

**FACTORS AFFECTING THE PERFORMANCE OF BUILDING AND
CONSTRUCTION COMPANIES IN KENYA: A CASE STUDY OF CEMENTERS
LIMITED**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT
AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA**

APRIL 2023

DECLARATION

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

Signature.....

Date.....

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This project has been submitted for examination with my approval as University Supervisor

Signature.....

Date

David Kanyanjua
The Management University of Africa

DEDICATION

The dedication of this academic research is to my father Mr. Otieno for his encouragement and financial support to my academics.

ACKNOWLEDGEMENT

I appreciate the contribution of my supervisor Mr. David Kanyanjua towards this entire research project. I also acknowledge the Management University of Africa management and the entire family for granting me an opportunity to undertake my course in their institution. I finally acknowledge the management of Cementers Limited which was my case study.

ABSTRACT

This study was conducted to determine factors affecting the performance of building and construction companies in Kenya: a case study of Cementers Limited. This study objective was to determine the effect of staff training, information technology, employee remuneration and leadership style on the performance of building and construction companies in Kenya. The study will be significance to the management of Cementers Limited, other building and construction companies and future researchers. The use of the Expectancy Theory by Victor Vroom and Equity theory by Lawler and Adams was adopted. The use of descriptive research design was applied in this study. A total of 106 employees were the study target population. Questionnaires were applied in data collection. The collected data was analyzed quantitative and presented through tables. The study finding established that staff training, information technology; employee remuneration and leadership style affects the performance of building and construction companies in Kenya. In conclusion, training is essential for the performance, growth and development of an organization. Training programs helps in equipping employees with various essential skills and knowledge that enables them to effective and better conduct their various roles and responsibilities assigned to them. Modern information communication technology system enhances better performance of building and construction companies. Information technology enhances efficiency, effective data management and the simplification of various organizational operations. Remuneration programs are essential towards the growth and better performance of employees. Through better remuneration programs, employee tend to believe that the organization management tend to recognize them through their various roles and achievement, which normally motivates them to work extremely hard thereby increasing the organization performance. In relation to leadership style, the adoption of democratic leadership style in building and construction companies is essential towards the organization increasing its performance. Democratic leadership style allows all employees to be part of the organization decision making process which help in minimizing chances of employee's resistance to change and thus enhancing the better performance of the organization. This research study recommends that, the organization should implement the use of off and on employees training programs. The adoption of these training methods will enable the organization employees to acquire various skills and knowledge which will enable them to perform better their assigned roles and responsibility employee training programs. The organization should modern information communication technology systems in the organization operations like 4D Simulation, 3D Printing and building information modeling to enhance the organization efficiency and effectiveness. The organization should consider implementing better wages and salaries to its employees, bonuses and commissions that will help to motivate employees to increase their performance. The organization should implement the use of democratic leadership style in conducting it operations. The use of democratic leadership style will enable the organization to include all employees' opinions and suggestions in the organization decision making process, thereby minimizing chances of employees' resistance to changes, which at the end will result to better performance of the organization.

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ACRONYMS AND ABBREVIATIONS

ICT	Information Communication Technology
MS	Microsoft
MUA	Management University of Africa
SPSS	Statistical Package for Social Science

OPERATIONAL DEFINITION OF TERMS

- Employee Remuneration** This is a form of financial compensation that an employee within an organization receives for work or service provided
- Information Technology** This is the application of services, hardware, software and different supporting infrastructure to management and enhances delivering information through the use of videos, voice or data
- Leadership Style** This is a way a leader tends to accomplish their team objectives through motivating them to work hard towards a common goal and through focusing on their well-being.
- Staff Training** This is a program adopted by the organization management or any other person of authority aimed at providing employees with different essential skills and knowledge for performing of current roles

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter addresses the study introduction and comprise of the background of the study, statement of the problem, objective of the study, research questions, significance of the study,scope of the study and the chapter summary.

1.1 Background to the Study

Performance of building and construction companies is not a new subject within the modern world (Wang & Huang, 2016). Because of the high contribution of building and construction industry on the economy through the gross domestic product, this sector has attracted more investors and stakeholders. Thompson (2012) indicates that effective performance of building and construction companies is the ability of the organization to undertake its various activities on time, the activities being achieved within the set budget, the activities being within the scope, the activities being free any form of defect, efficiently and the activities being profitable to the organization.

A study conducted by Ayman, Othman and Caroline (2015) in Germany on factors that drives brief Development in construction indicated that, lack of research and development and lack of financial capacity within the building and construction industry are some of the factors that affects effective performance and the success of building and construction companies. Since majority of building and construction companies globally lack enough funds to fund their projects, these firms become too much reluctant to employing well competent management and making decision in relation to investing their funds on emerging new building and construction technological systems because of high cost of maintenance and running cost, but these firms finally end up still being faced with a challenge of executing their work effectively (Anson, 2014).

According to Amoah, Ahadzie and Dansoh (2013), the performance of various building and construction in Ghana has been experiencing various challenges in terms of price fluctuation of various raw materials, interest rate volatility of various loans acquired and high inflation which

at the end has had a negative effect on the performance of building and construction industry. Chileshe and Yirenkyi-Fianko (2012) through their research study on evaluating risk factors affecting the performance of Ghanaian building and construction industry established that, poor quality of workmanship, late deliveries of raw materials, cash flow difficulties, insufficient information technology system and shortage of raw materials are some of the key and essential factors affecting effective performance of building and construction companies in Ghana.

A study by Karanja, Jack and Njau (2014) in relation to the Causes of Delays in Government Housing Construction Projects at the National Housing Corporation Nairobi County indicated that, revealed that, different building and construction companies tend to face various distinct managerial challenges. These firms tend to face a challenge of purchasing of quality raw materials and lack of proper costing during their various project implementations. Karanja, Jack and Njau (2014) further established that, inadequate application of project management tools and techniques in providing solution to various challenges affecting the industry, corruption, low profit margins and lack of proper site management are some of other major factors hindering effective management of building and construction companies.

1.1.1 Staff Training

Mohamed (2016) defines staff training as being a planned set of various activities aim at imparting employees with various skills and knowledge for the organization growth. Staff training is defined by Nyika (2016) as being a programme adopted by the organization management or any other person of authority aimed at providing employees with different essential skills and knowledge for performing of current roles.

1.1.2 Information Technology

Anson (2014) defines information technology as the application of services, hardware, software and different supporting infrastructure to management and enhance delivering information through the use of videos, voice or data. Chen and Pin (2017) defines information technology as being the use of computers and any other form of telecommunications which stores, manipulate data, retrieve, transmit and send the information.

1.1.3 Employee Remuneration

Lehtonen and Wegelius (2016) define employee remuneration as a form of financial compensation that an employee within an organization receives for work or service provided. According to Huang and Jing (2016), define employee remuneration as compensation or pay to an employee for the various services he or she performs

1.1.4 Leadership Style

According to Ejaz and Frooq (2013), a leadership style is the leaders' method and behavior applied in directing, motivation and managing others. A leadership style of a person tends to depends of how he strategizes and interprets various plans. Brown and Adams (2015), defines a leadership style as a way a leader tends to accomplish their team objectives through motivating them to work hard towards a common goal and through focusing on their well-being.

1.1.5 Organization Performance

Xiaojun (2014) defines organizational performance as the actual results or output of a particular firm which is measured against the set goals and objectives. Behn (2015) defines organizational performance being the ability of a given organization to reach or achieve its set goals and objectives

1.1.6 Profile of Cementers Limited

Cementers Limited is a Private Limited Company that was established in 1973. Cementers Limited is a building and construction company which a proven supply chain of consultants, subcontractors and suppliers. Cementers Limited was incorporated by Kurji V. Patel and Laxman M. Arjan, both of whom developed their careers as senior managers of leading multinational construction companies such as Mowlem and Facta. In 1992 founded a subsidiary company in Uganda with an objective of meeting the growing demand within the region. Cementers Limited has developed and enhanced its brand name through the provision of quality, efficient and long lasting buildings. The company offers a compressive design and various building packages for various projects consisting of new buildings, extensions and commercial buildings. The Cementers Limited approach is geared towards efficiency, cost effectiveness, strong commitment and professionalism.

1.2 Statement of the Problem

Several empirical research studies have been undertaken in relation to various factors that affects the performance of building and construction companies within the developed and developing countries. Kahura (2016) conducted a research study on factors influencing effective and efficient delivery of road construction projects in Kenya and established that, the quality of machinery and equipment, raw material used and staff competence are among factors that influence effective and efficient delivery of road construction projects. A study by Nyika (2018) on the failures in the implementation of Projects in Kenya established that, lack of funding and poor leadership as being some of the factors that leads to the failures in the implementation of Projects in Kenya. A research study by Muiruri (2016) on the drivers of effective project quality management in the construction industry in Nairobi County revealed that, inability of the organization to access credit facilities and low level of technological development are among factors that affects effective project quality management in the construction industry in Nairobi County.

According to the Ramesh Vishram, the Managing Director Cementers Ltd Annual General Meeting report (2021), the high cost of raw materials and high cost of maintenance of various building and construction tools and equipment are some of the challenges that the organization experiences within its line of operation. On the basis of machinery maintenance, the organization has adopted various strategies including increasing the total number of maintenance team and the change of supplier for tools and equipment, but the company still; but the organization still experience high cost of maintenance. The previous studies conducted in relation to this study problem have only addressed various factors affecting the performance of building and construction companies and not provided any solution to these various challenges, therefore, It is behind this concern that this study was conducted to address various factors that affects the performance of building and construction companies and provide various solutions and strategies in relation to these challenges.

1.3 Objectives of the Study

1.3.1 General Objective

To establish factors affecting the performance of building and construction companies in Kenya: a case study of Cementers Limited

1.3.2 Specific Objectives

- i. To establish the effect of staff training on the performance of Cementers Limited
- ii. To evaluate the effect of information technology on the performance of Cementers Ltd
- iii. To assess the effect of employee remuneration on the performance of Cementers Ltd
- iv. To determine the effect of leadership style on the performance of Cementers Limited

1.4 Research Questions

- i. To what extent does staff training affect the performance of Cementers Limited?
- ii. How does information technology affect the performance of Cementers Limited?
- iii. How does employee remuneration affect the performance of Cementers Limited?
- iv. What is the effect of leadership style on the performance of Cementers Limited?

1.5 Significance of the Study

The finding from this will benefit the management of Cementers Limited. The management will be able to determine various factors that affect the performance of building and construction companies. Furthermore, the management will develop effective strategies that will help in providing solutions to the challenges affecting their firm.

The management and leadership of other building and construction companies will also benefit from this research study. Since the challenges affecting the performance of Cementers Limited may be similar to these other building and construction companies, this finding will help these firms to establish measures on how best to solve the challenge of performance that may be affecting them.

Other future researchers will also be the beneficiaries of this study. The recommendations and finding that will be developed from this research study may be used by these researchers as a source of reference material.

1.6 Scope of the Study

The aim of this study was to determine factors affecting the performance of building and construction companies in Kenya with reference to staff training, information technology, employee remuneration and leadership style as the study independent variables. This study was conducted at Cementers Ltd headquarters located at Clesoi Road, off Lunga Lunga Road at the

Industrial Area in Nairobi County. The target population was 106 employees. This study was conducted between months of February to April 2023.

1.7 Chapter Summary

Chapter one of this study addresses the introduction in relation to this research study. The chapter has a background that addresses the aim subjective of this topic in relation to the past authors contribution. The statement of the problem addresses the main problem that is being investigated. The research objectives have also been addressed that contributed to the development of research questions. The beneficiaries of this study have been addressed through the significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explains the study literature review. The chapter consist of the theoretical literature review, empirical literature review, summary and research gaps, conceptual framework, operationalization of variables and the chapter summary.

2.1 Theoretical Literature Review

The researcher adopted the use of the Expectancy Theory by Victor Vroom, Equity theory by Lawler and Adams and Taylor's Motivational Theory in determining various factors affecting the performance of building and construction companies in Kenya

2.1.1 Expectancy Theory

The Expectancy Theory by Victor Vroom in (1964) provides an emphasis on the mental process which normally takes place within an individual in relation to change. This theory focuses on the self-connection interest with the expected behaviours, organization goals and objectives as well as the reward system. This theory separates effort from general performance together with its outcome. The theory view behaviour to arise as a result of sub-conscious choice which aims at enhancing pleasure and hating pain (Parijat & Bagga, 2014)

The introduction of expectancy aims at gearing effort that promotes to increase in results. Instrumentality, that aims at estimating the various probabilities of the individuals' achievements on their various tasks results to different outcomes of work and finally Valence that is the strength of an employee preference for a given specific form of reward. The basis of the Expectancy Theory is on the essential aspects in management function that comprises of personal employee goals and objectives, rewards systems, effort and employee performance. This theory provides a formula that help in finding out the motivation of employees. To promote effective employee performance, there is a need for the organization leadership to develop effective strategies that will ensure that employee reward programs and their performance work together. The organization leadership should also ensure that the reward it provides, the person who receives it deserves it. Furthermore, there is a need for the organization leadership to

implement various employee training programs to improve employee capabilities for their better performance (Parijat & Bagga, 2014).

2.1.2 Equity Theory

This theory was developed by Adams in (1956). Adams, through this theory wanted to know the reaction of various employees when subjected to unfair and fair treatment in comparison to other employees. This theory indicates that, unfair treatment of an employee compared to other will result to tension which will result in them minimising their effort at their work place and others even ending up quitting. This theory tries to indicate the reaction and outcome of an employee who may believe being fair or unfair within their pace of work. This theory addresses the importance and need for justice and fairness at the work place. This is due to the fact that, unfair system that victimizes an employee tend to undermine the employee belief that their effort will lead to a negative outcome within the organization. The application of this theory on this research study is relevant in that, this theory helps in pointing out various reasons as to why an employee within the organization may decide to underperform within their various working stations (Al-Zawahreh, A., & Al-Madi, 2013).

2.1.3 Taylor's Motivational Theory

Frederick Taylor developed the motivational theory in (1911). Frederick Taylor through this theory argues that money is the basis and the main reason that people work. This theory argues that, employees within an organization tend to be more productive and motivated within their work places if they are well remunerated. Taylor (1911) indicates that, through better employee remuneration, creation of effective employee working condition and training and development function, employees tend to feel well valued and get motivated thereby increasing their performance. The Taylor's motivational theory has a connection with this research study in that, it helps in advising an organization of basis employee remuneration programs that can be implemented on its employees to increase their performance. Furthermore, the use of this theory is relevant since it helps in focusing on various successes that are achieved when an organization motivates its employees through the provision of better remuneration programs.

2.2 Empirical Literature Review

2.2.1 Staff Training and the Performance of Building and Construction Companies

Murithi, Makokha and Otieno (2017) research study aimed at determining factors affecting timely completion of public construction projects in Trans-Nzoia County. Stratified random sampling method was applied as the study sampling method. The use of questionnaires as the research instrument was used to collect primary data. Data was analyzed through the qualitative and quantitative method. The use of bar graphs and Likert scale tables were applied to present data. This research study established that, the implementation of employee training programs help to enhance employee job satisfaction through the ability of these employees to apply their various innovative ways which promotes their performance. As this finding is true from these researchers, the foundation and the case study of this research finding is in relation to public sector and not in the construction companies and therefore, the researcher conducted this study aiming at relating it to building and construction companies as case under study and thereby being able to fill any gap that the previous researchers could have left.

Kobina (2015) research study aimed at examining various factors influencing the non-participation of indigenous building construction firms in Ghana. The study target population was 125 employees selected from five different construction firms in Ghana. The use of simple random sampling method was applied as the study sampling method. The use of questionnaires consisting of closed ended questions was applied as the study data collection instrument. The use of quantitative method was applied to analyze the collected data. The study finding established that, effective employee training programs helps employees to be able to gain the right set of skills, abilities and attitude in relation to their work, which increases their organization performance. How to determine and implement an effective employee training programs has been a challenge for many organizations. There was a need for this study to be conducted to establish various strategies that building and construction companies can adopt for them to be able to determine measures that could ensure they implement an effective employee training programs thereby filling in this gap left by the previous researcher.

Karanja, Jack and Njau (2014) study aimed at investigating into the causes of delays in government housing construction projects at the National Housing Corporation in Nairobi County. A total number of 200 employees of the National Housing Corporation in Nairobi were

used as the study target population. The sampling method applied was the use of stratified random sampling method. Both the use of questionnaires and the interview schedules were applied as the study data collection instrument. Data analysis was conducted through the use of Statistical Package for Social Science (SPSS). The finding from this study revealed that, better employee training programs help in enhancing the improvement of employees' attitude towards their various roles and responsibilities they undertake which increases their performance. The cases of some employee still being unproductive despite having undergone various training programs have aroused and still arise. These researchers did not indicate what may be contributing factors towards this case and therefore this research study was conducted to address and hence, trying to fill in this gap left by the previous researchers.

2.2.2 Information technology and performance of building and construction companies

Kwame, Kuragu, Baiden and Badu (2014) research study was conducted to establish factors affecting Ghanaian contractor performance. A total number of 60 contractors selected from ten construction companies were applied as the study target population. The use of census as the study sampling method was used since the target population was well manageable. Questionnaires consisting of both closed and open ended questions were applied as the study data collection instrument. The use of MS Excel Sheets was applied to analyze and interpret data. Pie-charts and graphs were applied to for final data presentation. The finding from the study indicated that, modern information technology system within the building and construction companies help in promoting effective and accurate communication process within the organization for better decision making. This research study was conducted in Ghana and not in Kenya. This study finding may not necessarily represent the Kenyan case. Therefore, the researcher conducted this study in relation to building and construction companies in Kenya and thereby filling in any gap that may exists from the previous researcher work.

Kibaara (2018) study established factors influencing the performance of building contractors in infrastructural development in Nakuru County in Kenya. The use of descriptive research design was applied in conducting this study. The study target population was 120 employees of the Nakuru County. This research study applied the use of stratified random sampling method as the study sampling method. The use of questionnaires consisting of closed and open ended questions were applied as the research instrument to collect primary data. Data was analyzed

through the qualitative and quantitative method. The use of bar graphs and tables were applied to present data. This research study established that, modern information technology systems help the building and construction companies in better data and record keeping function for better accountability. The researcher did not address how to manage better data safety which has been a main concern for many organizations that adopts the use of modern information technology systems. Through this study, the researcher addressed on how best an organization can ensure safety of its data which the previous researcher did not address.

Bala, Bello, Kolo and Bustani (2019) in Nigeria conducted a research study assessed factors inhibiting the growth of local construction firms. The research design applied in this study was descriptive. The target population applied was 150 employees. The use of simple random sampling method was applied as the study sampling method. Questionnaires consisting of both closed and open ended questions were applied as the study data collection instrument. Quantitative method was applied to analyze data. The study finding established that, the use of modern information technology systems increase the organization staff management that enhances the organization operations efficiency. This research study was conducted in Nigeria and not in Kenya. The finding from this study may not necessarily represent the Kenyan case. Therefore, the researcher conducted this study in relation to building and construction companies in Kenya and thereby being able to fill in any gap that could exit from the previous researcher work.

2.2.3 Employee Remuneration and performance of building and construction companies

Wambugu and Ombui (2013) through their study determined the effects of reward strategies on employee performance at Kabete Technical Training Institute in Nairobi in Kenya. A total number of 160 employees were applied as the study target population. The use of simple random sampling method was adopted. Questionnaires consisting of both closed and open ended questions were applied as the study data collection instrument. The use of MS Excel Sheets was applied to analyze and interpret data. Pie-charts and graphs were applied to for final data presentation. The research finding from the study indicated that, effective employee remuneration programs help in attracting and motivating employees which enables the increase their performance. The researcher only stated the effective and better employee remuneration programs and has omitted mentioning the examples of these programs. Through this study, the

researcher mentioned and outlined different forms of employee remuneration programs that help in motivating an employee for their better and effective performance within an organization.

Sultana, Irum, Kamran and Mehmood (2016) study investigated the impact of training on employee performance at the telecommunication sector in Pakistan. The use of descriptive research design was adopted in this study. The study target population was 70 employees selected from three telecommunication companies in Pakistan. The sampling method applied was the use of stratified random sampling method. Both the use of questionnaires and the interview schedules were applied as the study data collection instrument. Data analysis was conducted through the use of Statistical Package for Social Science (SPSS). The finding from this study revealed that, through effective and better employee remuneration programs, the employees' standard of living is improved thus motivating them to perform better. The basis of this study was in relation to the telecommunication sector in Pakistan and not building and construction companies in Kenya. Therefore, the researcher narrowed down this study in relation to the Kenyan building and construction companies.

Adam (2015) conducted a study to determine the importance of compensation and benefits on performance of public water utilities in Tanzania. This study adopted the use of descriptive research design. The study target population was 69 employees. The use of census as a study sampling method was adopted where the whole target population was included in the study. The use of both interview schedules and questionnaires were applied as forms of data collection instruments. Data was analysed in both qualitative and quantitative methods. This research study established that, through effective and fair employee remuneration programs, the employee loyalty to the organization increases thus enhancing their performance. The basis and the case study of this study addressed the performance of public water utilities in Tanzania and not building and construction companies in Kenya. Therefore, the researcher narrowed down this research study in relation to the Kenyan building and construction companies.

2.2.4 Leadership Style and the Performance of Building and Construction Companies

Kwame, Kuragu, Baiden and Badu (2014) research study was conducted to establish factors affecting Ghanaian contractor performance. A total number of 60 contractors selected from ten

construction companies were applied as the study target population. The use of census as the study sampling method was used since the target population was well manageable. Questionnaires consisting of both closed and open ended questions were applied as the study data collection instrument. The use of MS Excel Sheets was applied to analyze and interpret data. Pie-charts and graphs were applied to for final data presentation. The finding from the study indicated that, the implementation of effective leadership style in building and construction firms enhances harmony on both employees and the organization interest which motivates employees to perform better. The researcher is general in that, he has addressed an effective leadership style to be adopted in general but omitted mentioning an example of this effective leadership style to be adopted. The researcher through this research study will mention better leadership style that building and construction companies can adopt to enhance harmony among its employees for them to perform better.

Kibaara (2018) study established factors influencing the performance of building contractors in infrastructural development in Nakuru County in Kenya. The use of descriptive research design was applied in conducting this study. The study applied stratified random sampling method as the study sampling method. The use of questionnaires consisting of closed and open ended questions were applied as the research instrument to collect primary data. Data was analyzed through the qualitative and quantitative method. The use of bar graphs and tables were applied to present data. This research study established that, better leadership style promotes to effective flow of information within the organization which promotes to better decision making. There are various other factors that work hard in hard with the organization leadership style adopted to enhance better flow of information that the researcher did not mention. The researcher through this research study addressed these factors that have been omitted by the previous researcher and their effect on the organization performance.

Kobina (2015) research study examined various factors influencing the non-participation of indigenous building construction firms in Ghana. The study target population was 125 employees selected from five different Construction Firms in Ghana. The use of simple random sampling method was applied as the study sampling method. The use of questionnaires consisting of closed ended questions was applied as the study data collection instrument. Quantitative method was applied to analyze data. The study finding established that, better

leadership style tend to recognize and reward various employees achievements which motivates employee for better performance. The scope of this research study was based in Ghana case and not a Kenyan scenario. The researcher addressed this concern by being specific to the building and construction companies in Kenya, thereby helping in filling any gap that existed from the previous researchers study.

2.3 Summary of Knowledge Gaps

Table 1 Summary of Knowledge Gaps

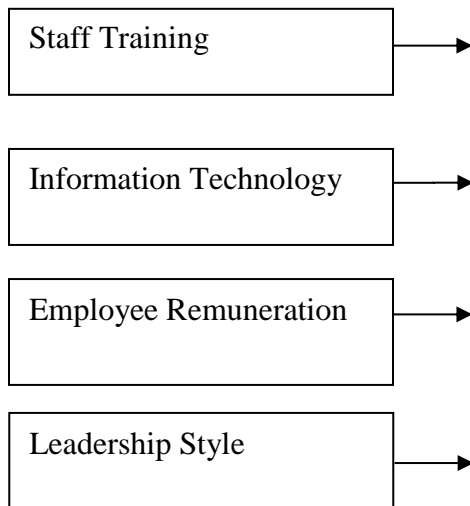
Author	Year	Title	Findings	Research Gaps	Focus on the current study
Karanja, Jack and Njau	(2014)	Investigation into the causes of delays in government housing construction projects at the National Housing Corporation in Nairobi	Adoption of better employee training programs increases the employee motivation level in building and construction companies their by promoting their performance	The researcher has not outlined how best an organization can determine an effective employee training program which has been a challenge over sometime	The researcher through this research study addressed various measures that an organization can put in place to ensure it implement effective training program to its employees.
Bala, Bello, Kolo and Bustani	(2019)	Factors inhibiting the growth of local Construction companies in Nigeria	Modern information technology system help to improve organization products and services quality thus enhancing customer satisfaction	The reference and basis of this research study was in relation to Construction companies in Nigeria and not in Kenya and the finding cannot be assumed to represent the Kenyan case	This study was specific and only addressed factors affecting the performance of building and construction companies in Kenya with reference to Cementers Limited

Ayman, Othman and Caroline	(2015)	Factors that drives brief development in construction in Germany	Better employee remuneration programs help in attracting and motivating employees which enables the increase their performance	The researcher has only stated the effective employee remuneration programs without even stating one example of an effective employee remuneration program.	This study mentioned and discussed various benefits associated with different forms of employee remuneration programs and the best employee remuneration program that can be adopted in an organization
Kwame, Kuragu, Baiden and Badu	(2014)	Factors Affecting Ghanaian Contractor Performance	An appropriate leadership style helps to influence and ensure the success and the economic growth of both employee and the organization	The researcher conducted his research study on a regional perspective in that, the study was based in Ghana and not in the Kenyan scenario	The researcher conducted this study specifically in relation to the Kenyan on factors affecting the performance of building and construction companies and more so with reference to Cementers Ltd as a case under study.

2.4 Conceptual Framework

The researcher will adopt the use of conceptual framework in this research study. Conceptual framework according to Cooper & Schindler (2013) is a representation of the relationship that one expects to see between the variables within a research study. The researcher used staff training, information technology, employee remuneration and leadership style as the study independent variables while performance of building and construction companies in Kenya will be applied as the study dependent variable.

Independent Variables



Dependent Variable

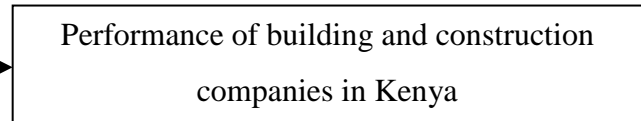


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Table 2 Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Staff Training	• Staff Skills	Questionnaire	Frequencies
	• Job Satisfaction	(Likert Scale)	Percentages
	• Motivation		
	• Positive Attitude		
	• Personal and career growth		
Information Technology	• Data Management	Questionnaire	Frequencies
	• Effective Communication	(Likert Scale)	Percentages
	• Time Management		
Employee Remuneration	• Bonuses	Questionnaire	Frequencies
	• Commissions	(Likert Scale)	Percentages
	• Overtime Pay		
Leadership Style	• Democratic Leadership	Questionnaire	Frequencies
	• Autocratic Leadership	(Likert Scale)	Percentages
	• Delegative Leadership		

2.6 Chapter Summary

This chapter helps in discussion of the research study literature review. It contains the use of Expectancy Theory by Victor Vroom and Equity theory by Lawler and Adams in helping to determine various factors that hinders the performance of building and construction companies in Kenya. This chapter also contains the empirical literature review, the study summary and gap, the conceptual framework and the operationalization of variables.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter contains the study design and methodology. It consists of research design, target population, sampling method, instrument for data collection procedure, data analysis and presentation method, ethical issues and chapter summary.

3.1 Research Design

Sekaran and Bougie (2010) defines a research design as a technique and framework of research methods that are used by a researcher to conduct a given research study. The researcher applied descriptive research design in conducting this study. Kothari (2015) defines descriptive research design as a form of research design that helps in describing a subject behavior the way it is without influencing its outcome. The use of this design was effective since it allowed the researcher in analyzing the facts for him to be able to develop a high understanding of the problem under investigation.

3.2 Target Population

A target population is a certain group of people that tend to share similar features that the researcher has a desire of researching and collecting certain information from (Borg, Gall, Meredith and Joyce, 2008). The target population was 106 employees of the Cementers Limited as from the senior management, middle level management and the operational staff

Table 3 Target Population

Population Category	Frequency	Percentage
Senior Management	4	4
Middle Level Management	12	11
Operational Staff	90	85
Total	106	100

Cementers Limited (2023)

3.3 Sample and Sampling Technique

Sekaran and Bougie (2010) defines sampling as a process for selection of a specific element to be used as a representative of a whole population enhanced through the use of probability method. Sekaran and Bougie (2010) defines sample as a group of small number of individuals selected to represent a larger population in a study. The use of stratified random sampling method was considered effective for this study as a form of sampling method. Nassiuma's (2000) formula was applied in determination of the study sample size.

$$n = \frac{NC^2}{C^2(N-1) + e^2}$$

Whereas;

n = sample size

N= size of target population

C= coefficient of variation (50%),

e = error margin (5%)

Hence,

$$n = \frac{106 (0.5^2)}{0.5^2 + (106-1)0.05^2} = 52$$

Table 4 Sample Size

Population Category	Sample Size	Percentage
Senior Management	4	7
Middle Level Management	12	23
Operational Staff	36	70
Total	52	100

3.4 Data Collection Instrument

Questionnaires were applied as a data collection instrument. Questionnaire is a research instrument consisting of certain questions for collecting certain information from a certain population (Babbie and Mouton, 2013). The questionnaire used comprised of both closed ended questions and Likert scale questions. The first part of the questionnaire comprised of the respondents personal information in relation to gender, age bracket, education level and length of service. The second part represents the relationship between the study independent variable and the dependent variable. The use of questionnaire was preferred for this research study because it is easy to interpret and analyze (Babbie and Mouton, 2013).

3.5 Pilot Study

According to Creswell (2012), a pilot study is a preliminary study conducted on a small scale survey with an aim of determining the validity and the success of the main research study to be conducted. A total number of 10 employees were included in conducting of pilot study. These were not included in the final research study. According to Cooper and Schindler (2013), a sample size of at least 10% of the target population is effective in conducting a pilot study.

3.5.1 Validity

Validity is the ability of a given research instruments to effectively measure what it has been designed to measure (Creswell, 2012). To ensure research instrument validity, the researcher included experts' opinion and the supervisor instructions in questionnaire preparation and made various amendments where the need was. Content validity was the type of the validity that the researcher ascertained. Content validity is whether the measure applied in this study tends to cover all the content in underlying construct (Sekaran and Bougie, 2010). The researcher ensured that the content of a measure used covered all domain of the content.

3.5.2 Reliability Test

Reliability of the data collection instrument is when the instrument provides the same results through multiple trials being conducted (Babbie and Mouton, 2013). The researcher enhanced the data collection instrument reliability through questionnaire pre-testing and changes made where the need aroused.

3.6 Data Collection Procedure

Upon approval of the research proposal, the first step should entailed the obtaining a data collection letter from the school. This letter is what introduced me to the Cementers Ltd as a Management University of Africa student. After obtaining permission from the management of Cementers Limited, the researcher then proceeded to introduce himself to the respondents and informed them of the aim of conducting this study. The researcher then handed the questionnaires to the respondents and provided the instructions on how they could conduct the exercise. On the cases where the respondents were busy, the researcher applied drop and pick mode of questionnaire administration. A follow up was then made after one week and after two weeks, the researcher then collected the questionnaires for final analysis after all respondents have answered them.

3.7 Data Analysis Method and Presentation

According to Kothari (2015), data analysis as the process of collection and the formulation of the main subject element that enhances better communication of research findings. The use of quantitative method was applied in the analysis of the primary data that was collected through the use of questionnaires. Tables were applied in the presentation of the collected data.

3.8 Ethical Considerations

3.8.1 Informed Consent

This is a mean of obtaining permission from the management of an organization to act as a cases study before the collection of information. The researcher personally met the leadership of the Cementers Limited to seek permission for conducting his study.

3.8.2 Voluntary Participation

This is a condition of only allowing the respondents who are willing to participate in the study to participate and those unwilling to participate not being forced to participate. To enhance this, there was no any force that was applied to any respondents who was unwilling to participate in this study to participate.

3.8.3 Confidentiality

This is a state of keeping secret of the information provided by the respondents. To promote this, the researcher did not disclose any information to be provided by the respondents to any other person.

3.8.4 Privacy

This is when the respondent has been given his or her privacy when participating in this study. This ethical practice was enhanced through the researcher not disclosing any information provided by the respondent to any other person.

3.8.5 Anonymity

This is a state or condition when the respondent does not want to be known at all. To enhance this, the respondents were not required to indicate their names or any identity on the questionnaires

3.9 Chapter Summary

This chapter addresses the study design and methodology. It has descriptive as a form of research design that was deployed. The study target population was 106 employees. The use of stratified random as the study sampling method. The data collection instrument used being the questionnaires. The use of quantitative method in the data analysis process and the presentation of the data to be collected through the use of tables were adopted in this study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter addresses the study findings and discussion. This chapter comprises of the presentation of research findings, limitations of the study and chapter summary

4.1 Presentation of Research Findings

4.1.1 Response Rate

This research study first determined the study response rate. According to the finding, a frequency of 44 respondents representing 85% represented the response while a frequency of 8 respondents representing 15% was for non-response. This research study was successful considering Kothari and Garg (2015) argument that, a response of 50% is adequate, a response of 60% is a good response while a response of 70% is considered to be very well response.

Table 5 Response Rate

Questionnaires	Frequency	Percentage (%)
Response	44	85
Non-Response	8	15
Total	52	100

4.1.2 Gender Analysis

The researcher through research study aimed at determining gender of the respondents who participated in this study. According to the research finding, the majority of the respondents who took part in this study were male respondents represented by 75% compared to female respondents who were 25%. This study finding reveals that, the organization has a high level of gender imbalance in that, the majority of the employees are male compared to the female employees.

Table 6 Gender Analysis

Gender	Frequency	Percentage (%)
Male	33	75
Female	11	25
Total	44	100

4.1.3 Age Brackets

This research study determined the various age brackets of respondents who participated in this research study. The study finding established that, respondents of between the ages of 18-22 years was represented were 5%, 23-27 years were 23%, 28-32 years were 27% while respondents of 33 years and above were 45%. The study finding established that, the majority of employees within this organization were middle aged employees of between 33 years and above.

Table 7 Age Brackets

Category	Frequency	Percentage (%)
18-22 years	2	5
23-27 years	10	23
28-32 years	12	27
33 years and above	20	45
Total	44	100

4.1.4 Highest Education Levels

The study determined various highest education levels attained by the respondents who participated in this research study. The finding from this research study established that, the respondents with primary level were 7%, the respondents with secondary level were 52%, the respondents with college level were 27%, respondents with university level were 12% while the respondents with postgraduate degrees were 2% this research finding indicated that, the majority of the respondents who participated in this research study were well learned and therefore could easily respond to various research questionnaires contained in the questionnaires.

Table 8 Highest Education Level

Category	Frequency	Percentage (%)
Primary Level	3	7
Secondary Level	23	52
College Level	12	27
University Level	5	12
Postgraduate Level	1	2
Total	44	100

4.1.5 Length of Service

The researcher determined different length of service of respondents within the organization. The finding revealed that, 7% of the respondents had worked for 1-3 years, 22% for 3-5 years while 71% which was the majority had worked for a period of 5 years and above. According to this finding, majority of the respondents were well conversant with their organization because they were well experienced.

Table 9 Length of Service

Category	Frequency	Percentage (%)
1-3 Years	4	9
3-5 years	16	36
5 years & above	24	55
Total	44	100

4.1.6 Staff Training

The researcher conducted this research study with an aim of determining the respondents' rating the effect of staff training on the performance of Cementers Limited. In relation to the first statement on whether training helps employees be able to gain the right set of skills and abilities, 59% of the respondents strongly agreed while 41% of the total respondents agreed. On the basis of whether training influences employee job satisfaction through employees using their various innovative ways, 55% of the respondents strongly agreed while 45% of the total respondents

agreed. The study finding on whether training enhances improvement of employees' attitude towards work established that, 57% of the respondents strongly agreed while 43% of the respondents agreed. The research statement on whether training increases the employee motivation level established that, 52% of the total respondents strongly agreed while 48% of the respondents agreed. The research study final statement on whether training help employee to attain both personal growth and career growth established that, 61% of the total respondents strongly agreed, 37% of the respondents agreed while 2% of the respondents were neutral. In general, the findings from this research study through the majority of the respondents rating revealed that, the majority of the respondents who participated in this research study agreed that staff training has an effect on the performance of Cementers Limited. This study finding is supported by Murithi, Makokha and Otieno (2017) research study which established that, the implementation of effective employee training programs within an organization helps employee to acquire essential and basic skills, knowledge and capabilities which enables them to effectively conduct their various roles and responsibilities.

Table 10 The statements on the respondents' rating the effect of staff training on the performance of Cementers Ltd

Staff Training	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
Training helps employees be able to gain the right set of skills and abilities	59%	41%	0%	0%	0%
Training influences employee job satisfaction through employees using their various innovative ways	55%	45%	0%	0%	0%
Training enhances improvement of employees' attitude towards work	57%	43%	0%	0%	0%

Training increases the employee motivation level	52%	48%	0%	0%	0%
Training help employee to attain both personal growth and career growth	61%	37%	2%	0%	0%

4.1.7 Information Technology

This research study aimed at determining the various respondents' rating of the effect of information technology on the performance of Cementers Limited. According to the research finding in relation to the first statement on whether information technology systems help in better organization data and record keeping function for better accountability, 50% of the total respondents strongly agreed while 50% agreed. The research study finding on whether information technology improves organization products and services quality thus enhancing customer satisfaction revealed that, 45% of the respondents strongly agreed while 55% of the respondents agreed. The finding on the statement on whether information technology promotes effective and accurate communication process within the organization for better decision making established that, 48% of the respondents strongly agreed while 52% of the respondents agreed. The research study findings in relation to whether information technology increase the organization staff management and operations efficiency revealed that, 50% of the total respondents strongly agreed while 48% of the total respondents agreed. Finally, the research statement on whether information technology enhances better integration of various firms operations hence resulting to the firm efficiency and effectiveness revealed that, 59% of the total respondents strongly agreed while 41% of the respondents agreed. Through this research study finding, the majority of the respondents who participated in this study agreed that, information technology affects the performance of Cementers Limited. This research finding is supported by Bala, Bello, Kolo and Bustani (2019) research study in Nigeria which established that, modern information technology systems enhances effective communication, better organization data management, the efficiency and simplification of the organization operations, which enhances better performance of an organization.

Table 11 The statements on the respondents' rating the effect of information technology on the performance of Cementers Ltd

Information Technology	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
Information technology systems help in better organization data and record keeping function for better accountability	50%	50%	0%	0%	0%
Information technology improves organization products and services quality thus enhancing customer satisfaction	45%	55%	0%	0%	0%
Information technology promotes effective and accurate communication process within the organization for better decision making	48%	52%	0%	0%	0%
Information technology increase the organization staff management and operations efficiency	50%	48%	2%	0%	0%
Information technology enhances better integration of various firms operations hence resulting to the firm efficiency and effectiveness	59%	41%	0%	0%	0%

4.1.8 Employee Remuneration

The researcher through this research study aimed at determining various respondents rating of the effect of employee remuneration on the performance of Cementers Limited. The study first statement on whether remuneration programs at Cementers Ltd help in attracting employees revealed that, 64% of the total respondents strongly agreed while 36% of the respondents agreed. The research statement in relation to whether remuneration programs at Cementers Ltd help in promoting employee value and motivation established that, 48% of the total respondents strongly agreed while 52% of the respondents agreed. The research study finding in relation to the statement on whether Cementers Limited uses remuneration to retain qualified employees revealed that, 48% of the total respondents strongly agreed, 50% the respondents agreed while 2% of the respondents were neutral. The finding on whether commissions motivates employees at Cementers Ltd to work harder which increases their performance established that, 55% of the total respondents strongly agreed while 45% of the respondents agreed. The research statement on whether remuneration enhances a good working relationship between employees at Cementers Ltd revealed that, 50% of the total respondents strongly agreed while 50% of the respondents agreed. In relation to the statement on whether overtime pay motivates employees at Cementers Ltd which increases their performance, 43% of the total respondents strongly agreed, 53% of the respondents agreed, 2% of the respondents were neutral while 2% of the total respondents disagreed. The final research statement in relation to whether bonuses results to a positive behavior of employees at Cementers thereby increases their performance established that, 48% of the total respondents strongly agreed, 50% of the total respondents agreed while 2% of the total respondents were neutral. According to this research study finding, the majority of the respondents were in agreement that, employee remuneration programs affects the performance of Cementers Limited. This research study finding is supported by Sultana, Irum, Kamran and Mehmood (2016) research study which established that, employee remuneration programs helps in motivating organization employees to increase and improve their performance since employees tend to realize the management recognizes their effort. This at the end results to better performance and growth and development of the organization.

Table 12 The statements on the respondents' rating the effect of employee remuneration on the performance of Cementers Ltd

Employee Remuneration	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
Remuneration programs at Cementers Ltd help in attracting employees	64%	36%	0%	0%	0%
Remuneration programs at Cementers Ltd help in promoting employee value and motivation	48%	52%	0%	0%	0%
Cementers Limited uses remuneration to retain qualified employees	48%	50%	2%	0%	0%
Commissions motivates employees at Cementers Ltd to work harder which increases their performance	55%	45%	0%	0%	0%
Remuneration enhances a good working relationship between employees at Cementers Ltd	50%	50%	0%	0%	0%
Overtime pay motivates employees at Cementers Ltd which increases their performance	43%	53%	2%	2%	0%
Bonuses results to a positive behavior of employees at Cementers thereby increases their performance	48%	50%	2%	0%	0%

4.1.9 Leadership Style

This study aimed at determining the respondents' rating the effect of leadership style on the performance of Cementers Limited. The study finding on whether employees' opinions are sought when making decisions at Cementers Limited established that, 48% of the total respondents strongly agreed, 48% of the respondents agreed, 2% of the respondents were neutral while 2% of the total respondents disagreed. The finding in relation to whether democratic leadership style enhances free flow of ideas at Cementers Limited established that, 59% of the total respondents strongly agreed while 41% of the respondents agreed. The study finding in relation to whether democratic leadership style encourages trust and respect throughout the team at Cementers Limited revealed that, 48% of the total respondents strongly agreed, 48% of the respondents agreed, 2% of the respondents were neutral while 2% of the respondents disagreed. The finding on whether autocratic leadership style encourages fast decision making at Cementers Limited established that, 56% of the respondents strongly agreed, 42% of the respondents agreed while 2% of the respondents were neutral. The study finding on whether delegative leadership enhances strategic use of employee skills at Cementers Ltd established that, 50% of the respondents strongly agreed, 48% of the respondents agreed while 2% of the respondents were neutral. The study finding on whether delegative leadership promotes employee innovation at Cementers Limited established that, 48% of the respondents strongly agreed, 48% of the respondents agreed while 2% of the respondents were neutral. According to this study finding, the majority of the respondents agreed that leadership style affects the performance of Cementers Limited. This study finding concurs with Kibaara (2018) research study which established that, better leadership style promotes to effective flow of information within the organization for better decision making which at the end results to better performance of an organization.

Table 13 The statements on the respondents' rating the effect of leadership style on the performance of Cementers Ltd

Statements	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
Employees' opinions are sought when making decisions at Cementers Ltd	48%	48%	2%	2%	0%
Democratic leadership style enhances free flow of ideas at Cementers Ltd	59%	41%	0%	0%	0%
Democratic leadership style encourages trust and respect throughout the team at Cementers Ltd	48%	48%	2%	2%	0%
Autocratic leadership style encourages fast decision making at Cementers Ltd	56%	42%	2%	0%	0%
Autocratic style creates a focused targets for everyone at Cementers Ltd	50%	48%	2%	0%	0%
Delegative leadership enhances strategic use of employee skills at Cementers Ltd	50%	48%	2%	0%	0%
Delegative leadership promotes employee innovation at Cementers Ltd	48%	48%	2%	0%	0%

4.2 Limitations of the Study

The researcher encountered a challenge of confidentiality during the time of conducting this research study. There were some of the respondents who had a fear of disclosing some information since they feared of being victimized by their seniors. The researcher managed to solve this challenge through assuring of the respondents that this research study was official and the information to be provided was only meant for academic purpose, by showing them a letter of introduction from the Management University of Africa.

The lack of cooperation is one of the main challenges that the researcher encountered when conducting this research study. Since this study was conducted within the organization when all employees were busy conducting their daily activities, the researcher experienced a challenge of lack of cooperation from the majority of the respondents. To solve this challenge, the researcher adopted the drop and pick mode of questionnaire administration. Some of the questionnaires were left behind for some of the respondents to answer them during their free time and were later collected after two weeks when all the respondents have finished filling them.

4.3 Chapter Summary

This chapter addresses the research findings and discussion. This chapter has been divided into two subsections in that, the first section discusses the respondents' personal details in relation to age, gender, length of service, age brackets and their various highest level of education attained. The second section of this chapter addresses various relationships that exist between the study independent variables namely; staff training, information technology, employee remuneration, leadership style and the study dependent variable; which is the performance of Cementers Limited. The chapter also explains various challenges that the researcher encountered when conducting this research study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This research chapter addresses the research study summary, the research study conclusion and the study recommendations.

5.1 Summary of Findings

5.1.1 Effect of staff training on the performance of Cementers Limited

The finding from the respondents in relation to whether staff training affects the performance of Cementers Limited established that, the majority of the respondents agreed that staff training affects the performance in that it help in the updating of the employees skills, capability and knowledge thereby making them to be more productive in their various roles and responsibilities assigned. The finding from this study is supported by Karanja, Jack and Njau (2014) research study which established that, the implementation of an effective employee training programs help the organization to increase the employee motivation level in building and construction companies their by promoting their performance

5.1.2 Effect of information technology on the performance of Cementers Ltd

The research study finding in relation to whether information technology affects the performance of Cementers Limited revealed that, the majority of the respondent indicated that has an effect on the performance in that, through better data management, effective and faster communication and the reduced cost of manpower, information technology systems enhances the organization performance. This study finding concurs with Kwame, Kuragu, Baiden and Badu (2014) study which established that, modern information technology system within the building and construction companies help in promoting effective and accurate communication process within the organization for better decision making..

5.1.3 Effect of employee remuneration on the performance of Cementers Ltd

The study finding in relation to whether employee remuneration affects the performance of Cementers Ltd established that, the majority of the respondents agreed that employee remuneration affects the performance in that, bonuses and commissions offered to employees helps in increasing the motivation of employees, which makes them to perform better, thereby

enhancing the organization growth and development. This study concurs with Ayman, Othman and Caroline (2015) study which revealed that, better employee remuneration programs help in attracting and motivating employees which enables the increase their performance

5.1.4 Effect of leadership style on the performance of Cementers Limited

In relation to whether leadership style affects the performance of Cementers Limited, the majority of the respondents were in agreement that leadership style affects the performance in that, the use of democratic leadership style encourages employees to be part of the organization decision making process which help in reducing chances of employees resistance to new policies and new changes, thereby promoting the organization performance. This study finding is supported by Kwame, Kuragu, Baiden and Badu (2014) research study which revealed that, the adoption of democratic leadership style helps to influence and ensure the success and the economic growth of both employee and the organization.

5.2 Conclusion

The general finding of this research study established that, staff training, information technology; employee remuneration and leadership style affects the performance of Cementers Limited. In conclusion, training is essential for the performance, growth and development of an organization. Training programs helps in equipping employees with various essential skills and knowledge that enables them to effective and better conduct their various roles and responsibilities assigned to them. Modern information communication technology system enhances better performance of building and construction companies. Information technology enhances efficiency, effective data management and the simplification of various organizational operations. Remuneration programs are essential towards the growth and better performance of employees. Through better remuneration programs, employee tend to believe that the organization management tend to recognize them through their various roles and achievement, which normally motivates them to work extremely hard thereby increasing the organization performance. In relation to leadership style, the adoption of democratic leadership style in building and construction companies is essential towards the organization increasing its performance. Democratic leadership style allows all employees to be part of the organization decision making process which help in minimizing chances of employee's resistance to change and thus enhancing the better performance of the organization

5.3 Recommendations

This research study recommends that, since staff training is one of the pillars that enhance the organization performance, there is a need for the organization management to implement the use of off and on-the job employees training programs. The adoption of these training methods will enable the organization employees to acquire various skills and knowledge which will enable them to perform better their assigned roles and responsibility employee training programs.

The use of modern information technology systems is one of the main determinants of the growth, success and development of various organizations. The study recommends that, the organization should modern information communication technology systems in the organization operations like 4D Simulation, 3D Printing and building information modeling to enhance the organization efficiency and effectiveness.

This research study recommends that, the organization should implement various employee remuneration programs. The organization should consider implementing better wages and salaries to its employees, bonuses and commissions that will help to motivate employees to increase their performance.

The research study recommends that, the organization should implement the use of democratic leadership style in conducting its operations. The use of democratic leadership style will enable the organization to include all employees' opinions and suggestions in the organization decision making process, thereby minimizing chances of employees' resistance to changes, which at the end will result to better performance of the organization.

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Appendix I: Introduction Letter

To The Management of Cementers Limited
P.O. Box 20154-00500,
Nairobi, Kenya

Dear Sir/Madam,

RE: Research Data Collection

My name is Mr. Otieno Victor Abayo, a student at the Management University of Africa with registration number ODLBML/22/00979/3/20. I am pursuing the degree of bachelor of management and leadership and for successful completion of my course I am supposed to conduct a research project. This is a request letter aiming at seeking the management of the Cementers Limited to help me through its staff to conduct my academic research study on the topic; **Factors affecting the performance of building and construction companies in Kenya: a case study of Cementers Limited**

I will be grateful if my request will be granted and I will appreciate any assistance that will be granted to me

Yours' Faithfully,

Mr. Otieno Victor Abayo
ODLBML/22/00979/3/20
Management University of Africa

Appendix II: Questionnaire

Kindly, below is an academic research question with the title; Factors affecting the performance of building and construction companies in Kenya: a case study of Cementers Limited. Fill appropriate in spaces provided by a TICK. The information collected will be used only for academic purpose.

SECTION A: PERSONAL INFORMATION

1. Indicate your gender
 - Male
 - Female
2. Indicate your age bracket
 - 18-22 Years
 - 23-27 Years
 - 28-32 Years
 - 33 years and above
3. Indicate your highest level of education
 - Primary Level
 - Secondary Level
 - College Level
 - Undergraduate Level
 - Post Graduate Level
4. Indicate your Length of Service in this institution
 - 1-3 years
 - 3-5 years
 - 5 years & above
5. Indicate your Organizational Level in this institution
 - Senior Management
 - Middle Level Management
 - Operational Staff

SECTION B: STAFF TRAINING

6. Rate the extent to which you agree with the following statements on the effect of staff training on the performance of Cementers Limited

Scale:

1=Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5=Strongly Agree

Statements on Staff Training	1	2	3	4	5
Training helps employees be able to gain the right set of skills and abilities					
Training influences employee job satisfaction through employees using their various innovative ways					
Training enhances improvement of employees' attitude towards work					
Training increases the employee motivation level					
Training helps employee to attain both personal growth and career growth					

SECTION C: INFORMATION TECHNOLOGY

7. Rate the extent at which you agree with the following statements on the effect of information technology on the performance of Cementers Limited

Scale:

1=Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5=Strongly Agree

Statements on Information Technology	1	2	3	4	5
Information technology systems help in better organization data and record keeping function for better accountability					
Information technology improves organization products and services quality thus enhancing customer satisfaction					
Information technology promotes effective and accurate communication process within the organization for better decision making					
Information technology increase the organization staff management and operations efficiency					
Information technology enhances better integration of various organization operations hence resulting to the organization efficiency and effectiveness					

SECTION D: EMPLOYEE REMUNERATION

8. Rate the extent at which you agree with the following statements on the effect of employee remuneration on the performance of Cementers Limited

Scale:

1=Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5=Strongly Agree

Statements on Employee Remuneration	1	2	3	4	5
Remuneration programs at Cementers Ltd help in attracting employees					
Remuneration programs at Cementers Ltd help in promoting employee value and motivation					
Cementers Limited uses remuneration to retain qualified employees					
Commissions motivates employees at Cementers Ltd to work harder which increases their performance					
Remuneration programs enhances a good working relationship between the management and employees at Cementers Ltd					
Overtime pay motivates employees at Cementers Ltd which increases their performance					
Bonuses results to a positive behavior of employees at Cementers which increases their performance					

SECTION E: LEADERSHIP STYLE

9. Rate the extent at which you agree with the following statements on the effect of leadership style on the performance of Cementers Limited

Scale:

1=Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5=Strongly Agree

Statements on Leadership Style	1	2	3	4	5
Employees' opinions are sought when making decisions at Cementers Ltd					
Democratic leadership style enhances the free flow of ideas at Cementers Ltd					
Democratic leadership style encourages trust and respect throughout the team at Cementers Ltd					
Autocratic leadership style encourages fast decision making at Cementers Ltd					
Autocratic style creates a focused targets for everyone at Cementers Ltd					
Delegative leadership enhances strategic use of employee skills at Cementers Ltd					
Delegative leadership promotes employee innovation at Cementers Ltd					



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