EFFECTS OF DEVOLUTION ON ORGANIZATION PERFORMANCE

(A CASE STUDY OF COUNTY GOVERNMENT OF LAIKIPIA)

ANNE WANGARI HILDA

RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR THE
REQUIREMENT OF THE DEGREE IN MANAGEMENT IN LEADERSHIP OPTION
HUMAN RESOURCE OF MANAGEMENT UNIVERSITY OF AFRICA

OCTOBER, 2017
DECLARATION

Declaration by the student

I declare this research project is my original work and has not been awarded to any other institutions. Therefore, no one should produce this project report without my consent or that of the University.

Signature ------------------------------- Date: -------------------------------

Anne Wangari Hilda

BML/4/00143/3/2014

Declaration by supervisor

The project report has been submitted with approval of the university supervisor

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

Leonard Wambua, PHD

Management University of Africa
DEDICATION

The project report is dedicated to almighty God for giving gift of life and strength to undertake the study.
To my beloved children for their encouragement and understanding, God bless you all.
ACKNOWLEDGMENT

I acknowledge the grace and favor from God for seeing me through this study. I additionally acknowledge the contributions of lecturer for their continuous and relentless effort in guiding me towards completion of this project report. Special thanks to my boss for the advice and encouragement during the entire period of the study. To my family for their support and encouragement that gave me the impetus to compile this proposal. To the academic staff in the department of Management and Leadership and my friends as well as fellow students for their support both directly and indirectly towards the attainment of my academic goal.
ABSTRACT

The study ought to investigate the effect of devolution on organizational performance a case study of Laikipia County Government. Four areas were used in the study Organization Culture, Employee Motivation, Leadership Style, training and Development. The four areas formulated objectives and Research Questions. Literature Review was also done within the four variables. The study adopted the descriptive survey research design. The study used target population of 1554 employees of Laikipia County Government. The population of interest was divided into strata’s (All the employees, group from Central Government and the defunct Local Authorities out of which the researcher used a sample size of 296 respondents from all departments. Data was collected using questionnaires. Data’s was analyzed using qualitative and quantitative analysis. Decentralization in Kenya results to development of county government in local areas.

The finding of the study helped to conclude that Employee Motivation was a factor that affects performance. Majority found that unmotivated workers cannot clearly show the organizations aims and objectives.

The finding of the study helped to conclude on the effect of Leadership style on performance. Majority of respondent found that the style used by the managers somehow affects the attitude of the group.

The finding of the study helped to conclude that organization Culture affects performance. Majority found that Culture depends on how the prevailing people in the society adapt. The study also recommends that there should be proper ways of improving culture in an organization.

The study recommends that Laikipia county government should consider improving the terms and conditions of employment by enhancing good training, job enrichment as well as providing good remunerations. The study also recommends that all employees in the county government to be trained on how the county governments operate.
# DECLARATION

Declaration by the student

Declaration by supervisor

# DEDICATION

# ACKNOWLEDGMENT

# ABSTRACT

# LIST OF TABLES

# LIST OF FIGURES

# ACRONYM AND ABBREVIATIONS

# OPERATIONAL DEFINITION OF TERMS

# CHAPTER ONE

1.0 Introduction

1.1 Background of the Study

1.2 The problem Statement

1.3 Objective of the study

1.3.1 General objectives of the study

1.3.2 Specific objectives

1.4 Research questions

1.5 Significance / Justification of the study

1.6 Scope of the study

1.7 Chapter Summary

# CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Orientation

2.2 Empirical Literature Review

2.2.1 This theory was founded by DeSario (1994).

2.2.2 The theory of motivation

2.2.3 Theory of culture

2.2.4 Theory of Leadership

2.3 Summary and Research gaps
2.6 Chapter Summary ............................................................................................................. 18

CHAPTER THREE ..................................................................................................................... 19
RESEARCH DESIGN AND METHODOLOGY ........................................................................ 19

3.0 Introduction .......................................................................................................................... 19
3.1 Design of the study .............................................................................................................. 19
3.2 The target population ......................................................................................................... 19
3.3 Sample and Sampling technique ....................................................................................... 20
3.4 Instrument ............................................................................................................................ 21
3.5 Data Collection Methods and Instruments ....................................................................... 21
3.5 Pilot Study ........................................................................................................................... 22
3.5.1 Validity .......................................................................................................................... 22
3.5.2 Reliability test ............................................................................................................... 22
3.6 Data collection procedure ................................................................................................. 23
3.7 Data Analysis and Presentation ......................................................................................... 23
3.8 Ethical considerations ....................................................................................................... 24
3.8.1 Informed Consent ......................................................................................................... 24
3.8.4 Privacy .......................................................................................................................... 25
3.9 Chapter Summary .............................................................................................................. 25

CHAPTER FOUR
DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS .............. 27

4.0 Introduction .......................................................................................................................... 27
4.1 Presentation of Research Findings ..................................................................................... 27
4.1.1 Response Rate .............................................................................................................. 27
4.1.2 Gender of Respondent ............................................................................................... 28
4.1.8. Effect of motivation on Performance ........................................................................ 32
4.2 Limitations of the study Limitations of study .................................................................. 40
4.2.1 Confidentiality ............................................................................................................. 40
4.2.2 Additional duties to respondents ................................................................................ 40
CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS .................................................................41
5.0 Introduction ..........................................................................................................................41
5.1 Summary of the findings ......................................................................................................41
5.2 Recommendations ...............................................................................................................42
5.3 Conclusion ..........................................................................................................................45
REFERENCES .........................................................................................................................46

APPENDIX 1 - INTRODUCTION LETTER .................................................................................48
APPENDIX 11 .............................................................................................................................49
LIST OF TABLES

Table 3.1 Target Population 20
Table 3.2 Sample size 21
Table 4.1.1 Response Rate 27
Table 4.1.2 Gender 28
Table 4.1.3 Age 28
Table 4.1.4 Education 29
Table 4.1.5 Years of Service 30
Table 4.1.1.1 Effect of Motivation on Performance 32
Table 4.1.1.2 Extent of Motivation on Performance 33
Table 4.1.1.3 Effect of Organization Culture on Performance 34
Table 4.1.1.4 Extent of Organization Culture on Performance 35
Table 4.1.1.5 Effect on Employee Training and Development 36
Table 4.1.1.6 Extent on Employee Training and Development 37
Table 4.1.1.7 Effect on Leadership Style on Organization Performance 38
Table 4.1.1.8 Extent on Leadership Style on Organization Performance 39
LIST OF FIGURES

Figure 2.4 Conceptual Frameworks 12

Figure 2.5 Operationalization of Variables 17

Figure 4.1.2 Gender of respondents 28

Figure 4.1.3 Age 29

Figure 4.1.4 Education 30

Figure 4.1.5 Years of Service 31

Figure 4.1.1.1 Effect of Motivation on Performance 33

Figure 4.1.1.2 Extent of Motivation on Performance 34

Figure 4.1.1.3 Effect of Organization Culture on Performance 35

Figure 4.1.1.4 Extent of Organization Culture on Performance 35

Figure 4.1.1.5 Effect on Employee Training and Development 36

Figure 4.1.1.6 Extent on Employee Training and Development 37

Figure 4.1.1.7 Effect on Leadership Style on Organization Performance 38

Figure 4.1.1.8 Extent on Leadership Style on Organization Performance 39
ACRONYM AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>CHIEF EXECUTIVE OFFICER</td>
</tr>
<tr>
<td>CKRC</td>
<td>CONSTITUTION OF KENYA REVIEW COMMISSION</td>
</tr>
<tr>
<td>COK</td>
<td>CONSTITUTION OF KENYA</td>
</tr>
<tr>
<td>MCA</td>
<td>MEMBER COUNTY ASSEMBLY</td>
</tr>
<tr>
<td>SRC</td>
<td>SALARY REMUNERATION COMMISSION</td>
</tr>
<tr>
<td>SWOT</td>
<td>STRENGTH and WEAKNESSES, OPPORTUNITY and THREAT</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Organization Culture: - organization culture is defined as the intentions, and beliefs that the entire organization transfers from one generation to another.

Employee Motivation: - Is influencing a person to take action by creation a work environment where by goals of the organization and the needs of the people are satisfied

Training and development: - Is a process that involves acquisition of knowledge, sharpening of skills, concept, rules, or changing of attitude and behaviour to enhance the performance of employees.

Leadership: - the act of assisting individual to meet things that are beyond their efforts.

Leaders should encourage individuals how to become role models.

Performance: It is the method of judging an employee performance in a job.

Devolution: Is the transfer of political, administrative and fiscal management powers from central government to sub national (example - state, regional, or local authorities).
CHAPTER ONE

1.0 Introduction

Chapter one presents the background of the study, problem statement, objectives of the study, research questions, and significance of the study.

1.1 Background of the Study

Peter (2001) defined devolution as the transfer of some powers from national government to county or regional authorities. Devolution was backdated from 20th century when groups from federal and state systems to reduce some powers of national government to county government. Devolution is an example of power sharing.

Decentralization in Kenya was first reviewed in Safari Park national meeting in 1992. Act 2000 of Kenyan Constitution of Kenya requires the commission of devolution to consider its citizens in power sharing and involvement of all ethnic groups in Kenya.

Promulgation of the Constitution of Kenya 2010 on 27 August 2010 brought the best direction of governance of Kenya. According to Gabriel Lubale, 2012 decentralised government provided the guidelines for the Local Government. The constitutions of Kenya ensured that all citizens are included in the government activities. This taken care of by Members of National Assembly, Members of County Assembly, Women Representatives, Senators and Governors.

The constitution of Kenya clearly outlined resources allocated annually to the County Government and the functions of the County Government.

March 2013 general elections marked the beginning of the devolved government outlined in the Kenya constitution of 2010 article 176. From the elections, forty seven Governors were elected, thousands of county assemblies were elected, senators and also women representatives, without forgetting members of National Assemblies were also elected. There is gradual change as resources and functions of national government were transferred to the new government. Devolved counties are controlled by the Act of 2012 of county government.
and service board of county. Person responsible in running county activities are nominated by
the county governor and the public service.

According to Article 176 of Kenyan Constitution, the functions and role of county assemblies
and cabinet executives are outlined here. The article also outlines the powers of the County
Assembly and Governors. From article 185 of Kenya Constitutions the legislative powers of
the county assemblies and county executive are clearly explained. County assembly has
authority to make laws relating to their county, for effective governance. The county assembly
approves the county budget after discussions. Governors ensure the planning of the county is
running smoothly. County governors must ensure development is taking place, using the
available resources. Appointees of the governors in respective post should meet the necessary
requirement.

The fourth schedule of the constitutions outlines exercised powers and the functions of the
county government. The schedule also outlines the principle of the county assembly and
oversight powers of executive members and other county officials. The county assembly
must conduct an oversight of the local government in county budget and county public
appointment.

Laikipia County is an example of one of devolved government in Kenya. The County consist
of 23 county members. Out of these members, 15 are from ward representatives. There are
eight members are nominated by the assembly, from the political party, considering youth,
special people, and gender equality. County Government of Laikipia is on the power of the
Governor, supported by 8 departments. These departments include; Agriculture - Livestock
& Fisheries, Administration-Public Service& County Administration, Finance - Planning&
County Development, Education- Gender, Youth, Sports & ICT, Medical Services & Public
Health Infrastructure- Lands, Housing & Urban Development, Trade - Tourism & Co-
operative Development ,Water, Environment and Natural Resources.Members of County
assemblies can overthrow or accept the appointee of the governor based on the issues raised. It should be noted that members of county assembly are supposed to service minimum of five years unless something occur.

1.2 The problem Statement

County Government of Laikipia comprises of three categories of employees, one group from Central Government, the defunct Local Authorities and Executive Members have different terms of scheme of Service, defunct Local Authorities has Terms and conditions of Officer of Local Authority. The main objective of this government is to render better and quality services to the residents of Laikipia County but the services have been compromised due to the fear of the unknown over their job security, those from the Central Government feel intimidated that those from the defunct Local Authorities are earning huge amount of salary compared. This is making them work on threats and fear feeling discriminated and intimidated due to their levels of education and professionalism leading to low performance, poor employee relation, high level of employee’s absenteeism and low morale. According to (Kirkpatrick 2001) individual may accept or reject their feeling towards devolution. The rejection is based on the fact that some individuals won’t gain in devolution.

Identifying consultations is very important step to enable employees is driven out their comfort zones, but after the devolved system makes most of the employees tend to work in fear and anxiety because their future is unknown. According to Myrna (2009), change is attaining new ideas in the way of behaving that government has failed to provide the best skills in attaining the set goals.

Devolution should clearly provide the information of the roles of nominated and elected county represented. Hence there is need for civic and political education. Despite of the
National Government in conjunction with SRC efforts reviewing of allowances in the public services through several circulars Ref. SRC/ADM/CIR/1/13 Vol. III, still panicking among the employees is still lingering in their minds making them to always expect the worse outcome hence leading to low performance. Most of the transferred and devolved employees have not taken this change in a positive way because issues such organizational structures, values and cultures were not addressed appropriately by the Authority to county Act which was mandated to spearhead this process. The Public Finance Management Act 2012 is mandated to provide guidance on disbursement of revenue to the 47 counties. However, due to National Treasury delay in disbursement of funds and inadequate funding, According to the study Christopher et al 2013 the ability of counties was to raise all available recourses to the government. Fund should be equally spread so that bigger burden of meeting the deficits will have to be through internal revenues. This is particularly as relates to the already weak capacities to generate and collect revenues that were witnessed in the former Local Government Units. Therefore, this study seeks to evaluate the effects of devolution system as a matter of offering solutions to the change dilemma witnessed through devolution in Laikipia County Government.

1.3 Objective of the study

1.31. General objectives of the study

The general of the object was to find out the effects of devolution on organizational performance
1.3.2 Specific objectives

i. To find out the effects of employees training in devolved governance on organization performance

ii. To determine the effects of employees motivation in devolved governance on organization performance

iii. To establish the effects of Leadership in devolved governance on organizational performance.

iv. To investigate the effect of culture in the organization performance

1.4 Research questions

This project formulated the following research questions;

i) To what extent do organization cultures affect devolved governance on organization performance?

ii) How does availability of funds in devolved governance effect organizational performance?

iii) How does employee motivation influence the devolved governance on organizational performance?

iv) How does organization culture in devolved governance affect organizational performance?
1.5 Significance / Justification of the study

The study may be significant to Laikipia County and other Counties since they are positioned to identify the effect of devolution on organizational performance and on how to overcome them. Other researchers are to benefit since the findings of this study is to add on other studies already carried out on performance hence adding secondary data. The study is also significance to customers, stakeholders and employee of County Government of Laikipia, since the study is meant to improve service delivery in Counties by giving recommendations on effective, performance and creating impact; on customer satisfaction and employee.

1.6 Scope of the study

The case study was conducted in Laikipia County. The time scope of the study was from February 2017 to June 2017. The study involved an investigation on the effect of devolution on organization performance. This was done by assessing the leadership, employee motivation, employee training and Organization culture in Laikipia County.

1.7 Chapter Summary

This chapter presents the problem identification. The researchers started by formulating the research problem that can be investigated though research procedures. The chapter identified a broad area of interest related to professional interest, goals and interest. The chapter clearly defines the purpose of research that focuses on the problem where researcher describes, predicts, control or explains. The chapter also identified a specific item within the study to enable describe the nature of the problem that was to be studied or to be investigated which must be understandable.
CHAPTER TWO
LITERATURE REVIEW

2.1 Theoretical Orientation

The study was on effect of devolved governance on organizational performance. Literature review is to be done in areas related to the study. This included Leadership, employee motivation, employee training and organization Culture. There is critical review of past studies, conclusion and gaps to be filled by the study a conceptual frame work and Operationalization of Variables. Most of the findings were related to what was done to literature review Judy (2004). According to Judy motivation is the key factor in job performance. Motivation is the combinations of skills that enhance good performance among the employees. Employers of any given organization needs to consider how to keep on motivating their employees. Motivation should be one of goals set by the company directors and board of management.

2.2 Empirical Literature Review

It was evidenced that results of decentralization was not positively achieved. In countries where devolution was first practiced, it faced very many problems. Examples of nation that failed in devolution include India and Italy. Besley et al 2002 found that devolution in India failed in its first year of practice and they had checked the cause of the failures. This was not limited to Italy where devolved government expanded the disparities in resources and tribal. Most devolved government failed to deliver their service effectively. This is because there was limited finance to run all the department and activities under their authority.
Critique of existing literature

Kimenyi 2002 argued that decentralization could affect the state peace and lead to tribalism and cultural differences. The main challenging success of management performance is making sure workers are given freedom when performing their duties.

2.2.1 This theory was founded by DeSario (1994).

According to study training is defined as learning practises to ensure the job performance of individual worker improve. He noted that learning skills is a development process. According to (McConville at all, 1999) learning should be associated with the firm aim and vision. It is clear that training improves the organization performances and individual productivity.

Training should be a continuous process. This principal appears to be implementable when it comes to devolution. Devolution requires training by motivated employees (Hall, 1998).

2.2.2 the theory of motivation

Motivation is the combinations of skills that enhance good performance among the employees. Employers of any given organization needs to consider how to keep on motivating their employees. Motivation should be one of goals set by the company directors and board of management. Motivated workers can be able to clearly show the organizations aims and objectives. Maslow theory of needs, classified five levels of human being needs. They were based on the motivation to meet a certain goals. They included basic needs, safety needs, self-esteems and self-actualization. For one to meet these needs, he needed motivation.
2.2.3 Theory of culture

According to Hofstede (1995) culture is the collection of programs of thoughts which differentiate human being from one group to another. Culture refers to the customs, values and behaviors that differentiate group of people from the community. He also defined culture as shared beliefs across the society from one people to another in any given tribe. Culture depends on how the prevailing people in the society adapt. Rituals, birth-hood and marriages are examples of African cultures. Sometimes they are changes that greatly influence the society culture. Hence need for civic and political education is great and that could be an area of engagement too.

Despite of the National Government in conjunction with SRC efforts reviewing of allowances in the public services through several periodic circulars *Ref. SRC/ADM/CIR/1/13 Vol. III*, still panicking among the employees is still lingering in their minds making them to always expect the worse outcome hence leading to low performance. Most of the transferred and devolved employees have not taken this change in a positive way because issues such organizational structures, values and cultures were not addressed appropriately by the Transition Authority to Devolved Government Act, 2012 which was mandated to spearhead this process.

Policy cycle can also improve performance in the organization. Several studies have justified that integrated policies have led to improved productivity in the applied companies. Many investigations have been carried out to investigate theories of culture. From the findings, it is clear that different communities in Africa have different cultures. However, there are some cultures in different communities that are almost the same. These theories try to classify culture in three different ways. That is social, political and economic.
The theories try to explain how the technology may influence the community culture. Many traditional cultures were undermined by the modern technology. New generations are bound to new culture especially the modernized culture. This as a result may lead to creation of new societies with new culture. In today generations not many anthropologies that study about the past culture. This is because much anthropology is not recognized by the government. They are neither supported nor given the sufficient information to conduct their research. There is need for the government to support these studies.

2.2.4 Theory of Leadership

Employees should be given all freedom while performing their duties. This will make them to be the best leaders (Govindarajan, 2009). Effectives leaders are not threaten to perform their duties. Conflicting issues must be avoided at all situations. Good leaders should have the effective communication in order to pass the message effective. Managers should coordinate the activities of the organization well, without fear or favor.

Leaders extensively influence the managerial beliefs, their inspiration being proportional to the structure. The inspiration differs among leaders in the same level because their training level and leadership styles differ. The managerial features can affect the kind of principle that is established. The groups vary in attributes for instance quantity and difficulty. Between the complication of the culture of the group and the size of the organization (which can be conveyed through the commercial cost, principal and the total sum of workers) there is an unswerving related report.

In addition to this the huge groups lean towards advanced degrees of knowledge and a finer impersonal atmosphere (bureaucracy). Commonly the culture is the same in minor enterprises while the bigger enterprises are openly formed by the sub-cultures. The degree of validation
that makes the groups also differ (validity is expressed in guidelines, norms, procedures, plans and politics) and the degree of devolution and independence. The organizations’ history is a factor that has great influence on the administrative cultures with its custom at the same time. The history brings out the different cultures of these groups and those of the cultures of new companies. The stage in which the company has evolved to may involve a factor that is important but that which is rarely considered. The leadership style in a given organization influences the performances of the targeted goals.

2.3 Summary and Research gaps

The effect of devolution on organizational performance requires that employee are brought into attention on performance set standards in an organization. Performance set standard need to be owned by all stakeholders and particularly staff. In this aspect employee involvement and participation in decision making is paramount. The Literature has not comprehensively shown the link between employee involvement and participation in decision making in performance set standard in organization a gap this study would fill. Conducive working condition is critical to successful performance management in any organization. Communication on performance set standards is necessary for respective staff is a gap that this study needs to fill. This has not been well researched on the devolution. This study will explore the readiness of the devolved employee to adapt and implement the ongoing reforms.
2.4 Conceptual frame work

Figure 2.4

Dependent Variable

<table>
<thead>
<tr>
<th>Independent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s training</td>
</tr>
<tr>
<td>Employee motivation</td>
</tr>
<tr>
<td>Leadership style</td>
</tr>
<tr>
<td>Organization culture</td>
</tr>
<tr>
<td>Organization performance</td>
</tr>
</tbody>
</table>

Explanation of Variables

The independent variables - organization Culture, employees training, motivation and leadership affect organizational performance which is dependent variable. The Management of County needs to ensure that the independent variables are addressed so that the working conditions of the employees are improved hence quality service delivery.

Employees Training

Training is the main key for devolution to work effectively in the county government. Both county assemblies and county executive should be trained with the adequate skills how the devolution works. Training allows county executives to develop good relationship with all
staffs they work with. Training refers to the act of gaining new skills relevant to what the person is doing in his / her professional. Employees training make their performance of work to increase. According to Kuri 2004, there is direct relationship between employee training and productivity. Training makes the working environment to be smooth. Mryna (2009), noted that, training must be equipped with knowledge, rules and new skills. Many workers support trainings programs in the organisations they work with.

Trainings reduces gap of employers and employees in the organisation. Most managers are motivated by continuous trainings programs. According to Sean (2010), training can results to development of new ideas of the company. Therefore, organizations performance is always positive. If workers are continuously trained they are able to acquire new ideas and knowledge. Training and motivation is a good device in resource management of the organisation.

**Employees Motivation**

Rizwan et al 2010 noted that motivation of employees allows the capability of workers to perform well increase. Employees’ performance is based on the job security, lump sum amount after work as well as training skills added. It was found that motivation increases the performance of any given worker. Motivation should be one of goals set by the company directors and board of management. Motivated workers can be able to clearly show the organizations aims and objectives. Motivation is the combinations of skills that enhance good performance among the employees. Employers of any given organization needs to consider how to keep on motivating their employees. Maslow theory of needs, classified five levels of human being needs. They were based on the motivation to meet a certain goals. They included basic needs, safety needs, self-esteem and self-actualization. For one to meet these needs, he
Organization Culture

Organization culture is influenced by working groups, working force, and personal attributes. Many investigations have been carried out to investigate theories of culture. The formation of workgroup is determined by personal attributes, and attitudes among individuals. Some group members may vary in cultures thus leading to differences in performing the duties of the company or the organization. From the findings, it is clear that different communities in Africa have different cultures. However, there are some cultures in different communities that are almost the same.

Organization culture may also influence the business operation of a company. Working groups in an organization are of different kinds. Policy cycle can also improve performance in the organization. Several studies have justified that integrated policies have led to improved productivity in the applied companies.

Differences among employees in a given company may result in conflicts. The implications of conflicts are poor performance, thus leading to loss in the company. Sometimes conflicts reduce invention and development of new ideas. Conflicts results to great risks to the organizations progress.
Leadership style

Managers’ leadership style- The style used by the manager somehow affects the attitude of the group. If the leader is cold towards his/her inferiors: this feeling creates negative impression on the group. Having confidence in the chief and believing in them, the good example they set in an optimistic case can influence the effectiveness of the group in a favorable way. Leaders extensively influence the managerial beliefs, their inspiration being proportional to the structure. The inspiration differs among leaders in the same level because their training level and leadership styles differ. The managerial features can affect the kind of principle that is established. The groups vary in attributes for instance quantity and difficulty. Between the complication of the culture of the group and the size of the organization (which can be conveyed through the commercial cost, principal and the total sum of workers) there is an unswerving related report.

In addition to this the huge groups lean towards advanced degrees of knowledge and a finer impersonal atmosphere (bureaucracy). Commonly the culture is the same in minor enterprises while the bigger enterprises are openly formed by the sub-cultures. The degree of validation that makes the groups also differ (validity is expressed in guidelines, norms, procedures, plans and politics) and the degree of devolution and independence.

The organizations’ history is a factor that has great influence on the administrative cultures with its custom at the same time. The history brings out the different cultures of these groups and those of the cultures of new companies. The stage in which the company has evolved to may involve a factor that is important but that which is rarely considered. The financial situation of that enterprise will greatly influence the group’s culture by creating margins and controlling its financial costs. The proprietors – mostly they are the ones who determine the basic standards and the viewpoint of the enterprise. Their influence can be exerted from a
greater standpoint i.e. the type of proprietor whether they are legal or natural or also the number of proprietors. When the proprietors are few, then their effect/power can be felt very strongly.

The legal, financial, social and technical setting- the administrative culture can be affect either in a positive or negative way by the legal setting. When the setting consists of elements that are in conflict, then the effect will be negative. Good examples are like, the laws that constrain the ad of products similar to alcohol and cigarettes, laws that state that banks or insurance companies ought to have a certain amount of capital etc. The monetary setting of the enterprise mostly reflects on the state’s economy and as a result of this during crisis in the state it is reflected down to the administrative level. People who join or those that are already in a business group get saturated with beliefs, attitudes and values that originate from the national culture. The state culture results to the financial culture which grants each state its special features which is evident through other variables such as proprietors, workers and administrators. The method and skill used to refer the degree of the practical ability and the kind of technologies used which also have some involvement in the administrative culture. The addition of details to the degree of technical endowment of the groups has involved the content of the administrative culture, after reducing the rate of human contacts. The reduction of human contacts has brought about the use of machines to do work that was previously done by people and it has also affected the method of communication contacts and influenced the mode of communication.
2.5 OPERATIONALIZATION OF VARIABLES

Dependent

Figure 2.5 Operational framework
Source: (Researcher, 2017)
2.6 Chapter Summary

If policies are formulated but are not followed or implement then, organization does not increase on its productivity. Only rules and policies that are implemented affect the performance of the company. The devolved government needs to implement the policies so that the change can be detected effectively. Most people belief that good policies can lead to a successful government. There should be set rules and goals to ensure the performance of firm is increased. Training and motivation can lead to increased productivity of an organization. Managers of organizations should be skilled with new and advanced technology for effective leadership. They should have good communication skills. Training and motivation of workers in an organization increases productivity. Motivation is done through training, improving job standards, as well as increasing their salaries and wages. Culture affects the performance of workers in organizations. Differences among employees in a given company may result in conflicts. The implications of conflicts are poor performance, thus leading to loss in the company. Sometimes conflicts reduce invention and development of new ideas. Conflicts results to great risks to the organizations progress. Trainings reduces gap of employers and employees in the organisation. Most managers are motivated by continuous trainings programs. According to Sean (2010), training can results to development of new ideas of the company. The reduction of human contacts has brought about the use of machines to do work that was previously done by people and it has also affected the method of communication contacts and influenced the mode of communication.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

Chapter three outlines steps and section that researcher covered, they include research design and methodology, target population, sample size, and data instrument method.

3.1 Design of the study

The design of the study was a case study. This was so as to concentrate in one organization and has in depth investigation of the study. The method is systematically described by the situation of the area of interest.

3.2 The target population

The study was based on various Departments of Laikipia County, the study targeted a population of about 1554 employee in Department of Agriculture, Livestock & Fisheries, Department of Public Service & County Administration, Department of Finance, Planning & County Development, Department of Education, Gender, Youth, Sports & ICT, Department of Medical Services & Public Health, Department of Infrastructure, Lands, Housing & Urban Development, Department of Trade, Tourism & Co-operative Development Department of Water, Environment and Natural Resources
Table 3.1 Target population

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure, land, housing &amp; urban development</td>
<td>41</td>
<td>3</td>
</tr>
<tr>
<td>Water environment and natural resources</td>
<td>138</td>
<td>9</td>
</tr>
<tr>
<td>Finance, planning and county development</td>
<td>197</td>
<td>13</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sport &amp; ICT</td>
<td>84</td>
<td>5</td>
</tr>
<tr>
<td>Medical Services &amp; public health</td>
<td>944</td>
<td>61</td>
</tr>
<tr>
<td>Public service and county administration</td>
<td>150</td>
<td>10</td>
</tr>
<tr>
<td>Total number of employee</td>
<td>1554</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2017)

3.3 Sample and Sampling technique

The researcher used stratified random sampling to determine the sample size since six (6) departments are selected from eight (8) of Laikipia County. Sample size of 20% from the six (6) departments is taken at random.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of employee</th>
<th>Sample</th>
<th>Percentage 0/0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service &amp; County</td>
<td>150</td>
<td>15</td>
<td>5</td>
</tr>
</tbody>
</table>

20
<table>
<thead>
<tr>
<th>Administration</th>
<th>197</th>
<th>39</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance, Planning &amp; County Development</td>
<td>84</td>
<td>17</td>
<td>6</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sports &amp; ICT</td>
<td>944</td>
<td>189</td>
<td>64</td>
</tr>
<tr>
<td>Medical Services &amp; Public Health</td>
<td>41</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure, Lands, Housing &amp; Urban Development, Water, Environment and Natural Resources</td>
<td>138</td>
<td>28</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total no of employee</strong></td>
<td>1554</td>
<td>296</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2017)

### 3.4 Instrument

The researcher used unstructured and structured questionnaires to collect the data. The research was to come up with a comprehensive questionnaire which served various categories of staff. The questionnaire was handed over to the individual in their respective departments. The instrument was required to give a brief highlight. The questionnaire was administer and be collected by the researcher in person.

### 3.5 Data Collection Methods and Instruments

The study used structured questionnaires to collect primary data. Research instruments involved selected respondents to collect the information. The researcher preferred questionnaires than any other method of primary source because it was easy to get the response. In fact, questionnaires produce more data than interview. The researcher also developed semi-structured questionnaires. Both open and closed questions were used to allow respondents to express their opinions. Open-ended questions were straight and forward, thus allowing the respondents to answer give the information required in the right way. The
researcher administered the questionnaires through dropping and picking answered questions at a later date. Liker scale was used to answer the statements like questions.

3.5 Pilot Study

According to Mugenda and Mugenda 2003, the accuracy of information collected depends on the source of reliability and validation. The questionnaire designed on this study was based on the research questions and pilot study was conducted with respondents. The study was administered by selected sample size. Pilot study was done to provide the exact data to be selected in determining sample size. Pilot testing helps in measuring the reliability of research instruments and establishes the data generated.

3.5.1 Validity

Validity is the act of being credible or genuine in the research undertaken. The researcher should ensure the findings are based on the collected information. The researcher shall seek expert opinion to represent the collected information. To structure research tools, the researcher sought opinions and views from lectures and all relevant departments. This made sure that the study was real and applicable in real life issues. All relevant information required and letter of authority was considered in this study.

3.5.2 Reliability test

Reliability is defined as the repetitions of findings. Reliability of the study was enhanced by
including same items as a measure of testing sample individuals. The researcher selected
group of 8 respondents to test the reliability of research tools. The aim of reliability was to
correct variations of the research instruments that ensured the test was valid.

3.6 Data collection procedure

The researcher used structured and semi-structured questionnaires to collect primary data. The
research came up with a comprehensive questionnaire which will serve various categories of
staff. The questionnaire was handed over to the individual in their respective department. The
instrument were most preferred since the staff were taken shortest time possible to fill in. The
respondents are required to and give a brief highlight. The questionnaire were administered
and be collected by the researcher in person

3.7 Data Analysis and Presentation

The researcher used descriptive and inferential statistics to analyse and interpret the collected
data. This because descriptive statics helps to describe the data collected and aim to
summarize a sample while inferential statistics are used to interpret the meaning
of descriptive statistics besides making propositions about populations and so helps in
drawing conclusions. Descriptive statistics tools help the researcher to classify the data of his
choice. Descriptive statistics include mean, mode, pie charts used in analyses of the collected
data (Cooper & Schindler, 2003).

The questionnaires were edited for accuracy, consistency and completeness. Both quantities
and qualitative data were analyzed in a systematic manner. Some data was coded to and
classified to make it easier for analyses and interpretation. Both qualitative and quantitative
data were analyzed. Qualitative data were analyzed by reading the questionnaire. Pearson correlation was used to compare the variables, where two sets of the variable were compared to see the extent to which they are related and if they can be used to predict each other. If there was overlapping part between two parameters, we say they are not mutually exclusive. However, mutually exclusive doesn’t mean the two events are independent. Apart from the full regression model, the study was conducting a vicariate and backward, forward stepwise model to establish the true relationships. In the full regression, the correlations between the two sets of variables were indicated by means of correlation coefficients. This helped in obtaining a meaningful conclusion. The study findings were then presented using graphs, histograms, bar charts and pie charts. Data presentations make use of percentages, tabulations, means and other means of central tendencies. Tables were used to summarise respondents for further analysis and facilitate comparison.

3.8 Ethical considerations

The researcher considered the rules and etiquette while, undertaking the study. Data collected was taken with a lot of confidential and was only used for the research only. Respondents were informed that data collected was private and only used for the research purpose.

3.8.1 Informed Consent

The principle of informed consent applied such that the researcher shall explain what the research was about and how the results were used in such a way that the stakeholders can understand and also benefit.
3.8.4 Privacy

Privacy was the major concern. being a relatively new concept which dealt with each and every aspect of the organization to its core, it was projected to face fear of victimization with top management having a tendency to be suspicious of researchers, it was equally anticipated that some of the respondents might be concerned about the extent to which the management might wanted them to volunteer information and relevant documentation without any repercussions. This was curtailed by providing a letter of introduction from the Management University of Africa, and providing the necessary assurances to the key respondents.

3.8.5 Anonymity

This was used in getting information through observation, behaviors, interaction, talking; interviewing the respondents in an organization and it is easier to receive information without the releasing.

3.9 Chapter Summary

This chapter outlines the steps and sections that the researcher covered, design and methodology to be followed including: - The research design of the study was a case study to allow the researcher concentrate in one organization and have in depth investigation of the study. This method was a systematically describe the situation of the area of study. Study population was based on various departments of Laikipia County Government. The study targets a population of about 1554 employee. Sample size and Sampling Techniques was selected using stratified Random since the six departments were selected from the eight
departments of Laikipia County Government. Data collections were collected using structured and unstructured questionnaires.

The researcher came up with a comprehensive questionnaire which served various categories of staffs. All the questionnaires were handed over to their respective departments. The instruments were the most preferred since the staff took the shortest time possible to fill. The respondents are required to give a brief highlight. The questionnaire were administered and be collected by the researcher in persons. Data collected was analysed using quantitative and qualitative techniques. Data was presented in form of charts, frequency tables, graphs and pie charts. This helped the represented information to be obtained through the research process.
CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter outlines the data captured by the research and techniques which were issued out to represent the findings. Data was obtained by the use of questionnaire which were issued out to the employee in County Government of Laikipia. Department of Agriculture, Livestock & Fisheries, Department of Public Service & County Administration, Department of Finance, Planning & County Development, Department of Education, Gender, Youth, Sports & ICT, Department of Medical Services & Public Health, Department of Infrastructure, Lands, Housing & Urban Development, Department of Trade, Tourism & Co-operative Development Department of Water, Environment and Natural Resources which were used as sample during research.

4.1 Presentation of Research Findings

4.1.1 The table shows the Response of Respondents.

4.1.1 Response Rate

<table>
<thead>
<tr>
<th></th>
<th>NO. OF RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>296</td>
<td>100%</td>
</tr>
<tr>
<td>Respondent</td>
<td>200</td>
<td>68%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>98</td>
<td>32%</td>
</tr>
</tbody>
</table>

The study had used (296) two hundred and ninety six despondences from County Government of Laikipia. 200 responded to the instrument that was administered to them.
4.1.2 Gender of Respondent

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>120</td>
<td>41%</td>
</tr>
<tr>
<td>Male</td>
<td>80</td>
<td>27%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>68%</td>
</tr>
</tbody>
</table>

Figure 4.1.2 Gender of Respondent

Table 4.13 Ages of Respondents

<table>
<thead>
<tr>
<th>Age in years</th>
<th>Number of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24</td>
<td>60</td>
<td>20</td>
</tr>
<tr>
<td>25-30</td>
<td>35</td>
<td>12</td>
</tr>
<tr>
<td>31-34</td>
<td>30</td>
<td>10</td>
</tr>
<tr>
<td>35-40</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>41-44</td>
<td>20</td>
<td>7</td>
</tr>
<tr>
<td>45-44</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Above 50</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>68</td>
</tr>
</tbody>
</table>
Figure 4.1.3 Age of respondents
20% of the respondents were aged 20–24 years, 12% of the respondents were aged 25-30 years, 10% of the respondents were aged 31-34 years, 9% of the respondents were aged 35 – 40 years, 7% of the respondents were aged 41 – 44 years, 6% of the respondents were aged 45 – 50 years 4% of the respondents were over 50 years

Table 4.1.4 Level of Education of Respondents

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>12</td>
<td>4%</td>
</tr>
<tr>
<td>Secondary</td>
<td>45</td>
<td>15%</td>
</tr>
<tr>
<td>College</td>
<td>80</td>
<td>27%</td>
</tr>
<tr>
<td>Bachelors ’degree</td>
<td>53</td>
<td>19%</td>
</tr>
<tr>
<td>Others-specify</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>200</strong></td>
<td><strong>68%</strong></td>
</tr>
</tbody>
</table>
**Figures 4.1.4 Education Level**

From the figure 4.1.4

From the figures 4.1.4 and Table 4.1.4, the study shows that the natures of Education levels of respondents were 4% of the respondents were of Primary level, 15% of the respondents were of Secondary level, 27% of the respondents were of College level, 19% of the respondents were of Bachelor’s Degree level, 3% of the respondents were of other specific level.

This shows that the level education in the organization is very high.

**Table 4.1.5 Years of service/working period of Respondents**

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>12</td>
<td>4%</td>
</tr>
<tr>
<td>1-5 years</td>
<td>45</td>
<td>15%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>63</td>
<td>22%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>80</td>
<td>27%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200</td>
<td>68%</td>
</tr>
</tbody>
</table>
Figure 4.1.5 Years of service/working period of Respondents

From the figures 4.1.5 and Table 4.1.5 the study revealed that the nature of service of Respondents were 4% of the respondents had a working experience of Less than 1 year, 15% of the respondents had a working experience of 1-5 years, 22% of the respondents had a working experience of 6-10 years, 27% of the respondents had a working experience Over 10 years. This shows that the organization is working with very highly experienced human resource.
### 4.1.1.1 Effect of motivation on Performance

The study sought to find out whether motivation affects performance of employees.

**Table 4.1.1.1 Effect of motivation on Performance**

<table>
<thead>
<tr>
<th>Department</th>
<th>Agree (Yes)</th>
<th>Disagree (No.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Frequency</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>Percentage</td>
</tr>
<tr>
<td>Public Service &amp; County Administration</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Finance, Planning &amp; County Dev.</td>
<td>37</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>13%</td>
<td>1%</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sports &amp; ICT</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Medical Services &amp; Public Health</td>
<td>90</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>31%</td>
<td>1%</td>
</tr>
<tr>
<td>Infrastructure, Lands, Housing &amp; Urban Development,</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Water, Environment and Natural Resources</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>164</strong></td>
<td><strong>36</strong></td>
</tr>
<tr>
<td></td>
<td><strong>56%</strong></td>
<td><strong>12%</strong></td>
</tr>
</tbody>
</table>
Figures 4.1.1. Effect of motivation on Performance

Response on employee motivation

Motivation being the effect of performance in the County Government of Laikipia the Figures 4.2.1.1shows that 56% of the respondents agreed on effect of motivation on performance while 12% of the respondents disagreed on effect of motivation on performance.

Table 4.1.1.2. The extent of motivation on Performance

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>42</td>
<td>14%</td>
</tr>
<tr>
<td>Great extent</td>
<td>48</td>
<td>16%</td>
</tr>
<tr>
<td>Average extent</td>
<td>40</td>
<td>14%</td>
</tr>
<tr>
<td>Low extent</td>
<td>36</td>
<td>12%</td>
</tr>
<tr>
<td>Very low extent</td>
<td>34</td>
<td>12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>Very great extent</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Great extent</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Average extent</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Low extent</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Very low extent</td>
<td>12%</td>
<td>68%</td>
</tr>
</tbody>
</table>
Figures 4.1.1.2 Extent of motivation on Performance

From the above 4.1.1.2 Shows that 14% of respondent felt that motivation has a Very great extent, 16% of respondent felt that motivation has a Great extent, 14% of respondent felt that motivation has Average extent, 12% of respondent felt that motivation has a Low extent, 12% of respondent felt that motivation has a Very low extent.

Table 4.1.1.3 Organization Culture

<table>
<thead>
<tr>
<th>Table 4.1.1.3. Effect of Organization Culture on Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>Public Service &amp; County Administration</td>
</tr>
<tr>
<td>Finance, Planning &amp; County Dev.</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sports &amp; ICT</td>
</tr>
<tr>
<td>Medical Services &amp; Public Health</td>
</tr>
<tr>
<td>Infrastructure, Lands, Housing &amp; Urban Development, Water, Environment and Natural Resources</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>
Figure 4.1.1.3. Effect of Organization Culture on Performance

From the figure 4.1.1.3 shows that Organization Culture is a factor that affects performance in County Government of Laikipia 63% of the respondents agreed on effect of Organization Culture on performance while 5% of the respondents disagreed on effect of organization culture on performance.

Table 4.1.1.4. The extent of organization Culture on Performance

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>42</td>
<td>14%</td>
</tr>
<tr>
<td>Great extent</td>
<td>48</td>
<td>16%</td>
</tr>
<tr>
<td>Average extent</td>
<td>40</td>
<td>14%</td>
</tr>
<tr>
<td>Low extent</td>
<td>36</td>
<td>12%</td>
</tr>
<tr>
<td>Very low extent</td>
<td>34</td>
<td>12%</td>
</tr>
</tbody>
</table>

200 68%

Figures 4.1.1.4. The extent of organization Culture on Performance

From the above figure 4.1.1.4

Shows that 14% of respondent felt that organization culture has a Very great extent, 16% of respondent felt that organization culture has a Great extent, 14% of respondent felt that organization culture has an Average extent, 12% of respondent felt that organization culture has a Low extent, 12% of respondent felt that organization culture has a Very low extent.
Table 4.1.1.6. Effect on Employee’s training and Development on Organization Performance

The study sought to find out whether Employee’s training and Development is an effect in organization performance.

<table>
<thead>
<tr>
<th>Department</th>
<th>Agree (Yes)</th>
<th>Disagree (No.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service &amp; County Administration</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Finance, Planning &amp; County Dev.</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sports &amp; ICT</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td>Medical Services &amp; Public Health</td>
<td>80</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure, Lands, Housing &amp; Urban Development,</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Water, Environment and Natural Resources</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>165</td>
<td>35</td>
</tr>
</tbody>
</table>

82% of the respondents agreed on Effect on Employee’s training and Development on Organization Performance while 18% of the respondents disagreed on effect on Employee’s training and Development on performance.
Table 4.1.1.7: the extent on Employee’s training and Development on Performance

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>100</td>
<td>37%</td>
</tr>
<tr>
<td>Great extent</td>
<td>68</td>
<td>25%</td>
</tr>
<tr>
<td>Average extent</td>
<td>45</td>
<td>17%</td>
</tr>
<tr>
<td>Low extent</td>
<td>35</td>
<td>13%</td>
</tr>
<tr>
<td>Very low extent</td>
<td>20</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.1.1.6: the extent on Employee’s training and Development on Performance

Figure 4.1.1.6 shows that 37% of respondent felt that Employee’s training and Development has a Very great extent, 25% of respondent felt that organization culture has a Great extent, 17% of respondent felt that organization culture has an Average extent, 13% of respondent felt that organization culture has a Low extent, 7% of respondent felt that organization culture has a Very low extent.
Table 4.1.1.7 Effect on leadership style affect devolved governance on organizational performance

The study sought to find out whether leadership style affects devolved governance on organizational performance.

<table>
<thead>
<tr>
<th>Department</th>
<th>Agree (Yes)</th>
<th>Disagree (No.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service &amp; County Administration</td>
<td>12 Frequency 3</td>
<td>4% 1%</td>
</tr>
<tr>
<td>Finance, Planning &amp; County Dev.</td>
<td>37 Frequency 2</td>
<td>13% 1%</td>
</tr>
<tr>
<td>Education, Gender, Youth, Sports &amp; ICT</td>
<td>10 Frequency 7</td>
<td>3% 2%</td>
</tr>
<tr>
<td>Medical Services &amp; Public Health</td>
<td>90 Frequency 3</td>
<td>31% 1%</td>
</tr>
<tr>
<td>Infrastructure, Lands, Housing &amp; Urban Development</td>
<td>7 Frequency 1</td>
<td>2% 0%</td>
</tr>
<tr>
<td>Water, Environment and Natural Resources</td>
<td>8 Frequency 20</td>
<td>3% 7%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>164 Frequency 36</td>
<td>56% 12%</td>
</tr>
</tbody>
</table>

Response on Effect on leadership style 56% of the respondents agreed on Effect on leadership style on Organization Performance while 12% of the respondents disagreed on effect on leadership style on performance.
Table 4.1.1.8 The extent of leadership style on Performance

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>42</td>
<td>14%</td>
</tr>
<tr>
<td>Great extent</td>
<td>48</td>
<td>16%</td>
</tr>
<tr>
<td>Average extent</td>
<td>40</td>
<td>14%</td>
</tr>
<tr>
<td>Low extent</td>
<td>36</td>
<td>12%</td>
</tr>
<tr>
<td>Very low extent</td>
<td>34</td>
<td>12%</td>
</tr>
</tbody>
</table>

Figures 4.1.1.8 Extent of leadership style on Performance

From the above figure 4.2.3.2, shows that 14% of respondent felt that leadership style has a Very great extent, 16% of respondent felt that leadership style has a Great extent, 14% of respondent felt that leadership style has an Average extent, 12% of respondent felt that leadership style has a Low extent, 12% of respondent felt that leadership style has a Very low extent
4.2 Limitations of the study

4.2.1 Confidentiality
Confidentiality was a major concern. being a relatively new concept which deals with each aspect of the organization to its core, it was projected to face fear of victimization with top management having a tendency to be suspicious of researchers, it was equally anticipated that some of the respondents might be concerned about the extent to which the management might want them to volunteer information and relevant documentation without any repercussions. This was curtailed by providing a letter of introduction from the Management University of Africa, and provided the necessary assurances to the key respondents.

4.2.2 Additional duties to respondents
This was referred as an additional responsibility to the respondents who already had their overwhelming day to day duties. However, ample time was given before collecting the questionnaires.

4.3 Chapter summary
Research has been done on Effect of Devolution on Organizational Performance in relation to the Devolved Government specifically provides for the setting up of the County Governments however there is very little prior research and documentation within the service delivery. This will make the study rely on the collected data which could be biased to make conclusions. Comparisons was, however, made with major publications done with in county wide to ensure objectivity in data used to make conclusions. The data captured by the research and techniques which were issued out were to represent the findings. Data obtained by the use of questionnaire issued out to the employee in County Government of Laikipia. The analysis of the response and quantitative and qualitative techniques adopted analyzed and presented the research findings.
CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

These chapters discuss the summary of findings, conclusion and recommendation of the research study. The summary of the findings gives an in depth explanation of the Effect of devolution on organizational performance. A sample size of 296 employees was selected from County Government of Laikipia. The research methodology was based on descriptive research through the information collected by use questionnaire to find out the effects of devolution on organization performance.

5.1 Summary of the findings

The following are the summary of the findings of the study that were obtained based on the objective on effect of devolution on organizational performance. The study found that lack of motivation results lends to less performance affecting customer service delivery in her area of jurisdiction. From the department that was featured in the shows that 56% of the respondents agreed on effect of motivation on performance while 12% of the respondents disagreed on effect of motivation on performance.

Response on Employee’s training and Development

From the above figures 4.1.1.5 82% of the respondents agreed on Effect on Employee’s training and Development on Organization Performance while 18% of the respondents disagreed on effect on Employee’s training and Development on performance.

From the figure 4.1.1.3 shows that Organization Culture is a factor that affects performance in County Government of Laikipia 63% of the respondents agreed on effect of Organization Culture on performance while 5% of the respondents disagreed on effect of organization culture on performance.
Response on Effect on leadership style

56% of the respondents agreed on Effect on leadership style on Organization Performance while 12% of the respondents disagreed on effect on Effect on leadership style on performance

5.2 Recommendations

From the study the researcher can recommends the following;

Training and Development

The role of County Government, relations with the central government is in delivering some functions to the residents. The training objectives and goals should be clearly indicated in the training centres before the process begin. Employers in all sectors need to set up their educating program to educate their stakeholders on governing skills and also other skills. Training is the main key for devolution to work effectively in the county government. Both county assemblies and county executive should be trained with the adequate skills how the devolution works. Training allows county executives to develop good relationship with all staffs they work with. Training refers to the act of gaining new skills relevant to what the person is doing in his / her professional. Employees training make their performance of work to increase. According to Kuri 2004, there is direct relationship between employee training and productivity. Training makes the working environment to be smooth. Training and motivation is a good device in resource management of the organisation. The researcher recommended that Laikipia county government should consider improving the terms and conditions of employment by enhancing good training, job enrichment as well as providing good remunerations. The devolved government must consider these in their agendas. County government should train and administer its workers especially in the prevalence of the new devolved governance system. Relationship between the Laikipia county government as a devolved system of governance needs to be enhanced with the central government for organizations to better perform and services better delivered.

Employees Motivation

Rizwan et al 2010 noted that motivation of employees allows the capability of workers to perform well increase. Employees’ performance is based on the job security, lump sum amount after work as well as training skills added. It was found that motivation increases the
performance of any given worker. Motivation should be one of goals set by the company directors and board of management. Motivated workers can be able to clearly show the organizations aims and objectives. Motivation is the combinations of skills that enhance good performance among the employees. Employers of any given organization needs to consider how to keep on motivating their employees. Maslow theory of needs, classified five levels of human being needs. They were based on the motivation to meet a certain goals. They included basic needs, safety needs, self-esteesms and self- actualization. For one to meet these needs, he needed motivation.

The researcher concluded that employees who were motivated increase the productivity of the government. Motivated employees were done through training and special meetings as well increasing their incomes. It was found that motivations lead to greater satisfactions among workers thereby increasing the productivity of the company

**Organization Culture**

Organization culture is influenced by working groups, working force, and personal attributes. Many investigations have been carried out to investigate theories of culture. The formation of workgroup is determined by personal attributes, and attitudes among individuals. Some group members may vary in cultures thus leading to differences in performing the duties of the company or the organization. From the findings, it is clear that different communities in Africa have different cultures. However, there are some cultures in different communities that are almost the same.

Organization culture may also influence the business operation of a company. Working groups in an organization are of different kinds. Policy cycle can also improve performance in the organization. Several studies have justified that integrated policies have led to improved productivity in the applied companies. The researcher found that a failure in performance affects the management functions of the organization. For effective and efficient in
performance County Government must maintain facilities, management and social economic factors that will ensure that organization culture is optimum as this is necessary for the success of the organization. To ensure that service delivery is rendered effective and efficient the County Government to note the importance of productivity of work force is maintained through organization culture. From the study it was established that culture affects the performance of the devolved government, the study recommends the need to educate workers ways of realizing the set goals of the government in order to improve their productivity.

Leadership style

Managers’ leadership style- The style used by the manager somehow affects the attitude of the group. If the leader is cold towards his/her inferiors: this feeling creates negative impression on the group. Having confidence in the chief and believing in them, the good example they set in an optimistic case can influence the effectiveness of the group in a favorable way. Leaders extensively influence the managerial beliefs, their inspiration being proportional to the structure. The inspiration differs among leaders in the same level because their training level and leadership styles differ. The managerial features can affect the kind of principle that is established. The groups vary in attributes for instance quantity and difficulty. In addition to this the huge groups lean towards advanced degrees of knowledge and a finer impersonal atmosphere (bureaucracy). The study recommends that there should be possible ways of making sure organization performance leadership performs well on devolved government. The study recommends that factors that hinder effective leadership in devolved government should be removed to create ways for proper leadership and achievement of organization performance.
5.3 Conclusion

Based on the findings of the study, the researcher can conclude the following. The training affects the employee productivity. It can be concluded that training is the practice of gaining new skills and knowledge in what a person is doing. Most county staff trainings is done only once in a year. It can be concluded that majority of the county officers lacked basic and technical skills to perform their duties.

The researcher concluded that employees who were motivated increased the productivity of the government. Motivated employees were done through training and special meetings as well increasing their incomes. It was found that motivations lead to greater satisfactions among workers thereby increasing the productivity of the company.

Decentralization is new form of government in Kenya, therefore national government need to consider all factors that make the county government to work well and effective. The government need to allocate the necessary funds and provide all the needed materials for county to run smoothly.
REFERENCES

European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 3, No.3


APPENDIX 1 - INTRODUCTION LETTER

18th February, 2017

Anne Wangari

Management University of Africa

NANYUKI BRANCH

Dear respondent,

I am a student from Management University of Africa carrying out a research on the effect of Devolution on organizational performance in County Government of Laikipia. This questionnaire has been set in relation to the above objective of the study,

Kindly give answers to the best of your knowledge. All information will be treated with strict confidentiality and exclusively for academic purposes.

Yours Faithfully,

Anne

Research student
APPENDIX 11

RESEARCH STUDY QUESTIONARIES
This questionnaire act as a way of getting view on effect of Devolution on organizational
performance

I will appreciate if you spend a few minutes of your time to fill in the form as instructed.

Instructions
i) Answer all questions
ii) Please tick on the space provided
iii) Answer briefly where a question required writing.

SECTION A

GENERAL INFORMATION
Gender.....................................................................................................................

Your age bracket (Tick whichever appropriate)
18 – 24 Years [ ] 25 - 30 Years [ ]
31 - 34 years [ ] 35 – 40 years [ ]
41 – 44 years [ ] 45 – 50 years [ ]
Over 51 years [ ] Over 50years [ ]

What is your highest level of education? (Tick as applicable)
Primary [ ] Secondary [ ]
College [ ] Bachelors’ degree [ ]
Others-specify.................................................................

Years of service/working period (Tick as applicable)
Less than 1 year [ ] 6-10 years [ ]
1-5 years [ ] Over 10 years [ ]
SECTION B

1. Does employee motivation effect of Devolution on organizational performance?

Yes [    ]
No [    ]

2. To what extent does it affect Performance?
   i) Very great extent
   ii) Great extent
   iv) Average extent
   v) Low extent
   vi) Very low extent

3. Does Organization Culture effect of Devolution on organizational performance?

Yes [    ]
No [    ]

4. To what extent does it affect Performance?
   i) Very great extent
   ii) Great extent
   iii) Average extent
   iv) Low extent
   i) Very low extent

5. Is there any way County Government can improve it so as to improve performance.

Yes [    ]
No [    ]

6. If yes how …………………………………………………………………………………..

7. Does employee Employee’s training and effect of Devolution on organizational performance?

Yes [    ]
No [    ]
8. To what extent does it affect Performance?
   i) Very great extent
   ii) Great extent
   iii) Average extent
   iv) Low extent
   v) very low extent

9. Is there any way County Government can improve it so as to improve performance.
   Yes [    ]
   No [    ]

10. If yes how …………………………………………………………………………………………….. 

11. Does Leadership affects devolution on organizational performance?
    Yes [    ]
    No [    ]

12. To what extent does it affect Performance?
    i) Very great extent
    ii) Great extent
    iii) Average extent
    iv) Low extent
    ii) Very low extent

13. Is there any way County Government can improve it so as to improve performance.
    Yes [    ]
    No [    ]

14. If yes how ……………………………………………………………………………………………..