ASSESSMENT OF INSTITUTIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE IN SELECTED UNIVERSITIES IN KENYA

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A DISSERTATION SUBMITTED TO FACULTY OF BUSINESS AND COMMUNICATION STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION (STRATEGIC LEADERSHIP AND MANAGEMENT) OF ST. PAUL'S UNIVERSITY

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ABSTRACT

Public private partnership is an increasingly popular choice for policymakers in implementing important public works projects especially in the face of shortage of government financial resources and whereas it is necessary to counter pubic inefficiency. This study is thus aimed at assessing the factors influencing effective public private partnerships in Kenya using a case of independent power producers. The study was guided by the following specific objectives: to determine the influence of legal framework on effectiveness of PPPs in Kenya; to establish the influence of risk inherent in projects on effectiveness of PPPs in Kenya; to establish the influence of technical know-how among stakeholders on effectiveness of PPPs in Kenya; to determine the influence of Government procurement bureaucracies on effectiveness of PPPs in Kenya. The study adopted a descriptive design. The target population of the study consisted of 181 employees of 23 Independent Power Producers in Kenya; and this also formed the sample size as the researcher used census approach on all these 181 employees. Primary data was collected using structured questionnaires and analysis was done after data had been entered in SPSS and Microsoft Excel for analysis. Descriptive statistics and multiple regression analysis were conducted and the findings were presented in the form of pie charts, tables and graphs. The study found out that the legal framework that governs the Public-Private Partnership ensures that such an arrangement is successful by increasing transparency and accountability, the constitution helps in enforcing the effectiveness of Public-Private Partnership by giving direction on what procedures to be taken when an entity contracts for goods and service delivery and establish procedures for procurement and the disposal of unserviceable, obsolete or surplus stores and equipment by public entities. The study established that the risks relative to the infrastructure operation and service provision should be allocated to the private partner. Expertise is often a chief motivating factor for the creation of a Public-Private Partnership and seeking partnerships should ensure that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with all relevant guidelines. The study concludes that legal framework affects the effectiveness of public-private partnership since a favorable legal framework and strong institutional framework affects the performance of Public-Private-Partnerships. To a very great extent, technical know-how which is a function of education and experience has a positive and significant effect on the project effectiveness and appropriate risk allocation, furthermore the type of agreements in the contract and guarantees from the governments affect the effectiveness of Public-Private Partnerships to a very great extent. The study recommends that the government should promote the public participation in Public-Private-Partnership projects, public and the private sector should put into practice approaches such as effective reward management systems intended to improve top manager's dedication to performing their duties. There is also need for stakeholders to provide employees with the needed technical know-how for leading the PPP projects to success and that government should promote the transparency in the different phases of Public-Private-Partnership projects through legislative action and curb corruption.