INFLUENCE OF EMPLOYEE MOTIVATION STRATEGIES ON PROJECT PERFORMANCE: A CASE OF INFORMATION COMMUNICATION TECHNOLOGY TRANSFORMATIONAL PROJECT NAIROBI COUNTY GOVERNMENT, KENYA

BY

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DECLARATION

This research Project is my original work which has never been presented to any other institution or university for the award of any degree, diploma or certificate whatsoever.

Signature ………………………………… Date…………………………………...............

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L50/71022/2011

This research Project is submitted for examination with my approval as the university supervisor.

Signature …………………………………. Date …………………………….............

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DEDICATION

This proposal work is dedicated to my family members, in particular my son Dennis Mbithi,

Christine Kalee Mwathi, Janet Kamumbe, daughter in law Faith and baby Liam Mwathi.

ACKNOWLEDGEMENT

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ABBREVIATION AND ACROMNYS

ANOVA	Analysis of Variance
GOK	Government of Kenya
ICT	Information and communication technologies
KCIP	Kenya Transparency & Communications Infrastructure Project
NCC	Nairobi City County
NCCG	Nairobi City County Government
PAN	Project Activity Network
PMBOK	Project Management Body of Knowledge
PRAM	Project Risk Analysis and Management
SPSS	Statistical Software Package for Social Science
UK	United Kingdom

ABSTRACT

Employee motivation strategy is a complicated subject. The essential need of implementing employee motivation strategies has been of concern for organizations because it has been proved that motivation is one of the deciding factors in work performance and for the success or failure of an organization. The NCC envisioned that operational improvement through ICT transformation would strengthen the County's ability to improve service quality delivery. This has motivated that The Nairobi City County Government to embark on an ICT Transformational Project that seeks to deploy suitable ICT solutions at the county headquarters and its satellite offices with the aim of improving citizen service delivery, increasing efficiency and enhancing revenue collection. However ICTs use and uptake, has not meet the intended objective and attributed to employee motivational levels which could be influencing the performance of ICT Transformation projects. The purpose of this research was to determine influence of motivation strategies on performance ICT Transformational Project Performance in Nairobi City County Government, Kenya. The objectives of this study was to determine influence of organizational culture change, team building, stakeholder communication and project leadership on project performance.The research design that was used by this study is descriptive survey. The target population for the study was 3069 staff working at ICT transformational project at NCC .The primary data for this study was collected using the questionnaires. Qualitative data was analyzed through content analysis and presented in prose form. Quantitative data was presented using tables for ease of understanding and analysis. Descriptive statistics- mean and standard deviation was used to determine the extent to which motivation strategies on performance ICT Transformational Project Performance in Nairobi City County Government, Kenya. Inferential statistics-correlation and regression was done to determine the influence of employee motivation strategies on performance ICT Transformational Project Performance in Nairobi City County Government, Kenya. Pearson's correlation analysis was carried out to examine the association between the variables. The finding showed 53% of the respondents were males, 68% of the respondents had a positive verdict on project manager leadership qualities which are critical for the success. From the findings, the study concluded that organizational culture change has significance influence on ICT transformational project performance, project motivation strategies influence meeting technical satisfaction of customers, budget and resources, provision of quality services, and increase rates of client to a very great extent, team building influence success of ICT transformation project performance and that lack of teamwork in project management affects project performance and that there exists a significant and positive relationship between stakeholder communication and ICT transformational project performance. Therefore in view of fore mentioned strategies and cohesive factors perspectives methods should be adopted to avoid wastage of resources and improve project performance in the County government of Nairobi.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The success of a project is assessed using internal measures such as technical and operational goals, meeting schedule and budget. Nowadays it is recognized that another methods of measuring the project's success must be take into consideration. One of those is the development of the effectiveness of the project team which can make the differences between the project success and failure. One way to improve effectiveness and performance is the motivation of the team. All organizations, whether they produce services or products, are involving people in the process. Work is an important aspect in the lives of individuals (Hall, 1994) due to several reasons. First, Steers and Porters (1991) stated that employees receive some kind of reward, extrinsic or intrinsic, in exchange for their performance. Organizations ability to have motivated employees could determine the project success or failure of that organization (Bergmann & Scarpello, 2001). In other words, it is very important for an organization to know exactly what motivates its employees, if all are motivated by the same factor or if there are differences between people, in order to stimulate them to perform their job as possible.

Elbeik & Thomas (1998) identified motivation strategies as a critical tool that influences project performance in organizations. A survey conducted by Blu - Prints Company of South Africa in 2009 at NMG identified corporate culture as a major ingredient for the success of the organization. Grey et al (2008), indicates that in certain organizations, culture encourages the implementation of objectives hence the success of projects. In this environment the project management structure used plays a less decisive role in the success of the project. Blu-Prints

Company identified various dimensions of corporate culture. Key among them was communication, teamwork, reward and recognition, training and development.

The need for substantial transformations in organizations creates a dynamic and complex environment that is taking place in the way in which work is performed. The need to speed up product development and focusing on satisfying customers has resulted in utilizing project management (Leban and Zulauf, 2004). Hence, there is a growing reliance on project teams within organizations. Project management devotes attention to the formal system of rules and procedures and to the informal system of motivation of leadership, in order to achieve a successful project (Liu and Fang, 2006). Project teams can contribute to organizations beyond the capabilities of individuals working alone. Therefore project effectiveness, performance and leadership are receiving more and more attention (Hiller, Day and Vance, 2006).

Most projects are conceived with a business perspective, combined with one or more goals and is focused on project effectiveness and performance. Excellent results of the projects can lead to the more profits, growth and improving market position. Therefore most project leaders/ managers believe the project is successful when the project is finished on time and within the budget. However, there are more indicators of project success; satisfied project members and more importantly client/ customer satisfaction (Dvir et al., 2006). The power disposition in project organizations is apparent as project leaders focuses on the project members. According to Hackman (2002) project leaders have to identify conditions that can contribute to project effectiveness. A project must be real, must have direction, structure, organizational context and expert coaching. A project is real when there is a project task, authority to manage work processes, clear boundaries and in some degree a membership stability meaning hierarchy. The

direction must be clear and consequential, which can be seen as challenging for a leader. The project leader must decide a strategy and a direction, whereby the members then have expectations and a common goal. The structure is created in the way the work is designed and how the project composition is organized. Through information and educational systems, and the design of reward systems project leaders can provide an organizational context. The leader is responsible for the development and motivation of the members.

Public sector organizations are now starting to understand the enormous benefits of leveraging on technological project to improve through electronic government applications both internal processes and interactions with external constituencies service delivery and efficiency, satisfaction of client and enhance revenue collection (Chircu and Hae- Dong Lee, 2003). The modernization of public services on the basis of the capabilities offered by information and communication technology (ICT) projects has produced a new paradigm that of electronic systems . Among the technologies capable of realizing the idea of modernizing public administration, the ICT clearly occupies a central role (Lenk and Traunmueller, 2000). In develop countries such as IT projects and 4) the effective management of the projects themselves. It is evident that in none of the crucial contexts just cited can a technocratic approach be considered realistic. Narcis (2011) indicated that ICT programmes had been implemented in Uganda public service to improve service delivery.

In Kenya, the Government of Kenya has also implemented ICT programmes (GOK, 2014). It has also partnered with developing partners such as World Bank to enhance Kenya Transparency & Communications Infrastructure Project (KTCIP). According to Glen Farrel (2006) survey on ICT

project, Kenya has made a remarkable move on progress putting in place ICT Policy framework and implementation strategy which has completely made measurable outcomes and time frame in education sector. On the same note, County governments such as Nairobi County government has been motivated by the need to improve service delivery, enhance efficiency and enhance revenue collection. While the benefits of ICT cannot be disputed, there are several concerns about its success as well as attempts to leverage on ICT integration adoption, as a way of good public service tenet. However since inception of ICTs platform by the defunct Nairobi city council and now Nairobi City County. Therefore the study seek determine the influences that exist between employee motivation strategies on ICT transformation project performance in Nairobi City County Government.

1.1.1 Employee Motivation Strategies in Project Management

There is a fundamental shift occurring in the project management, and project managers are beginning to see that the secret to long-lasting project employee performance and satisfaction has more to do with attending to intangible enrichment rather than material rewards. In the modern American company, social rewards have gained more attention as traditional motivation schemes rarely achieve their intended goals. Motivation is concerned with the factors that influence people to behave in certain ways. Motivation is the direction and persistence of actions. He has described that the driving team for motivation is to satisfy certain needs and expectations. Motivation is inferred from a systematic analysis of how personal, task and environmental characteristics influence behaviour and job performance. Secondly, motivation is not a fixed trait. It refers to a dynamic internal state resulting from the influence of personal and situational

factors. As such, motivation may change with changes in personal, social or other factors. Thirdly, motivation affects behavior, rather than performance (Gresoi, 2011).

Initiatives designed to enhance project job performance by increasing employee motivation may not be successful if there is a weak link between project performance and an employee's efforts. Holman and Wood (2002) have noted that motivation is determined by goal directedness, human willingness, and perceived needs and values to sustaining the actions of employees in relation to themselves and to achieving environment. Motivation is the driving force which help causes us to achieve project goals (Muriisa, 2008). Motivation strategies are to be intrinsic or extrinsic. The term is generally used for humans but it can also be used to describe the causes for animal behavior as well. This article refers to human motivation. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism.

The Devolution Policy envisages a participatory process that will bring together diverse actors from the government and non-government sectors. The above approach has been adopted to provide an opportunity for all Kenyans to express their views and expectations on devolution; to renew public interest on their role in devolution; and to harness the existing skills and experiences from various stakeholders. Therefore Nairobi City County adoption of use of ICTs platform, this is informed by the huge and complex responsibility it has as a county, and its operations and strategic focus could be greatly enhanced by the well-focused application of

Information and Communication Technologies (ICT) to support improvements in productivity, management effectiveness and ultimately, the quality of services offered to citizens (Njanja, 2014). The platform will enable Nairobi City County government to enhance e-Government which will improve efficiency and effectiveness of internal administration within government and to re-locate county service from county offices to locations closer to the citizens. Examples of such locations are cyber café', telecenters or a personal computer at home, individual cell phones or office.

1.1.2 Overview of Nairobi City County

Nairobi County was founded in 2013 on the same boundaries as Nairobi Province, after Kenya's 8 provinces were subdivided into 47 counties. It is one of County governments envisioned by the 2010 Constitution of Kenya as the units of devolved government. It is governed by the County Government of Nairobi, under the leadership of the governor. The county is composed of 17 Parliamentary constituencies (NCC, 2013).

Promulgated new constitution of Kenya in the Republic of Kenya, (2010) lays the basis of devolution of funds in Kenya to the 47 County Governments (Namoit, 2012). This constitution empowers counties to collect revenue and incur expense locally on economic development, economic growth and improved service delivery at the county level without relying on the National Government (Muriisa, 2008).

The Nairobi County government has adopted ICT transformation project where e-payment system such as e-jiji pay in Kenya to improve efficiency and convenience in revenue collection (Njanja, 2014). In Nairobi City, users of city 6 parking space can make payments using mobile money, debit cards, over-the counter payments at 29 partner banks and at independent agent

stalls spread across the city. The agents send money on behalf of a client but issue a receipt to confirm the transaction. All the digital payment options offered are linked to the system through the Nairobi County e-wallet that is created on signing up. No charges are incurred when making payments through independent agents, the e-county mobile app and using mobile money, but banks offering the service may impose a charge on transactions.

The e-payment system in Nairobi City County is used for parking fees, single business permit, rent and land rates. Revenue collection is very important for every county government as it enables the government to acquire assets which are not liable to debt and which the government uses to develop its economy. However, revenue collection in the developing economies in counties has not always been as effective as it should be (Ngotho & Kerongo, 2014).To eliminate or significantly reduce corruption, the e-payment project provides an alternative means of payment of county revenue that do not require cash to exchange hands.

With introduction of Vision 2030 which aims to make Kenya a newly industrializing Middle-income country by providing a high quality life to all citizens the defunct city council was mandated to make Organizational Changes, the defunct city council formulated its first ever documented Strategic Plan2006-2012 and embarked on the implementation in Key Result Areas (KRAs).Its key Result Areas for the plan include Rationalization of Legal Framework; Change Management; Capacity Building and Responsive Systems; Resource Mobilization and Financial Management; Partnership with Stakeholders As the many Organizational Changes were being introduced the office Town Clerk(defunct) and that of the Mayor saw the need to have a planned, directed, controlled, monitored and evaluated Organizational Changes. The Clerk wanted the activities to be handled by his office but was too busy to have his hands on the changes. These

therefore called for a creation of a Reforms Secretariat Office within his Department obligated to the see the changes through.

1.2 Statement of the Problem

Nairobi City County, ICT department is tasked with a responsibility of information communication technology transformational project provision as provided for in the fourth schedule in the constitution of Kenya 2010 and Nairobi City County strategic plan 2015-2025. However in alignment process to integrate ICT transformational project performance and address employee's motivational strategies has been a complicated subject.

Employee motivation strategy is a complicated subject. The essential need of implementing employee motivation strategies has been of concern for organizations because it has been proved that motivation is one of the deciding factors in work performance and for the success or failure of an organization. To enhance understanding of employee motivation strategies, managers must recognize the importance of employee motivation strategies influencing project performance. Frederick Herzberg, who studied what motivates employees, contents that recognition achievement, the work its self, responsibility, advancement, and the chance to learn more skills are motivators. According to Zaccaro et al. (2001) project leadership can influence team effectiveness and project performance through team motivational strategies such as sufficient rewarding, training and development of staff, team building and effective communication and involving member in decision making.

The NCC envisioned that operational improvement through ICT transformation would strengthen the County's ability to improve service quality delivery (Kinyanjui & Kahonge,

2013). This has motivated The Nairobi City County to embark on an ICT Transformation Project that seeks to deploy suitable ICT solutions at the county headquarters and its satellite offices with the aim of improving citizen service delivery, increasing efficiency and enhancing revenue collection(Mueke, 2015). However, ICTs usage and uptake, has not meet the intended objective and attributed to employee motivational levels which could be influencing the performance of ICT Transformation project.

This study therefore seeks to determine influence of employee motivation strategies on project performance.

1.3 Purpose of the Study

The purpose of this research was to determine influence of employee motivation strategies on project performance, a case of ICT Transformational Project in Nairobi City County Government, Kenya.

1.4 Research Objectives

The objectives of this research work were:

   i.   To determine influence of organizational culture change on Project Performance
  ii.   To examine influence of project team building   on Project Performance
 iii.   To assess influence of stakeholder communication on Project Performance
  iv.   To determine influence of project leadership on Project Performance

1.5 Research Questions

The study sought to answer the following questions;

i.   How does organizational culture change influence Project Performance?

ii.   To what extent does project team building influence Project Performance?

iii.   How does stakeholder communication influence Project Performance?

iv.   How does project leadership influence on Project Performance?

1.6 Significance of the Study

The study would be invaluable to the management board of NCC in that it would provide an insight on how various motivation strategies can influence the ICT transformational project performance. The management gain insight on the best strategies which would be adopted to enhance employee motivation and help improve project success.

Motivation strategies present an extensive area of research. There are varieties of theories on what motivates people as well as theories, which describe how individual's behavior is initiated, directed, and sustained and influence success of project. The findings of the study will provide an insight to policy makers on motivation strategies that influence success in ICT project in public service. In order to attain high level of performance and improve productivity, project management would understand what motivates project employees. If managers regularly administer such motivation surveys, and appropriately consider their results, companies and employees would come to a win-win situation in order to gain a great deal. The findings of the study through this project would enhance capacity and response by management and employees leading to improvement in performance of ICT transformational project performance.

Researchers and scholars can use this information to add to their understanding on motivation strategies influence ICT project performance in public institutions. Therefore the study provided foundation and material for further related research.

1.7 Delimitations of the Study

The study was delimited to determining influence of motivation strategies on performance ICT Transformational Project Performance. The study focused on ICT Transformational Project Performance in Nairobi City County Government, Kenya. The respondents in the research work were management officers in the ICT transformational project managed by the County government of Nairobi.

The study drew much of the information from the provision of the legal frame work and county strategic plan on flagship project reports. The sources of such information were coined to determine the influence of motivation strategies which included organizational culture change, project team building, stakeholder communication and project leadership and how it influences performance of ICT Transformational Project.

1.8 Limitations of the Study

The research study anticipated limitation in regarding the bureaucracy in the County and technical terms in the study, lack of co-operation from the target respondents as a result busy schedules on their working station and job security.

To address the limitation, use of terms that are easily understand, use of County Chief Administrators in charge of as channel to reach respondents. Exploring techniques that would

cultivate trust and assurance that all the information obtained would be treated with confidentiality it deserves.

Based on these limitations, the researcher informed the respondents that this is research work and confidentiality of all respondents and information provided was guaranteed, as it is one of the ethical issues in research. As a result, no respondents were victimized

1.9 Assumptions of the Study

The research assumes that;

1. The respondents who participated in the study were a representation of views of management of NCC.

2. It assumes that the instrument used to collect data would capture all desired information.

3. Motivation strategies are very complicated subject to be studied.

1.10 Definition of Significant Terms

A project refers to the temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period of time and within and established budget to produce identifiable.

 County government refers to a geographical units envisioned by the 2010 constitution of Kenya

Information Technology transformation project refers to overseeing project for software development, hardware installations, network upgrades and visualization

Motivation Strategy refers to Motivational factors that seek to improve employee's motivational level to achieve their set goals.

Nairobi County refers to City County with code 47 according to the former province and constitution of Kenya

Project Leadership refers to top management leadership that influences people to strive willingly towards achievement of stipulated goals.

Project Performance refers to the measure of project through cost, time and quality, Customer satisfaction, project completed within the budget, - Project completed within estimated time and basic elements of project success

Stakeholder Communication refers to individuals, groups or organizations, directly or indirectly, stand to gain or lose from a given development activity or policy, effective reporting, Monitoring and evaluation, conflict resolution and coordination on project performance.

Organizational Culture Change refers to top management commitment embrace to change, values and behaviors

Project leadership refers to leadership skills, qualities, attitude to drive optimum on project performance

Project Team Building refers to embracing the spirit of teamwork, Continuous learning, Flexibility, Good interpersonal relations and trust in an organization.

Transformational project refers to projects which widely influence systems on service delivery, focus on customer satisfaction and exceed customer expectation needs.

1.11 Organizational of the Study

The study was organized in five chapters. Chapter one presents the introduction, background of the study, statement of the problem, research objectives and research questions, significance of the study and definition of significant terms. Chapter two presented the literature review, theories and conceptual framework and ethical issues. Chapter three presents research design, target population, sample size, sampling procedure, data collection, validity of instruments and reliability of the research instrument, methods of data analysis techniques   while chapter four presents the findings obtained from the primary instruments used in the study , presentation of the results and interpretation of the findings in statistical methods. Chapter five provide summary, discussions, conclusion, recommendations of the research findings and suggestion of others research study which can be conducted by other researchers in future.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents to review how studies related to performance of projects and employee motivation strategies. This study present theoretical review, gaps identified in the literature reviewed which if bridged would contribute to successful operation of ICT Transformational Project. The conceptual framework was used to demonstrate the relationship between the variables.

2.2 Project Performance

Project performance has been defined by the criteria of time, budget and deliverables. It is the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability (IBBS and Kwak, 2000). The ultimate importance of project performance is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan and Norman 2003).

Project performance ensures that enterprises maximise on profitability, minimise the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga and Kuotcha, 2010). The benefits of project risk management for small businesses lie at the point of time and budget project advantages. It is understandable why there are as many models of project risk management as general risk management schemes.

The criteria of project performance for the project will be cost, time and quality which are basic elements of project success (Mohammed, 2002). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this study was defined in terms of cost, time, quality and profitability, as small and medium enterprise focus on earning returns over project investment. In Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective is effective indicator to measure of project performance (Nyikal, 2011).

2.3 Employee Motivation Strategies and Organizational Projects

Motivation strategies are applied in organizations to inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation strategies can create an environment that fosters teamwork and collective initiatives to reach common goals or objectives. The level of motivation an individual and/or team applies to project efforts can affect all aspects of project results, including a direct impact to the triple constraint project success factors. This section discussed the relationship between motivation factors organizational culture, leadership, stakeholder communication and project team working on electronic payment projects.

2.3.1 Organizational Culture Change and Project Performance

The corporate culture may be manifested in various ways such as statements of principle, stories, slogans, heroes, ceremonies, symbols, climate and the physical environment. Some aspects of the

culture may be guided or created by managers; others may be influenced by employees and other significant power groups within the company. Xaba, (2011) observed that project managers must design and facilitate a culture that brings out the best in project stake holders, to the benefit of the project. He goes on to emphasize that project managers must create a learning culture, encourage open communication, acknowledge, reward, and give attention to members when deserving in order to ensure project success. This was supported by KThompson (2010) who indicated that project managers could direct projects effectively and efficiently by incorporating active listening, empathy, persuasion, commitment to the growth of the people and leadership.

Corporate culture provides adaptability, focus, direction, and guidance. It establishes an internal way of life and sets patterns for internal relationships. It helps increase mutual understanding, trust, binds together people from different national cultures, defines effective and ineffective performance, and gives a framework for strategy and management approach. On the other hand, corporate culture needs to be capable of self-renewal and needs to reinvent it. Corporate culture needs to combine consistency and resilience. Armstrong and Baron (2002) and Sambrook (2004) state that training project team members is concerned with the provision of learning and development opportunities in order to support achievement of business strategies and improvement of project performance. Consequently, effective training and development strategies is an employees' motivation tool to enhance skill application that impacts on companies' project performances.

Reward and recognition activities are valued by employees and therefore provide motivation or incentives. If executed appropriately, these activities can, to a certain degree improve employees' productivity. According to Ringera (2004), there should be equitable distribution of salaries,

allowances and benefits amongst employees. According to Jöran Beel (2007) in a functional project team, where people have never worked together and probably never will work together again, trust probably is rather low. In this case, team member should may be receive rewards individually and not as a team. On the other hand, a seasoned and high performing project team, consisting of highly skilled and excellent team workers is probably better motivated by team rewards.

The environment relation to project performance is at the team or work group level. This is where the majority of work occurs in information-driven or knowledge-driven organizations. Much more than individuals, groups are responsible for innovation and for processes and practices that have the ability to move the organization forward (Neuman & Kickul, 1998).

As project management tools, organizational structure is not a real project characteristic. However, the organizational structure seems to have a major impact on rewarding project teams. Team members from projects performed in a matrix structure usually work parallel in the project team and in their normal job. In a functional structure, employees even do not have contact with the project manager and other project members but get all their instructions from the line manager. In those, case employees' first priority is their normal job because the project outcome has little impact on their (Tinnirelo, 2001). It is in the interest of those who benefit from a successful project that the team members see their project work at least as important as their line work. If line work seems more attractive than project work, rewards could help to balance the employees' preferences. This is explained by expectancy theory. Without rewards, the line work's valance often is bigger than the valance provided by the project work. A reward changes the valance.

2.3.2 Team building and Project Performance

The concept of teams and teamwork is increasingly important to productivity and employees'

organizational commitment in the contemporary workplace. Teamwork facilitates the meeting of

affiliate needs within the workplace and has been directly connected to organizational

productivity. Anschutz (1995), stated that participation in teamwork, continuous learning and

flexibility were the major factors for success within organizations in achieving a partnership

between workers and managers. Many authors believe that effective use of teams is a necessary

ingredient for a project to be successful. Kerzner, (2006) says attention to team building is

indeed critical for project success. He states that one of the main responsibilities of the project

manager is to provide an atmosphere which fosters a climate of teamwork. It should include such

characteristics as team member commitment, good interpersonal relations, clearly defined

objectives, good leadership and top level support, open communications, and a low level of

detrimental conflict.

High performing project teams influence success of project. The qualities that are critical to high

performance are unique to each project and to each team and are tied to its specific mission,

strategy, objectives and culture, McShane-VonGlinow (2002). Four components should be

considered in developing a model for high- performing project teams. They are the role of team

members, team relationships, team activities and the culture the team creates and functions

within, Cohen and Bailey, (1997). A project team relies on independent work teams rather than

functional departments as the core work units. Project teams perform best when motivated, given

tasks that are clear, easy to implement and require a high degree of interdependence. Teams

should be large enough to perform the work, yet small enough for efficient coordination and meaningful involvement.

Project teamwork help organizations decrease project teams response time to changes in today's hyper-competitive markets, enable firm to leverage expertise that is dispersed over geographic areas that was previously left untapped and lessen the disruption of the employee's life by requiring less travel time to meet with dispersed teams (Antoni & Hertel, 2009). Globalization has forced organizations to build effective project teams to influence success in project. An organization with highly creative teams usually achieve project success. Amabile (1997) indicated that project teamwork act as a tool to motivate project members by expected evaluation, actual performance, feedbacks, expected rewards, self-directed, and the nature of the job itself. Project team working in fact have impacts to the creativity of individual, particularly transformational leadership has more positive impact to creativity in virtual teams (Avolio, Bass, and Jung, 1999).

Moreover, these behaviors may be instrumental in building pride in being associated with the leader and commitment to the leader, which can in turn, provide a commonality for members of the team to embrace. This shared pride and commitment to the leader has the potential to lead to increased cohesion, as members view themselves as privileged to be associated with the transformational leader (Arnold *et al.*, 2001).Transformational Leaders play a very important factor in the effective functioning of virtual teams and pay attention to work environments and organizational climate. They also coordinate project tasks and facilitate the group process to achieve teams' goals (Kayworth and Leidner, 2002).

2 .3.3 Stakeholder Communication and Project Performance

Stakeholders can affect an organization's functioning, goals, development and even survival (Atiibo, 2012). Communication is important for improving employees' commitment and for positive outcomes, Goris et al (2000). Moreover, the manner in which the organizational goals and the employees' role in advancing these goals are communicated to employees strongly affects organizational commitment and productivity. Careful project communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team members and stakeholders influence success when starting a project.

Keeping in mind the complexity of communication it is easy to understand how difficulties in communication may arise in project management. Effective communication is extremely critical to the success of the project. Ongoing successful communication requires some basic rules that all team members can keep in mind such as not jumping to conclusions, resisting the urge to interrupt and listening to others. Other important factors that can be commonly practiced for successful communication are to seek to know more and to make listening a conscious activity. Different types of communication are appropriate to meet the different communication needs that arise during a project. According to Momballou (2006) one of the responsibilities of a project manager is to communicate effectively to the members of the project team and other related stake holders and because of this, a project being led by an ineffective communicator has very little chance to succeed. Ineffective, poor or lack of communication can lead to a series of problems within a project.

In the project the stakeholder communication enhance commitment and decision making process is supported by the project executive's communication, to engage with project leadership and suppliers in order to introduce a right first time quality concept and to get their buy-in (Musonda, 2002). Consider that individualized consideration encompasses attentive listening, consideration of individuals as having different needs, abilities and aspirations, and time spent in coaching and teaching (Poutiatine, 2009).

Effective communication has been strongly linked with project success. Kerzner (2013) indicated that inadequate communication is a major drawback to the development of good teams as it induces low motivation levels, drops in team spirit and it contributes to poorly stated targets and poor project control, coordination and flow of work. Hoegl and Parboteeah (2003) reported after studying the data of leaders and managers of 145 teams specialized in software development that good coordination and open exchange of pertinent information during the task promotes team effectiveness.

2.3.3 Project Leadership   and Project performance

It has been established that knowledgeable leadership leads to project success through convincing people of the need to change and to motivate them to work together for accomplishing project objectives in difficult work environments (Juli, 2010). Moreover, clear, understandable and matching employees to their areas of expertise lead to project success (Camilleri, 2011). Evidence of a direct effect of idealized influence/inspirational motivation on individual performance exists (Hertel, Geister, & Konradt, 2005), however, regarding teamwork processes and performance, we may want to consider more specifically the role that visioning behaviors play in promoting team cohesion, which has been noted to improve team performance

.Yadav, Nath, Adya, & Sridhar, (2007) have examined visioning behavior and team/group factors in the past. Within charismatic leadership represented vision as empathetic language that involves the reinforcement of the group's collective identity. Project leaders visioning involves expressions of sharing as well, which are directed at building rapport and bonding with the team. Inspirational motivation impacts cohesion through visioning behaviors involving rapport building and empathetic language.

Behavior motivated by goal internalization occurs when individuals adopt attitudes and behaviors congruent with their personal value systems. Strong ideals and beliefs are paramount in this motivational source (Hollingshead, 2004). Individuals motivated by goal internalization believe in the cause and have developed a strong sense of duty to work toward the goal of the collective. This source of motivation is similar to Kelman's (2008) value system, internalized values, valence for outcome and pure moral involvement. Effective leader behaviors are most typically seen in persons who trust and believe in the goal of the organization naturally expanding to belief in the organization's cause. Dionne, Yammarino, Atwater, & Spangler, (2004) examined motivation's predictive value for influence tactics and found significant correlations between goal internalization motivation and both inspirational appeals and rational persuasion.

The study performed by Hyväri (2006) showed that three factors contributed to an effective project leader, namely to be a good communicator, being a good motivator and being decisive. Planning/ organizing, networking and informing are the most significant managerial practices in the leadership behavior within projects (Hyväri, 2006). Successful project managers mostly

possess technical knowledge, but nowadays more and more management knowledge and skills are required (Norrie and Walker, 2004). Moreover, leadership skills which are internally compatible with the motivation of the project team and externally compatible with client focus contributes to the projects' success (Liu and Fang, 2006).

Leadership within projects also requires the focus of power that involves control over resources, such as finance, project team members and product development (Liu and Fang, 2006). Project managers must adapt rapidly to the always changing and demanding business environment. Hence, there are many pressure moments during a project, especially when there is a need for change. Therefore project managers must be proactive, thinking forward and anticipate during the project. Project managers can optimize the effectiveness of the project team by integrating all project activities. This way the development of project team members and understanding how the project activities fit together will result in better decision making (Leban and Zulauf, 2004).During team action, members need to exchange information and resources, as well as constantly monitor the coordination of their efforts, adjusting individual and team actions when coordination breaks down. The performance strategies used by team members are most likely to emerge from leader planning and coordination activities (Antoni and Hertel, 2009). Effective team coordination and performance depends upon the emergence of accurate shared mental models of requisite team strategies and interaction tactics among team members (Nielsen and Daniels, (2012). Project leadership leads to increased enthusiasm and confidence of team members, promoting understanding and appreciation of differing views, and intellectually stimulating members to re-examine critical assumptions and to view problems in new ways.

2.4 Theoretical Framework

Employees in organization projects are constantly predicting likely future outcomes and create expectations about future events. If rewards are attractive staff commit toward achieving goals. This section discussed theories underpinning the study.

2.4.1 Expectancy Theory (Victor Vroom, 1964)

Expectancy theory suggests that motivation is based on how much we want something and how likely we think we are to get it. The formal framework of expectancy theory was developed by (Victor Vroom 1964). This framework states basically that motivation plus effort leads to performance, which then leads to outcomes. According to this theory, three conditions must be met for individuals to exhibit motivated behaviour: Effort-to-performance expectancy must be greater than zero; performance-to-outcome expectancy must also be greater than zero; and the sum of the valances for all relevant outcomes must be greater than zero. Effort-to-performance expectancy is the individual's perception of the probability that effort will lead to high performance. This expectancy ranges from 0 to 1, with 1 being a strong belief that effort will lead to high performance. Performance-to-outcome expectancy is the individual's perception that performance will lead to a specific outcome. This expectancy ranges from 0 to 1. A high performance-to-outcome expectancy would be 1 or close to it. Outcomes are consequences of behaviour. An individual may experience a variety of outcomes in an organizational setting. Each outcome has an associated valance, which is an index of how much an individual desires a particular outcome.

An outcome that an individual wants has a positive valance. An outcome that the individual does not want has a negative valance. When the individual is indifferent to the outcome, the valance is zero. Porter and Lawler extended the basic expectancy model by suggesting that high performance may cause high satisfaction. When performance results in various extrinsic and intrinsic rewards, the individual evaluates the equity of these various rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards relative to the effort expended and the level of project performance attained.

2.4.2 McClelland Achievement Theory

McClelland's achievement motivation is driven by a need to succeed (Rad & Levin, 2003, pp. 80–81). Accomplishment, personal ambition, and a need to be good at what they do are additional attributes that are common among achievement-oriented individuals. Individuals who are driven by achievement are more likely to define clear goals as well as a course to goal attainment. Because an individual who is motivated by achievement is self-driven, he or she is able to perform and function well both alone and within a team.

When working with an individual motivated by affiliation, the project manager is responsible for assigning project work that will naturally involve contact or collaboration with others and the creation of a project environment built on team support and common goals. Other areas within the company that affiliated individuals may be drawn toward are company-sponsored athletic teams or volunteer organizations. The project manager may also want to consider putting this individual in charge of all team lunches or other department events to further inspire the ability to associate with others.

McClelland's power motivation is driven by the ability to dominate and manipulate goals, direction, or decisions. Individuals who are motivated by power are drawn toward the ability to offer input and access into a variety of situations from risk review and competition to a general need for appreciation or personal acknowledgment. Motivation through power will naturally steer an individual toward leadership opportunities (Rad & Levin, 2003). Most individuals driven by power will gravitate toward positions that include a level of control.

2.5 Conceptual Framework

The research relates organizational culture, project team building, stakeholder communication and project leadership (Independent variables) with performance of ICT Transformational Project (dependent variable).

Independent Variables

```
┌─────────────────────────────┐
│ Organizational Culture      │
│ Change                      │
│ -Training of staff          │
│ -Reward and recognition     │
│ -Knowledge sharing          │
│ -Top Management Commitment  │
│                             │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Project team building       │
│ - Continuous learning       │
│ - Good interpersonal relations│
│ -Flexibility                │
│ -Sharing of responsibilities│
│ -Ethical behaviours         │
│                             │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Stakeholder Communication   │
│ -Effective reporting        │
│ -Monitoring and evaluation  │
│ -Conflict resolutions       │
│ -Coordination               │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Project leadership          │
│ - Motivation                │
│ - Promoting team cohesion   │
│ - Networking                │
│ - Resource control          │
│ -Inspirational of members   │
└─────────────────────────────┘
```

Moderating Variable

```
┌─────────────────────────────┐
│ -Government Policy          │
│ Procurement procedures      │
│ -Legal Framework            │
│                             │
└─────────────────────────────┘
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Dependent Variables

```
┌─────────────────────────────┐
│    Project Performance      │
│ -Quality service delivery of│
│ (output)                    │
│ -project completed within the│
│ budget                      │
│ - Project completed within  │
│ estimated time              │
│ -Customer satisfaction      │
│                             │
└─────────────────────────────┘
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Figure 2. 1: Conceptual framework of Relationship between Motivation Strategies and Project Performance

2.6 Knowledge gap

From the review of past studies, motivation of project team has been an importance tool that influence project performance. The study however has been done mostly in developed countries but few studies have also been done regionally and locally. Studies such as Camilleri, 2011, Hertel, Geister, & Konradt, 2005) and Yadav, Nath, Adya, & Sridhar, (2007) had revealed that

there is   direct influence of inspirational motivation on individual performance and organizational project success. Other study such as Xaba, (2011) focused on determining influence of organizational culture on designing and facilitating a culture that would lead to achieving specific goals and objectives in organizational projects. Locally, studies such Adan (2012) has researched on influence of stakeholders' communication on performance of Constituencies' Development Fund projects. This study failed to links, stakeholder communication as a motivation strategies influencing project performance. Past studies such as Kinyanjui & Kahonge, (2013) indicated the need to Improvement through ICT transformation would strengthen the County's ability to improve service quality delivery but failed to indicate the extent to which motivation strategies impacted on project performance. Despite the increase in public institutional project aimed at improving service delivery, cost effectiveness and efficiency in project performance, there is a need to determine influence of employee motivation strategies on performance of ICT Transformational Project Performance in Nairobi City County Government, Kenya. This study sought to determine influence of motivation strategies on project performance focusing on ICT transformational project at Nairobi County.

2.7 Summary of literature review

In projects performed in a functional structure the project members do not really work in a project team but individually. In those situations a group identity and trust, which are the essential requirements for team rewards (Armstrong, 2000), cannot be built. Accordingly, a focus on individual rewards seems to be appropriate in a functional structure. In contrast, in pure project structures team members should be used to team work and probably have already worked together. In that case, group identity may build quickly or already exists. In such a situation,

group rewards are preferable towards individual rewards. Gido and Clements (2011) concluded that the characteristics of effective teams include high degree of cooperation, trust, open, timely effective communication and ethical behavior. These characteristics are important factors for project success. Previous studies in scope of teamwork remarked that the success of a project is heavily dependent on appropriate management of internal conflicts, effective communication, setting and agreeing on comprehensible goals and establishing good trusting relationships within the team. Review of the study also indicated that Motivation strategies have a significant influence in achieving project goals as indicated by Muriisa (2008). Further, Zaccaro *et al*. (2001) indicated that project leadership plays a role on team effectiveness but failed to indicate the extent to which it impact on project performance through team motivational strategies such as sufficient rewarding, training and development of staff, team building and effective communication and involving members in decision making.

Management in public institution such as Nairobi City County in Kenya has embarked on seeking to improve service delivery and enhance revenue correction. The reviewed of local past literature clearly indicate scarcity in literature addressing motivation strategies and project performance as studies has focus more on project stakeholders' communication and performance such as Adan (2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A research is a methodology to guide the researcher in collecting, analyzing and interpreting observed facts. This chapter outlines the research design, target population, variables, sampling techniques and sample size, data collection methods and instruments, validity and reliability, data analysis and presentation techniques and operationalization of variables.

3.2 Research Design

According to Chandaran, (2004), research design defines the techniques that are to be used in collecting data, sampling strategies and tools appropriate for a study. It is the arrangement of conditions for collection and analysis of data in a manner that aims to instill relevance to the research purpose. The study research adopt a descriptive survey design, that used by the researcher to collect data at Nairobi City County. The research design was suitable because it allowed analysis of influence of employee motivation strategies on project performance, organizational culture change, team building, stakeholder communication and project leadership and how they had influenced project performance in ICT transformational project.

According to Saunders, Lewis and Thornhill (2007), a descriptive design involves planning, organizing, collecting and analyzing of data so as to provide the information being sought. It refers to the way the study is designed; the method used to carry out a research. This research design involved gathering data that describe events and then organizes, tabulates, depicts, and describes the data that help in answering research questions or to test hypothesis of the current

status on influence of employee motivation strategies on performance of ICT Transformation Project in Nairobi City County Government, Kenya.

3.3 Target Population

Population refers to an entire group of individuals who are the concern for the study within the area of the study (Mugenda, 2011). According to Ngechu (2006), a population is a well-defined set of people, services, elements and events, group of things or households that are being investigated. It's a complete group that fits the researcher's specification from which the researcher wants to generate the result of the study. The target population was officers who are employee of Nairobi City County who are involved in the management of ICT transformation Project. These include Finance officers, Human resource officers, ICT officers, Lands Urban planning officers and Education officers making a total of 3069 (NCC, 2016).

Table 3. 1: Target Population

Category	Population
Finance officers	975
Human resource officers	113
Education officers	1311
Information Communication Technology Officers	52
Lands and Urban Planning Officers	618
TOTAL	3069

Source: Human Resource Department, NCC (2016)

3.4 Sample Size and Sampling Procedure

The researcher used descriptive and stratified sampling technique to determine the population that was used in the study.

3.4.1 Sample Size

This study adopted simple and purposive sampling. The sample size of this study is for Populations that are large, Yamane (1967) sample sizes indicate a sample size of 191 was selected from a population of 3069.

3.4.2 Sampling Procedure

The study adopted stratified random sampling technique to select respondents who were representative the target population. Stratified sampling method was used as it is involves dividing the target population into various units based on any unifying characteristics as age, gender or religion. For the purpose of this study, stratified sampling was adopted. According to Mugenda (2011), a stratified random sampling is used where the population embraces a number of distinct categories, the frame can be organized by these categories into separate strata. Each stratum was then sampled as an independent sub-population, out of which individuals were randomly selected.

The method assured the study that the sample was representative of the population. Stratified samplings as noted by Mugenda and Mugenda, (2003) is a method applied if the population from which a sample is to be drawn does not constitute an identical group, and hence requires comparisons between various sub-groups. Since the respondents are classified according to their

management capacity that is project officials, member of committees and members, a stratified random sampling method was used for this study. Random sampling was then used to select subjects from each stratum until the number of subjects in that stratum was proportional to its frequency in the population. This was ensured that a different category of population was adequately represented in the sample so as to increase the level of accuracy.

Table 3. 2 Sampling frame

Category	Population	Sample Proportion	Sample Size
Finance officers	975	0.6	58
Human resource officers	113	0.6	6
Education officers	1311	0.6	78
Information Communication Technology Officers	52	0.6	3
Lands and Urban Planning Officers	618	0.6	37
TOTAL	3069		191

3.5 Research Instruments.

The primary data for this study was collected using the questionnaires and complemented by ensuring that detailed and relevant information on the subject of the study was collected. Questionnaires used in collecting data were closed ended questions. According to Kothari (2004)

use of questionnaires allow intensity and richness of individual perceptions in respondent responses.

The study used questionnaires because they are flexible and facilitates the capture of in-depth knowledge of the respondents, promotes respondent cooperation and allows the respondents to probe further for clarification of issues (Kothari, 2004). As a method of data collection questionnaires are appropriate because they are easy to analyze, and are cost effective. The questionnaires were self-administered to the sample respondents by the researcher.

3.5.1 Pilot- Testing

Pilot testing was done to make corrective revisions to instruments and data collection procedures to ensure that the data that collected is reliable and valid. Pre testing allows errors to be discovered before the actual data collection and 10% of the sample size was considered adequate for piloting (Mugenda & Mugenda, 2003). The pilot testing was done in departments in NCC. The twenty randomly selected respondents from Environment and Public Health were given questionnaires to answer; the comments made by the respondents during piloting were used to improve on the instrument.

3.5.2 Validity of instrument

Validity refers to the extent to which an instrument collects data that it is meant to. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. It refers to the appropriateness, meaningfulness and usefulness of any inferences a researcher draws based on data obtained through the use of an instrument (Mugenda & Mugenda, 2003). The questionnaires were designed based on the objectives of the study. The

most important criterion of research was validity. Validity is concerned with the integrity of the conclusions that are generated from a piece of research. It is the degree to which an instrument measures what it purports to measure. It estimates how accurately the data in the study represents a given variable or construct in the study (Mugenda, 2008). Validity suggests fruitfulness and refers to the match between a construct, or the way a study conceptualizes the idea in a conceptual definition, and the data. To a certain validity of the instrument, the questionnaire was formulated and operationalized as per the study variables to ensure adequacy and representativeness of the items in each variable in relation to the purpose and objectives of the study. 4.1.3 Validity Outcomes

Validity is the accuracy or meaningfulness and technical soundness of the research. It is the degree to which a test measure what it purport to measure. Mugenda and Mugenda (2003), stated that to enhance validity of a questionnaire, data should be collected from reliable sources, the language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The validity of data collected was made through collecting data from the relevant respondents having been obtained consent to collect data through a letter to Nairobi City County. The validity of the instrument was established by being given to experts with experience and the supervisor who approved the instrument for data collection.

3.5.3 Reliability of Instruments

Reliability measures the degree to which a research instrument yields consistent results or data after repeated trials. It refers to the consistency of scores or answers provided by an instrument (Saunders, Lewis and Thornhill, 2007). Cronbach's alpha formula was used in determining the

reliability of data. Reliability was obtained by correlating the scores of each questionnaire. Pearson product moment correlation coefficient (r) was used to test reliability of the questionnaires. The questionnaire was reliable if the Cronbach's alpha value for reliability was at least 0.7 which indicated getting consistent responses when the same question posed to the same respondent more than once. Reliability was obtained by correlating the scores of each questionnaire for each variable.

At the same time, the study used test- retest method to estimate the degree to which same results could be obtained with a repeated measure. To gauge reliability, the instruments was administered twice within a time interval of two weeks. The respondents used during pre-testing exercise was not included in the final sample. Questionnaires was then reviewed on the basis of the responses obtained.

This approach concurred with Kothari, (2005) who defined reliability as the consistency of measurement, or degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects.

Table 3. 3: Reliability Results

Variables	Reliability Statistics Cronbach's	No of items
Organizational Culture change	.835	5
Project Leadership	.709	5
Project Team building	.813	6
Stakeholder Communication	.751	5
ICT transformation Project Performance	.774	6

Table 3.3 indicates reliability analysis. Cronbach reliability was ensured through a piloted questionnaire that was subjected to a sample of 20 respondents, who were not included in the study. The 20 respondents were selected from None ICT transformational project. From the findings, the Cronbach Alpha coefficients for Organizational Culture change was 0.835, Project Leadership was 0.709, Problem analysis was 0.813, Stakeholder Communication was 0.751 while ICT transformation Project Performance had 0.774 These Cronbach Alpha coefficients were above 0.70 implying the instruments were reliable.

3.6 Data collection procedure

Data was collected between May and August, 2016. Primary data for the study was obtained through a structured questionnaire. The perspective respondents were approached and requested to participate in the study. Bryman (2007) state that a detailed information about the study needs to be given to the population before carrying a study, for this was done using Chief

Administrators Officers to allow the researcher to talk with the respondents before distributing the questionnaires.

3.7 Data Analysis Techniques

The collected data was well examined and checked for completeness and comprehensibility. The researcher used qualitative and quantitative techniques in analyzing the data. Qualitative data was analyzed through content analysis and presented in prose form. Quantitative data was presented using tables for ease understanding and analysis. It was analyzed with the usage of the Statistical Packages for Social Sciences (SPSS) Version 20.

Descriptive statistics- mean and standard deviation was used to determine the extent to which employee motivation strategies influence performance of ICT Transformation Project at Nairobi City County. Inferential statistics-correlation and regression was done to determine the relationship between employee motivation strategies and performance of ICT Transformation Project on. Correlation Matrix analysis was carried out to examine the association between the variables. The response on extent of employee motivation strategies in NCC was measured by computing indices based on the responses derived from the Likert-Scaled questions.

 The regression formula used was:

$Y= a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$ where;

Where:

Y= ICT Transformational Project Performance

a =Constant Term

β_1= Beta coefficients

X_1= Organizational Culture change

X_2= Project Leadership

$X_{3=}$ Project Team building

$X_{4=}$ Stakeholder Communication

ę = Error Term

3.8 Operationalization of Variables.

Table 3.4 present the Operationalization of the variables. This was done by presenting the research objectives, the research independent variables, measurement, the instrument of data collection and data analysis techniques

Table 3. 4 Operationalization of Variables

Objectives	Operational Definition of Variables				
	Variables	**Indicators**	**Measurement**	**Scale**	**Data analysis Techniques**
To determine the influence of organizational culture change Project Performance .	Independent Variable Organizational culture change .	Training -Reward and recognition -Knowledge sharing -Top Management Commitment	How does organizational culture change influence Project Performance?	Ordinal	Means, standard deviation and Percentages -Correlation -Regression
					Frequencies, Means and Percentages -Correlation -Regression
To examine the influence of project	Independent Variable project	- Continuous learning - Good	To what extent does project team building influence	Ordinal	

teambuilding Project Performance	teambuilding	interpersonal relations -Flexibility -Sharing of responsibilities -Ethical behaviou	Project Performance?		Frequencies, Means and Percentages -Correlation -Regression
To assess the influence of stakeholder communication on Project Performance	Independent Variable Stakeholder communication	-Effective reporting -Monitoring and evaluation -Conflict resolutions -Coordination	How does stakeholder communication influence Project Performance?	Ordinal	Frequencies, Means and Percentages
To determine the influence of project leadership on Project Performance	Independent Variable Project leadership	- Motivation - Promoting team cohesion - Networking - Resource control -Inspirational of members	How does project leadership influence Project Performance?	Ordinal	Means and Percentages Frequencies, Means and Percentages correlation, Means and Percentages -Correlation -Regression
The purpose of this research is to determine influence of employee motivation strategies on performance Project Performance in Nairobi City County Government, Kenya.	Dependent variable Project Performance	-satisfaction within time, budget and Resources -Quality Service Delivery -Effectiveness - Timeliness - customer satisfaction	Level of Project success/performance	Ordinal	Means, standard deviation and Percentages -Correlation -Regression

3.9 Ethical Issues

The researcher sought permission to carry out the study from the University for the purpose of data collection from the field and also got permit from National Commision for Scince, Technology and Innovation. The study did not infringe on the respondents' rights, whereby all respondents were treated fairly and cautiously. The researcher also explained the purpose of the study to the respondents and how the information they gave was to be used. This however was done with caution by assuring that the given information was used for the purpose of achieving the research objective. Any personal information was kept strictly confidential. Respondents' rights to decline to fill the questionnaire was also respected. Written permission to conduct the research study was obtained from the Department of Human resource development at Nairobi City County Goverment for the purpose security of information and data collected. The Chief Administrators were used as the entry point by the researcher to distribute the questionnaries for the purpose of avoiding conflict with the management and scientific honesty was regarded as an important ethical responsibility.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION

4.1 Introduction

This chapter focused on data analysis, interpretation and presentation of the study. The results are presented to establish the influence of employee motivation strategies on project performance, a case of ICT Transformational Project in Nairobi City County Government, Kenya.

4.1.1 Response Rate

The respondents were requested to fill the questionnaires.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	165	86
Unreturned questionnaires	26	14
Total	**191**	**100**

The study sampled 191 respondents, 165 out of 191 sampled respondents filled in and returned the questionnaires constituting 165 (86%) and a frequency of 26 (14%) of the unreturned questionnaires. This implied that data collected was sufficient for the study. Mugenda and Mugenda (2003) indicated that a response rate of 50%, 60% or 70% of the response rate was sufficient for a study.

4.2 General Information

The study sought the gender of the respondents.

4.2.1 Gender of the Respondent

The respondents were requested to indicate their gender.

Table 4. 2: Gender of the Respondent

Gender of the Respondents	Frequency	Percent
Male	87	53
Female	78	47
Total	**165**	**100**

From the findings majority 87 (53%) of the respondents were male while 78 (47%) were female. This implied that Nairobi City County employees both male and female forming project team in ICT transformational project performance.

4.2.2 Respondents' age brackets

The respondents were requested to indicate their age bracket.

Table 4. 3: Respondents' age brackets

Respondents' age brackets	Frequency	Percent
20-30 yrs	23	14
31-40 yrs	84	51
41-50 yrs	41	25
51 and above	17	10
Total	**165**	**100**

From the results, 84 (51%) of the respondents were aged between 31-40 years, 41 (25%) of the respondents were aged Between 41 and 50 years, and 23 (14%) of the respondents were aged

between 20- 30 years. The results also indicated that 17 (10%) of the respondents were aged 51 years and above. This implied that respondents were able and in a position to provide true and relevant information regarding influence of motivation strategies on performance ICT transformational project at Nairobi City County.

4.2.3 Respondents Level of Education Attained

The respondents were requested to indicate their highest level of education attained by the respondents and results indicated in Table 4.3.

Table 4. 4: Respondents Highest Level of Education Attained

Highest Level of Education Attained	Frequency	Percent
Primary	6	4
Secondary level	10	6
College level	61	37
University level	58	35
Postgraduate	28	24
Total	**165**	**100**

The results indicate, 58 (35%) of the respondents had attained university as their highest level of education, 61 (37%) of the respondents indicated they had attained college as their highest level of education attained, while 28 (24%) of the respondents had attained postgraduate as their highrest level of education attained. This implied that majority of the respondents had attained at least college level of education and hnece qualified in undertaking ICT tranformational project

activities as the highest level of education attained hence were in a better position of providing relevant information to asnwer research questions.

4.2.4 Respondents Period of Working

The respondents were requested to indicate the period they had worked on the project

Table 4. 5: Respondents Period of Working

Length of Respondent Working Period	Frequency	Percent
Less than 3 years	12	7
3-6 years	41	25
7- 8years	31	20
11-15 years	79	48
Total	**165**	**100**

On the period the respondents had worked at the Nairobi City County ICT transformational project, 79 (48%) indicated that they had worked at Nairobi City County for 11-15 years, 41 (25%) of the respondents indicated that they had worked at the Nairobi City County for 3-6 years, 31(20%) of the respondents indicated that they had worked at the Nairobi City County for 7-18 years. The results further indicated most project team had worked at Nairobi City County for at least 3 years. This clearly indicated that the respondent had worked at the Nairobi City County for at least 3 years and had experience on the influence of motivation strategies performance of ICT transformational project at Nairobi City County.

4.3 Organizational culture change and ICT Transformational Project Performance

The respondents were requested to indicate the extent to which ICT Transformational Project management improve working condition of the project members

Table 4. 6: ICT Transformational Project management working condition

Responses	Frequency	Percent
Moderate Extent	87	53
Great extent	38	23
Very Great extent	40	24
Total	**165**	**100**

From the findings, 87 (53%) of the respondents indicated that management ICT transformational project improve working conditions to a moderate extent , 38 (23 %) indicated that management ICT transformational project improve working conditions to a moderate extent to a very great extent while 40 (24 %) of the respondents indicated that management ICT transformational project improve working conditions to a great extent. This demonstrated that management at ICT transformational project has not achieved improved working conditions for project team members affecting performance of the project. The findings concurred with Armstrong and Baron (2002) and Sambrook (2004) state that improve working conditions for project officers through training project team members , provision of learning and development opportunities in order to support achievement of business strategies led to improvement of project performance.

Table 4. 7: Extent NCC involve in addressing project members motivation

Responses	Frequency	Percent
Less Extent	50	30
Moderate Extent	76	46
Great extent	16	10
Very Great extent	23	14
Total	**165**	**100**

The study sought the extent to which NCC management involved in addressing project member motivation. From the findings, majority 76 (46%) of the respondents indicated that NCC management involved in addressing project member motivation to a moderate extent, 50 (30%) indicated to a less extent, 23 (14%) indicated to a very great extent while 16 (10%) indicated that NCC management involved in addressing project member motivation to a great extent. This implied that that management at NCC had not involve in motivating project team members. This affects project team commitment and lower productivity affecting performance of ICT transformation project. The finding concurred with Ringera (2004) who observed that reward and recognition activities, equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent.

Table 4. 8: Organizational Culture Change and Performance of ICT Transformational Project

Statement	Mean	Std Devia
Training and development of the project staff to acquire skills and knowledge on how to operate the project	4.75	0.72
Rewarding and recognition of staff who does exemplary well and committed	4.52	0.50
Enhance knowledge sharing on how improve project performance	4. 46	0.48
Improve work life balance of staff working in the project	4. 81	0. 91
Job enrichment to make staff acquire skills in all aspect of the ICT project	4.09	0.83
Providing support to the project members by providing equipment and resource required	4.11	0.32
Presenting the designs, workshops, open forums for team members to create awareness of project importance	4.17	0.39

The respondents were requested to indicate the extent to which organizational culture change influence performance of ICT Transformational Project. From the findings, majority of the respondents indicated that improved work life balance of staff working in the project influence ICT transformation project performance to a very great extent as indicated by a mean of 4.81 with a standard deviation of 0.91. The respondents also indicated that training and development of the project staff to acquire skills and knowledge on how to operate the project and rewarding and recognition of staff who does exemplary well and committed influence ICT transformation project performance as indicated by a mean of 4.75 and 4.52 with standard deviation of 0.72

and 0.50 respectively. The respondents indicated that enhance knowledge sharing on how improve project performance and presentation of the designs, workshops, open forums for team members to create awareness of project importance influence project performance to a great extent as indicated by a mean of 4.46 and 4.17 supported by a standard deviation of 0.48 and 0.39 respectively. The respondents further indicated that Provision of support to the project members by providing equipment and resource required and Job enrichment to make staff acquire skills in all aspect of the ICT project influence ICT project performance to a great extent as indicated by a mean of 4.11 and 4.09 with a standard deviation of 0.32 and 0.83 respectively. This clearly indicated that efficient organization cultures determine the level of project success at NCC. The finding concurred with Xaba, (2011) who observed that project managers who design and facilitate a culture that brings out the best in project stake holders, create a learning culture, encourage open communication, acknowledge, reward, and give attention to members when deserving in order to ensure project success.

4.4 Project team building

The respondents were requested to indicate the extent to which they work as a team in ICT Transformational Project.

Table 4. 9: Staff at NCC work as a team in ICT Transformational Project

Responses	Frequency	Percent
Less extent	21	13
Moderate extent	51	31
Great extent	77	47
Very Great extent	16	9
Total	**165**	**100**

The respondents were requested to indicate the extent to which staff at NCC work as a team in ICT transformation project. From the finding, 77 (47%) of the respondents indicated that staff work as a team in ICT transformation project to a great extent, 51 (31%) indicated staff at NCC work as a team in ICT transformation project to a moderate extent while 21 (13%)of the respondents indicated that staff at NCC work as a team to less extent. The findings, 16 (9%) of the respondents indicated that staff at NCC work as a team in ICT project to a very great extent. This implied that, staffs at NCC are working as a team in Implementation of ICT transformation project to a great extent. Lack of teamwork in project management affects project performance. The findings support finding by McShane-VonGlinow (2002) who indicated that high performing project teams influence success of project.

Table 4. 10: Team building influence success of ICT Transformational Project Performance

Responses	Frequency	Percent
Less Extent	13	8
Moderate Extent	16	10
Great extent	79	48
Very great extent	56	34
Total	**165**	**100**

The study sought the extent to which team building influence success of ICT transformation project performance. From the finding, 79 (48%) respondents indicated that team building influence success of ICT transformational project to a great extent, 56 (34%) of the respondents indicated that team building influence success of ICT transformational project to a very great extent, 16(10%) of the respondents indicated that team building influence ICT project to a moderate extent while frequency 13(8%) of the respondents indicated that team building influence success of ICT transformational project to a less extent. This clearly indicated that team building is critical in influencing performance ICT transformational project at NCC. The finding concurred with Antoni & Hertel, (2009) who indicated that project teamwork help organizations decrease project teams response time to changes in today's hyper-competitive markets, enable firm to leverage expertise and led to project success.

Table 4. 11: Project teambuilding influence ICT Transformational Project Performance at NCC

Statement on Project teambuilding influence ICT Transformational Project Performance	Mean	Std Deviation
Improve understanding of the project s outcome	4.04	0.52
The members of the project maintain good relationship	4.61	0.79
The management allow members to make and implement decisions with ease	4.48	0.64
There is sharing of project activities such as monitoring, risk management and implementations	4.73	0.81
Members ensure no corruption in undertaking the project activities	4.54	0.91

The respondents were requested to indicate the extent to which team building influence ICT transformational project performance. The respondents indicated that through team building, sharing of project activities such as monitoring and evaluation risk management and implementation of project tasks improving project performance to a great extent as indicated by a mean of 4.73 with standard deviation of 0.81. The respondents also indicated that the management allows members to make and implement decisions with ease and members of the project maintaining good relationship influence ICT transformation project performance to a great extent as indicated by a mean of 4.61 and 4.54 with standard deviation of 0, 52 and 0.91 respectively. Respondents indicated that the management makes members to make and implement decisions with ease and improve understanding of the projects outcomes influence achieving of project success at NCC as indicated by a mean of 4.48 and 4.04 with standard

deviation of 0.64 and 0.52 respectively. This implied that project team building influence ICT transformation project success to a great extent. The findings were similar to Kerzner, (2006) who noted that paying attention to team building is indeed critical for project success in a good atmosphere which fosters a climate of teamwork.

4.5 Stakeholder Communication

Communication should be effective among team members in ICT Transformational Project at NCC, 56 % of the respondents indicated that communication among team members was not effective while 44% indicated there existed effective communication among team members. This implied that effective communication among project team members influence improves decision making and achieving of project performance. The findings concurred with Musonda, (2002) who found that stakeholder communication enhance commitment and decision making process is supported by the project executive's communication, to engage with project leadership and suppliers in order to introduce a right first time quality concept and to get their buy-in.

Table 4. 12: Communication among the project members influence project performance

Responses	Frequency	Percent
Moderate Extent	10	6
Great extent	89	54
Very great extent	66	40
Total	**165**	**100**

The respondents were requested to indicate whether communication among the project members influence project performance. From the findings, 89(54%) of the respondents indicated that

communication among the project parties influence project performance to a great extent, 66 (40%) of the respondents indicated that communication among the project members influence project performance to a very great extent while 10 (6%) of the respondents indicated that communication among the project parties influence project performance to a moderate extent. This implied that communication among the project members influence success of the ICT transformation projects at NCC. The findings support Momballou (2006) who noted that effective communication is extremely critical to the success of the project.

Table 4. 13: Stakeholder communication influence ICT Transformational Project at NCC

Stakeholder communication influence ICT Transformational Project at NCC	Mean	Standard deviation
Communication among project member is precise and clear on project activities	4.69	0.65
Undertaking controlling of risks facing the project	4.41	0.40
There is effective reporting of project progress	4.78	0.74
The project activities are monitored and evaluated and deviation corrected	4.32	0.24
The indentified misalignment of processes in communication is corrected to ensure coordination of project activities	4.30	0.47
There conflict are well resolved when they arise	4.35	0.75
There is effective coordination of project activities due to clear communication during project management	4.54	0.50

The study sought the extent to which stakeholder communication influence ICT transformational project performance at NCC. From the findings, most respondents indicated that stakeholder

communication led to effective reporting of project progress and enhance communication among project members precisely and clearly on project activities influence ICT Transformation project performance to a very great extent as indicated by a mean of 4.78 and 4.69 with a standard deviation of 0.74 and 0.65 respectively. The study also found that undertaking controlling of risks facing the project and the project activities being monitored and evaluated and deviation corrected influence performance of ICT transformation project performance to a great extent as indicated by a mean of 4.41 and 4.32 respectively.

The respondents indicated that the indentified misalignment of processes in communication was corrected to ensure coordination of project activities and conflict effectively resolve influencing project performance as indicated by a mean of 4.30 and 4.25 supported by a standard deviation of 0.24 and 0.47 respectively.

This implied that stakeholder communication enhance risk management, improve project progress reporting, improve monitoring, evaluation and correction of project deviations and improve coordination of project activities. The led to success of project performance to a great extent. The findings concurred with Kerzner (2013) who found that effective stakeholder communication has been strongly linked with project success and that inadequate communication is a major drawback to the project performance, as communication hinder development of good teams as it induces low motivation levels, drops in team spirit and it contributes to poorly stated targets and poor project control, coordination and flow of work. A similar observation was made on County ICT Transformational Project; officers (4.54 Mean) agreed that there is coordination of project activities that lead to success of the project performance at NCC.

4.6 Project leadership

The respondents were requested to indicate the extent to which leaders had qualities critical for the success of project.

Table 4. 14: Project manager has leadership qualities critical for the success of the project

Responses	Frequency	Percent
Moderate Extent	99	60
Great extent	35	21
Very great extent	31	19
Total	**165**	**100**

The respondents were requested to indicate whether project manager has leadership qualities critical for the success of the project. From the findings, frequency 99 (60%) of the respondents indicated that project manager has leadership qualities critical for the success of the project to a moderate extent, 35(21%) of the respondents indicated that project manager has leadership qualities critical for the success of the project to a great extent while 31(19%) of the respondents indicated that project manager has leadership qualities critical for the success of the project. This implied that project manager had leadership qualities that could influence success of the ICT transformation project at NCC.

Frequency of 123 (75%) respondents indicated that team building influence success of ICT Transformational Project Performance to a great extent, frequency of 34 and 20 % of the respondents indicated teambuilding influence success of ICT Transformational Project Performance to a moderate extent, 8 (5%) of the respondents indicated that teambuilding

influence success of ICT Transformational Project Performance a very great extent. This clearly indicated that team building influence success of ICT Transformational Project Performance at NCC.

Table 4. 15: Project Leaders Motivate Project members in ICT Transformational Project

Responses	Frequency	Percent
Moderate Extent	34	20
Great extent	123	75
Very great extent	8	5
Total	**165**	**100**

The study sought the extent to which project leaders influence success of ICT Transformational Project Performance. From the results, 123(75%) respondents indicated that project leaders motivate project staff to a great extent, 34 (20 %) of the respondents indicated project leaders motivate project officers moderate extent while 8 (5%) of the respondents indicated that project leaders motivate project staff to a very great extent. This clearly indicated that project leaders influence success of ICT Transformational Project Performance at NCC through motivation of employees earning project members to be committed to the project.

Table 4. 16: Influence of Project Leadership on ICT Transformational Project at NCC

Statement	Mean	Standard deviation
Project leaders give reward to project members	4.39	0.64
Members of the project work in cohesion due to effective leadership	4.70	0.51
Project leaders promote networking among members	4.40	0.73
Project leaders at ICT Transformational Project ensure project resource control is achieved	4.63	0.87
Leader inspire members to achieve quality service for the customers	4.57	0.81

The study sought the extent to which project leadership on ICT transformational project performance at NCC. From the findings, the respondents indicated that members work in cohesion due to effective leadership influence ICT transformation project performance to a very great extent as indicated by a mean of 4.70 supported by a standard deviation of 0.51. The results indicated that Project leaders ensure project resource control is achieved influencing ICT Transformational Project performance to a very great extent as indicated by a mean of 4.63 with a standard deviation of 0.87. The study also found that project leader inspires team members influencing achieving of quality service for the customers to a very great extent as indicated by a mean of 4.57 with a standard deviation of 0.81. The further indicated that project leaders promote networking among members and provide rewards to project members influence success of the ICT project performance to a great extent as indicated by a mean of 4.40 and 4.39 supported by a standard deviation of 0.73 and 0.64 respectively. This implied that project leadership plays a significant role on project success. Project leadership motivates project

members, inspire, and promote cohesion and influence efficient allocation of resources thereby improving project performance to a great extent.

4.7 ICT Transformational Project at NCC

Table 4. 17: Motivation strategies influence ICT Transformational Project at NCC

Statement	Mean	Std Deviation
Provision of quality services	4.66	0.57
Increase rate client satisfaction	4.51	0.41
Efficiency in service delivery	4.00	0.13
Meeting technical satisfaction within time, budget and Resources	4.73	0.69
Effectiveness in task execution	4.13	0.59

The respondents were requested to indicate the extent to which motivation strategies influence ICT transformation project at NCC. From the findings, respondents indicated that motivation strategies influence meeting technical satisfaction within time, budget and resources, provision of quality services, and increase rates of client satisfaction to a very great extent as indicated by a mean of 4.73, 4.66 and 4.51 with standard deviation of 0.69, 0.57 and 0.41 respectively. The study also found that motivation strategies influence effectiveness in task executions and

efficiency in delivery of services at NCC to a great extent as indicated by a mean of 4.13 and 4.00 supported by a standard deviation of 0.59 and 0.13 respectively.

4.8 Regression Analysis

Table 4. 18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.588[a]	.346	.329	.80424	.000

a. Predictors: (Constant), Organizational Culture change, Project Leadership, Project team building , Stakeholder Communication

b. ICT transformation Project Performance

R-Squared is the proportion of the variance in the dependent variable .R-Squared indicate the correlation between the observed and predicted values of dependent variable implying that there existed a significant correlation between organizational culture change, project leadership, Project team building and stakeholder communication and ICT transformation Project Performance   with a correlation factor = 0.588 at significant level at 0.00.

Adjusted R^2 is called the coefficient of determination and indicates variation in ICT transformation Project Performance at NCC varied with variation in organizational culture change, project leadership, Project team building, and stakeholder communication. From model summary results, the value of adjusted R^2 is 0.329. This implies that, there was a variation of

32.9% of ICT transformation Project Performance at NCC varied with motivation strategies at a confidence level of 95%.

Table 4. 19: ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.828	4	5.707	9.277	.000[a]
	Residual	80.754	161	.514		
	Total	103.582	165			

a. Predictors: (Constant), Organizational Culture change, Project Leadership, Project Team building , Stakeholder Communication

b. ICT transformation Project Performance.

The Total variance (103.582) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit between variable as F-test (F=9.277, P=0.01< 0.02). The calculated F=9.277far exceeds the F-critical of 3.539. This implied there the level of variation between motivation strategies and ICT transformational project performance at the NCC was significant at 95% confidence level.

Table 4. 20: Coefficient Analysis

| Coefficients^a | | | | | | |

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	3.450	.972		2.522	.015	
Organizational Culture change	.679	.205	.512	3.304	.002	
Project Leadership	.533	.111	.363	3.882	.001	
Project Team building	.361	.136	.234	4.124	.000	
Stakeholder Communication	.464	.124	.253	2.124	.038	

a. Dependent Variable: ICT transformational project performance

The established regression equation was;

$Y = 3.450+0.\ 679X_1 +0.433X_2+561X_3 +.264X_4+e$

From regression results, The 3.450 represented the constant which predicted value of ICT transformational project performance at the NCC when organizational culture change, project leadership, project team building , stakeholder communication were constant at zero (0). This implied that ICT transformational project performance at NCC would be at 3.450 holding motivation strategies constant at zero (0).

Regression results revealed that organizational culture change has significance influence on ICT transformational project performance as indicated by r= 0. 679, p = 0.02<0.05, t=0.3304.

Regression results revealed that project leadership has a significance and positive influence on ICT transformational project performance at NCC as indicated by r= 0.533, p = 0.001<0.05, t=3.882. This implied that effective project leadership was influence success ICT transformational project performance.

From the regression findings, the study revealed that there existed a significant positive relationship between Project Team building and ICT transformational project performance at the NCC as indicated by r= .361, p = 0.000<0.05, t=-4.124. This implied that project team building which work in harmony and sharing of project tasks would lead to success in project management.

The regression findings further indicated that there existed a significant and positive relationship between stakeholder communication and ICT transformational project performance as indicated by r=.464, p = 0.038>0.05, t= 2.124. This implied that stakeholder communication has a positive outcome on project at NCC.

This has similarity with Elbeik & Thomas (1998) who identified motivation strategies as a critical tool that influences project performance in organizations

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was to determine influence of employee motivation strategies on project performance focusing on case of Information Communication Technology Transformational in Project Nairobi City County Government, Kenya.

5.2 Summary of Findings

This section provide summary of the study based on the research objectives.

5.2.1 Organizational culture change and ICT Transformational Project Performance

The study revealed that organizational culture change has significance influence on ICT transformational project performance. The study established that management of ICT transformational project improve working conditions to a moderate extent demonstrating that management at ICT transformational project has not achieved improved working conditions for project team members affecting performance of the project. The improve working conditions for project officers through training project team members, provision of learning and development opportunities in order to support achievement of business strategies led to improvement of project performance. Management at NCC had not involved in motivating project team members affecting project team commitment and lower productivity affecting performance of

ICT transformation project. Reward and recognition activities, equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent.

The study revealed that improved work life balance of staff working in the project, training and development of the project staff to acquiring skills and knowledge on how to operate the project and rewarding and recognition of staff that does exemplary well and committed influence ICT transformation project performance. The study revealed that enhancing knowledge sharing, presentation of the designs, workshops, and open forums for team members to create awareness of project importance influence project performance to a great extent The study revealed that Provision of support to the project members by providing equipments and resource required and Job enrichment to make staff acquire skills in all aspect of the ICT project, creation of a learning culture, encourage open communication, acknowledge, reward, and giving attention to members leads to project success.

5.2.2 Project team building

The study found that staff works as a team in ICT transformation project to a moderate extent in Implementation of ICT transformation project. Lack of teamwork in project management affects project performance. The study revealed that there existed a significant positive relationship between Project Team building and ICT transformational project performance at the NCC.

The study revealed that team building influence success of ICT transformation project performance. Most respondents noted that team building influence success of ICT transformational project to a great extent, clearly indicated that teambuilding is critical in influencing performance ICT transformational project at NCC.

The study revealed that through team building, sharing of project activities such as monitoring and evaluation risk management and implementation of project tasks improving project performance to a great extent .The study revealed that management allows members to make and implement decisions with ease and members of the project maintaining good relationship, understanding of the projects outcomes, influence achievement of project success at NCC.

5.2.3 Stakeholder Communication and ICT Project Performance

The study established that there existed a significant and positive relationship between stakeholder communication and ICT transformational project performance. This implied that stakeholder communication has a positive outcome on project at NCC. The study revealed that communication among team members was less effective. Effective communication among project team members enhance commitment and decision making process supported by the project executive's communication, engage with project leadership improving project success.

The study revealed that communication among the project parties led to effective reporting of project progress and enhances communication among project members precisely and clearly on project activities, led to effective controlling of risks facing the project and monitoring and evaluation of project activities being monitored and evaluated and non complaisance corrected to influence performance of ICT transformation project performance. The study revealed that indentified misalignment of processes in communication is corrected to ensure coordination of project activities and conflict resolution.

The study established that stakeholder communication enhance risk management, improve project progress reporting, improve monitoring, evaluation and correction of project deviations

and improve coordination of project activities. Inadequate communication is major drawbacks to the project performance, as communications hinder development of good teams as it induces low motivation levels, drops in team spirit and it contributes to poorly stated targets and poor project control, coordination and flow of work.

5.2.4 Project leadership and Project Performance

The study revealed that project manager has leadership qualities critical for the success of the project to a moderate extent and hence need to improve project manager leadership qualities that could influence success of the ICT transformation projects at NCC. The study revealed that team building influence success of ICT Transformational Project Performance to a great extent. Success of ICT Transformational Project Performance is influenced by Team building to very great extent.

The study revealed that through effective project leadership, project team members work in cohesion. The results indicated that Project leaders ensure project resource control, inspiration of team members, promote networking among members and provide rewards to project members influence success of the ICT project performance to a great. Project leadership led to motivation of project members, inspiration, and promotion of cohesion and promotes efficient allocation of resources thereby improving project performance to a great extent. The study found project leadership has a significance and positive influence on ICT transformational project performance at NCC.

5.3 Discussions of the Findings

The study sought to determine influence of organizational culture, project team building, stakeholder communication and project leadership on project performance. This section presents the discussion of findings.

5.3.1 Organizational culture change

Project management should improve working conditions for project officers in order to influence project success. The conditions of project teams is improved through effective management support, training project team members , provision of learning and development opportunities in order to support achievement of business strategies led to improvement of project performance. From the findings indicated that management ICT transformational project improves working conditions to a moderate extent as indicated by 53 of the respondents. This clearly indicated that project management at ICT transformational project has not achieved improved working conditions for project team members affecting performance of the project. The findings are supported by Avolio, Bass, and Jung, (1999) who indicated that project team working in fact have impacts to the creativity of individual, particularly transformational leadership has more positive impact to creativity in virtual teams

Failure to involve project team motivates project team members. The results indicated that majority 46% of the respondents indicated that NCC management involved in addressing project member motivation to a moderate extent. The findings is emphasized that Ringera (2004) who observed that reward and recognition activities, equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent.

From the findings, improved work life balance of staff working, training and development of the project staff to acquire skills and knowledge on how to operate the project and rewarding and recognition of staff who does exemplary well and committed influence ICT transformation project performance as indicated by a mean of 4.75 and 4.52 . The finding were consistence with Antoni & Hertel, (2009) who observed that project teamwork help organizations decrease project teams response time to changes in today's hyper-competitive markets, enable firm to leverage expertise that is dispersed over geographic areas that was previously left untapped and lessen the disruption of the employee's life by requiring less travel time to meet with dispersed teams.

Enhance knowledge sharing on how improve project performance and presentation of the designs, workshops, open forums for team members to create awareness of project importance influence project performance to a great extent as indicated by a mean of 4.46 and 4.17. Provision of support to the project members by providing equipment and resource required and Job enrichment to make staff acquire skills in all aspect of the ICT project influence ICT project performance to a great extent as indicated by a mean of 4.11 and 4.09 .The finding were consistence with Xaba, (2011) who observed that project managers who design and facilitate a culture that brings out the best in project stake holders, create a learning culture, encourage open communication, acknowledge, reward, and give attention to members when deserving in order to ensure project success.

5.3.2 Project team building

The respondents were requested to indicate the extent to which staff at NCC work as a team in ICT transformation project. From the finding, 47 % of the respondents indicated that staff works as a team in ICT transformation project to a great extent. Staffs at NCC are working as a team in Implementation of ICT transformation project to a great extent. Lack of teamwork in project management affects project performance. The findings support finding by McShane-VonGlinow (2002) who indicated that high performing project teams influence success of project.

This study found that team building influence success of ICT transformational project to a great extent as indicated by majority 48% respondents. Team building is critical in influencing performance ICT transformational project at NCC. The finding were consistence with Antoni & Hertel, (2009) who indicated that project teamwork help organizations decrease project teams response time to changes in today's hyper-competitive markets, enable firm to leverage expertise and led to project success.

Team building eliminate individualized consideration and encompasses attentive listening, consideration of individuals as having different needs, abilities and aspirations, and time spent in coaching and teaching (Poutiatine, 2009). Through team building, sharing of project activities such as monitoring and evaluation risk management and implementation of project tasks improving project performance to a great extent as indicated by a mean of 4.73. The management allows members to make and implement decisions with ease and members of the project maintaining good relationship influence ICT transformation project performance to a great extent as indicated by a mean of 4.61 and 4.54 with standard deviation of 0, 52 and 0.91 respectively. Project team building influences ICT transformation project success to a great

extent. The findings were similar to Kerzner (2013) indicated that team communication is a major positive impact to the development of good teams as it induces high motivation levels, increase in team spirit and it contributes to good stated targets and good project control, coordination and flow of work.

5.3.3 Stakeholder Communication

Information sharing with project stakeholders can affect project management, goals, development and even survival (Atiibo, 2012). Stakeholder Communication is important for improving and motivating project team member's commitment and for positive outcomes. The communication among team members was not effective as indicated by a 44% indicated there existed effective communication among team members. The findings concurred with Musonda, (2002) who found that ineffective stakeholder communication hinders commitment and decision making process leading to project failure.

The respondents were requested to indicate whether communication among the project members influence project performance. From the findings, 54% of the respondents indicated that communication among the project parties influence project performance to a great extent, 40% of the respondents indicated that communication among the project members influence project performance to a very great extent while 6% of the respondents indicated that communication among the project parties influence project performance to a moderate extent. This implied that communication among the project members influence success of the ICT transformation projects at NCC. The findings support Momballou (2006) who noted that effective communication is extremely critical to the success of the project.

The results of this study found that stakeholder communication led to effective reporting of project progress and enhance communication among project members precisely and clearly on project activities , undertaking controlling of risks facing the project and the project activities being monitored and evaluated and deviation corrected and indentified misalignment of processes in communication is corrected to ensure coordination of project activities and conflict effectively resolve influencing project performance Stakeholder communication therefore enhance risk management, improve project progress reporting, improve monitoring, evaluation and correction of project deviations and improve coordination of project activities. The led to success of project performance to a great extent. The findings concurred with Kerzner (2013) who found that effective stakeholder communication has been strongly linked with project success. Inadequate communication is a major drawback to the project performance, as communication hinders development of good teams as it induces low motivation levels, drops in team spirit and it contributes to poorly stated targets and poor project control, coordination and flow of work. This concurred with Momballou (2006) one of the responsibilities of a project manager is to communicate effectively to the members of the project team and other related stake holders and because of this, a project being led by an ineffective communicator has very little chance to succeed

5.3.4 Project leadership and Project Performance

Efficient project leadership has been indicated to have a positive influence on success of projects. From the finding, 60% of the respondents indicated that project manager has leadership qualities critical for the success of the project to a moderate extent while 21% of the respondents indicated that project manager has leadership qualities critical for the success of the project to a

great extent . The findings were consistent with Yadav, Nath, Adya, & Sridhar, (2007) who observed that visioning behavior and team/group factors in the past and revealed that project leader's vision involves expressions of sharing as well, which are directed at building rapport and bonding with the team. Inspirational motivation impacts cohesion through visioning behaviors involving rapport building and empathetic language.

From the results, 75% respondents indicated that project leaders motivate project staff to a great extent. According to Hollingshead (2004), Individuals motivated by goal internalization believe in the cause and have developed a strong sense of duty to work toward the goal of the collective. This clearly indicated that project leaders influence success of ICT Transformational Project Performance at NCC through motivation of employees earning project members to be committed to the project.

The study revealed that members work in cohesion due to effective leadership influence ICT transformation project performance to a very great extent as indicated by a mean of 4.70 supported by a standard deviation of 0.51. The results indicated that Project leaders ensure project resource control, project leader inspires team members and promote networking among members and provide rewards to project members influence success of the ICT project performance to a great extent. The findings were consistence with Yammarino, Atwater, & Spangler, (2004) who indicated that effective leader behaviors enhance trust and inspire project team members. Dionne, examined motivation's predictive value for influence tactics and found significant correlations between goal internalization motivation and both inspirational appeals and rational persuasion

Motivation strategies influence meeting technical satisfaction within time, budget and resources, provision of quality services, and increase rates of client satisfaction to a very great extent as indicated by a mean of 4.73, 4.66 and 4.51 .The study also found that motivation strategies influence effectiveness in task executions and efficiency in delivery of services at NCC to a great extent as indicated by a mean of 4.13 and 4.00 supported by a standard deviation of 0.59 and 0.13 respectively. The regression findings further indicated that there existed a significant and positive relationship between stakeholder communication and ICT transformational project performance as indicated by r=.464, p = 0.038>0.05, t= 2.124. This was concurred with Liu and Fang, (2006) who observed that effective leadership with leadership skills which are internally compatible with the motivation of the project team and externally compatible with client focus contributes to the projects' success

5.4 Conclusion

This section present the conclusion of the study based on the research objectives

5.4.1 Organizational culture change and ICT transformational project performance

From the findings, the study concluded that organizational culture change has significance influence on ICT transformational project performance. Effective organizational culture change lead to improvement of working conditions for project officers , improve training project team members, efficient resource allocation, provision of learning and development opportunities in order to support achievement of project strategies and lead to improvement of project performance. Rewards and recognition activities, equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent. The study

concluded that the existence of improved work life balance of staff working in the project, training and development of the project staff to acquiring skills and knowledge on how to operate the project and rewarding and recognition of staff that does exemplary well and committed influence ICT transformation project performance.

Effective organizational culture change lead to improvement of working conditions for project officers, improve training project team members, efficient resource allocation, provision of learning and development opportunities in order to support achievement of project strategies and lead to improvement of project performance. Rewards and recognition activities, equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent. The study concluded that the existence of improved work life balance of staff working in the project, training and development of the project staff to acquiring skills and knowledge on how to operate the project and rewarding and recognition of staff that does exemplary well and committed influence ICT transformation project performance.

5.4.2 Team building and ICT transformation project performance

The study concluded that teambuilding influence success of ICT transformation project performance and that lack of teamwork in project management affect project performance. There existed a significant positive relationship between Project Team building and ICT transformational project performance at the NCC. The finding led to conclusions that through team building, sharing of project activities such as monitoring and evaluation risk management and implementation of project tasks improving project performance to a great extent .Team building also enhance implementation of project decisions with ease and maintenance of good

relationship and improve understanding of the projects influence achieving of project success at NCC.

The study concluded that there exists a significant and positive relationship between stakeholder communication and ICT transformational project performance. Communication among team members was less effective and hence the need to promote effective communication among project team members to enhance commitment and decision making process supported by the project executive's communication, engaging with project leadership to improve project success.

5.4.3 Stakeholder Communication and ICT Transformation Project Performance

The study concluded that communication among the project members led to effective reporting of project progress and enhances precisely and clearly on project activities, led to effective controlling of risks facing the project and monitoring and evaluation of project activities being monitored and evaluated and deviation corrected influence performance of ICT transformation project performance. Stakeholder communication enhances risk management, improve project progress reporting, improve monitoring, evaluation and correction of project deviations and improve coordination of project activities. Inadequate communication is major drawbacks to the project performance, as communication hinders development of good teams as it induces low motivation levels, drops in team spirit and it contributes to poorly stated targets and poor project control, coordination and flow of work.

5.4.4 Project leadership and ICT project Transformation Performance

The study concluded that through effective project leadership, project team members work in cohesion, ensure project resource control, inspiration of team members, promote networking among members and provide rewards to project members influence success of the ICT project performance to a great .Project leadership led to motivation of project members, inspiration, and promotion of cohesion and promote efficient allocation of resources thereby improving project performance to a great extent. Project motivation strategies in ICT transformational project influence of customer satisfaction to a very great extent.

5.5 Recommendations of the study

1. The study recommends that project management should enhance organizational culture change as it has significance influence on ICT transformational project performance. Effective organizational culture change results into improvement of working conditions for project officers improve training for team members; promote efficient resource allocation, provision of learning and development opportunities in order to support achievement of project strategies and lead to improvement of project performance. Organizational culture change also result into equity distribution of rewards and recognition of project officers, training and development of the project staff to acquiring skills and knowledge equitable distribution of salaries, allowances and benefits amongst project employees influence project success to a great extent.

2. The study recommends that project management should promote team building; this would influence success of project performance and provide quality service to the customers and meet their expectations.

3. The Nairobi County Government management need to institute measures to improve stakeholder communication to promote effective communication among project team members, enhance commitment and decision making process and engaging with project leadership to improve project success.

4. Nairobi City County needs to increase resources and train team members to acquire technical skills in order to perform better.

5. Nairobi City County needs to employ project managers who are competent, skilled and knowledgeable to foster efficient coordination of project activities, not only for the ICT but for all other projects as per the County strategic plan 2015/2025 flagship projects.

5.6 Suggestion of Areas for further studies

The study determined influence of employee motivation strategies on project performance, focusing on Information Communication Technology Transformational project Nairobi City County government, Kenya. Therefore;

1. A further study should be carried out to determine the influence of organizational culture change on project performance undertaken in public institutions.

2. A further study should be carried out to determine the relationship between project leadership and project performance in county governments to a have a broad overview on influence of project leadership on project performance.

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APPENDICES

Appendix I: Letter of Transmittal

<div align="center">

Sabina Musangi Muyanga

P.O .Box 2126-00100

Nairobi.

</div>

THE DIRECTOR HUMAN RESOURC DEVELOPMENT

NAIROBI CITY COUNTY

P.O.BOX 30075 – 00100

NAIROBI

20th, July 2016

Dear Sir,

RE: <u>COLLECTION OF DATA FROM NAIROBI CITY COUNTY EMPLOYEES</u>

I am a Masters student in the Department of Extra Mural Studies at the University of Nairobi. As part of the requirement for the award of the degree, I am expected to undertake a research study on **"**Influence of employee motivation strategies on project performance a case of ICT Transformational Project Performance in Nairobi City County Government, Kenya".

 I'm therefore seeking for your assistance to allow county employees to fill the questionnaires attached. Thank you in advance.

Yours faithfully,

Sabina Musangi Muyanga

Appendix II: Questionnaires

Introduction

I am a Masters student in the Department of Extra Mural Studies at the University of Nairobi. As part of the requirement for the award of the degree, I am expected to undertake a research study on **"**Influence of employee motivation strategies on project performance a case of ICT Transformational Project Performance in Nairobi City County Government, Kenya". I'm therefore seeking your assistance to fill the questionnaires attached. The attached questionnaire will take about ten minutes to complete. Your co-operation is highly appreciated.

Section A: General Information

1. Please indicate your gender

   Female   [ ]

   Male   [ ]

2. Indicate your age bracket

   20-30 yrs   [ ]

   31-40 yrs   [ ]

   41-50 yrs   [ ]

   51 and above [ ]

3. State your highest level of education

   Primary level   [ ]

   Secondary level   [ ]

   College   [ ]

   University   [ ]

Postgraduate   [ ]

4. For how long have you been involved in ICT transformational projects?

Less than 3 years   [ ]

3 to 9 years   [ ]

9 to 12 years   [ ]

Above 12 years   [ ]

SECTION B. Performance of ICT Transformational Project Performance

Organizational culture change

5. To what extent do management of the ICT Transformational Project involve in improving

working condition of the project members

   i.   Very great extent   [ ]

  ii.   Great Extent   [ ]

 iii.   Moderately Extent   [ ]

 iv.   Less Extent   [ ]

  v.   No Extent   [ ]

6. To what extent NCC involve in addressing their project member motivation?

   i.   Very great extent   [ ]

  ii.   Great Extent   [ ]

 iii.   Moderately Extent   [ ]

 iv.   Less Extent   [ ]

  v.   No Extent   [ ]

7. To what extent do organizational culture change influence performance of ICT Transformational Project Performance?

? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Training and development of the project staff to acquire skills and knowledge on how to operate the project					
Rewarding and recognition of staff who does exemplary well and committed					
Enhance knowledge sharing on how improve project performance					
Improve work life balance of staff working in the project					
Job enrichment to make staff acquire skills in all aspect of the ICT project					
Providing support to the project members by providing equipment and resource required					
Presenting the designs, workshops, open forums for team members to create awareness of project importance					

Project team building

8. To what extent does staff at NCC work as a team in ICT Transformational Project?

i.   Very great extent   [ ]

ii.   Great Extent   [ ]

iii. Moderately Extent   [ ]

iv.   Less Extent   [ ]

v.   No Extent   [ ]

9. To what extent does team building influence success of ICT Transformational Project
Performance?

vi.   Very great extent   [ ]

vii.   Great Extent   [ ]

viii.   Moderately Extent   [ ]

ix.   Less Extent   [ ]

x.   No Extent   [ ]

10. To what extent does project teambuilding influence ICT Transformational Project
Performance at NCC? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent
and 5 -Very Great extent)

Statement	1	2	3	4	5
Improve understanding of the project s outcome					
The members of the project maintain good relationship					
The management makes members to make and implement decisions with ease					
There is sharing of project activities such as monitoring, risk management and implementations					
Members ensure no corruption in undertaking the project activities					

Stakeholder Communication

11. Is communication effective among team members in ICT Transformational Project at NCC?

Yes [   ]

No   [   ]

12. To what extent does communication among the project parties influence project performance?

i.   Very great extent   [   ]

ii.   Great Extent   [   ]

iii.   Moderately Extent   [   ]

iv.   Less Extent   [   ]

v.   No Extent   [   ]

13. To what extent does stakeholder communication influence ICT Transformational Project at NCC? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Communication among project member is precise and clear on project activities					
Undertaking controlling of risks facing the project					
There is Effective reporting of project progress					
The project activities are monitored and evaluated and deviation corrected					
The indentified misalignment of processes in communication is corrected to ensure coordination of project activities					
There is conflict are well resolved when they arise					
There is effective coordination of project activities due to clear communication during project management					

Project leadership

14. Rate the extent to which project manager has leadership qualities critical for the success of the project?

    i.   Very great extent   [ ]

    ii.   Great Extent   [ ]

    iii.   Moderately Extent   [ ]

    iv.   Less Extent   [ ]

    v.   No Extent   [ ]

15. To what extent do project leaders motivate project staff in ICT transformational project?

    i.   Very great extent   [ ]

    ii.   Great Extent   [ ]

    iii.   Moderately Extent   [ ]

    iv.   Less Extent   [ ]

    v.   No Extent   [ ]

16. To what extent does project leadership influence ICT Transformational Project at NCC? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Project leaders give reward to project members					
Members of the project work in cohesion due to effective leadership					
Project leaders promote networking among members					
Project leaders at ICT Transformational Project ensure project resource control is achieved					

Leader inspire members to achieve quality service for the customers					

ICT Transformational Project at NCC

17. To what extent do motivation strategies influence ICT Transformational Project at NCC?

(Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Provision of quality services					
Increase rate client satisfaction					
Efficiency in service delivery					
Meeting technical satisfaction within time, budget and Resources					
Effectiveness in task execution					

THANK YOU.

Appendix III: Letter of Introduction

UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

19th July, 2016

REF: UON/CEES//NEMC/23/520

TO WHOM IT MAY CONCERN

RE: MUYANGA SABINA MUSANGI REG NO. L50/71022/2011

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled **"Influence of employee motivation strategies on project performance"**. A Case of Information Communication Technology Transformational Project Nairobi City County Government, Kenya.

Any assistance given to her will be appreciated.

19 JUL 2016

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

Appendix IV: Letter of Authority

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

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

9ᵗʰ Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

NACOSTI/P/16/66508/12703

1ˢᵗ August, 2016

Muyanga Sabina Musangi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of employee motivation strategies on project performance: A case of Information Communication Technology transformational project Nairobi City County Government, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **29ᵗʰ July, 2017.**

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

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

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

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

Appendix V: Research Permit

THIS IS TO CERTIFY THAT:
MS. MUYANGA SABINA MUSANGI
of UNIVERSITY OF NAIROBI, 0-100
NAIROBI,has been permitted to conduct
research in *Nairobi County*

on the topic: INFLUENCE OF EMPLOYEE
MOTIVATION STRATEGIES ON PROJECT
PERFORMANCE: A CASE OF
INFORMATION COMMUNICATION
TECHNOLOGY TRANSFORMATIONAL
PROJECT NAIROBI CITY COUNTY
GOVERNMENT, KENYA

for the period ending:
29th July,2017

Applicant's
Signature

Permit No : NACOSTI/P/16/66508/12703
Date Of Issue : 1st August,2016
Fee Recieved :Ksh 1000

Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A 10353

CONDITIONS: see back page

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Appendix VI: Survey Authority

NAIROBI CITY COUNTY

Telephone: +254 20 2221349
Web: www.nairobi.go.ke

City Hall
P .o. box 30075-00100
Nairobi
Kenya

HUMAN RESOURCE DEVELOPMENT

REF: HRD /HO/19990007611/ 1442 /2016

25TH JULY, 2016

Sabina Musangi Muyanga
P/NO. 19990024103

RE: RESEARCH AUTHORIZATION

Reference is made to your application letter dated 25th July 2016 on the above subject

I am pleased to inform you that Nairobi city county has approved your request subject to the following:-

1. The period of research will be six(6) months with effect from 25th July 2016
2. The research period will be six (6)
3. That you undertake to indemnify the county against claim that may arise from your research study
4. On completion of the research you are required to submit to the undersigned a copy of the final research document for the county's retention.

HENRY OMIDO
FOR: DIRECTOR HUMAN RESOURCE DEVELOPMENT

Appendix VII. Sample Size Determination Table by Yamane (1967)

Sample Size for ±3%, ±5%, ±7%, and ±10% Precision Levels where Confidence Level Is 95% and P=.5.Size of Population Sample Size (n) for Precision (e) of:±3% ±5%   ±7%   ±10%

Size of Population	±3%	±5%	±7%	±10%
500	222	145	83	
600	240	152	86	
700	255	158	88	
800	267	163	89	
900	277	166	90	
1,000	286	169	91	
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

a = Assumption of normal population is poor (Yamane, 1967). The entire population should be sampled.