Effect of Organisation Structure on Performance of County Governments Development Projects in Kenya: A Case of Kiambu County Government

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***Abstract*: County governments use projects to implement their development agenda. Most of these projects are faced with high failure rates leading to waste of millions of shillings. Many of the projects undertaken suffer from cost and time overruns and do not meet customer-specific goals. The purpose of this study was to investigate the effects of organisation structure on performance of development projects by county governments specifically focusing on Kiambu County, Kenya. Explanatory research design was employed. The research site was located at Kiambu county government offices in Kiambu town. The target population was thirty-six (36) projects implemented by the department of Roads Transport Public Works & Utilities while the study respondents included sixty (60) staff involved in implementing and managing the projects in the department. The study used descriptive statistics such as frequencies, percentages, means and standard deviations and the simple linear regression model to analyse quantitative data. Content analysis was be used to analyse qualitative data. The study findings showed that organisation structure had significant and positive effect on performance of the development projects. The study recommended that the county government should ensure that there is a right structure in place to support project staff work flow and the project tasks assignment should be aligned to employees' abilities and interests. The structure should empower the project team to make timely decisions and enable them to complete project activities on time. Further the organisation structure should foster effective execution of strategic decisions related to projects.**

***Key Words*: Organisation structure, Project performance, development projects, Kiambu County**

I. INTRODUCTION

Projects play a key role in the implementation of governments development agendas. Various governments all over the world use projects as the key drivers for national development agenda. Fonrouge, Bredillet and Fouche (2018) noted that project investments are considered powerful catalysts of economic prosperity and social progress. Projects have been identified as a key way of creating value and benefits in organizations. Organisations use projects, programmes and portfolios to help operate effectively and enhance performance. Project Management Institute (PMI, 2017) observed that organisations sometimes change their operations, products, or systems by creating strategic business initiatives that are developed and implemented through projects.

The national and county governments in Kenya implement their development agendas through projects and programmes. Projects are the fundamental drivers for national and county development strategies. The projects implemented by county governments act as vehicles through which the national government channel resources to improve the standards of living of the people of Kenya. The county governments play a key role in development projects' funding, initiation, implementation and management (State Department of Devolution, 2019). The achievements of development goals of a country mainly depend on implementation of its development projects (IPMA, 2019).

PMI (2017) defined project as a temporary endeavour undertaken to create a unique product, service, or result. One of the most common challenges noted in project management is determining whether or not a project is successful. Assessing project performance is complex as it involves multiple distinct yet interrelated constructs that cover different dimensions. PMI noted that project success should not only focus on the traditional measures of time, cost, scope, and quality but should include additional criteria linked to the organizational strategy and to the delivery of business results. It is possible for a project to be successful from a scope/schedule/budget viewpoint, and still be unsuccessful from a business viewpoint.

This study used a multidimensional approach in measuring project performance. Project performance was measured in terms of project management success, project success and product success. Project management success was measured using the traditional measures namely time, cost and quality (PMI, 2017).

International project management association (IPMA, 2019) observed that though numerous project management methodologies and tools have been developed and implemented in organizations to manage projects, the number of failed projects is still high. According to a global surveys conducted by Project Management Institute (PMI, 2020; 2021) organizations around the globe waste billions of dollars

in a year due to the ineffective implementation of business strategy through poor project management practices. The studies further revealed that on average organizations globally waste 9.9 percent of every dollar due to poor project performance.

Various authors all over the world have identified different strategic implementation drivers that affect project performance. One of the main drivers identified is organization structure (Ramadan, 2015; Giangrecco, 2018; Wairu & Gitonga, 2018; Olsen 2021). According to Daddey (2012) organizational structure refers to how various tasks are divided; resources are deployed and how units/departments are coordinated in an organization. The importance an organization places on a project directly influences the chances for the project success. Daddey further noted that when discussing organizational structure, the principles of authority, reliability, responsibility, accountability are important. Cristóbal, Fernández and Diaz (2018) defined project organization structures as organizational forms based on temporary teams that are created to perform particular tasks and disappear after achieving the established goals. An organizational structure is a way or method by which organizational activities are divided, organized and coordinated. It can be considered to be the framework of the relations on jobs, systems, operating process, people and groups (Ahmadya, Mehrpour& Nikooravesh, 2016).

The form of the structure will define the relationships among the members of the project, the relationships with other projects, or even with the external environment. It will also define the authority, where each member of the project is located, and the lines of communication, supervision, coordination and collaboration among its members (Cristobal et al., 2018). A company's organizational structure may dictate the level of project management, who makes ultimate project decisions, the communication of project goals and tasks and how the project manager works with his team. Organization structure plays an important role in project success (Joslin & Muller, 2015).

Kiambu County is one of the 47 counties in Kenya and is located in the central region of the country. The county government undertakes various projects every year as stipulated in the county annual development plans and the County Integrated Development Plan (CIDP). According to Kiambu county CIDP (2018), the county government faced several challenges during the implementation period of the first CIDP during the period 2013-2017. Some of these challenges were: untimely disbursement of funds by the national government, inadequate financial resources, inherited stalled projects from the national government, inherited huge wage bill, under developed infrastructure, lack of proper coordination in the implementation of projects, weak Monitoring and Evaluation systems and failure to meet revenue targets, inefficient procurement procedures delaying implementation of the planned projects, inadequate technical personnel and weak Public Private Partnership framework. These challenges are still being experienced during the implementation of the second CIDP for period 2018-2022.

1.1 Statement of the Problem

Projects are often created in response to a specific time-sensitive organizational need and are expected to be implemented and completed on time, within budget allocated, meet quality requirements and satisfy the stakeholders' expectations. Delay and cost overrun have become inherent part of most projects. A study by IPMA (2019) found out that 19 percent of the organisations delivered successful projects at least most of the time, 44 percent delivered projects that meet original goal and business intent and 30 percent were likely to deliver projects that were on time.

A study carried out by the Standish group (2021) on IT projects revealed that only 31 % of the projects were successful while 19% failed and 50% were challenged. The Standish report (2015) for government projects carried out in 2011-2015 showed that 21% were successful while 55% of the projects were challenged and 24% of the projects failed. A global survey carried out by PMI (2020) showed that an average 11.4 percent of investment is wasted due to poor project performance. Lungo, Mavole and martin (2017), indicated that many community-based venture projects have not lasted for long despite spending a lot of funds on such projects. This study therefore sought to investigate the effects of organisation structure on performance of development projects by county governments focusing on Kiambu County, Kenya.

1.2 Objectives of the Study

The general objective of the study was to investigate the effect of organisation structure on performance of development projects by Kiambu County government, Kenya.

The research null hypothesis was:

H_{01}: There is no significant effect of organisation structure on performance of development projects by Kiambu County government, Kenya.

1.3 Significance of the Study

The rationale for conducting the study was to provide recommendations to county governments as well as the national government on the effects of strategy implementation practices on performance of county government projects. The study is expected to provide information to scholars and researchers about organisation structure and performance of county government projects. The study can further be used as a ground for further research.

II. LIETRATURE REVIEW

2.1 Theoretical Framework

Ricky Griffin's Model

The model was established by Griffin's (2007). The variables that influence change implementation according to the model

include leadership, structures, technology, information control system and human resource. According to the model organisation structures that are decentralized enhance change implementation while mechanical structures that arc centralized hinder effective change implementation of a firm (DuBrin, 2008). Decentralized structures enhance communication, transparency and accountability among leaders and employees in any organization (Woods, 2010). Shields (2007) argue that recruitment of qualified personnel, promoting employees based on performance and job enrichment will enhance organization performance.

2.2 Review of the Literature

Cristobal and Diaz (2018) carried out a study on analysis of the main project organsiational structures: Advantages, disadvantages and factors affecting their selection. The study specifically focused on three generic project organsiational structures including functional, pure project and matrix. The study was basically desk research in which it analysed various literatures in relations to the project organsiational structues and compared with each other in terms of advantages and disadvantages to give a conclussion on the most effective orgasniational structure in ensuring success of the projects. Based on the findings, the paper concluded that matrix organsiation form is more applicable for comple organsiations as it enables good disciplinary work trogether with project integration and focus, but it also involve conflict and fuzzy authority definitions. Additionally, the paper concluded that functional organsiatio form is suitable only if operations are continoous and routine and pure project structure is more staff demanfing and that is why it can eb recommended for large projects.

Mbijiwe, Kidombo and Nzuki, (2019) studied influence of organsiationa structure and organsiational culture on the Performacne of health projects funded by County government of Meru, Kenya. The study adopted pragmatism research paradigm and research design was descriptive survey. The study focused on 54 helath projects funded by the County governemtn of Meru for a period 2013 to 2017 in all the Sub-counties. The respondents were 222 staff and 38 key stakeholders. Self-designed questionnaire and interview schedule was used to collect the data which which was analysed and inferential statistics. The study found that there was a positive correlations between the project performance and organisational structure as well as organisational cutlure and hence County government should enhance their performance.

Crispin (2020) carried out a desk research on how organisational structures affect project outcomes. The study mainly reviewed past studies to determine the guidelines in choosing the organisational structure or the project, assess various projects orgasniational structures, as well as assessing projects and its project management offices. In relation to the guidelines, the study found that when selecting an organisational structure one should first understand the strategic goal of the parent organsiations and the primary objective of the projects. Then a functional unit of the parent organisation that has a particular interest in the potential project as well as the nature of the projects should be established. Then a detailed breakdown of the projects tasks and assignement of each task to project personnel for better perfromacne and finally consideration of the challenges of various organsaitonal structures. The study also indicated that the most common organisational structures which enhances performance of the projects include functional structure, projectized structure and matrix structure.

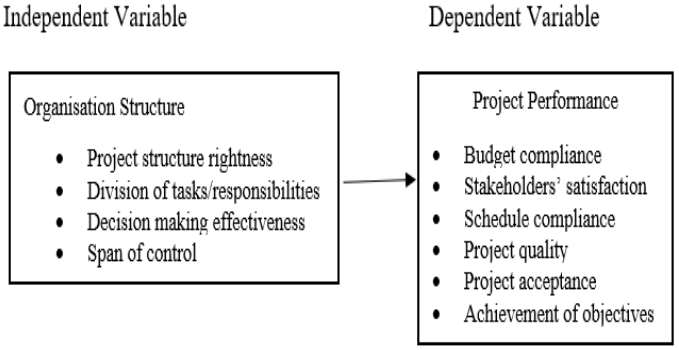
Udayanga (2020) did a study that investigated the effect of organizational structure on performance of Small and Medium Enterprises in Sri Lanka. Using a structured questionnaire data was collected from a sample of 383 Small and Medium Enterprise holders. Structural equation modelling technique was used to establish the effect. Organization structure was measured using seven dimensions of which specialization, departmentalization, span of management, hierarchy, and delegation were found to significantly affect performance. Formalization and coordination dimensions were found to be insignificant.

Karemu et al. (2021) investigated the influence of organizational structure on performance of mobile telephone network operators in Kenya. Semi-structured questionnaires were used to collect data. The study population consisted of 6,167 employees in the mobile telephone network operators in Kenya. Data was collected from a sample of 361 employees. Multiple regression analysis was used to determine the effect. The study found out that there was a statistically significant influence of organizational structure on organization`s performance.

Hayat et al (2022) conducted a study to explore the interactive effects of organisational structure and team work quality on project Success in project based non-profit organisations in Pakistan. Data was collected through questionnaires from the employees working in these organisations. The study findings showed that there was considerable positive association between type of structure adopted by an organization and project success.

2.3 Conceptual Framework

Figure 1: Conceptual Framework



Source: Author (2022)

III. RESEARCH METHODOLOGY

The study used explanatory research design. The design was chosen with the aim of describing the effect of organisation structure on the performance of county government development projects and the study hypothesis (Saunders et al., 2012). The target population consisted of 36 on-going projects undertaken by the department of Roads Transport Public Works &Utilities in Kiambu County. The department had undertaken various projects which were stipulated in the county integrated development plan for the period 2018-2022 (CIDP, 2018). The study respondents included sixty (60) staff involved in implementing projects in the department of Roads Transport Public Works &Utilities. Given that the study target population was small a census was carried out and all the sixty (60) staff were included in the study.

Semi-structured questionnaires were used to collect data from the project staff. The questionnaire consisted of open ended and closed ended (matrix type) of questions. It was sectionalized based on demographic information of the respondents and the study variables. The research data collection procedure involved obtaining an authorization research permit at National Commission for Science Technology and Innovation (NACOSTI).

Both qualitative and quantitative data were collected. Qualitative data was analysed through content analysis. Descriptive and inferential statistics were used to analyse the quantitative data. The descriptive statistics used included frequencies, percentages, means and standard deviations. Inferential analysis included correlation analysis and simple linear regression. Pearson correlation coefficient was used to determine the associations between the study variables. The simple linear regression model was used to determine the effect of the organisation structure on project performance. The following regression model was used:

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

Where: Y – Performance of developments projects, X_1 – organisation structure, $\beta_{0,1}$ - Beta coefficients of the intercept and independent variable respectively and ε - the error term. The study hypothesis was tested at 5% level of significance.

IV. STUDY FINDINGS AND DISCUSSION

4.1Response Rate

There were sixty (60) questionnaires issued out. Fifty seven (57) questionnaires were returned but three (3) of them were found incomplete and were not included in the analysis. Thus the response rate was 90% which is acceptable.

4.2 Descriptive Statistics for the Study Variables

The study variables were measured using a 5-point likert scale where 1 = strongly disagree (SD), 2 = disagree (D), 3 = neutral (N), 4 = agree (A) and 5 = strongly agree (SA). Strongly disagree and disagree responses were lumped together and interpreted as disagree. Agree and strongly agree responses were combined and interpreted as agree while neutral was interpreted as it was. The computed composite mean was analysed and interpreted on a 5 point equidistant scale. The recommendations of Carifio & Perla (2007) were used to interpret the composite means represented as: Strongly disagree ($1 < SD < 1.8$); Disagree ($1.8 < D < 2.6$); Neutral ($2.6 < N < 3.4$); Agree ($3.4 < A < 4.2$) and Strongly Agree ($4.2 < SA < 5.0$).

4.2.1 Project Performance

Project performance was measured using nine (9) statements. A five-point agreement likert scale was used to measure respondents' agreement with various statements related to project performance. The findings were as presented in table 1

Table1: Responses on Project Performance

Statements relating to project performance	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std dev
The projects are completed within the stipulated time	3(5.6)	4(7.4)	20(37.0)	16(29.6)	11(20.4)	3.52	1.077
The projects are usually implemented within approved budget	1(1.9)	8(14.8)	11(20.4)	22(40.7)	12(22.2)	3.67	1.046
The projects usually achieve the set targets	0(0.0)	0(0.)0	15(27.8)	27(50.0)	12(22.2)	3.94	.7120
The stakeholders are usually satisfied with the project outcomes	3(5.6)	3(5.6)	9(16.7)	23(42.6)	16(29.6)	3.85	1.089
The projects always meet the customer requirements	0(0.0)	3(5.6)	13(24.1)	23(42.6)	15(27.8)	3.93	.8660
The project are sustainable and their benefits are still available to the community	0(0.0)	4(7.4)	9(16.7)	23(42.6)	18(33.3)	4.02	.9010
The projects have contributed to the department performance and success	3(5.6)	0(0.0)	13(24.1)	28(51.9)	10(18.5)	3.78	.9450
The projects have improved the livelihood of the community	2(3.7)	2(3.7)	9(16.7)	25(46.3)	16(29.6)	3.94	.9790
The project outcome will contribute to future developments	0(0.0)	0(0.0)	9(16.7)	26(48.1)	19(35.2)	4.19	.7020
Aggregate mean & Std dev						**3.870**	**.6336**

Source: Study Data (2022)

The findings in table 1 reveals that 27(50%) of the respondents agreed that the projects were completed within the stipulated time while 7(13%) disagreed and 20(37%) were neutral. 34(62.9%) agreed that the projects were usually implemented within approved budget while 9(16.7%) disagreed and 11(20.4%) were neutral. 39(72.2%) agreed that the projects usually achieved their set targets while none (0%) disagreed and 15(27.8%) were neutral. 39(72.2%) agreed that the stakeholders were usually satisfied with the project outcomes while 6(11.2%) disagreed and 9(16.7%) were neutral. 38(70.4%) agreed that the projects always met the customer requirements while 3(5.6%) disagreed and 13(24.1%) were neutral. 41(75.9%) agreed that the project was sustainable and their benefits are still available to the community while 4(7.4%) disagreed and 9(16.7%) were neutral. 38(70.4%) agreed that the projects contributed to the department performance and success while 3(5.6%) disagreed and 13(24.1%) were neutral.41(75.9%) agreed that the projects had improved the livelihood of the community while 4(7.4%) disagreed and 9 (16.7%) were neutral. 45 (83.3%) agreed that the project outcomes will contribute to future developments while none (0%) disagreed and 9 (16.7) were neutral.

The composite mean was 3.870 and the standard deviation was 0.6336. This means that on average the respondents agreed with the statements relating to project performance with little variability. This shows that the respondents considered the projects to be performing well. These findings disagreed with those of a study carried out by Kisavi and Ngugi (2019) and the report given by the office of audit general for the years 2019 and 2020 (Office of the audit general report, 2019, 2020) which observed that the county government development projects suffered from cost overruns, delays and quality issues.

The respondents were also asked to state the major challenges experienced when implementing projects. The following responses were provided:

> "*lack of enough community engagement, inadequate funds, completion of projects beyond time lines, slow working momentum, opposition from public members, political goodwill in some projects, ecological problems, lack of good coordination, lack of cooperation, lack of enough manpower, lack of skills and technology knowhow, unforeseen circumstances like unfavourable weather and covid19, relocation of utilities and services e.g. KPLC, water connections, delay in disbursement of funds, political interference, diversion of funds to other uses, inadequate risk management, design changes and rejection from part of community".*

The respondents were further requested to state other factors which they thought may be affecting performance of development projects. The following responses were given:

> "*Corruption, lack of commitment, lack of feedback and feed -forward mechanism, poor technology, skill mismatching, interference from interested parties and politics, poor weather, change of government leadership, misuse of funds, lack of quality control due to non-professionalism and the tender awarding system of lowest bidder".*

4.2.2: Organisation Structure

To measure organisation structure eight (8) statements were used. The findings were as presented in Table 2.

Table 2: Responses on Organisation Structure

Statements relating to organisation structure	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std dev
2A-The right structure has been put in place to support the workflow of staff implementing projects	5(9.3)	5(9.3)	7(13.0)	18(33.3)	19(35.2)	3.76	1.288
2B-Project tasks assignments are aligned to employee abilities and interests	3(5.6)	1(1.9)	14(25.9)	18(33.3)	18(33.3)	3.87	1.082
2C-existing organisation structure enhances the speed of decision making when implementing projects	1(1.9)	4(7.4)	14(25.9)	13(24.1)	22(40.7)	3.94	1.071
2D-Organization structure adopted empowers team implementing projects to make timely decisions	0(0.0)	4(7.5)	10(18.5)	20(37.0)	20(37.0)	4.04	.931
2E- The organization structure adopted fosters efficient tasks' completion	1(1.9)	5(9.3)	15(27.8)	15(27.8)	18(33.3)	3.81	1.065
2F-Organization structure positively increases efficient solutions delivery	0(0.0)	8(14.8)	12(22.2)	18(33.3)	16(29.6)	3.78	1.040
2G-Organization structure facilitates optimal span of control	1(1.9)	2(3.7)	14(25.9)	20(37.0)	17(31.5)	3.93	.949
2H-The organization structure fosters effective execution of strategic decisions concerning projects	0(0.0)	5(9.3)	8(14.8)	24(44.4)	17(31.5)	3.98	.921
Aggregate mean & Std dev						**3.889**	**.7723**

Source: Study Data (2022)

Table 2 shows that 37(68.5%) of the respondents agreed that the right structure has been put in place to support the workflow of staff implementing projects while 10(18.6%) disagreed and 7(13%) were neutral. 36(66.6%) agreed that project tasks assignments were aligned to employee abilities and interests while 4(7.5%) disagreed and 14(25.9%) were neutral. 35(64.85) agreed that the existing organisation structure enhances the speed of decision making when

implementing projects while 5(9.3%) disagreed and 14(25.9%) were neutral. 40(74%) agreed that the organization structure adopted empowered the team implementing projects to make timely decisions while 4(7.5%) disagreed and 10(18.5%) were neutral. 33(61.1%) agreed that the organization structure adopted fosters efficient tasks' completion while 6(11.2%) disagreed and 15(27.8%) were neutral. 34(62.9%) agreed that the organization structure positively increased efficient solutions delivery while 8(14.8%) disagreed and 12(22.2%) were neutral. 37(68.5%) agreed that the organization structure facilitated optimal span of control while 3(5.6%) disagreed and 14(25.9%) were neutral. Lastly 41(75.9%) agreed that the organization structure fostered effective execution of strategic decisions concerning projects while 5 (9.3%) disagreed and 8(14.8%) were neutral.

The findings portray that majority of the respondents agreed with the various statements relating to organization structure. This means that the existing structure was considered by the respondent to support project implementation. This is confirmed by the aggregate mean of 3.8889 implying that on average there was agreement on existence of an appropriate organization structure. The standard deviation of 0.77234 showed less variability in the responses. These findings concur with those of Cristobal et al., (2018) who noted that a company's organizational structure may determine how project decisions are made and how the project goals and tasks are communicated.

The respondents were further requested to explain other ways the organisation structure enhanced performance of projects. The following were their responses:

> *the structure supported the workflow of staff when implementing projects; it allowed for good implementation of projects; it empowered team work; it allowed coordination of strategic objectives; it enabled designation of duties and roles and everyone knew their jobs and who to report to; it ensured that skills were not mismatched and it facilitated smooth service delivery.*

4.3 Inferential Analysis

Inferential analysis was further carried out to determine the relationship between the independent variable and the dependent variable. Correlation analysis was carried out using the Pearson's correlation coefficient. The simple linear regression analysis was carried out to determine the effect of organisation structure on project performance. Data was first examined to ensure that it met requirements for inferential analysis. The assumptions of linearity, normality and homoscedasticity were all met.

4.3.1 Correlation Analysis

Correlation analysis was done using the person correlation coefficient. The findings were as presented in table 3.

Table 3: Correlation Coefficient

		Project performance	Organization structure
Project performance	Pearson Correlation	1	.729**
	Sig. (2-tailed)		.000
	N	54	54
Organisation structure	Pearson Correlation	.729**	1
	Sig. (2-tailed)	.000	
	N	54	54

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Study data (2022)

The results in table 3 shows that the correlation coefficient was significant since the p value was less than 0.05 (r=0.729, p-value = 0.00). This means that organisation structure and project performance were positively and strongly correlated. An improvement on organisation structure will lead to an improvement on project performance.

4.3.2 Simple Linear Regression Analysis

Simple regression analysis was performed to determine the effect of organisation structure on project performance. Table 4 gives the model summary.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729[a]	.532	.523	.40575

Source: Study Data (2022)

The findings in table 4 show that 53.2% of the variations in project performance was explained by organisation structure. The other 46.8% could be explained by other factors not included in the model.

Table 5: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.736	1	9.736	59.135	.000[b]
	Residual	8.561	52	.165		
	Total	18.297	53			

Source: Study Data (2022)

The results in table 5 show that the f- statistic was significant since the p-value was 0.000 which is less than 0.05. This means that the model was a good fit and thus appropriate for statistical analysis.

The regression results were as given in table 6.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% confidence Interval	
		B	Std. Error	Beta			Lower bound	Upper bound
	(Constant)	1.352	.333		4.055	.000	.683	2.021
	Org structure	.669	.087	.729	7.690	.000	.494	.843

Source: Study Data (2022)

The findings from table 6 show that the regression coefficient was significant at 5% level of significance since the p-value was less than 0.05 (*B*=0.669, p-value=0.000). This implies that organisation structure had a positive and significant effect on project performance. Thus an improvement in the organisation structure could lead to an increase in project performance. These findings concur with those of Udayanga (2020) and Karemu et al. (2021) who found out that organisation structure significantly affected performance of projects.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The objective sought to examine the effect of organisation structure on the performance of development projects by Kiambu County government, Kenya. The findings revealed that there was a significant positive effect between organisation structure and project performance.

5.2 Recommendations

The county government of Kiambu and other county governments in Kenya were expected to benefit from this study. From the study findings the following recommendations were made. The study found organisation structure to be significant. This implies that the county governments should put into place an organisation structure that supports the implementation of development projects. The structure put in place should support the workflow, ensure that tasks assignments are aligned to employee abilities and interests and should empower the project team to make timely decisions during implementation of the projects. The organisation structure should facilitates optimal span of control and foster effective execution of strategic decisions concerning projects.

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