

**FACTORS INFLUENCING INFORMATION TECHNOLOGY PROJECT
IMPLEMENTATION IN COMMERCIAL BANKS: A CASE OF KENYA
COMMERCIAL BANK, KENYA.**

BY

NJURURI JAMES NJAGI

**RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE
UNIVERSITY OF NAIROBI**

2013

DECLARATION

This project is my original work and has not been submitted for an award in any other University.

.....

James Njagi Njururi

L50/71548/2007

.....

Date

This research project has been submitted for examination with my approval as the University supervisor.

.....

Dr. Peter Nzuki

Lecturer, Department of Educational Studies

.....

Date

DEDICATION

This work is dedicated to my parents, Ephantus Njururi and Judith Muthoni for instilling in me the value of education and making me the man I am today.

ACKNOWLEDGEMENT

I would like to extend my earnest gratitude to my supervisor, Dr. Peter Nzuki, for his invaluable support and insightful contribution that have greatly enriched the results of this study. His advice, encouragement and thorough knowledge of the concepts in this study were invaluable.

Throughout my coursework, I have had the opportunity to share knowledge and ideas and learn from a number of people within the faculty and student community. I am very grateful for the support, help, guidance, teaching and resources that I have received, from the University Lecturers.

I recognize and express my utmost gratitude to the respondents for their all those who availed information that I used in the study. Particular mention is made of the Kenya Commercial Bank staff, who gave themselves to share their honest experiences and knowledge.

To all my friends who supported me during the course of this study, and faith in me to achieve this challenging task, in particular Rosemary Njoki Kiama and David Wanjohi for their guidance and resources to me that have greatly enriched this study.

I would also like to extend sincere gratitude to my wife Lydia Ngone Njagi, for her encouragement and support throughout the course of my study at the University of Nairobi.

TABLE OF CONTENT

DECLARATION	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
TABLE OF CONTENT	iv
LIST OF TABLES.....	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS.....	x
ABSTRACT	xi
CHAPTER ONE : INTRODUCTION	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the study	5
1.4 Objectives of the study	6
1.5 Research Questions	6
1.6 Significance of the Study	7
1.7 Delimitation of the study	7
1.8 Limitation of the Study.....	7
1.9 Basic Assumptions of the study	7
1.10 Definition of Significant terms used in the study.....	8
1.11 Organization of the study.....	8
CHAPTER TWO : LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 I.T Project Implementation success factors	9

2.3 Top Management Support in IT Project Implementation	12
2.4 Human resource in IT project implementation.....	14
2.5 Teamwork in IT Project Implementation.....	16
2.6 Stakeholder Involvement in IT Project Implementation.....	16
2.7 Theoretical Framework on Project Management Leadership	18
2.8 Conceptual Framework.....	20
2.9 Relationship of Variables in the conceptual framework.....	22
2.10 Summary of the Literature review.....	22
CHAPTER THREE : RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Target Population	24
3.4 Sample Size and sampling technique	25
3.4.1 Sample size.....	25
3.4.2 Sampling procedure	25
3.5 Research Instrument	26
3.5.1 Pilot Testing of the Instrument	26
3.5.2 Validity of research Instrument	27
3.5.3 Reliability of research Instrument.....	27
3.6 Data Collection Procedure	27
3.7 Data Analysis Techniques.....	28
3.8 Ethical Considerations	28
3.9 Operationalization of Variables.....	28
3.10 Summary	30
CHAPTER FOUR : DATA ANALYSIS, PRESENTATION AND INTERPRETATION	31

4.1 Introduction.....	31
4.2 Demographic Information.....	31
4.2.1 Gender of respondents	31
4.2.2 Age of respondents	31
4.2.3 Education level of respondents	32
4.2.4 Experience of respondents.....	32
4.3 Top Management’s Support on Successful IT Projects Implementation.....	33
4.3.1 Top Management Support.....	33
4.3.2 Commitment and Involvement of Top Management	34
4.3.3 Project Team Support.....	35
4.3.4 Top Management Challenges and Opportunities.....	36
4.4 Personnel Influence on Successful IT Project Implementation.....	37
4.5 Teamwork Influence on I.T Project Implementation.....	39
4.6 Stakeholder Involvement Influence on I.T Project Implementation.....	39
4.7 Project Implementation Critical Factors	41
CHAPTER FIVE : SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS	43
5.1 Introduction.....	43
5.2 Summary of Findings	43
5.3 Discussion	44
5.4 Conclusion	46
5.5 Recommendations	47
5.6 Areas of Further Research	47
REFERENCES	48
APPENDICES	58

Appendix 1: Introductory Letter 58

Appendix 2: Questionnaire for Project Managers and Project Team Members..... 59

LIST OF TABLES

Table 3.1: Sampling Frame.....	25
Table 3.2: Operationalization Table	29
Table 4.1: Gender of Respondents.....	31
Table 4.2: Age of Respondents.....	32
Table 4.3: Education of Respondents	32
Table 4.4: Experience of Respondents.....	33
Table 4.5: Level of Top Management support	34
Table 4.6: Top Management commitment and involvement.....	35
Table 4.7: Project Team Support from Top Management	36
Table 4.8: Top Management Support Challenges	36
Table 4.9: Formal Training in Project Management	37
Table 4.10: Level of Training in Project Management	37
Table 4.11: Project Team Participation	38
Table 4.12: Project Success in Meeting Intended Purpose	38
Table 4.13: Team Work and Project Implementation.....	39
Table 4.14: Level of Stakeholder Involvement in Project Implementation.....	40
Table 4.15: Consumer Education and Training	40
Table 4.16: Stakeholder Involvement in Project Implementation	41
Table 4.17: Respondents Project Success Critical Factors	42

LIST OF FIGURES

Figure 1: Three circle model on variability of Human Interaction	20
Figure 2: Conceptual Framework for Project Implementation	21

ABBREVIATIONS AND ACRONYMS

APCICT	United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development
ATM	Automated Teller Machines
CBK	Central Bank of Kenya
ICT	Information Communication Technology
IMF	International Monetary Fund
IT	Information Technology
KCB	Kenya Commercial Bank
PMBOK	Project Management book of Knowledge
PMI	Project Management Institute
SPSS	Statistical Package for Social Scientists

ABSTRACT

Most projects that are implemented fail because the organizations that are carrying out the projects do not factor in some critical elements of project implementation that are frequently overlooked. In order for organizations to implement projects that meet a time, budget and scope criteria, the right conditions must be in place. Organizations need to be aware of the critical factors that could determine a successful implementation. This research examined what critical factors influence success of Information technology based projects implementation in commercial banks, based on the problem that there is less research on critical factors focused on IT projects within the banking industry. The four objectives under study were; Establishing how top management support influences successful project implementation in Kenya Commercial Bank; determine how human resource influences successful information technology project implementation in Kenya Commercial Bank; Examine how teamwork influences successful information technology project implementation in Kenya Commercial Bank; Establishing stakeholder involvement on successful information technology project implementation in Kenya Commercial Bank. A descriptive research design was used for the study, with a case study methodology to analyze an institution that implements several Information technology based projects. The target population was 132 Human resource Personnel out of which convenience sampling technique was used to select a sample size of 42. Data was collected by using questionnaire at project implementation levels of the organizations. The data collected was analyzed using statistical Package for Social Sciences. Finding from the research showed that there was a higher emphasis on skills of the personnel, teamwork of the project team as well as stakeholder involvement towards achieving successful IT project implementation at the Kenya Commercial Bank. The study made the following conclusions; Top management is a significant factor that influences success of IT projects at the Kenya Commercial Bank; Experience of the Human resource, in terms of working in project teams, enhances and influences success of IT projects implementation; Stakeholder involvement plays a role in IT project implementation at the Kenya Commercial Bank. The recommendations are as follows; Top management at Kenya Commercial Bank should engage in consistent communication with project teams to identify their needs and progress in achieving successful implementation of IT projects. Staff should also be encouraged to work in teams through collaborative activities to achieve organizational goals. Kenya commercial Bank should also engage users of IT systems at all stages of project management, from the design and planning stage to the implementation stage.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project management is a discipline adopted from management; it is the combination of human and non-human resources which are pulled together in a 'temporary' organization to achieve a specified purpose – which reflects the systems approach to the implementation function of management (King & Cleland, 1975). Project management as a management discipline under-pins much economic activity. In industries as diverse as manufacturing to banking, projects drive business. Project management, is the process of making decisions and operationalizing certain strategies and tactics to bring the project to success (Kuen, 2009). Business today is operating under high levels of uncertainty, project implementation is open to all sorts of external influences, like unexpected events, ever-growing requirements, changing constraints and fluctuating resource flows.

This clearly shows that if projects are applied and steps are not taken to manage them effectively and efficiently, the chances of failure are high (Kuen et al, 2009). A Standish Group (2004) report identified that a staggering sixty-six percent of projects in the United States failed to meet their objectives. Of the 40,000 cases studied, project failure totaled \$55 billion. This was made up of \$38 billion in lost dollar value and \$17 billion in cost overruns. The good news is that the sixty-six percent failure rate was an improvement over 1994's drastic rate of eighty-four percent.

A report on Information Technology (IT) in the banking industry by The Economist (1999) revealed few success stories. Most banks expressed disappointment with their new systems, despite the high level of investment made. After more than 30 years of investment in new technology, 90% of bank payments still involved use of paper at the time of this study. Harris (2002) acknowledges that banks continue to consider technological investment as the key to generating competitive advantage and maintaining the threatened domination of the market for financial services.

The future growth and development of commercial banks will depend largely on the nature of innovative products they introduce into the market. In the 1980's and early 1990's, several countries in developed, developing and emerging economies experienced crises requiring a major overhaul of their banking systems (IMF, 1998). Kenya on the other hand, has experienced banking problems since 1986 culminating in major bank failures and by 1998, 37 banks had failed, following the crises of 1986 - 1989, 1993/1994 and 1998 (Kithinji & Waweru, 2007; Ngugi, 2001). Currently, several developed countries including the United States of America are experiencing a banking crisis. The Citibank group alone, for example, has written off more than \$39 billion in losses (Elliot, 2008). Despite the problems being faced by the global financial market, Canadian banks have remained relatively stable. Elliot (2008) attributes this to a combination of regulatory discipline and cultural mindset among Canadian banks.

The banking crisis has also propelled the banks into becoming innovative in the products and services rendered to their customers, thus increasing the need for proper implementation of projects to guarantee success. In Africa, the South African sector takes into its scope the banking, Insurance and securities industries, which contribute around 20% to economic activity measured in terms of GDP to the South African economy (Hawkins, 2004). Canel, Rosen and Anderson (2000) state that the expectation of customers with regard to services and products they require has increased as a result of emerging technologies, improved communications and globalization.

In Ghana, implementation of electronic payment systems in the banking sector, have become a significant element in trade and commerce activities. The central Bank of Ghana has set up a company to work with other banks in the country to provide a range of technology driven solutions and associated services which support and contribute to general efficiency of the Ghanaian payment systems and to provide affordable and convenient access by residents to banking services (Kumanga, 2010). The banking sector in Kenya comprises of 45 institutions, 41 of which are commercial banks, 3 mortgage finance companies, one non-bank financial institutions and one building society (CBK, 2006). By December 2007, the number of commercial banks had risen to 46 as a result of

the entry of Gulf African Bank Ltd in November 2007. Out of the 46 institutions, 34 were locally owned while foreign banks comprised 6 locally incorporated and 5 branches of foreign incorporated institutions.

As depicted by the Central Bank of Kenya (CBK) reports, local banks dominate the Kenyan banking sector in terms of numbers, but account for only 48.2% of the sectors' total assets. Local banks are closely followed by the foreign owned banks with 43% of the sectors' assets (CBK, 2006). The Kenyan banking sector has continued to record impressive growth in the last few years. For example, in the period ending December 2007, the sectors' overall profitability rose by 30 percent while the asset portfolio grew by 26.1 percent over the previous year (Kithinji & Waweru, 2007). The banking sector performance indicators improved with a decline in the stock of non-performing loans and enhancement of capital adequacy ratios attributed mainly to fresh capital.

Pinto and Slevin (1987) define a project as an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks.

Kenya Commercial Bank (KCB) is the largest bank in Kenya, offering the widest service coverage. In fact, it has expanded beyond Kenya's borders and now has branches and Automated Teller Machines (ATMs) in Tanzania, Uganda, Sudan and Rwanda. Within Kenya, KCB has 119 branches and over a hundred ATMs which can be traced through their online branch and ATM locator (Sullivan, 2000). While the name 'commercial bank' implies that it is especially geared towards companies, it in fact offers a wide range of personal banking services. Customers can choose from several types of savings accounts, depending on their banking needs. The bank even offers a Sharia – compliant account (interest-free) for the Muslim community to cater for the approximately 10 percent of the Kenyan population who are Muslim.

Kenya Commercial Bank is one of the oldest financial institutions in Kenya, having been formed in the year 1896, under the name National Bank of India. In 1958, the Grindlays Bank merged with the National Bank of India to form a single institution. The Commercial Bank of Kenya got its current name after independence in 1970. Initially, the Kenyan government acquired 60% of the banks' shares and later in 1976 it possessed 100% shares of the bank. Currently the government only holds 26% of the banks' shares. The Kenya Commercial Bank subsidiary in Tanzania was established in the year 1997. The total number of full time branches of this Kenyan bank is 95 including 35 satellite branches. The main success of Kenya Commercial Bank is due to its wide presence in the rural areas. There are about four hundred correspondent banks of the bank around the world and a total of one hundred and fifteen ATMs. The total asset of Kenya Commercial Bank is estimated at 100 billion Kenya shillings (Antill, 2001).

1.2 Statement of the Problem

The banking sector is at its best the most intensive information technology (IT) industry on which it relies for the development of relationships with its stakeholders. The emergence of electronic banking (e – banking) has led to the continuous adoption of information technology (ies) in the banking sector as a means through which service delivery consumers is made faster and cheaper. Commercial banks in Kenya also have not lagged behind and have come up with various e – banking services tailored for their diverse customer base. This adoption of information technology in banking services has also contributed to failures in implementation of IT projects in the sector. Onsogo (2008) in an empirical study of information technology investment evaluation of commercial banks in Kenya found that 56% of banks surveyed have had at least two (2) failed IT projects attributed to the failure to meet initially set out objectives and project failure to stay on budget and failure to be implemented within the set timeframe.

Onsogo (2008) established that the highest project failures occurred among small banks which accounted for 41% as opposed to 25% among large banks. IT investments have a tremendous impact on firms, for instance, ATM coverage of KCB around the East and Central African Region: the highly successful mobile phone banking (M – Banking)

services that have contributed to customer education of the services. Although user involvement plays a role in IT project success, there are several factors that may have contributed. This study seeks to establish this as well as other contributing factors.

Information Technology (IT) related projects fail due to certain managerial implications which are not taken into account due to the preoccupation with financial evaluation techniques, to the detriment of the overall outcome of initiated projects. Alshawi (2008) argues that the use of financial evaluation techniques tends to cause managers to focus mainly on the direct cost of the investment. Ignoring indirect costs, for example, the loss of revenue due to insufficiently trained employees, have far reaching consequences for companies. By adopting a holistic approach, such as project management which uses a systematic analysis of projects within the organization would minimize the risk of project failure.

Although previous studies have discussed project implementation factors in industries like manufacturing (Kuen, 2009; Muller & Turner, 2005); construction and management (Skitmore & Wo Seng Lei, 2004), there is less evidence of research on the critical implementation factors focused on IT projects within the banking industry. Projects in commercial banks are directed towards serving customers more efficiently and effectively and reduce costs for the banking institution. Failure of such projects will therefore impact negatively on the customers as they do not get what they should from commercial banks culminating to business loss and customer inconvenience. This study therefore seeks to investigate the factors influencing project implementation with particular reference to IT related projects that would enable commercial banks successfully streamline services to their customers’.

1.3 Purpose of the study

The purpose of the study was to identify factors that influence IT project implementation at Kenya Commercial Bank.

1.4 Objectives of the study

The study was guided by the following objectives.

1. To establish how top management support influences the implementation of information technology project in Kenya Commercial Bank.
2. To determine how human resource influences the implementation of information technology project in Kenya Commercial Bank
3. To examine how teamwork influences the implementation of information technology project in Kenya Commercial Bank.
4. To establish the influence of stakeholder involvement in the implementation of information technology project in Kenya Commercial Bank

1.5 Research Questions

The study was guided by the following research questions;

1. How does top management influence the implementation of information technology project in Kenya Commercial Bank?
2. What is the influence of human resource on implementation of information technology project implementation in Kenya Commercial Bank?
3. How does teamwork influence implementation of information technology projects in Kenya Commercial Bank?
4. What is the influence of stakeholder involvement in the implementation of information technology projects in Kenya Commercial Bank?

1.6 Significance of the Study

The researcher hopes that findings of this study will be valuable to a wide section of stakeholders in the banking industry. The policy makers in the industry will hopefully find the information provided by this study useful as a framework that enables project managers to focus on the factors that contribute to success in any project implementation within the financial sector. The study also hopes to identify problems and suggest solutions in implementation of information technology projects within commercial bank operations and provision of services. It will also suggest benchmarks and best practices that could be used in commercial banks. The study also hopes to be of importance to information technology project managers and top management in the banking sector in relation to their involvement towards project implementation success within their organizations.

1.7 Delimitation of the study

This study covers IT projects implemented at Kenya Commercial Bank, Kenya division, in the year 2013.

1.8 Limitation of the Study

The study findings were limited to the Nairobi branches of Kenya Commercial Bank due to the limited resources of the researcher to target branches in the regional market of Uganda, Rwanda and Southern Sudan.

1.9 Basic Assumptions of the study

The basic assumptions of the study were that, respondents will be available for the study, and they will answer the questions correctly and truthfully. The sample that was selected was a true representative of the whole population of the project team at Kenya Commercial Bank.

1.10 Definition of Significant terms used in the study

Human resource: These include the various staff members from different departments whom are involved in the implementation of a project within the organization and are involved in its day to day activities.

Teamwork: Refers to the collaboration between individuals or co – workers in performance of tasks in order to achieve a common goal.

Top management support: This refers to the continued involvement of the executive management of the organization in the implementation of a particular project.

Stakeholder involvement: involves the consultation of the organization’s stakeholders (KCB customers) on the services for which they would desire to be introduced or how existing services require to be improved.

1.11 Organization of the study

This study is presented in five chapters. The first chapter of the study presents the background of the study, statement of the problem, the research objectives with the research questions, the scope of the study, delimitation of the study; significance of the study and definition of significant terms. Chapter two of the study reviews literature on the factors affecting the successful implementation of information technology projects based on the variables in the study objectives. This chapter also includes the theoretical framework and conceptual framework on which the study is premised. Chapter three of the study includes the various research methodologies adopted which include the research design, target population, sampling procedures and sample size, research instruments and data analysis methods. The fourth chapter presents analysis of the data, and its interpretation, while chapter five gives a summary of the findings, discussion, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails a review of literature on the study of the independent and dependent variables under scrutiny. The first part is a description of the various identified project success factors. The next part of the chapter introduces the variables namely; top management support, Human resource, Teamwork and stakeholder involvement, and the contribution that these have on information technology project implementation. The chapter also describes the theoretical framework and conceptual framework on which the study is premised.

2.2 I.T Project Implementation success factors

Several researchers have examined project implementation success factors. The list of success factors presented by Slevin and Pinto (2008) is comprehensive. The Project Management Institute's Project Management Handbook (2008) presents similar critical success factors which are: project mission, top management support: willingness of top management to provide the necessary resources and authority/power for project, project schedule/plan, stakeholder consultation: communication, consultation, and active listening, personnel, technical tasks, stakeholder acceptance, monitoring and feedback and trouble shooting. This study will seek to build from the work of these studies while focusing solely on the banking sector.

Tan (2006) examines set of success factors, which are similar to those mentioned above including technical characteristics, user involvement, communication, management support and project team characteristics. Others include the difference between technology provider and receiver, incentives, infrastructure support and obstacles. Jiang, (2004) reported that there are great similarities in the ranking of the system implementation success factors offered by Slevin and Pinto (2008) and information system professionals. Gichoya (2005) outlines factors for success as those occurrences whose presence or absence determines the success of an ICT project. They can be drivers

or enablers (Moran 1998; Riley 2000; Doherty; 1998; Heeks 2003b; Mugonyi 2003; Heeks 2004 and Khaled 2003). Their absence can cause failure and their presence can cause success.

Drivers are the factors that encourage or reinforce the successful implementation of ICT projects. Some of these drivers are vision and strategy, external pressure and donor support, rising consumer expectations, technological change, modernization and globalization. Enablers are the active elements present in society, which help overcome the potential barriers. Some of these include effective project coordination, change management and good practice. Scott (2005) examined the role of project managers in the IT industry and stated that IT projects need the strategic alignment of business and technology in organizations to take full advantage of the power of technology. The business objectives of a project provide the starting point for defining the scope of the project. Scott (2005) emphasized that project management practices and methodologies need flexibility to meet changing technology and business demand.

Martinez (2002) stated that the initial two stages of a project are critical for large-scale project success. The two stages are “project scope definition and planning” and “culture and value assessment”. These two stages should address the essential functions critical to the projects’ success, strategic decision making, business vision, executive support, communication, as well as operational expertise. He goes on to list others such as, competent team members, quality assurance, project administration, system integration, change management, project control, work environment, user involvement and knowledge transfer. It is necessary to define the scope of the project as completely as possible so that all team members understand and agree to what is being undertaken. The culture and value assessment may include the following functions: identify and analyze pervasive culture and values of all affected business units and the IS division; recognize characteristics of cultures and values appropriate for successful implementation of the level of change caused by the project; prepare a change management plan to gradually move the organization toward behavior consistent with the change (Martinez, 2002).

Importance of a multi-functional involvement during idea generation and product definition phases is emphasized. The concepts involved in the criteria are a detailed multi-functional planning of the project through all its phases facilitates work delegation, coordination and control as well as, the breakdown of a project into natural phases or sub systems. This resolves the complexity of the project and provides a framework for modular planning and development of cross-functional communication. Another important criterion is the intra project teams working together during the total life of the project to facilitate technology transfer, as well as leadership that provides for the welfare of people and resource commitment. This stimulates personal enthusiasm of people for participation and cooperation.

Cooper (2003) put forward a list of eight critical success factors and seven blockers in project implementation in the area of product innovation. He further stated that as a result of blockers, success factors may be invisible and projects can go wrong, take too long or may not be well carried out. The eight critical success factors are: solid up front homework to define the product and to justify the project; dedication to the voice of the customer – market and customer inputs throughout the project; differentiated product with unique benefits and superior value for the customer; sharp, stable and early product definition before development begins – target market, concepts, benefits and positioning, features and specifications; a well planned, adequately resourced and proficiently executed launch; tough go/kill decision points or gates to disapprove marginal projects and to remove misallocating of resources; accountable, dedicated, supported cross-functional teams with strong leaders throughout the entire project from beginning to end and an international orientation, that is, international teams, multi-country market research.

Success blockers include; ignorance, lack of skills, faulty or misapplied new product process (missing key elements, laden with bureaucracy or over applied processes), overconfidence, lack of discipline, big hurry and cutting corners, too many projects and not enough resources. It could be argued that the chances of a successful implementation would improve if the management paid proper attention to the success

factors and blockers. In the case of large IT projects, particularly, there is another source of help, which can add to project modification and ultimate success; - user groups and sponsors may facilitate the change process and add to the success of IT projects.

2.3 Top Management Support in IT Project Implementation

Schultz and Slevin (1975) stipulated that management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure. Beck (1983) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans or goals for the organization. According to Manley (1975) the degree of top management support for a project will lead to significant variations in the stakeholder's degree of acceptance to the project or product. For the purpose of our classification, the factor top management support refers to both the nature and amount of support the project manager can expect from management both for him as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources, be they financial, manpower or time, as well as the project manager's confidence in their support in the event of crises.

Top management support is one of the most critical factors for success (Bassellier, 2001, Schmidt, 2001). Poon's (2001) research suggests top management support should be understood as a 'meta-factor' that encompasses other factors. Ward and Peppard's (2002) exposition of the three eras of computing suggests top management support has moved from being just a critical success factor (Lucas, 1975) to become 'the critical success factor'. The greatest risk of IT projects is that they can fail to deliver any business benefits and for benefits to be realized, organizational changes are generally required changes that generally require top management support (Markus, 2000; Cooke-Davies, 2002).

Organizational leadership is the main responsibility of upper management. When new projects are proposed, it is important that an organizations senior management team

demonstrate their full support. As long as the new initiative properly aligns with a company's goals and strategies, there should be at least one 'champion' from senior management who is available to oversee the plan. Kuen (2009) in a study on critical factors influencing the project success amongst companies in Malaysia, they found that top management support is positively related to indirect project success. Kerzner (1987) also found that a project is likely to be successful if visible support and commitment are present from the top management. The importance of top management support, as active stakeholders and the clarity of goals throughout the project implementation stage are found to be strong factors that must be present to ensure a successful project outcome (Kuen, 2009).

The need for adequate communication channels is important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the stakeholder. As a factor, communication has been developed for the model, it refers not only to feedback mechanisms, but also the necessity of exchanging information between stakeholders and the rest of the organization concerning project goals, changes in policies and procedures and status reports (Bavelas, 1968).

In their study, Kuen, (2009) established that effective communication by itself was not related to project success. One of the reasons for this finding could be that this element is already embedded into the other success factors. The communication element is present in the personnel and stakeholder acceptance factor, success factors such as project mission, top management support and personnel competency which has led to project success in manufacturing. On the other hand, researchers Esteves and Pastor (2001); Bhatti (2005), consider it a critical success factor for the implementation of information systems. This study will seek to investigate the influence of communication on project implementation as a function of top management support.

Another essential role for senior managers is to ensure that all projects fit within their company's vision. According to Christenson and Walker (2004), one of the most

significant contributions that any leader can make to an organization or project is to create and clearly communicate a shared vision. They continue to say that senior managers must be willing to make them available in order to discuss the vision and objective(s) of the project and how these relate to organizational goals and objectives. Communication is one of most challenging and difficult tasks in any project and is considered a critical success factor for the implementation of projects by many authors. It is essential for creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization the results and the goals during each stage. In addition to gaining approval and user acceptance, communication will allow the implementation to initiate the necessary final acceptance.

Monitoring and feedback refer to the project control processes at each stage of the project implementation when key personnel receive feedback on how the project is doing in relation to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures and to ensure that no deficiencies are overlooked. Schultz and Slevin (1975) demonstrate the evolving nature of implementation and model building paradigms to have reached the state including formal feedback channel between the model builder and the user. From a budgeting perspective, Souder, (1975) emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation. For the model, monitoring and feedback refers not only to project schedule and budget, but to monitoring performance of members of the project team.

2.4 Human resource in IT project implementation

Cooke-Davies (2002) in a study of the real success factors in projects found that it is crucial to note that the personnel aspect of the project implementation had been ignored. It may appear curious that none of the 12 critical success factors studied is directly concerned with "human factors", although it is fast becoming accepted that people deliver projects, not processes and systems. Lechler (1998) in agreement, titled his paper, "When it comes to project management, it's the people that count." Organizations

undertaking IT projects comprise different departments of the organization and this is no different in banking institutions. The project team should be balanced, cross functional and comprise a mix of external consultants and staff so the organization can develop the necessary technical skills for design and implementation. According to a survey by Stratam and Roth (2002), having competent members in the project team is the fourth most important success factor for Information System implementation.

The findings of a study by Kuen, (2009) revealed that competent project personnel are significant to direct project success. A competent project team comprised of a project leader and members, who are specifically selected, trained and possess the required skills, knowledge and experience to handle the demands of the project. When the project is complete and being introduced to the stakeholders or end users, the ability of the team members to convince and sell the benefits of the project is important to ensure that the project is readily accepted by the stakeholders.

Cooke-Davies (2002) established that people are involved in every process and human dimensions exist in nearly all critical factors related to the project success, including the duty to determine the adequacy of each process that has been carried out. Thus, the competence of project personnel contributes significantly to project success in manufacturing. This is also supported by the results obtained from an empirical research conducted by Belassi and Tukel (1996) where project managers' skills were found to be the most critical factors in manufacturing projects.

According to the Social Exchange Theory (Blau, 1964), the norms regulating the relationship between individuals apply also to an organizations members. Based on this assumption, different authors showed how Human resources Management (HRM) practices, within organizations, influence some of the variables involved in the definition of relation sustainability, particularly in relation to trust (Eisenberger, 1990); commitment (Tsui et al., 1997) and job satisfaction (Berg, 1999). Hoegl & Gemuenden (2001) insist the importance for team members not to compete (e.g. for resources or prestige) but to

cooperate to achieve a common goal. The level of mutual support impacts the team performance through its influence on communication and coordination within the teams.

2.5 Teamwork in IT Project Implementation

Effectiveness is influenced by the characteristics of the people in the project team, in the quality of their relations and in their capacity to understand the needs, requests and priorities of the stakeholders (Gido & Clements, 1999). Self-managed work teams are unique because the team takes full responsibility for its own work. It is defined as a method that allows workers to be responsible for organizing, regulating and controlling the various aspects and conditions of their jobs in order to affect the outcome (Roper & Phillips, 2007). It is expected that everyone in the team has a vested interest in the overall success of the project and does whatever is expected of them during their tenure at the project. However, these teams require a lot of time to be formed and become effective and efficient channels through which project success rates can be increased.

Roper and Phillips (2007) state that, members with little experience in autonomous environments should be assisted through team building training and other support activities so that they can function well on their project teams. Having strong interpersonal skills is a vital part of the self-managed work team environment. Team members have to be objective, engage in active listening, support opposing viewpoints and value the successes of individual team members of an organization. Roper & Phillips (2004) continue to say that, although they must work properly as a team, they also need to be outward-facing because they will need the assistance of those that are not part of their project work team.

2.6 Stakeholder Involvement in IT Project Implementation

The "stakeholder" is referred to here as anyone who will ultimately be making use of the result of the project, and can be either an external customer or a department within the organization. The need for stakeholder consultation has been found to be increasingly important in the successful implementation of a project. Indeed, Manley (1973) found

that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project. A Standish Group survey (2001) shows stakeholder involvement as the number one reason for successful projects followed by executive management support and a clear statement of requirements.

Further, Kolb and Frohman (1970) viewed stakeholder consultation as the first stage in a program to implement change. As this factor was derived for the model, stakeholder consultation expresses the necessity of taking into account the needs of stakeholder or users of the project. Once the project manager is aware of the major stakeholders, he is better able to accurately determine if their needs are being met. Commercial banks are at detriment if they chose to ignore stakeholders point of view as they are a service-oriented sector which relies more on customer orientation unlike those in the manufacturing sector. Urban, (1993) established that the most important factor in the success of new product development is to understand the voice of the customer. It was found that stakeholder consultation is more influential in service-oriented projects such as information technology (Tukel & Rom, 2001) and marketing based projects.

In addition, to stakeholder consultation at an earlier stage in the project implementation process; it remains of ultimate importance to determine whether the stakeholders for whom the project has been initiated will accept it. Stakeholder acceptance refers to the final stage in the implementation process, at which point the ultimate efficacy of the project is determined. Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the stakeholder will accept the resulting project.

Stakeholder acceptance is a stage in project implementation that must be managed like any other. As an implementation strategy, Lucas (1979) discusses the importance of user participation in the early stages of system development as a way of improving the likelihood of later acceptance. Bean and Radnor (1979) examine the use of "intermediaries" to act as a liaison between the designer, or implementation team, and the

project's potential users as a method to aid in stakeholder acceptance. Bhatti (2005) found out that user involvement refers to a psychological state of the individual and is defined as the importance and personal relevance of a system to a user. It is also defined it as the user's participation in the implementation process. There are two areas for user involvement when the company decides to implement a system: (1) user involvement in the stage of definition of the company's system needs, and (2) user participation in the implementation of systems. The function of the system rely on the user to use the system after going live, and recognizes the user as a significant factor in the implementation.

In the implementation process, many projects fail due to lack of proper user training. The main reason for education and training programs for project implementation is to make the user comfortable with the system and increase their expertise and knowledge level. Project related concepts, features of the project, and hands-on-training are all important dimensions of training program for implementation. Training should not only be on how to use the new system, but also on new processes and should give a clear understanding on its integration into the existing system.

2.7 Theoretical Framework on Project Management Leadership

Research indicates that communication remains a very important component of the success or failure of a project. Andersen (1987), Baguley (1995), Humphrey and Stokes (2000) found that more than 83% of survey respondents identified communication as the most important skill required of project managers and their teams in their success factors studies. As such, communication is premised to be an important factor and this is also a function of the leadership aspect within the organization and also among members of the project team.

This study identified the Action Center Based theory of leadership by Adair (1973) as the most appropriate for the research. The model is founded on the basis that the action-centered leader gets the job done through the work team relationships with fellow managers and members of the project team. According to Adairs' explanation, an

action-centered leader must; 1) direct the job to be done (task structuring), 2) support and review the individuals doing it and 3) co-ordinate and foster the work team as a whole.

The United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT) notes that projects are developed managed and implemented by people. These entail component processes and activities that require the services of competent professionals to work together as a team. Project managers have to understand the roles and participation of people in the project including stakeholders and beneficiaries as well as manage the expectations of all those involved. It is useful to conduct a stakeholders' analysis during project initiation to determine their level of participation in the project. Ownership of the project by beneficiaries must be emphasized because ultimately, they will be the ones using, interacting and sustaining the products or systems developed by the project.

According to Mikkelsen and Riis (1998), the central task of any manager regardless of their field is to navigate between the conflicting demands of time, cost and performance. The project manager constantly has to weigh these demands against each other and trade off one against the other as time delays may increase cost. Juggling this triangle of time, cost and performance is one of the roles that cut across all areas of any project manager's responsibility.

Adair's (1973) three circle diagram as shown in Figure one below, is a graphic illustration of the variability of human interaction, and a useful tool that can be utilized in considering what constitutes an effective leader/manager in relation to the job he/she has to do. The effective leader/manager carries out the functions and exhibits the behavior depicted in the three circles. Situational and contingent elements call for different responses by the leader.

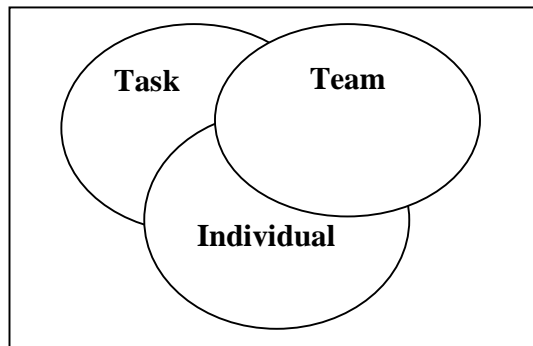


Figure 1: Three circle model on variability of Human Interaction (Adopted from Action-Centered Leadership Model, Adair, 1973)

Although there is usually a designated leader, the team is empowered to take control of its projects, which creates an environment of high performance, effectiveness and commitment. In other situations, there is a rotating leader based on the project stage and/or technical requirements. For instance, in the KCB context, projects involve the Human Resource, Information Technology, Customer Care, Finance and Credit Departments. In the product development system each of these departments plays an active role in the project development process. It is expected that everyone on the team has a strong interest in the outcome of the project, and therefore each individual takes charge and does what is needed to meet objectives.

Self-managed work teams are unique because the team takes full responsibility for its own work. It is defined as a method that allows workers to be responsible for organizing, regulating, and controlling the various aspects and conditions of their jobs in order to affect the outcome. The model becomes appropriate for the study as project management and team work at the workplace becomes the way of the future organization. According to this theory the project leader will therefore benefit from being low in direction; instead she/he should be “delegating” and “participating” most of the time.

2.8 Conceptual Framework

This is a diagrammatical presentation of the factors that influence IT project Implementation at Kenya Commercial Bank.

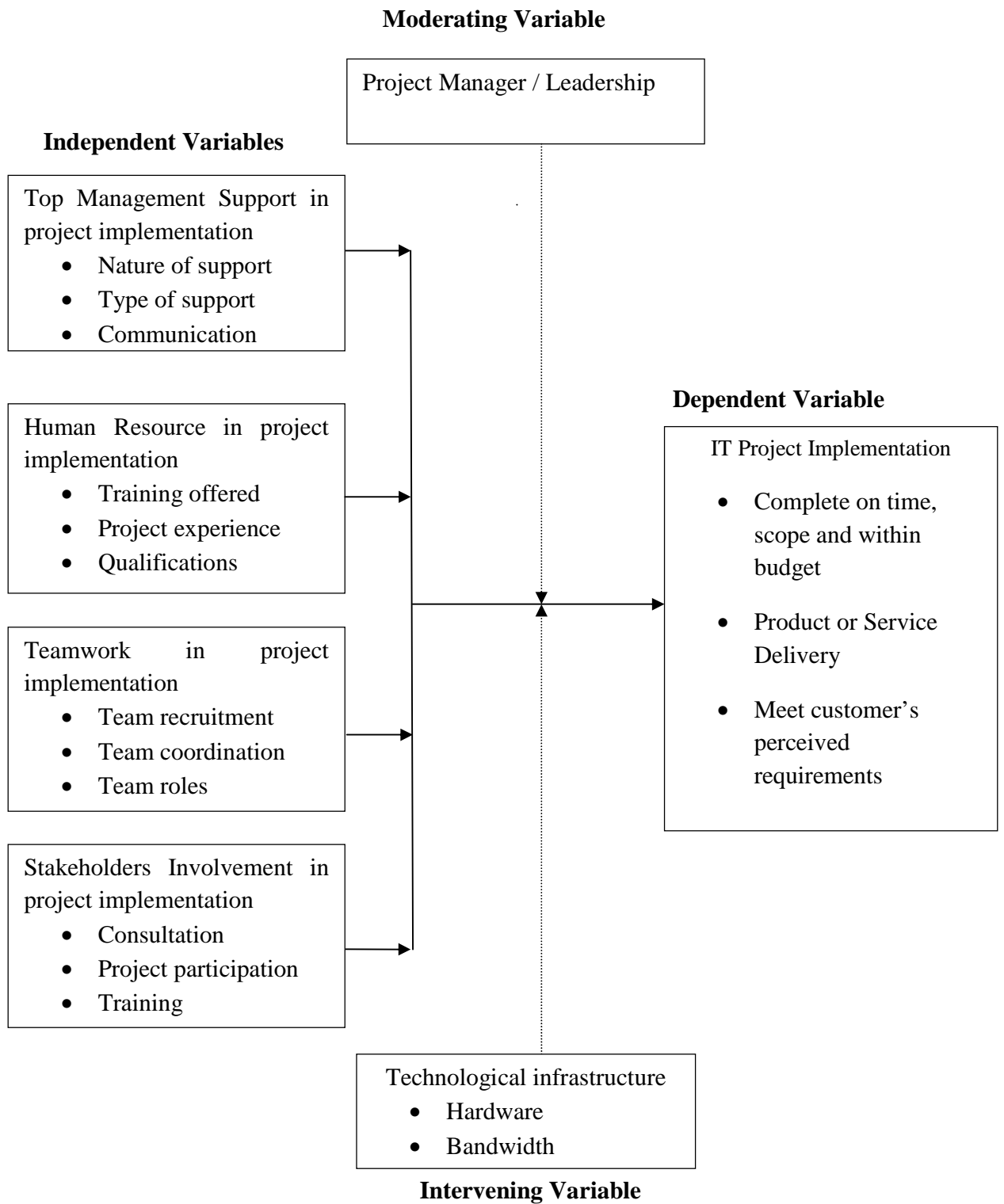


Figure 2: Conceptual Framework for IT Project Implementation

2.9 Relationship of Variables in the conceptual framework

The conceptual framework illustrates how the four independent variables, Top management support, Human resource, teamwork and stakeholder involvement interrelate in order to influence IT project implementation. Top management support with its key indicators as, Nature of support, Type of support and communication. Human resource with its key indicators as Training offered, Project Experience and qualification. Teamwork with Its key indicators as Team recruitment, Team coordination and Team roles. Stakeholder involvement, with its key indicators as, Consultation, Project participation and Training.

Important to the research is leadership provided by the project manager, which is a moderating variable in the study. Technological infrastructure is the intervening variable, where its influence may not be determined in this research. Therefore IT project implementation is a byproduct of so many interacting and conflicting forces of four independent variables, the moderating and intervening variables as observed in figure 2.

2.10 Summary of the Literature review

In This chapter, the researcher has given an overview of project implementation factors worldwide, in Africa and in Kenya.

Project implementation success has been defined in many ways to include a large variety of criteria. However, in the simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it: comes in on schedule (time criterion); comes in on-budget (monetary criterion); achieves basically all the goals set for it (effectiveness criterion) and is accepted and used by the stakeholders for whom the project is intended (client satisfaction)

By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some stakeholder, either internal or external to the

organization and its project team. It seems reasonable; therefore, that any assessment of project implementation success should include these four measures.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of research design, target population, sampling design, data collection instruments, data collection procedures and data analysis. The researcher also gives a validation of the chosen methodology adopted in the research to make its findings objective. The operationalization table of the study variables is also provided.

3.2 Research Design

The researcher adopted the descriptive research design for the study. As the name suggests, this design refers to a set of methods and procedures that describe variables. Descriptive studies portray the variables by answering who, what, and how questions (Babbie, 2002). Mugenda and Mugenda (2003) assert that the descriptive design is a process of collecting data in order to test hypothesis or to answer the questions of the current status of the subject under study. Descriptive research design was chosen because it enabled the researcher to generalize the findings to a larger population. The descriptive research design approach has been credited due to the fact that it allows analysis of the relationship between variables (Creswell, 1999).

3.3 Target Population

Mugenda and Mugenda (2003) describe a population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The study targeted seven Information Technology projects undertaken by the Kenya Commercial Bank in Nairobi. The Nairobi region was selected because it is the headquarters of Kenya Commercial Bank. The study premises this because projects are rolled out from Nairobi and later to other nationwide branches. The study sought respondents from the Project Office in the KCB head office which comprises of a Project Manager and the project team derived from the Human Resource, Information Technology, Customer Care, Finance, Credit Departments as well as selected staff from

22 branches. The population of this study consisted of a total of 132 personnel respondents.

3.4 Sample Size and sampling technique

This section of the Study discusses how the sample size was arrived at and the sampling technique involved

3.4.1 Sample size

The term sample refers to a segment of the population selected for research to represent the population as a whole (Kotler & Armstrong, 2006). According to Mugenda and Mugenda (2003), 10-30 % is a good representative of the population which also helps in reducing sampling errors. Therefore the sample of the study will be 42 respondents.

Table 3.1: Sampling Frame

Department	Population	Percent (%)	Sample
Project Manager	1	100	1
Human Resource	20	20	4
Information Communication Technology	36	20	7
Customer Care	23	20	4
Finance / Credit	30	20	6
Staff	22	100	22
Total	132		42

Source: KCB (2013)

3.4.2 Sampling procedure

The study used the convenience sampling technique to select various level managers who oversee the various new projects being implemented in the Kenya Commercial Bank. With the convenience sampling method, the researcher used his personal judgment to select those respondents that best suited the purposes of the study and those that are believed to have the information being sought.

3.5 Research Instrument

The data collection tool that the study used was questionnaires with open-ended question and close ended items (Appendix 2). The questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the responses are easily coded (Sommer & Sommer, 2001). The questionnaire was divided into 5 sections, where section 1 comprises of the socio-demographic data; Section 2, top management support; Section 3 – personnel; section 4 will comprise teamwork related items and section 4 comprises items relating to stakeholder involvement. A fifth section was included in the questionnaire which dealt with the critical success factors to project implementation identified in the literature review. The survey questionnaire item was self-administered to the targeted respondents who were members of the project office in the targeted KCB bank.

Personal interviews with the respondents were also used to compliment information derived from the questionnaire items. The researcher developed an interview guide with a set of prepared questions and also conducted un-structured interviews to gather information that may not have otherwise been anticipated during the construction of the data instrument.

The researcher used the quantitative methods which are based on the quantity of information gathered from the sample of the population of the study.

3.5.1 Pilot Testing of the Instrument

Pilot testing involves conducting a preliminary test of data collection tools and procedures to identify and eliminate problems, allowing programs to make corrective changes or adjustments before actually collecting data from the target population. The researcher conducted a pilot test among 5 members of the target population in order to identify inconsistencies with the research instruments in regard to the research questions and research techniques which were then adjusted and modified.

3.5.2 Validity of research Instrument

In order to establish the validity of the study instrument the researcher worked with the university supervisor and the defense panel on whether there was a causal relationship between the independent and dependent variables of the study. The researcher also self – administer the questionnaire and explained the instrument concepts to the respondents which enhanced its face validity as recommended by Greener (2008) to encourage and motivate respondents to participate in the study.

3.5.3 Reliability of research Instrument

Individual items in an instrument measuring a single construct should give highly correlated results which would reflect the homogeneity of the items. This can be tested using the split-half form, where items are grouped into two and then correlated with the Spearman-Brown formula. This involved the researcher carrying out a pilot study and then carrying out the above test. This pilot was done with a sample that was not be involved in the final data collection process. Reliability of the data collection instrument was done using the split half method (Gay, 2006) then calculated using Spearman Brown correlation formulae to get the whole test reliability. If the sum scale is perfectly reliable, we would expect that the two halves are perfectly correlated (i.e., $r = 1.0$)

$$r_2 = \frac{nr_1}{1 + (n-1)r_1}$$

Where:

r_2 = corrected reliability

r_1 = uncorrected reliability

n = number of parts (e.g. for halves $n=2$)

3.6 Data Collection Procedure

The researcher sought a letter of transmittal from the University of Nairobi in order to facilitate the process of data collection. The researcher then introduced himself to the

Kenya Commercial Bank head office relevant authorities to begin the data collection processes in the sampled project office. The researcher approached respondents introducing the purpose of the study and self – administer the questionnaire.

3.7 Data Analysis Techniques

According to Creswell (1999) the process of data analysis involves making sense out of text and image data. It involves preparing the data for analysis, moving deeper into understanding it, presenting it and making an interpretation of the larger meaning. The nature of data obtained from this study was both quantitative and qualitative. Quantitative data was mainly from the close ended questions and qualitative data emanated from the open ended items. This data was analyzed using Statistical Package for Social Sciences (SPSS). Descriptive statistics were used to analyze the data after which the information was presented in percentages and frequencies through use of tables. Descriptive statistics allow social science to organize and summarize data in a meaningful way (Frankfort-Nachmias & Nachmias, 2000).

3.8 Ethical Considerations

The principle of voluntary participation was adhered to and respondents were not coerced into participating in the research. The research ensured confidentiality. Individual permission was sought from Kenya Commercial Bank, and Individuals expected to participate in the study. The respondents were informed of the consent and the purpose of this research study. To ensure confidentiality, names of the respondents were not used in the study.

3.9 Operationalization of Variables

The operational definition of variables describe the independent and dependent variables as well as their sub-variables as measurable indicators of the study as shown in table 3.2 below:

Table 3.2: Operationalization Table

Variables	Indicators	Measuring Scales	Tool of Analysis
Independent variable	-Communication	Interval	Mode
Top Management Support	-Resource acquisition and allocation	Ordinal	Mean
	-Commitment and support	Nominal	
Dependent variable	-Project completed on Budget, Time, Scope and Quality (exceeds expectations)		
Successful project implementation			
Independent variable	-Training	Interval	Mode
Personnel	-Performance evaluation	Ordinal	Mean
	-Job experience	Nominal	
	-Recruitment		
Dependent variable	-Project completed on Budget, Time, Scope and Quality (exceeds expectations)		
Successful project implementation			
Independent variable	-Team recruitment	Ordinal	Mode
Teamwork	-Team coordination	Nominal	Mean
	-Team roles	Nominal	
Dependent variable	-Project completed on Budget, Time, Scope and Quality (exceeds expectations)		
Successful project implementation			
Independent variable	-Consultation	Interval	Mode
Stakeholder Involvement	-Participation	Ordinal	Mean
	-Training	Nominal	
	-Project completed on Budget, Time, Scope and Quality (exceeds expectations)		
Dependent variable	-Project completed on Budget, Time, Scope and Quality (exceeds expectations)		
Successful project implementation			

Source: Author (2013)

3.10 Summary

This chapter described the research methodology and design that was used in the study. The study used descriptive survey design. The area of study was the project department at Kenya Commercial Bank in Nairobi. Target population consisted of 132 staff members in the project team. The study used convenience sampling method to select the respondents. A total of 42 respondents were identified from the project department. A pilot test among 5 members of the target population was carried out. In order to establish the validity of the study instrument the researcher worked with the university supervisor and the defense panel on whether there was a causal relationship between the independent and dependent variables of the study. The report was presented in tables with frequency and percentages, which were used to answer research questions and interpret the data. The principle of voluntary participation was adhered to and respondents were not coerced into participating in the research. The research ensured confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of data collected and a discussion of the findings on the factors influencing successful information technology projects implementation at the Kenya Commercial bank. The data analysis, presentation and interpretation are in the form of tables that show frequency and percentages.

4.2 Demographic Information

The study sought to examine the demographic information of the respondents. The data sought included gender, age, education and working experience with Kenya Commercial Bank. The results are as presented in the following sections.

4.2.1 Gender of respondents

The study sought to establish the gender of respondents selected for the study.

Table 4.1: Gender of Respondents

Gender	Frequency	Percent
Male	26	70.3
Female	11	29.7
Total	37	100.0

In regard to their gender 26 (70.3%) were male and 11 (29.7 %) were female as indicated in Table 4.1.

4.2.2 Age of respondents

The study also sought to find the age of the respondents as represented in Table 4.2 that follows

Table 4.2: Age of Respondents

Age	Frequency	Percent
18 – 25 years	4	10.8
26 - 31 years	18	48.6
32 – 39 years	9	24.4
Over 40 years	6	16.2
Total	37	100.0

In the sample selected 4 (10.8%) of the respondents were of the ages between 18 – 25 years, 18 (48.6%) were 26 – 31 years, 9 of the respondents (24.4%) were of the ages 32 – 39 years and 6 (16.2%) were over 40 years as shown in Table 4.2. This implies that the majority of the workforce is between the ages of 26 – 31 years.

4.2.3 Education level of respondents

The education level of the respondents was also sought as depicted in Table 4.3

Table 4.3: Education of Respondents

Education Level	Frequency	Percent
Diploma	10	27.0
Undergraduate	8	21.6
Post-graduate	19	51.4
Total	37	100.0

In regard to their education level, 27.0% of the respondents were diploma holders, 21.6% were undergraduate and 51.4% were post-graduate holders, as depicted in Table 4.3.

4.2.4 Experience of respondents

The study sought to examine the number of years the employees had worked at KCB. As shown in Table 4.4.

Table 4.4: Experience of Respondent at KCB

Number of Years	Frequency	Percent
Less than 1 year	3	8.1
2 – 5 years	9	24.4
6 – 10 years	15	40.5
More than 10 years	10	27.0
Total	37	100.0

Those who had worked for less than 1 year were 8.1%, 2 – 5 years were 24.4%, 6 – 10 years were 40.5% and those who had worked for more than 10 years were 27.0%.

4.3 Top Management’s Support on Successful IT Projects Implementation

Top management support has been consistently identified as the most important and crucial factor in successful implementation of projects. Kuen et al. (2009) in a study on critical factors influencing the project success amongst companies in Malaysia found that top management support is positively but indirectly related to project success. This study sought to determine the influence that top management support had on the implementation of projects within KCB. The results of this analysis are presented in Table 4.5

4.3.1 Top Management Support

The researcher also sought to find out the level of top management support. The findings are on table 4.5 below

Table 4.5: Level of Top Management Support

Experience	Frequency	Percent
Low	7	18.9
Medium	21	56.7
High	9	24.4
Total	37	100.0

In regard to support from top level management, 56.7% of the respondents rated the support as medium, 18.9% rated it low and 24.4% rated it as high, as illustrated in Table 4.5. The study findings imply that the project teams did not find the support from top management as sufficient, in ensuring project implementation.

4.3.2 Commitment and Involvement of Top Management

Top management involvement and commitment to initiated projects in the commencement stage contributes to success. This is attributed to provision of leadership as well as allocation of resources to the project teams and its objectives. The study therefore examined respondent's attitudes towards top management commitment and involvement in project implementation, as presented in Table 4.4.

Table 4.6: Top Management commitment and involvement in Project Implementation

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Projects initiated are well funded and enjoy sufficient resources for implementation	14.5%	11.8%	9.3%	33.4%	31.0%
There's a clarity in the vision, mission and objectives of the organization	34.4%	26.5%	11.0%	16.9%	11.2%
The organizational structure complements the project implementation process	23.1%	19.0%	6.5%	42.0%	9.4%
There's a clear channel of communication between project team and top management	19.0%	21.5%	9.0%	32.4%	18.2%

From the results, 64.4% disagreed that projects initiated are well funded and enjoy sufficient resources for implementation. Also among the sample, 60.9% of the respondents agreed that there is clarity in the vision, mission and objectives of the organization, 51.4 percent disagreed that the organizational structure complements the project implementation process and in regards to whether there's a clear channel of communication between project team and top management, 50.6 % disagreed.

4.3.3 Project Team Support

The respondents were asked what support they would require from the top management. Their responses are presented in Table 4.7.

Table 4.7: Project Team Support From Top Management

Support	Frequency	Percent
Staff with adequate skills and qualifications	11	29.7
Provision of proper and adequate equipment	6	16.2
Sufficient time for project implementation	12	32.4
Guidance and leadership from top management	8	21.6
Total	37	100.0

32.4% of the respondents reported that they receive sufficient time for project implementation while 29.7% indicated staff with adequate skills and qualifications. These responses show that project teams did not finish projects within the schedule and hence would ask for more time for completion. Study findings also suggest that project teams did not comprise staff with relevant skill and professional qualification.

4.3.4 Top Management Challenges and Opportunities

The study sought to examine the challenges facing top management in providing support to project teams as depicted in Table 4.8.

Table 4.8: Top Management Support Challenges

Challenges	Frequency	Percent
Limited working spaces	14	37.9
Delay in implementation	8	21.6
Lack of project integration with other control systems	5	13.5
Lack / poor project objectives	10	27.0
Total	37	100.0

The findings showed that 37.9% of the respondents indicated limited working spaces, 27.0% reported lack of or poor project objectives, 21.6% mentioned delay in implementation and 5 (13.5%) showed lack of project integration with other control systems

In regard to the opportunities that top management could improve on towards project performance of teams; respondents identified the need to improve monitoring and evaluation processes. Also more workers should be involved in project implementation and confidence of the project manager during crisis.

4.4 Personnel Influence on Successful IT Project Implementation

The study also sought to examine whether staff had any training in project management.

Table 4.9: Formal Training in Project Management

Response	Frequency	Percent
Yes	16	43.2
No	21	56.8
Total	37	100.0

The literature suggests that there is a significant influence of the personnel on the project performance. The competency of the team is indeed a factor in successful project implementation (Kuen et al., 2009). The analysis showed that 43.2% of the staff had formal training in project management, whereas 56.8% did not have any training.

The study further sought to establish the level of training that staff had undergone, results are represented in table 4.10.

Table 4.10: Level of training in Project Management

Response	Frequency	Percent
Certificate	3	18.7
Diploma	3	18.7
Degree	2	12.5
Professional course	8	50
Total	16	100.0

Responses show that majority 50% of the respondents, who had any formal training, had also completed a professional courses in project management. This implies that there is recognition of the importance of the project management skills in today's organizations.

The sampled respondents were also required to indicate whether they had worked in a project team before or not. The findings are represented in Table 4.11 below.

Table 4.11: Project Participation

Response	Frequency	Percent
Yes	22	59.4
No	15	40.6
Total	37	100.0

Majority 59.4% of the respondents reported to have had prior experience in working in a project team. However 40.6% of the respondents did not have any experience. The results are shown in table 4.11.

In regard to whether the projects were successful in meeting the intended purpose, results of that finding are in table 4.12 below.

Table 4.12: Project Success in Meeting intended Purpose

Response	Frequency	Percent
Yes	6	27.4
No	3	13.6
Not sure	13	59
Total	22	100

The majority of the respondents, who had worked in a project team before, indicated that they were not sure. Among the sample, 27.0% indicated that intended purpose was met, while 13.5% said it was not. A further 59.5% were not sure. This could imply that there was no standard to classify IT Projects as successful, or there was no system to evaluate whether purpose had been met, after roll out. These findings are also

attributed to the fact that IT projects that have been completed may not be implemented by the organization and as such their status is unknown to the project teams involved.

4.5 Teamwork Influence on I.T Project Implementation

Table 4.13 below shows the responses on teamwork to IT project Implementation.

Table 4.13: Team Work and Project Implementation

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Team roles and responsibilities are well understood by the project team	33.3%	18.7%	9.5%	21.4%	17.1%
Team is technically qualified for their roles and responsibilities in the project	21.5%	9.5%	7.5%	34.0%	29.5%
There is a cooperative spirit among the team and individuals	42.0%	21.5%	6.5%	18.5%	11.5%
There is coordination in performance of project activities	38.0%	15.5%	9.0%	17.8%	19.7%

In project management, it is expected that everyone in the team has a vested interest in the overall success of the project and does whatever is expected of them during their tenure at the project. However, these teams require a lot of time to be formed and become effective and efficient channels through which project success rates can be increased. The study findings show that, among the four statements, majority of the sample (63.5) agreed that there is a cooperative spirit among the team and individuals. Coordination in performance of project activities was represented by 53.5% agreeing. 52.0% agreed that team roles and responsibilities are well understood by the project team while 63.5% disagreed that the project team was technically qualified for their roles and responsibilities in the project.

4.6 Stakeholder Involvement Influence on I.T Project Implementation

The responses on stakeholder involvement on IT project implementation are reflected in Table 4.14 below.

Table 4.14: Level of Stakeholder Involvement in Project Implementation

Experience	Frequency	Percent
Design	5	13.5
Planning	9	24.3
Implementation	15	40.5
Monitoring and evaluation	8	21.7
Total	37	100.0

Urban et al. (1993) indicated that the most important factor in the success of new product development, is to understand the voice of the customer. It was found that stakeholder consultation is more influential in service-oriented projects such as information technology (Tukel & Rom, 2001) and marketing. The study sought to examine the level at which customers were involved in the project processes. As presented in Table 4.14, majority of the respondents, 40.5%, indicated that customers were involved in the implementation stage of the project process.

The study further sought to find out whether consumer education and training was conducted. This is represented in Table 4.15 below

Table 4.15: Consumer Education and Training

Response	Frequency	Percent
Yes	26	70.2
No	4	10.8
Not Sure	7	19.0
Total	37	100.0

Services designed for customers require that the business should provide education and training of the services in order to influence adoption of the same. Consumer knowledge and awareness has been cited as a factor that influences success of financial institution services. Majority of the respondents 70.2% indicated that there was end user education and training, while 10.8% indicated that there was none and a further

19.0% of the respondents were not sure, as depicted in Table 4.15. This implies that KCB engages their customers in service awareness in order to promote adoption of these services, which in turn improves their competitive advantage.

The study also sought to explore the channels through which education and training of consumers was undertaken at KCB. These approaches included, direct interaction with the customers, online training to stakeholders and also providing the customers with information and educational materials as they visit the banking halls. The respondents were also required to indicate to what extent they agreed or disagreed with statements that were related to stakeholder involvement influence on project implementation as shown on Table 4.16.

Table 4.16: Stakeholder Involvement in Project Implementation

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Education and training is afforded for end users	23.5%	33.3%	10.0%	27.6%	5.6%
The project as initiated due to stakeholder expectation	23.4%	33.3%	12.5%	28.2%	2.6%
Project leaders are in constant communication with the end users of the product.	27.0%	15.5%	11.0%	34.2%	12.3%
The project goals go beyond particular departments to the overall goal of the organization	38.2%	12.6%	9.0%	24.6%	15.6%
Users have an opportunity to participate in the monitoring and evaluation of projects	15.5%	11.6%	22.0%	41.0%	8.9%

The results show 56.0% agreed that education and training was afforded, 56.7% agreed that the project as initiated due to stakeholder expectation.

4.7 Project Implementation Critical Factors

Table 4.17 below, shows responses what the respondents considered critical factors of project implementation.

Table 4.17: Respondents Project Success Critical Factors

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project Mission has clearly defined goals and direction	37.0%	23.5%	11.0%	21.0%	7.5%
Top Management Support	41.0%	15.5%	9.0%	12.5%	22.0%
Communication with and consultation of all stakeholders	33.3%	21.0%	15.5%	18.5%	11.7%
Schedule and Plans Detailed specification of implementation	18.5%	12.5%	33.3%	25.5%	10.2%
Technical Tasks- Ability of the required technology and expertise	28.5%	27.0%	12.5%	18.5%	13.5%
Troubleshooting	28.5%	23.0%	11.6%	22.0%	14.9%

Respondents agreed that project mission has clearly defined goals and direction with 60.5% indicating this. Top management was also cited as a critical factor for project success among 56.5% of respondents. Communication with and consultation of all stakeholders, showed 54.3% agree. Schedule and plans detailing specification of implementation had 37.0% disagreed while 33.3% were neutral, technical tasks which showed the ability of the required technology and expertise were identified by 55.0% and troubleshooting was identified by 51.5% as a critical project success factor. Study findings imply that the most critical factors are project mission with clearly defined goals, top management support and communication between all stakeholders in the project.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The following chapter presents a summary of the findings on factors influencing successful information technology implementation in Kenya Commercial Bank. It includes the discussion of results while also giving the summary and conclusions of the study. Areas of further research are also included and so are the study's recommendations.

5.2 Summary of Findings

This section presents the key findings of the study which is organized in terms of the four independent variables of the study.

In the study, top management support accorded to project teams was categorized as medium among the majority of respondents who were 56.7%. According to the findings the most significant attribute of the top management support was clarity in the vision, mission and objectives of the organization with 60.9% indicating this. In regard to communication between the top management and the project team, the study findings show that it was poorly ranked among the sample where 50.6% highlighted this. The respondents also highlighted the support they would require from top management, where 32.4% identified sufficient time for project implementation while 29.7% indicated staff with adequate skills and qualifications.

Study findings show that 43.2% had formal training in project management compared to 56.8% who had no training. Majority of the respondents who, had undertaken formal training, had completed professional courses in project management. This is attributed to the recognition of project management skills in contemporary organizations, since most activities are undertaken through projects and teams. Majority

of the respondents had experience working in a project teams as indicated by 59.4% compared to 40.6% who had no experience.

The study findings showed that among the sample, the presence of a co-operative spirit among the team members was the most highly ranked characteristics as indicated by 63.5% of the respondents. Coordination in performance of project activities was the second highest in ranking with 53.5% responses. Team roles and responsibilities as understood by the project team were identified by 52.0%. However, technical qualifications among the team members for their roles and responsibilities in the project were ranked poor among the responses, with 63.5%.

In regard to stakeholder involvement in the project processes, the study findings show that the stakeholder was involved in the implementations process as identified by (40.5%) of the respondents. Consumer knowledge and awareness activities by KCB were identified as existent among 70.2% of the respondents. These approaches included direct interaction with the customers; online training to stakeholders; presentations and providing customer with information and educational materials as they visit the banking halls.

5.3 Discussion

Study findings show that top management support for project teams was in the form of providing overall goals and objectives of the organization in the project implementation process. Projects implemented in the organization require the support of top management as it promotes acceptance and success of the project in the organization. IT projects tend to require business transformation to deliver value and this business transformation can rarely be implemented without top management support. Top management communication with project teams is also essential for project success. According to the respondents there was poor communication between the project team and top management. Young (2005) supports this by noting that there is an over-emphasis on project management rather than the good advice that is being ignored and the neglect of top management support.

Staff competency is a crucial factor influencing the success of projects in the organization as different members of staff are involved in the delivery of project objectives. Lack, or poor training of project team members on project management, limits the quality of work performed by project teams. Cooke-Davies (2002) supports the notion that the competence of project personnel contributes significantly to project success. The effectiveness of teams is influenced by the mutual support between members. Hoegl and Gemuenden (2001) emphasizes the importance of team members not competing (e.g. for resources or prestige) but to cooperate in order to achieve a common goal. The level of mutual support impacts the team performance through its influence on communication and coordination within the team itself.

Training on team building and other support activities are crucial for members who lack experience working in autonomous environments. (Roper and Phillips, 2007). The work environment requires individuals with strong interpersonal skills, for teamwork to be effective, and thus have a positive effective on projects being undertaken. Co-operative spirit among team members, coordination in performance of activities and team roles and responsibilities were ranked highly in the research findings. This reinforces earlier findings which stipulate that human dimensions exist in nearly all critical factors related to project success. (Cooke-Davis, 2002).

The study found that stakeholders (users) were indeed involved in project processes at KCB. Their involvement was at the implementation stage where they were educated and trained on a new developed system. This findings support A Standish Group survey (2001) which showed user involvement as the number one reason for successful projects. Soraya (2003) reported that it is important to make the users feel they are part of the project and their input is highly valuable for the overall success of the project.

5.4 Conclusion

The study concludes that top management support needs to be focused on the initiation and realization of benefits from specific IT projects, rather than the narrowly defined project activities. Top management is the most significant factor influencing the success of IT projects. For benefits to be realized, organizational changes are required which must emanate from top management and the support thereof (Ward et al. 1996, Markus et al. 2000, Cooke-Davies 2002). Therefore KCB needs to put more emphasis on support from top management to the project teams.

Experience of working in project teams also enhances the performance of the team, as each member makes contribution to the project processes. Effectiveness is influenced by the characteristics of the people in the project team, in the quality of their relations with each other and in their capacity to understand the needs, requests and priorities of the stakeholders (Gido & Clements, 1999). Over half of the project team members at KCB have prior experience working in projects, which will aid performance. Qualification in terms of professional training in project management would further boost the overall effectiveness of the team. Training will also assist the members with skills that are able to measure the success of the projects in meeting intended objectives.

Project team members are expected to have a vested interest in the overall success of the project, and thus should support each other and create an atmosphere of teamwork. Gido and Clements (1999) stipulate that the quality of relations in a project team, and their capacity to understand the needs, requests and priorities of the stakeholders, will guarantee their effectiveness. The team spirit at KCB project team is highly rated by the members, thus contributing to a positive project environment.

Lucas (1979), discusses the importance of user participation in early stages of system development, as a way of increasing later acceptance of the final project. KCB, using different means, has involved its stakeholders in their intended projects in order to guarantee acceptance.

5.5 Recommendations

Based on the findings, the study makes the following recommendations;

1. The top management at Kenya Commercial Bank should engage in consistent communication with established project teams so as to identify their needs and progress in achieving successful implementation of IT projects. This should include provision of resources such as training requirements and material resources required for project implementation.
2. The study recommends that staff should be encouraged to work in teams through collaborative activities to achieve organizational goals and to assist them work in specific project teams. This should entail teambuilding activities and exercises among staff in the different departments at Kenya Commercial Bank.
3. The study recommends that the Kenya Commercial Bank management should engage users of the IT systems at all stages of project management; from the designing and planning stage to the implementation stage. This would be achieved through conducting customers' survey on a desired service that the KCB wants to introduce to its customers.

5.6 Areas of Further Research

The study has focused on factors influencing successful implementation of IT projects within KCB. However further research is called for in the following areas,

1. A study should be conducted on the factors responsible for strong team work within the IT projects at KCB.
2. A study should be conducted on project management training to project team at KCB and its impact on measuring outcome of project objectives.

REFERENCES

- Adair, J. (1973) *Action-Centred Leadership*. McGraw-Hill. New York.
- Alter, S. (1979). "*Implementation Risk Analysis*," in *The Implementation of Management Science*, ed. Doktor, R., Schultz, R. L. and Slevin, D. P. North-Holland. New York, pp. 103-120.
- Andersen, E. S. (1987) *Goal-Directed Project Management*, London: Kogan Page.
- Antill, J.M. (2001), "*Project management: an overall concept*", I.E. Aust, Adelaide, Keynote Address to Project Management Symposium, South Australian Division.
- Babbie, E. (2002) *Survey research methods* (2nd ed.). Belmont: Wodsworth.
- Bailey, A. (2004) "*Uh-Oh. A computer systems project*" IEEE Engineering Management Review, pp.21-5.
- Baguley, P. (1995) *Managing Successful Projects: A Handbook for All Managers*, Pitman.
- Bardach, E. (1977) *The Implementation Game*, MIT Press. Cambridge, Mass.
- Bassellier, G., Reich, B. H. & Benbasat, I. (2001) *Information technology competence of business managers: a definition and research model*, Journal of Management Information Systems, 17:4, 159-182.
- Bavelas, A. (1968) "*Project Echo: Use of Projective Techniques to Define Reality in Different Cultures.*" Personal communication, Stanford University.
- Bean. A. S. and Radnor, M. (1979) "*The Role of Intermediaries in the Implementation of management Science*," in *The Implementation of Management Science*, ed.

- Doktor. R., Schultz, R. L. and Slevin, D. P. North-Holland. New York, pp. 121-138.
- Beck, D. R. (1983) *"Implementing Top Management Plans Through Project Management,"* in Project Management Handbook, ed. Cleland, D. I. and King, W. R., Van Nostrand Reinhold. New York, pp. 166-184.
- Berg P. (1999): *The Effects Of High Performance Work Practices On Job Satisfaction In UnitedStates Steel Industry*, Industrial Relations, Vol. 54, Pp. 111 - 34.
- Belassi W, Tukul OI (1996). *A new framework for determining critical success/failure factors in projects*. Int. J. Project Manage. 14(3), 141 – 152
- Bhatti T. R. (2005) *The Second International Conference on Innovation in Information Technology (IIT'05) critical success factors for the implementation of Enterprise Resource Planning (ERP): empirical validation*
- Blau P. (1964): *Exchange And Power In Social Life*, Wiley, New York, NY
- Canel, C., Rosen D., Anderson, E.A. (2000) *Just-in-time is not just for manufacturing: a service perspective*. Journal of Industrial Management & Data Systems, pp 51-60.
- Christenson, D. and Walker, D. H. T. (2004) *"Understanding the Role of 'Vision' in Project Success"* Project Management Journal, Vol. 35, p. 39
- Cleland, D.I. (2005), *Project Management: Strategic Design and Implementation*, 2nd ed., McGraw-Hill, New York, NY..
- Cleland, D. I. and Kerzner, H. (1985) *A Project Management Dictionary of Terms*, Van Nostrand Reinhold. New York.

- Cooper, R.G. (2003), *"From experience: the invisible success factors in product innovation"*, Journal of Product Innovation Management, Vol. 16 pp.115-33.
- Cooke-Davies T (2002). *The "real" success factors in projects*. Int. J. of Project Manage, 6(3): 164 – 170
- Creane, S., Rishi Goyal, A. Mushfiq Mobarak and Randa Sab (2003), Financial Development in the Middle East and Nort Bank Committee of Banking Supervision (2005). International Convergence
- Creswell, J. W. (1999). *Mixed-method research: Introduction and application*. In G. J. Cizek (Ed.), Handbook of Educational Policy. San Diego: Academic Press
- Duncan, W.R. (2006), *"The process of project management"*, Project Management Journal, Vol. XXIV No.3, pp.5-10
- Eisenberger R., Fasolo P., Davis - lamastro V. (1990): *Perceived Organizational Support And Employee Diligence, Commitment And Innovation*. Journal Of Applied Psychology, Vol.75, No. 1, Pp. 51- 9
- Esteves, J. and Pastor, J., (2001) *"Analysis of critical success factors relevance along SAP implementation phases"*. Proceedings of the 7th Americas Conference on Information Systems (AMCIS), Boston, Massachusetts, USA
- Frankfort-Nachmias, C. and Nachmias, D. (2000). *Research Methods in the Social Sciences. 6th Edition*. New York: Worth.
- Gay, L.R, Mills, G. E. and Airasian, B. (2006). *Education research: competencies for analysis and applications*, 8th edition. Pearson. Merrill prentice hall.

- Gichoya, D. (2005). "Factors Affecting the Successful Implementation of ICT Projects in Government" The Electronic Journal of e-Government. Volume 3 Issue 4, pp 175-184, available online at www.ejeg.com
- Ginzberg, M.J. (1979) "A Study of the Implementation Process." in The Implementation of Management Science, ed. Doktor, R., Schultz, R. L. and Slevin, D. P., North-Holland New York, pp. 85-102.
- Greener, S. (2008). *Business research methods* (6th ed.) Greener & Ventus Publishing ApS.
- Hammond, J. S. (1979). *A Practitioner-Oriented Framework for Implementation,*" in The Implementation of Management Science, ed. Doktor, R., Schultz, R. L. and Slevin, D. P. North-Holland. New York, pp. 35-62.
- Harris, L. (2002) *The Learning organization: Myth or Reality?* Examples from the UK Retail Banking Industry Volume 9, No 2. PP 78-88 ISSN 0969-6474
- Harrison, F. L. (2006), *Advanced Project Management: A Structured Approach*, 3rd ed., Gower Publishing, Aldershot.
- Hawkins, P. (2004) *South Africa's financial sector ten years on: performance since democracy.* Development Southern Africa, pp. 179-204.
- Hoegl, M. & Gemuenden, H. G. (2001). *Teamwork Quality and the Success of Innovative Projects: A Theoretical Concept and Empirical Evidence.* Organization Science, Vol. 12 (4). pp. 435-449.
- Humphrey, B. and Stokes, J. (2000). *The 21st Century Supervisor: Nine Essential Skills for Frontline Leaders*, San Francisco, Calif.: Jossey-Bass/Pfeiffer.

- Jiang, J. J., Klein, G. and Balloun, J. (2004). "*Ranking of system implementation success factors*", Project Management Journal, pp.49-52
- Kathy O. Roper & Deborah R. Phillips(2007) "*Integrating Self-Managed Work Teams Into Project Management*" Journal of Facilities Management, (2007) Vol. 5, p. 23.
- Kerzner, H. (1987). *In search of excellence in project management*. J. Systems Manage, 38(2): 30 – 40
- Klein, K., Conn, A. and Sorra, J. S. (2001), *Implementing computerized technology: an organizational analysis*", Journal of Applied Psychology, Vol. 86 No.5, pp.811-24.
- Kuen, C. W., Zailani, S. and Yudi, F. (2009) *Critical factors influencing the project success amongst manufacturing companies in Malaysia*. African Journal of Business Management Vol.3 (1), pp. 016-027, January 2009 Available online at <http://www.academicjournals.org/AJBM> ISSN 1993-8233 © 2009 Academic Journals
- Kolb, D. A. and Frohman, A. L. (1970)". *An Organizational Development Approach to Consulting*." Sloan Management Review, Vol. 12, pp. 51-65.
- Kotler, P. and Armstrong, G. (2006). *Principles of marketing* (9th ed). London: Prentice Hall.
- Kumanga, D (2010). *The challenge of implementing electronic payment systems-The case of Ghana's E-zwich payment system*. School of Management, Blekinge Tekniska Hogskola.

- Lechler, T. (1998). *When it comes to project management, it's the people that matter: an empirical analysis of project management in Germany*. University of Calgary. pp.205–15
- Lewin, K. (1952). *Group Decision and Social Change, in Readings in Social Psychology*, ed. Newcomb and Hartley Holt, Rinehart and Winston. New York, pp. 459-473.
- Lucas, H. C. (1975). *Why Information Systems Fail*, Columbia University Press, New York.
- Lucas H. C. (1979). *The Implementation of an Operations Research Model in the Brokerage Industry,*" in *The Implementation of Management Science*, ed. Doktor, R., Schultz, R. L. and Slevin, D. P, North-Holland. New York, pp. 139-154.
- Manley. J. H. (1973)"*Implementation Attitudes: A Model and a Measurement Methodology.*" in *Implementing Operating Research and Management Science*, ed. Schultz. R. L and Slevin, D. P. Elsevier. New York, pp. 183-202.
- Markus, M. L., Axline, S., Petrie, D. & Tanis, C. (2000) *Learning from adopters' experience with ERP: problems encountered and success achieved*, *Journal of Information Technology*, 15 245-265.
- Martinez, E. (2002), *"Avoiding large-scale information systems project failure: the importance of fundamentals"*, *Project Management Journal*, Vol. XXV No.2, pp.17-25.
- Meyers, P.W., Sivakumar, K., Nakata, C. (2000), *"Implementation of industrial process innovations: factors, effects, and marketing"*, *Journal of Product Innovation Management*, Vol. 16 pp.295-311.

- Morris, P. W. G. (1983) "*Managing Project Interfaces-Key Points for Project Success*," in *Project Management Handbook*, ed. Cleland, D. I. and King, W. R, Van Nostrand Reinhold. New York, pp. 3-36.
- Mugenda, O. M., and Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Muller, R. and Turner, J. R. (2005). *The project manager's leadership style as a success factor on projects: a literature review*. Project Management Institute Vol. 36, No. 1, 49-61. ISSN 8756-9728/03
- Newsletter, Software Magazine, "*Standish: Project Success Rates Improved over 10 Years*," <http://www.softwaremag.com/L.cfm?Doc=newsletter/2004-01-15/Standish>, (accessed March 2, 2008).
- Nutt, P. C. (1983) "*Implementation Approaches for Project Planning*." *Academy of Management Review*, Vol. 8, pp. 600-611.
- Pinto, J. K. (2003) *Project Management Handbook*, 1st ed., Jossey-Bass, San Francisco, CA.
- Poon, P. (2001) *Critical success factors revisited: Success and failure cases of information systems for senior executives*, *Decision Support Systems*, 30 (4) 393.
- Rogers, E.M. (2001), *Diffusion of Innovation*, 3rd ed., The Free Press, New York, NY.
- Schmidt, R., Lyytinen, K., Keil, M. & Cule, P. (2001) *Identifying Software Project Risks: An International Delphi Study*, *Journal of Management Information Systems*, 17:4, 5-36.

- Schultz, R. L. and Slevin, D. P. (1975) "*Implementation and Management Innovation*," in *Implementing Operations Research and Management Science*, ed. Schultz, R. L. And Slevin, D. P, Elsevier. New York, pp. 3-22.
- Schultz, R. L., Slevin, D. P. and Pinto, J. K. (1987). *Strategy and Tactics in a Process Model of Project Implementation, Interfaces*, pp.34 – 46
- Scott, G. J. (2005). "*Expanding the role of the project director as the CIO in the information technology industry*", *Project Management Journal*, pp.5-15.
- Segars, A. H., Grover, V. and Teng, T. C. (2003), "*Strategic information systems planning: planning system dimensions, internal co-alignment, and implications for planning effectiveness*", *Decision Sciences*, Vol. 29 No.2, pp.303-45.
- Sekaran, U. (2003). *Research Methods for Business* (4th ed.). New York: John Wiley and Sons
- Skelton, T. M. and Thamhain, H. J. (2004). "*Concurrent project management: a tool for technology transfer, R&D-to-market*", *Project Management Journal*, Vol. XXIV No.4, pp.41-7.
- Skitmore, M. and Wo Seng Lei, W. (2004). *Project management competencies: a survey of perspectives from project managers in South East Queensland*. Queensland University of Technology. Australia
- Slevin, D. P and Pinto, J. K. (1987) *Balancing Strategy and Tactics in Project Implementation*, *Sloan Management Review*, Fall, pp. 33 – 41.

- Slevin, D. P. and Pinto, J. K. (1988). *Critical success factors in effective project implementation*. In D. I. Cleland & W. R. King (Eds.), *Project management handbook* (2nd Ed.). New York: Van Nostrand Reinhold.
- Slevin, D. P. and Pinto, J. K. (2008), "*The project implementation profile: new tool for project managers*", *Project Management Journal*, pp.57-63.
- Sommer, R. and Sommer, B. (2001) *A Practical Guide to Behavioural Research*. (5th Edition). Oxford University Press. NY.
- Soraya J. N. (2003). *Project Management Failure: Main Causes*. Research report. Degree of Master of Science in Management Information Systems. Bowie State University
- Souder, W. E., Maher, P. M., Baker, N. R., Shumway, C. R. and Rubenstein, A. H. (1975) "*An Organizational Intervention Approach to the Design and Implementation of R&D Project Selection Models*," in *Implementing Operations Research and Management Science*, ed. Schultz, R. L. and Slevin, D. P. ,Elsevier. New York, pp. 133-152
- The Standish Group Report (2004) Chaos. Retrieved from <http://www.scs.carleton.ca/~beau/PM/Standish-Report.html> on 7/7/2011 at 10:45 A.M
- Stratman, J. and Roth (2002) "*Enterprise Resource Planning (ERP) Competence Constructs: Two -stage Multi-Item Scale Development and validation*". *Decision Sciences*, Vol 33, Issue 4, pp. 601-626
- Tan, R. R. (2007), "*Success criteria and success factors for external technology transfer projects*", *Project Management Journal*, pp.45-55

Tukel, O. I. and Rom, W. O. (2001). *An empirical investigation of project evaluation criteria*. *Int. J. Operations and Production Manage.* 21(3), 400 – 409

United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT) January 2010. *ICT Project Management in Theory and Practice*. © APCICT 2010

Urban, G. L. and Hauser, J. R. (1993) *Design and Marketing of New Products* (2nd ed.). New Jersey: Prentice-Hall.

Ward, J. & Peppard, J. (2002) *Strategic Planning for Information Systems*, John Wiley & Sons, Chichester.

APPENDICES

Appendix 1: Introductory Letter

James Njagi
University Of Nairobi
P.O Box 30191- 00100
Nairobi
10th September 2012

Dear Sir/Madam

Re: Research Project Data Collection Exercise.

I am a post graduate student undertaking a Master of Arts Degree in project planning and management at the University of Nairobi. I am required to submit as part of my course work assessment of a research project report on **Factors influencing successful information technology project implementation in commercial banks: A case of Kenya Commercial Bank, Kenya.**

You are hence requested to provide the requested information by kindly filling out the accompanying questionnaire. The information you will provide will be used exclusively for academic purposes and I assure you that it will be treated with strict confidence. A copy of the same will be availed upon request.

Yours faithfully

James Njagi
University of Nairobi- M.A student

Appendix 2: Questionnaire for Project Managers and Project Team Members
Section 1: Demographic Data

1. What is your gender?

Male ()

Female ()

2. What is your age bracket?

18-25 years ()

26-31 years ()

26-32 32-39 years ()

26-33 40 years and above ()

3. What is your highest level of education?

O level Certificate ()

Diploma ()

Undergraduate ()

Post-Graduate ()

4. How long have you worked in your current position within the Kenya Commercial Bank?

Less than 1 year ()

2-5 years ()

6-10 years ()

More than 10 years ()

Section 2: Top Management Support and its influence on successful IT Project

Implementation

5. How would you rate level of support from top management towards project implementation?

Low ()

Medium ()

High ()

Not sure ()

6. The following statements relate to the commitment and involvement of the top management in the implementation of projects within KCB. Please indicate with a (√) to the statement with a rating on the scale of 1 to 5. (1= Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree)

Statement	1	2	3	4	5
a) Projects initiated are well funded and enjoy sufficient resources for implementation					
b) There's a clarity in the vision, mission and objectives of the organization					
c) The organizational structure complements the project implementation process					
d) There's a clear channel of communication between the project team and top management					

7. In your opinion, what kinds of additional support do the project teams need from management at your office/department?

.....

8. What are some of the challenges or opportunities would you identify regarding the support of the Top Management in project implementation?

.....

Section 3: Human Resource Influence on Successful IT Project Management

9. (a) Have you ever received any formal training in project management?

Yes ()

No ()

(b) If yes, at what level did you receive this training?

Certificate ()

Diploma ()

Degree ()

Professional course ()

Other (Specify)

10. (a) Have you worked in a project team before?

Yes ()

No ()

(b) If yes, did the project you were involved in become successful in meeting its intended purpose?

Yes ()

No ()

Not Sure ()

Section 4: Teamwork Influence on Successful IT Project Implementation

11. The following statements refer to the influence of personnel and team work in the successful implementation of projects in commercial banks. Please rate the factors by placing a (√) in the box that best describes your opinion. (1= Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5= Strongly Disagree)

Statement	1	2	3	4	5
a) Team roles and responsibilities are well understood by the project team					
b) Team is technically qualified for their roles and responsibilities in the project					
c) There is a cooperative spirit among the team and individuals					
d) there is coordination in performance of project activities					

Section 4: Stakeholder Involvement and its influence on Successful IT Project Implementation

12. At what stage of the project process do you think is the most important for stakeholder involvement?

Design ()

Planning ()

Implementation ()

Monitoring and Evaluation ()

Leadership ()

13. (a) Do you provide education and training opportunities for the end users of the project?

Yes ()

No ()

Not Sure ()

(b) If yes, what are the channels by which this is done?

.....

14. The following statements refer to the influence of stakeholder involvement in the successful implementation of projects in commercial banks. Please rate the factors on a scale of 1 to 5 by placing a (√) in the box that best reflects your opinion. (1= Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5= Strongly Disagree)

Statement	1	2	3	4	5
a) Education and training is afforded for end users					
b) The project as initiated due to stakeholder expectation					
c) Project leaders are in constant communication with the end users of the product.					
d) The project goals go beyond particular departments to the overall goal of the organization					
e) Users have an opportunity to participate in the monitoring and evaluation of projects					

Section 5: Project Success Critical Factors

4. Given below are some Project Success Critical Factors. Please rate the factors on a scale of 1 - 5 by placing a tick (√) in the box that best fits your opinion. 1 = Very Important, 2 = Important, 3 = Undecided, 4 = Unimportant, 5 = Not Important)

Critical Success Factor	1	2	3	4	5
a) Project Mission Clearly defined goals and direction					
b) Top Management Support					
c) Communication with and consultation of all stakeholders					
d) Schedule and Plans_Detailed specification of implementation					
e) Technical Tasks- Ability of the required technology and expertise					
f) Troubleshooting					