenya. Further, the study assessed the moderating influence of monitoring and evaluation on the relationship between organizational structure, organizational culture and HRM practices and the performance of health projects funded by county government of Meru, Kenya. The chapter shows the summary of research results on response rate, the profiles of the respondents, the analysis of the data collected based on the specific research objectives and the hypotheses. Finally, the conclusion and recommendations that relate to the specific objectives and suggestions for further research are given out.

#### **5.2 Summary of Findings**

This study was hinged from the realization of the existence of a research problem since empirical and theoretical literature reviewed revealed that organizational factors, M & E has influence on the performance of health projects though there is limited documented evidence on their influence in the Kenyan perspective especially in the county governments. From the conceptual framework portraying the relationship between organizational factors, M & E and performance and the specific objectives, a questionnaire and interview schedule was developed and pilot tested for appropriateness and consistency using Cronbach's co-efficient alpha. Data was collected from a sample size of 222 respondents from 54 health projects funded by the county government in Meru County, Kenya through the use of the questionnaires. The interview schedule was used where a total of 38 key stakeholders were targeted.

Majority 57% of the respondents were male, 61% of the respondents had attained a diploma as their highest level of education and 30-39 years represented 51% of the respondents. Results further indicated that 50% of the key stakeholders were male, 68% had bachelors as their highest level of education while 61% were aged between 40-49 years.

**Objective 1: To establish the influence of organizational structure on the performance of health projects funded by county government of Meru, Kenya.**

The study established the influence of organizational structure on the performance of health projects funded by county government of Meru, Kenya. Model summary findings showed that the R square was 0.452 showing that 45.2% of the variation in projects performance could be explained by a unit change in organizational structure. The overall model that was used to predict the hypothesis denoted that it was significant thus rejecting the null hypothesis and accepting the alternative hypothesis that the relationship between the organizational structure and the performance of health projects was significant. Further, findings showed that the linear relationship between organizational structure and project performance was positive and significant. The correlation coefficient was 0.672 at  $p= 0.05$ .

**Objective 2: To determine the influence of organizational culture on the performance of health projects funded by county government of Meru, Kenya.**

The study determined the influence of organizational culture on the performance of health projects funded by county government of Meru, Kenya. R square was 0.414 indicating that 41.4% of the variation in projects performance could be explained by a unit change in organizational culture. The overall model that was used to predict the hypothesis denoted that it was significant thus rejecting the null hypothesis and accepting the alternative hypothesis that a significant relationship existed between the organizational culture and the performance of health projects funded by county government of Meru, Kenya. Further, the linear relationship between organizational structure and project performance was positive and significant. The correlation coefficient was 0.643 at  $p= 0.05$ .

**Objective 3: To determine the influence of human resource management practices on the performance of health projects funded by county government of Meru, Kenya.**

An evaluation on the influence of human resource management practices on the performance of health projects funded by county government of Meru, Kenya.  $R^2$  was 0.710 indicating that 71% of the variation in projects performance could be explained by a unit change in human resource management practices. The overall model that was used to predict the hypothesis denoted that it was significant thus rejecting the null hypothesis and accepting the alternative hypothesis that there existed a statistically and significant relationship between the HRM practices and the performance of health projects funded by county government of Meru, Kenya. Also, there existed a strong

positive relationship between HRM practices and project performance as shown by the correlation results. This correlation was shown by the correlation coefficient of 0.568 at  $p= 0.05$ .

**Objective 4: To find out the influence of monitoring and evaluation on the performance of health projects funded by county government of Meru, Kenya.**

The influence of M & E on the performance of health projects funded by county government of Meru, Kenya was determined.  $R^2$  was 0.552 indicating that 55.2% of the variation in projects performance could be explained by a unit change in monitoring and evaluation. The overall model that was used to predict the hypothesis denoted that it was significant thus rejecting the null hypothesis and accepting the alternative hypothesis that there existed a significant relationship between the monitoring and evaluation and the performance of health projects. There was also a strong positive relationship between monitoring and evaluation and project performance as shown by the correlation results. This correlation was shown by the correlation coefficient of 0.743 at  $p= 0.05$ .

**Objective 5: To assess the moderating influence of monitoring and evaluation on the relationship between organizational structure, organizational culture and human resource management practices and the performance of health projects funded by county government of Meru, Kenya.**

An assessment on the moderating influence of monitoring and evaluation on the relationship between organizational structure, organizational culture and HRM practices and the performance of health projects funded by county government of Meru, Kenya was done. Results denoted that organizational structure and M & E on the model explained 62.2% variation of the performance of the health projects in Meru county and the variables were all significant in explaining the performance. Results further denoted that when the organizational culture was introduced on the model, there was an increase in the R squared statistic to 0.682 (68.2%) from 0.622 (62.2%) when organizational structure only was used. Adding the organizational culture variable still guaranteed a significance of the model. Further adding HRM practices variable in the model still increased the adjusted R-squared statistic to 0.797(79.7%) up from 0.682 (68.2%) under organizational structure and organizational culture. This was an indication of the significance of HRM practices on the performance of health projects in the county. The variable's interaction with the organizational structure and organizational culture to affect performance of projects was observed

to be statistically significant. Rejection of the null hypothesis was done and accepting the alternative hypothesis took place thus there was a significant moderating influence of M & E on organizational structure, organizational culture and HRM practices and the performance of health projects funded by county government of Meru, Kenya.

### **5.3 Conclusion**

The findings showed that the relationship between the organizational factors, M and E and performance of health projects was positive and statistically significant. This implies that organizational factors and M and E are critical in improving performance of projects and important because of their contribution towards projects performance. The study thus concludes that

- In assessing the influence of organizational structure, hierarchy of authority, specialization by management and centralized decision making are variables that should be considered. Organization structure provides guidance to all staff since it lays out the official reporting relationships that govern the workflow of an organization. When it is formally outlined in an organization, addition of new positions and provision of a flexible and ready means for growth is made easier. This is very important in project management.
- The influence of organizational culture was significant and positively influenced health projects' performance. Organization culture has been found to affect every aspect of an organization from the time employees report to work and toning of the contracts terms and their benefits. There is need for organizations to align their cultures with the employees, to make them feel comfortable, supported and valued.
- An evaluation on the influence of HRM practices on the health projects' performance revealed a significant positive influence. There is therefore a need for Meru county government to ensure that recruitment, training and pay determination is done in the right way if beneficiaries are to be satisfied and services offered in the dispensaries embraced by the community at large.
- The findings revealed a significantly positive effect between M and E and health projects' performance. M and E assists project managers to keep track on the implementation of the projects and in the utilization of the resources. Helps the project managers with a strategy in planning for the sustainability of the projects and in guidance for the future endeavors.

## **5.4 Recommendations**

From the results, a number of recommendations have been made for various groups of people in the society.

### **5.4.1 Recommendations to the Project Managers and Practitioners**

There is need for discretion in all matters handled by the management and clear communication on the decisions made by the management to the employees. This acknowledgement of benefits of communicating information promotes ownership and appreciation of importance of providing timely and quality work. Further, accountability of all employees and at the same time ensuring that organization learning takes place to make sure that the department remains competitive and delivery of public services efficient is very important. County governments must ensure there is sharing organizational values, sharing organizational mission and vision, organizational goals and objectives and enhancement of team spirit which results to improved service delivery.

Project based indicators need to be aligned to the overall strategic objectives and results. Understanding the influence of organizational factors and HRM practices on the health projects' performance as moderated by monitoring and evaluation will help county governments and government institutions to do a better planning on the best ways to enhance projects' performance, effective and efficient ways of allocating available resources and ensuring adequate capacities through better recruitment and training for achieving intended project results.

The study findings have shown the significance of organizational factors, human resource management practices, monitoring and evaluation as a key performance factors when implementing health projects. It is recommended that those implementing health projects need to consider these when implementing the projects.

### **5.4.2 Recommendations to the Policy Makers**

Independently, counties can establish policies that would see organizational factors, human resource management practices, monitoring and evaluation systems built to improve data exchange within organizations, departments and even with other organizations. This would improve sharing of the results to have all the stakeholders informed.

There is need to set a policy that would be the basis in which M & E in the county would be formulated and agreed upon for use in M & E. This would ensure some level of quality in the

implementation of health projects in M & E and the resulting results. Consequently, utilization of these findings would be greatly improved.

The governments at the counties or nationally can also open up registration offices creating avenues for knowledge sharing and keeping of organizational factors, human resource management practices, monitoring and evaluation data to enhance innovation and research at the county or national level. This would help avoid duplication of efforts more so in baseline evaluations.

### **5.5 Study's Contribution to Knowledge**

This study has established that organizational factors, human resource management practices, M & E influenced health projects' performance. The findings of this study may have relevance to other counties implementing health projects since the health sector is devolved. Taking the theoretical approaches of empirical studies, this study tested them empirically using opinions from respondents and key stakeholders.

Literature reviewed did not establish any other empirical study done on the influence of organizational factors and HRM practices on performance of health projects as moderated by M & E. This study also established that overall, there existed a positive and statistically significant correlation between performance of health projects and organizational factors, human resource management practices, monitoring and evaluation. According to the rankings of correlation coefficients human resource management practices has a strong correlation compared to organizational factors and M & E.

On the methodology, the study applied mixed methods while collecting data which was via the use of questionnaires and interview schedules. This gave detailed data and information that informed the conclusions and recommendations that were made proving that mixed methods adds value in triangulation results.

### **5.6 Suggestion for Further Studies**

The success of any research is dependent on the source of data; the current study was solely dependent on primary data. Future researchers should adopt different tools for data collection beyond the close ended questionnaires. The current study was limited to organizational factors and

monitoring and evaluation in the health sector. Interested researchers in the future should carry out a study to compare the findings, by replicating the current in a big population drawn from infrastructure, finance, trade, agriculture and fisheries in the Meru county government and other counties. This would enrich the current findings and increase the chances of their generalization to different sectors.

Moreover, the study examined the moderating influence of M & E on the organizational factors in project performance. The results showed significant moderating effect of M and E. Since there are different approaches on measuring of M and E, there is need to explore the moderating effect of independent measures of M and E. However, the current study provides a basis for future research on examination of M and E moderating effect.

Finally future, scholars should use longitudinal research design rather than the descriptive research design to find out the impact of organizational factors and M & E on performance of projects over a period of time.

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# APPENDICES

## Appendix 1: Letter of Introduction



**UNIVERSITY OF NAIROBI  
GRADUATE SCHOOL**

Postbox 29002, Rd 1007  
University of Nairobi  
P.O. Box 29002, Nairobi  
Kenya  
Our Ref: LS/29002/2018

P.O. Box 29002, Nairobi  
Kenya  
4th July 2018

Julius Mwendu Mwijane  
c/o Dean  
School of Open and Distance Learning

Dear Mr. Mwijane,

**FULL ADMISSION TO POSTGRADUATE STUDIES (DOCTORATE)**

Following your application for a higher degree at this University, I am pleased to inform you that the Director, Graduate School has approved your application for full registration for the degree of Doctor of Philosophy in Project Planning and Management in the School of Open and Distance Learning. She has also approved Prof. Basiet Kidombo and Dr. Peter Ngunjiri as the supervisors of your thesis entitled "Organizational Factors, Monitoring and Evaluation and Performance of Health Projects Funded by County Government of Meru, Kenya". The Guidelines on Postgraduate Supervision can be accessed on our website ([www.uoi.ac.ke](http://www.uoi.ac.ke)) while the Research Handbook is available at the University Bookshop.

Your admission into the programme commenced on 25th January 2018. Also note that your registration is governed by the current regulations for the degree of Doctor of Philosophy in all Faculties and the School of Open and Distance Learning. You will be expected to carry out supervised thesis research in your chosen area of study for a minimum period of four (4) semesters, with effect from today's date, 4th July 2018 culminating in a doctoral thesis.

You will also be expected to submit two (2) publications jointly published with all supervisors or acceptance letter of the two (2) publications from a peer reviewed journal from your PhD work during your oral defense.

The fees structure for the degree of Doctor of Philosophy is as indicated below:

	KENYAN STUDENTS (KSHS)	FOREIGN STUDENTS (US\$)
Tuition fees	50,000 per unit	1,400
Examination	2,000 per unit	100
Thesis Supervision Fees (once)	50,000	900
Fees for subsequent years	150,000 p.a.	4,000

OTHER CHARGES		
Registration	2,000 per sem	50
ID card	1,000 p.a.	35
Activity	2,000 p.a.	60
Computer facilities	6,000 p.a.	150
Medical Insurance	4,000 p.a.	110
Library	5,000 per sem	150
Capital money (refundable)	5,000 once	130

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## Appendix II: Questionnaire

Please answer the questions by ticking inside the bracket [ ] or filling the form on the spaces provided. Any information collected shall only be used for academic purposes and as such shall be treated with utmost confidentiality. The questionnaire will only require less than ten minutes of your time, as such kindly spare time to fill in.

### Part 1: Demographic Information

1. Please indicate your gender
  - i. Male [ ]
  - ii. Female [ ]
2. Please indicate your highest level of education:
  - i. Post-graduate level [ ]
  - ii. University degree [ ]
  - iii. Diploma [ ]
  - iv. Secondary [ ]
3. Please indicate your age category:
  - i. Below 30 [ ]
  - ii. 31-40 years [ ]
  - iii. 41-50 years [ ]
  - iv. Above 50 years [ ]
4. How long have you worked for County/ Sub County?
  - i. Below 1 years [ ]
  - ii. 1-2 years [ ]
  - iii. 3-4 years [ ]

### Part 2: Organizational Factors

#### Organizational Structure

5. Below are several statements on the organization structure and performance of projects funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of organizational structure on the performance of dispensaries funded by county government of Meru. Please use the scales of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Organizational Structure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team.					
Specialization is encouraged by the management and more so, duties are carried out based on the specific qualifications of the managers and individuals in the dispensary					
There is centralized decision making in all matters concerning the dispensary					
There is effective communication within the management then to all subordinates and stakeholders in this dispensary					
There is flexibility in the management in response to the changing external environment					

### **Organizational Culture**

6. Below are several statements on the organization culture and performance of projects funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of organizational culture on the performance of dispensaries funded by county government of Meru. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Organizational Culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The vision of the project has been communicated to the employees clearly					
There has been timely achievement of set goals and objectives of the project					
The culture of the department is in agreement with the general norms of project management					
Team orientation on the activities that need to be carried out is done in the project					
Team work is usually enhanced in the project implementation					

### **Part 3: Human Resource Management Practices**

- 8a. Below are several statements on the recruitment and performance of dispensaries funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of recruitment on the performance of projects funded by county government of Meru. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Recruitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is a formal policy for the recruitment of employees to be involved in the dispensaries					
When there is an opportunity in the dispensary, they are made open to the general public					
The department has structured recruitment practices in place for dispensary's employees					
There equal opportunities for all would-be (potential) employees when it comes to recruitment					
There are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation					

8b. Below are several statements on the training and performance of dispensaries funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of training on the performance of dispensaries funded by county government of Meru. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Human capitals on the project should be given clear job allocation and designation be fitting their skill					
If they are insufficient then training for the necessary skills should be set					
There is a set budget for capacity building of the project team					
Well skilled and trained personnel ensures good work is done and project implemented timely					
The focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs					

8c. Below are several statements on the pay determination and performance of dispensaries funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of pay determination on the performance of dispensaries funded by county government of Meru. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Pay Determination</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Payments in the dispensaries are usually done based on the terms of contract					
Dispensaries' money is usually allocated based on the work to be done					
Review on the payments may sometimes take place if there was an underestimation on the work to be done					
Upon completion of the dispensary, there are set timelines when services are freely offered					
In case of a shoddy job, there are set policies where the payments done are recovered					

#### **Part 4: Monitoring and Evaluation**

9. Below are several statements on the monitoring and evaluation and performance of dispensaries funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the influence of monitoring and evaluation on the performance of dispensaries funded by county government of Meru in your department. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is discretion in all matters handled by the management					
Decisions made by the management that employees need to be aware of are usually communicated as soon as the information needs to be conveyed					
Organization learning on the external environment is key in the department to ensure the department remains competitive and delivery of public services efficient.					
Performance targets given is usually evaluated based on the timelines given					

#### **Part 5: Performance of Projects Funded by the County Government**

10. Below are several statements on the performance of dispensaries funded by county government of Meru, Kenya. Please indicate the extent of agreement with each of this statement in regard to the performance of the dispensaries. Please use the scales of 1-5 where 1-strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Service delivery has been greatly enhanced after the completion of the dispensaries in the county					



Qualification of the staff in the dispensaries is a key consideration during their employment					
There is an agreement on the maintenance of the health facility as a function of the project contractors till a specified period of time elapses					
Equipping of the health facilities that have been funded by the County government is up to the required standards					
The beneficiaries of the dispensaries are satisfied with the services offered					

**Appendix III: Interview Schedule**

*Please answer the questions by ticking inside the bracket [ ] or filling the form on the spaces provided. Any information collected shall only be used for academic purposes and as such shall be treated with utmost confidentiality*

**General Information**

My name is Julius Mbijiwe. I am carrying out research on organizational factors, monitoring and evaluation and performance of projects funded by the county government of Meru, Kenya. You have been selected because you are an important stakeholder in this sector.

1. Kindly indicate your gender

- i. Male [ ]
- ii. Female [ ]

2. Kindly indicate your age bracket

- i. 20-29 years [ ]
- ii. 30-39 years [ ]
- iii. 40-49 years [ ]
- iv. Over 50 years [ ]

3. Kindly indicate your highest education level attained

- i. Primary [ ]
- ii. Secondary [ ]
- iii. Certificate [ ]
- iv. Diploma [ ]
- v. Bachelor’s degree [ ]
- vi. Postgraduate degree [ ]

4. Kindly share with me the status of the dispensaries in this area

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5. What are some of the organizational factors affecting performance of dispensaries?

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6. Are organizational factors important in performance of dispensaries? If Yes, why? If No, Why?

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7. What are some of the human resource management practices necessary in performance of the dispensaries?

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8. Do the human resource management practices affect performance of the dispensaries? If Yes, why? If No, Why?

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9. In your opinion, does decisions made by the management affect dispensaries' performance?

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10. Do the decisions made by the management affect performance of the dispensaries? If Yes, why? If No, Why?

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11. What are some of the performance indicators you look for to measure performance of the dispensaries after the funds have been disbursed by the county government?

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12. Are there challenges in the performance of the dispensaries funded by the county government? If Yes, which ones?

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13. Are there recommendations that you would give to enhance performance of the dispensaries funded by the county government? If Yes, which ones?

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#### **Appendix IV: Dispensaries Funded by Meru County Government**

- i. Buuri Sub-County- Ntirimiti, Maritati, Kithithina, Sirimon, Njuruta, Kimbo, Ntumbiri, Kiambogo, Mutunyi and Nkando
- ii. Igembe North Sub County- Luciuti, Leeta, Kairuru, KK Etama, Muromutua, Kachiuru, Ndoleli and Kitera
- iii. Igembe Central Sub County- Thuuru, Muuru, Baibariu, Thumbereria
- iv. Igembe South Sub County- Giika
- v. Tigania West Sub County- Thinyaine, Muchegene, Karii and Kaliati
- vi. Tigania East Sub County- KK Mwethe, Akaiga, Kaathi, Mbaranga, Kandebene and Matabithi
- vii. Imenti South Sub County- Gatakene, Baranga, Ithitwe, Kigane, Kairiene, Mwichiune, Mworoga, Muungu, Kiarene, Mutunguru and Kiamweri
- viii. Imenti North Sub County- Gankere, Ndiine, Runogone, Chabuene, Nthungu and Kianjuri
- ix. Imenti Central Sub County- Gitauga, Mwanika, Chaaria, Runywene and Marathi

## Appendix V: NACOSTI Permit



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2211349,3319571,3319420  
Fax: 254-20-318745,418249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI Upper Kabete  
Off Wanyaki Way  
P.O. Box 30974-00100  
NAIROBI KENYA

Ref No: **NACOSTI/P/18/34022/24860**

Date: **15<sup>th</sup> September, 2018**


Julius Murori Mbijiwe  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Organizational factors, Monitoring and Evaluation and performance of health projects funded by County Government of Meru, Kenya*" I am pleased to inform you that you have been authorized to undertake research in **Meru County** for the period ending **5<sup>th</sup> September, 2019**.

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

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

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Meru County.

The County Director of Education  
Meru County.

National Commission for Science, Technology and Innovation is 100% e-Procurement