FACTORS AFFECTING PROJECT DELIVERY: A CASE OF KENYA AIRPORTS PARKING SERVICES LIMITED KENYA

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DECLARATION

I declare that this is my original work and has not been presented for a degree or any other award in any university or any institution of higher learning.

14/11/12

Signature **Date**

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

14-11-2012

Signature **Date**

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DEDICATION

This project is dedicated to my parents (Jane Wangui and Erastus Gichuki) and colleagues who have supported me all the way since the beginning of my studies.

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First and foremost I would like to thank The University of Nairobi for according me the chance to further my studies. I thank KAPS Ltd for all the understanding and help they offered without reservations. I would like to acknowledge my supervisor Professor Kariuki Priscilla Kariuki for her incredible support and patience to walk me through this work. Your valuable contributions will always be treasured.

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LIST OF ABBREVIATIONS

KAPS - Kenya Airports Parking Services Limited

CSM - Customer Satisfaction Measurement

CSI - Construction Specification Institute

NIBS - National Institute of Building Sciences

SPSS - Statistical package for the Social Sciences

KIM - Kenya Institute of Management

EOT - Extension of Time

PPME - Professional Project Management Education

CPMIS - Committee Project Management Institute Standard

ABSTRACT

This study intended to fill this gap by examining the role of product quality, product maintenance, customer care and customer satisfaction on project at Kenya Airports Parking Services (KAPS) limited Kenya. The study is expected contribute to existing knowledge on customer satisfaction in relation to project delivery. The study was was expected to find out the extent to which different factors affected project delivery, which will enable project managers to not only focus on the conventional processes of project delivery, but also critical factors that may dictate how project delivery process will be undertaken . The study helped KAPs limited in identifying project delivery gaps left in the project management process and recommend a suitable strategy in addressing the gaps. The study adopted a case study design which involves an in-depth examination of a single unit, group, individual or phenomenon. The target population were managers and employees of KAPS limited. Stratified random sampling was used to select the samples to participate in the study. Data was gathered via personal interviews and focus group discussions. Raw data was analysed through qualitative and quantitative techniques with help of Statistical package for Social Sciences (SPSS). It was then presented in tables and charts and discussion made based on the research questions. The study finding indicated that various factors examined in the study affected project delivery but to varying degrees. The quality of a product was found to be an important determinant of the process to be followed in order to achieve desired quality parameters. Product maintenance though may not play a major role in influencing project delivery may have interactions with product quality that will have overall influence on product delivery. Customer care and customer satisfaction can be termed as customer centred factors. Various aspects of customer care as well as customer satisfaction are responsible were found to have significance influence on project delivery in an organization. Customer satisfaction has a strong relationship with project delivery. As a result customer satisfaction influences the way project delivery is strategized towards meeting customer satisfaction goals. Customer needs keep on changing and therefore organizations have to equally consider the changing customer needs in their project implementation strategies. The researcher recommended the need for organizations to strategise on attention to contemporary project delivery factors other than the conventionally known factors of project management. A need for a further study to undertaken in order to determine the influence of project delivery processes on customer retention as well as a similar study in other project organizations especially in the construction sector since the current study was confined to one organization.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In the increasing demand driven and dynamic organizations, project delivery is not only a key determinant factor in an organizations success, but also a core skill for both private and public sector organizations involved in delivering and sustaining desired outcomes over the long term. Project delivery is defined as the process by which all the procedures and components of designing and building a facility are organized and put together in an agreement that results in a completed project (Jackson, 2010) . The process begins with the compilation of needs and requirements of the owner spelled out in the facility development program. These needs and requirements are first expressed in preliminary plans from which initial material, equipment, and systems selections are made.

According to Melton, (2007) effective project delivery is all about control and management of uncertainty and call for an effective flow in stages; business case development, development project delivery plan and project delivery. Commitment to project delivery mean better services for clients, delivered more efficiently, effectively and economically. As a result of this critical role of project delivery, there has been keen attention by researchers in the area of project management and planning.

Research in the area of project management and planning is not a new phenomenon with variety of researches having been undertaken to reflect practices, problems, and fill in a research gaps in different aspects of project management and planning. Project implementation and ICT was examined by Gichoya, (2005) who looked at strategic operartions by government orgranizations in pursuit of implementing ICT projetcs . The study looked at the characteristic challenges faced by developong nations and the contribution in the failure of ICT projects .

Studies by Prabhakar (2001) ; Slevin 1998, and Crawford (2002) focus mainly on project success key conclusions of their research culminating into key success factors in project success which include:image in financial markets , technological reputation

with customers , market success, risk recognition in major bids and contracts, profit marginon jobs , company morale and performance to budget on major jobs.

Other areas of that have been widely focussed include project management with scholars in this areas giving a conceptual understanding of a project. In this perspective Rand (2006) viewed project management as a discipline of planning, organizing, securing, and managing resources to achieve specific goals. A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

In area project delivery Martin (2010) examined the importance of change management in facilitating project delivery. He indicated that management of change can be a difficult task for an organization especially if the organization has immature project management services and procedures. Similarly, other studies (Dahl 2008, Horroelen 2008, Anderson 2006) undertaken indicate that project delivery has been examined in the dimension of meeting plan parameters such as scope, time and cost. Though individual factors have a role in project delivery, the overall achievement of project delivery may however not be realized through a single factors but an interaction between several factors which has been hardly emphasised in the previous research. Several constructs that for the purposes of the proposed study may affect project delivery include; product quality, product maintenance, customer care, compliant resolution and customer satisfaction. This is an area that a majority of researchers on project management have overlooked. This study fills the gap by examining the factors affecting project delivery with a focus on KAPS limited.

1.2 Problem statement

In today's competitive and dynamic business environment, project delivery goals seem to be losing touch with customer needs. While the overall objective of a project is to deliver business value to customers, many projects focus on meeting plan driven

parameters such as time, cost and scope. KAPS limited has many projects running at any particular time. When projects are completed there is always mixed reactions from the clients, some are happy while others are not satisfied. Also some of the projects exceed their budgets while others do not. A gap remains as far as addressing the aforementioned factors in project delivery and therefore creates a need to undertake this study. The study seeks to examine the factors affecting project delivery with a focus on KAPS Limited Kenya.

1.3 Purpose of the study

The study sought to establish the factors affecting project delivery at KAPS Limited

1.4 Objectives

The study sought to accomplish the following objectives

i. To establish the effect of product quality on project delivery at KAPS limited
ii. To investigate the effect of product maintenance towards project delivery at KAPS limited
iii. To find out the effect of customer care towards project delivery at KAPS limited
iv. To find the effect of customer satisfaction on project delivery at KAPS limited

1.5 Research questions

i. What is the effect of product quality on project delivery at KAPS limited
ii. What is the effect of product maintenance towards project delivery at KAPS limited
iii. How does customer care affect project delivery at KAPS limited
iv. How does customer satisfaction affect project delivery at KAPS limited

1.6 Scope

The study examined the factors that affect project delivery at KAPS limited Nairobi. Project delivery dimensions to be examined in the study include; product quality, product maintenance, customer care effect, complaint resolution and customer satisfaction. The study was undertaken within a period of six months.

1.7 Significance of the study

This study is expected to contribute to existing knowledge on project planning and management with the perspective of project delivery. The study presented different dimensions of project delivery which will enable project managers to not only focus on the conventional processes of project delivery, but also on the dynamics and how they influence project delivery process. The study will assist KAPS limited in identifying project delivery gaps left in the project management process and recommend a suitable strategy in addressing the gaps.

1.8 Delimitations of the study

The study was a case study, thus it provided an in-depth investigation on the factors affecting project delivery. The use of interviews to gather information enabled the researcher in creating a good rapport with the respondents.

1.9 Limitations of the study

This study was a case study design and thus the findings may not be generalisable to all other organizations. The study required an in-depth examination and therefore the researcher had time limitations that might not enable him to reach all the targeted respondents.

1.10 Assumptions of the study

The study was based on the assumption that:

Respondents were willing to provide the necessary information required for this study. That is project delivery at KAPS limited is affected by product quality, product maintenance, customer care services, complaint resolution and customer satisfaction. Thus, these factors have effect on the project delivery in the corporation.

1.11 Definition of Significant Terms

Project delivery	The process by which all the procedures and components of designing and building a facility are organized and put together in an agreement that results in a completed project
Customer satisfaction	The ability of project delivery process to meet and go beyond customer expectations

Product quality	The values of a project interns of usability, durability and ability to satisfy customer needs
Product maintenances	Continuous protection of a product long after it has been completed by the project team
Customer care	The provision of service to customers before, during and after a purchase. In other words, it is a series of activities designed to enhance the level of customer satisfaction.

1.12 Organisation of the study

Chapter one has presented a background to the factors affecting project delivery, problem statement, purpose of the study, objectives, research questions, significance of the study, limitations, delimitation, assumptions and definitions of key terms.

Chapter two discusses the literature review, which covers the theoretical framework and discuss various theories related to project delivery, empirical review on various project delivery dimensions and the conceptual framework detailing the effect of product quality, product maintenance, customer care, complaint resolution and customer satisfaction on project delivery.

Chapter three comprises of the research design, target population, research instruments, validity, reliability, piloting, data collection procedures, data analysis, ethical issues and operational definition of variables.

Chapter four presented data analysis, presentation and interpretation of research findings.

Chapter five discussed the summary of study, recommendations, areas of research and suggestions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review covers the theoretical framework and discuss various theories related to project delivery, empirical review on various project delivery dimensions and the conceptual framework detailing the effect of product quality, product maintenance, customer care and customer satisfaction on project delivery.

2.1 The concept of project delivery

Jackson (2010) defines Project delivery as the process by which all the procedures and components of designing and building a facility are organized and put together in an agreement that results in a completed project. The process begins with the compilation of needs and requirements of the owner spelled out in the facility development program. These needs and requirements are first expressed in preliminary plans from which initial material, equipment, and systems selections are made.

Effective project delivery is all about control and management of uncertainty, and for it to be effective, it must flow in stages with the initial stage being business case development, development project delivery plan, based on the standard project delivery practices, then the project delivery (Melton, 2007) .The business cases development is an idea of the project which may be an identified need, changes to the status of a system, or a business requirement for survival. The second stage which is the project delivery plan aims at ensuring strategies specific to the case project are developed, implemented and constructed.

Melton T. & Iles-Smith P. (2009) states that, the project delivery process incorporates some elements defined in their study as soft and hard elements. Soft elements include: people, behaviour, relationships and intangible parts of the project while the hard elements refer to the more tangible elements of the project; scope, cost, time, project deliverables and financial benefits. The effective integration of these elements and systems selection decision then makes the project delivery a success.

Project delivery requires significant decisions early in the facility life cycle. These decisions involve consideration of services, delivery methods, and participants to earn' a project from conception to physical reality. Assembling the necessary participants and establishing the basis of contracts along with the elements of extent, time, and cost will determine the type of project delivery method to be utilized to accomplish the project. The project delivery method will define the relationships of the participants and their respective roles and responsibilities (Construction Specifications Institute, 2011).

With the system selection decisions, the design becomes further refined until all design decisions are made and a final set of contract plans and specifications is completed. The owner then determines which procurement methodology (purchasing steps) to use to buy the construction services and the criteria that will be used to select the contractor. Finally, the owner selects which type of contract to employ. Once selected, the contractor goes about planning an overall strategy for delivering the project in accordance with the plans and specs that have been developed. All the parts and pieces of the agreement are put in place, and the game plan is established, that will determine how the players will interact and communicate (Jackson, Apr 29, 2010).

2.2 Effect of product quality on project delivery

Bissoondoya (1990) states that, product quality consist of a number of elements, each of which has a definite function that contributes to making the product fit for use by the client. Elements such as size, shape, physical, chemical and sensory properties are the building blocks of quality, thus called quality characteristics. However, although there are some properties that define quality in quantitative terms, there has not been found an absolute scale that can be used to measure product quality and thus, the overall quality of a product depends on sum-total of the characteristics and attributes which have a bearing on its end use.

One of the main aspects that indicate the quality of project is the product quality. According to Filipe J.& Cordeiro J. (2011) it's unlikely that a product of high and durable quality and that brings satisfaction to the customer, was developed and constructed in a poor quality project.

During project delivery, value is realized continuously as the scope quantity, quality and functionality is delivered trough completion of activities, interim and final deliverables (Melton.2009). According to Construction Specifications Institute (2011), cost, extent and time factors are the factors that can be attributed to quality in any product or service to be rendered. The cost however, is related to the owners experience and qualifications and specified knowledge as well as capabilities of handling a project. Owners with experienced knowledge will have the capability to direct, administer and manager the most complex delivery process.

The time necessary for a project is generally established by the owner in the project schedule developed during project conception. Construction contracts stipulate the amount of time for the completion of the construction between a notice to proceed to the date of substantial completion, which is usually expressed as a future date or a specific quantity of days. When a project delivery delays or is not available for use, owners of the systems, products or services see it as way of loosing income. This therefore diminishes the quality of the product, since the time lost in design and construction of a project represent a significant cost.

Therefore, to provide quality facilities in this fast-changing environment, facilities managers must be flexible. There is no one best method of contracting for facilities, or of managing or financing projects (Federal Facilities Council, 1997). Facility acquisition methods should be chosen based on the individual project and situation. All the contracting methods available for project delivery should be assessed against project requirements, because the acquisition method chosen can affect the delivery schedule, the quality of the facility, life-cycle costs, and the extent of supervision required. Factors in decision making should include, for example, expertise of staff, criticality of schedule, ability to issue performance specifications, tolerance of risk, expertise of available design and construction firms, complexity of the project, and ability to make decisions as quickly as the contractor requires.

Improvement in quality of intermediate deliverables reduces error rates and results in fewer delivery defects. This therefore implies that, organizations should develop the will and tenacity to create a focused approach based on objective analysis, design and implement an enterprise-appropriate plan to improve the discipline and capability of its systems delivery process, learn by measuring the performance of the process, and

sustain the focus through perpetual attention to its improvement (Duggan W.& Reichgelt H., 2006).

Quality needs to form part of the defined objectives of most organisations and should be tackled early in strategy development. Most firms have implemented total quality management (TQM) in pursuit of quality as they endeavour to meet and satisfy the customer expectations. TQM stresses the need for the whole organisation to manage quality at every stage of the company (Lynch, 2009). TQM is strategic for three reasons namely; it emphasis the whole organisation, requires active support of senior management and its significant contribution it makes to competitive advantage.

2.3 Effect of product maintenance on project delivery

Product maintenance can be described as everything that comes after the first release, whether adding new functionality or fixing bugs (Doar, 2005). Being in maintenance mode usually means that fewer people and resources are assigned to that version of the product, and sometimes these are the less experienced or less expensive people and resources. There are fewer and less-frequent changes committed to the source code, and there are quite likely fewer builds. Less effort is spent testing, so lower bugs are found, at least by the developers and official testers. In the maintenance phase, bugs are reported mostly by customers.

Preventive maintenance requirements should be considered during product selection, because maintenance costs affect the life cycle cost of products and equipment. Such maintenance considerations include Product Design, maintenance cycles and maintenance training (Construction Specifications Institute, 2011). Some products are designed in a manner that makes maintenance procedures easier to perform than with otherwise similar products. Products requiring complex multistep maintenance procedures may not be practical; a condition that may lead to poor product performance and reduced life cycle value hence making the delivery of the project designed a hard task to achieve.

The frequency of maintenance and the effect of procedures on the operations of the facility should also be considered as they reflect on the time the project under construction is likely to take and thus avoiding delays when delivery stage reaches

(Vilcox M. & Mohan T., 2007). The cost of training in-house maintenance personnel should be compared to the cost of contracting maintenance to specialists especially when maintenance means has to be undertaken by another party.

2.4 Effect of customer care on project delivery

Wisner (2007) refers to customer care as the activities that support orders, including application, advice, configuration, order processing, handling, post-sale communication, and special services. It is a series of activities designed to enhance the level of customer satisfaction before, during, and after a purchase.

Further, Turban (2002) refers the customer care as the customer service, and defines it as the series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation. It includes the collection of activities performed in filling orders and keeping customers happy, or creating in the customer's mind the perception of an organization that is easy to do business with.

Considering a most of the literature, there is thin line differentiating the customer service and customer satisfaction. However, Research has revealed that, most top reasons that cause customer dissatisfaction focus on aspects like employees who don't listen to the needs of customers, who ignore customers completely and those who deliberately tell customer that they will do and fail to do. Other aspects linked to customer services are lack of knowledge on the company products and services that in return result to poor customer care (Evenson, 2007).

Providing consistently high-quality service puts an organization on the fast track to success. How well you treat your customers may make the difference between achieving your business goals and just barely keeping your doors open as Evenson (2007) notes. Giving great customer service is not a matter of doing what you think your customers want. Rather, it is a matter of doing what the customers wants. One of the greatest mistakes business owners make is assuming they know what their customers want without actually asking the customers what they want. To understand customers, one needs to be close to them, stay tuned to them, and think like them.

Every organization success depends on the satisfaction they give when rendering their goods or services, achieved through strategic customer service. Strategic view of

customer service requires thinking of the function not as cost centre to be minimised but a competitive differentiator, revenue retention, generation machine and a word of mouth management process (Goodman, 2009).

Many researchers have argued that the quality and level of customer service has decreased in recent years, and that this can be attributed to a lack of support or understanding at the executive and middle management levels of a corporation and/or a customer service policy (Dall ,2004). Most managers, owners and employees in different organizations understand the importance of customer service but they lack the knowledge and the skills to handle the issue of customer care/service (Grigoroudis, 2009). This would result to always ignoring issues of customer service, complaints and satisfaction because they don't understand how to deal with the circumstance but the fact is, ignoring such issues will not make the problem disappear but will make the customers disappear. This is a major blow to the organizations that focus on project delivery since every time a customer is dissatisfied due to poor customer service is an opportunity gone.

Studies carried out by companies like Argos and Cadburys have found very high levels of customer satisfaction (Berry, 2005). It is not surprising because these companies emphasize market research and marketing as the tools to find out what customers want. Knowing what your customer wants then makes it possible to tailor everything you do to pleasing the customers for example providing the goods that customers want, in the packaging that they want, in retail outlets which are convenient to use and well placed (House, 2007).

According to Jonson (2007) customer service is one of the most important ingredients of the marketing mix for products and services. High quality customer service adds value and helps to create customer loyalty. Customers today are not only interested in the product they are being offered but all the additional elements of service that they receive: from the greeting they receive when they enter a retail outlet, to the refund and help that they receive when they have a complaint about a faulty product that they have paid for.

Festinger (2006) notes that customer focus identifies the object of a consumer's satisfaction and usually entails comparing performance to some standard. This

standard can vary from very specific to more general standards. There are often multiple foci to which these various standards are directed including the product, consumption, purchase decision, salesperson, or store/acquisition. The determination of an appropriate focus for satisfaction in project delivery may vary depending on the kind of project that the customer wants delivered.

To avoid the loss of opportunity and widen the changes of satisfying its clients, organizations need to implement full-scale strategic customer service or simply improve specific aspects of their service. Customer service leaders need a practical tool for training its employees and transform problem behaviour. In his book, Evenson (2007) comparatively explains that, "training customer service employees well on how to perform their duties diligently is like training actors in a play." Because the organization will achieve quality, build robust customer elation and to a large extent contribute to customer retention in the organization.

2.5 Effect of complaint resolution towards project delivery

Arguably, nothing is more telling about an organization's commitment to customer service delivery than how that organization solves customer service problems (Zemke, 1999). Many organizations; from supermarkets and factories to the dry cleaner, hospital, or IRS office display signs proclaiming the importance of the customer, mission statements extolling the pre-eminence of the customer and the organization's commitment to service, and clever little slogans about customer service. Such pronouncements may momentarily impress and reassure the naive customer, but there's probably no better proof of the organization's commitment to the idea and concept of customer service than in its treatment of customers when there's a problem.

Ziglar, (2011) encourages that, organizations should not let complaints fester but should do everything that makes customers feel that it`s okay to complain. To achieve a successful delivery, the organization liable should try to make it simple when a fault is detect and even if it`s a problem that can't be settled, the managers or employees should show interest to the customer and try to be helpful. When one receives a customer complaint, it's important that they respect the relationship because it includes the company as well. Whether the company has a group of Customer Service

Reps (CSRs) or not, the reality is that more times than not, the customer will come to you for help, advice, and resolution when a problem arises (Walkup, 2010).

Considering the people's personalities, different people will behave in their own way when under stress. A non-emotional matter of fact complaint is easier to tackle than handling a customer who gets angry, rude or nasty within no time (Gladstone, 2004). On the other hand, assured customers are very fast and specific to results and thus their personalities. They don't grant time to find out the resolution or conduct any research. Precise customer always calls when they have all the details regarding any delivery or transaction and their personalities remain the same. At times, there are goo customers to mention, who instead of being so angry and giving no time for explanation look at maintaining the good relationship that has been existing. They are kind and more passive in their approach. No matter what case, it is advised that the customer service employee play cool than reacting towards the customers who don't prove patient.

When a customer encounters a problem with an organization, it's very probable that the value the customer experienced or expected has declined (Cook, 2010). When the organization can't take care of the problem to customer satisfaction, the perception of the quality the customer expected in the transaction declines, while the monetary price remains constant. This results in a lower value.

An organization focusing on achieving success in project delivery should have strategies laid forth to tackle customer complaints (LaBonde, 2010). This will involve focusing on the customer, by immediately solving the problem or responding to the customer need; Focusing on the complaint by collecting all complaints from all external customers and categorizing them in a way that allows for analyzing data to see trends, patterns, concentrations, tendencies and focusing on process improvement; that will use the database of complaints to define processes that are important from the customer's perspective and to improve the most critical ones.

Proper handling of complaint retains customers. According to Goodman (2009), in all business sectors and projects undertaken, including the process of project delivery, a customer whose complaints are handled amicably and satisfied with a resolution, is 30% loyal to the product of business than a complainer. Further, he continues to explain that, complaint solve increases the loyalty of the customer 50% more, than a

customer whose complaint was never handed. A case like those needs to be observed to all business mostly engaged in project delivery since failure to handle complaints impact on customer satisfaction and most likely the quality of the product or service.

2.6 Effect of customer satisfaction on project delivery

According Fornnell (2006) customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. Gaining high levels of customer satisfaction is important to a business because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business.

Berry (2005) argues that there are many factors which lead to high levels of customer satisfaction. Products and services which are customer focused provide high levels of value for money. Customer service giving personal attention to the needs of individual customers creates confidence on the product. After sales service, which involves following up the original purchase with after sales support such as maintenance and updating (for example in the updating of computer packages) also creates high levels of customer satisfaction. What is clear about customer satisfaction is that customers are most likely to appreciate the goods and services that they buy if they are made to feel special. This occurs when they feel that the goods and services that they buy have been specially produced for them or for people like them. This relates to a wide range of products such as razors that are designed for ease of use and good quality finish, petrol products that are environmentally friendly and customized to meet the needs of particular types of engines (Lehman, 2005).

Customer service includes all aspects of a customer's experience in dealing with an organization. In terms of business strategy it represents an overall description of the desired relationship between the producer and the customer (Melton, 2006). The word 'service' in this sense is based on the premise that every commercial transaction is a service. When a customer visits a local retailer to buy furniture they are able to benefit in some cases from the additional service of having the furniture installed for them. At the same time they will get a good 'service' from the retailer, who will be happy to help them with advice about the properties of different types of furniture, repayment terms and delivery. If an oil company assumed that the function of its retail network was simply to sell petrol and lubricants it would quickly lose business to competitors.

Its real function is to supply a 'customer service' in its case the service of enjoyable, trouble-free motoring (Raz, 2003).

Rand (2006) views project management as a discipline of planning, organizing, securing, and managing resources to achieve specific goals. A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value (Carrol, 2006).The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies aimed at satisfying customers (Melton, 2009).

According to Sulbara (2008), the primary challenge of project management is to achieve all of the project goals and objectives while honouring the preconceived constraints. This would lead to successful project delivery whose components as outlined by construction specification such as discipline, process and skills for planning projects , strong linkage to business strategy with realistic objectives and benefits , careful management of key project resources , clear communication to stakeholders , good risk management with lessons learnt , issues and decisions made and objectivity at end with collective responsibility, management commitment and sponsorship and empowered project managers (Sulbara, 2008).

The typical constraints of project delivery are scope, time, and budget (Dahl, 2008). The secondary and more ambitious challenge is to optimize the allocation of necessary resources and integrate them to meet pre-defined objectives. Time is an important aspect in project management, most projects have a time limit stipulated in them and in most cases this should be achievable. When project goals are met the project achieves its objectives and this leads to customer satisfaction and when the customer becomes satisfied this leads to customer loyalty (PPME, 2009).

2.7 Conceptual framework

A conceptual framework defines the interrelationship between variables deemed important in a study. In this study the conceptual framework depicts the relationship

between various customer satisfaction dimensions (Independent and Dependent variables of the study.

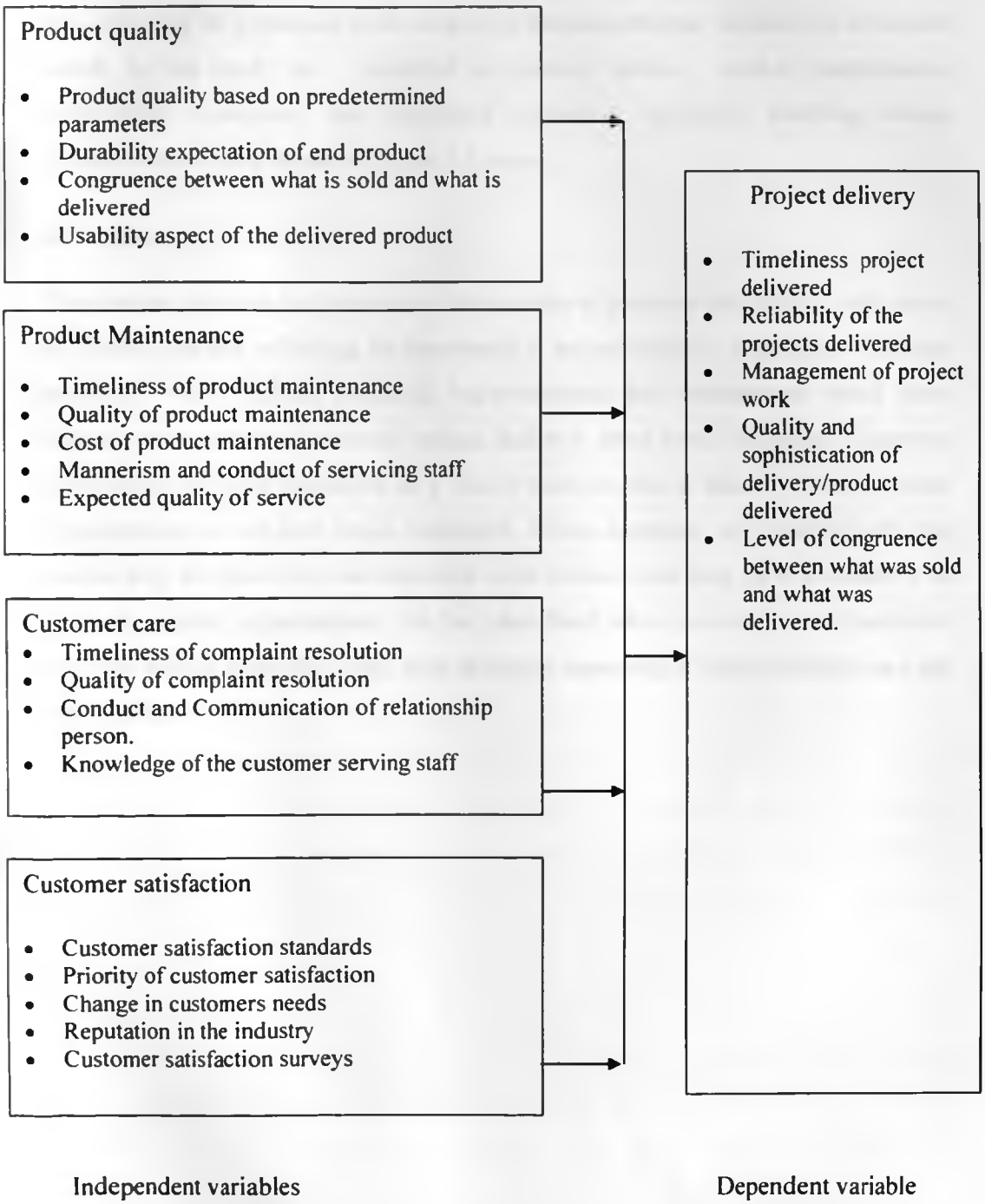

Figure 1: Conceptual framework

Project delivery (dependent variable in the study) indicated by timeliness of products delivered, quality and sophistication of the product delivered, behaviour and mannerism of delivery staff, and level of congruence between what was sold and what was delivered is perceived to be subject to various customer satisfaction constructs which in this study are identified as product service , product maintenance, relationship experience and complaint resolution /grievance handling whose indicators have been shown in Figure 2.1 above .

2.8 Summary

This chapter presents the literature on the concept of customer satisfaction, with views of various scholars reflecting its importance in project delivery. A glimpse of project processes which include, planning, implementation and management which form critical prerequisites of overall project delivery have been discussed. Customer satisfaction has been presented as a crucial measure that is taken by the corporate organizations to win and retain customers. When customers are satisfied with the service they are given they become loyal to the business and they have no tendency to move to another organizations. On the other hand when customers are dissatisfied with the service given they will, soon disappear especially if their complaints are not well handled.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses how the researcher undertake the study on effects of customer satisfaction on project delivery; the plan is discussed under the following subtopics: Research design, target population, sampling techniques, sample size, data collection, data analysis and ethical considerations

3.2 Research design

A descriptive case study design was used to accomplish the research objectives. KIM (2009) describes a case study design as one that involves in-depth and detailed description of a single entity, situation or phenomenon (or a very small group). The description is usually prepared as a report, usually containing a detailed description of observations during the entire data collection process.

3.3 Target Population

The focus of the study was KAPS Limited and the clients served by the company. KAPS limited is a Kenya based company offering solutions in car parking, access control and revenue management systems since 1999. The services offered by KAPS limited are based on design and implementation of projects aimed at providing solutions to different customer needs. The company's activities therefore revolve around delivering different projects to customers aimed at providing a variety of solutions as the customer may need.

KAPS limited has a total of 611 employees who work hand in hand to ensure that projects are implemented. The company serves 12 organizations who are direct clients by designing and implementing projects that will serve the organization's clients. KAPS limited employees provided information regarding project delivery while their clients provided information concerning customer satisfaction.

Table 3. 1 : Target population

Target population	Population
Chief Executive officer	1
Directors	5
Research and development	10
Legal	11
Accounts	2
Procurement	4
Stores	1
Technical	60
Cashiers	150
Supervisors	50
Sales and marketing	5
Client served by KAPs limited	12
Clients served by KAPS clients	300
Total	611

Source: KAPS Limited; Staff Register (2012)

3.4 Sampling design and sample size

The study used stratified random sampling to select samples that participated in this study. The target population was stratified into managers and marketing staff and clients. This enabled the researcher to improve the accuracy /efficiency of estimation, focus on important sub-populations, ignore the irrelevant ones and facilitate balancing of difference between strata by sampling equal numbers from strata varying widely in size (Kothari, 2004).

3.4.1 Sampling of KAPS limited employees

Interviews were conducted for all categories of employees and employee category whose population was less than 50, while a sample size of 20% was selected for

employee category whose population was more than 50. This formed a study sample of 155 employees.

3.4.2 Sampling of clients

KAPS limited serves organizations within Nairobi who are direct clients. The indirect clients include those served by the direct clients. Each direct client provided 1 respondent and 1 client to participate in the study. This constituted 24 clients who are directly or indirectly serviced by KAPs limited. A summary of the sample size has been provided on Table 3.2.

Table 3. 2: Sample size

Employee category	Sample size
Chief Executive officer	1
Directors	5
Research and development	10
Legal	11
Accounts	2
Procurement	4
Stores	1
Technical	12
Cashiers	30
Supervisors	50
Sales and marketing	5
Client served by KAPs limited (Direct clients)	12
Clients served by KAPS clients (Indirect clients)	12
Total	155

3.5 Data collection techniques

Focus group discussions and questionnaire were used to gather primary data required for the study. According to KIM (2009), an interview is a formal meeting or communication framework between two parties whose primary objective is to procure

factual information. Chandran (2004) notes that, interview enables researchers to gather data in an in-depth way which is characteristic of the present study. They help the researcher in discovering how individuals think and feel about a topic and why they hold certain opinions. They also facilitate understanding and explanation of statistical data.

Other advantages of interviews identified by Khan (2006) and of a particular help to this study is that; they will be useful in obtaining information about personal feelings, perceptions and opinions with regard to customer satisfaction and project delivery. Interviews can however be time consuming (Patton, 2001), an effect that the researcher will reduce by conducting group interviews rather than individual interviews. An interview guide with semi structured questions was designed to help collect data on respondent's perception on the role of customer satisfaction on project delivery.

3.6 Reliability and Validity

The most important issue in research is to ensure reliability and validity. In order to produce useful results, the researcher ensured that the questionnaire is reliable and valid (Creswell, 2000). Reliability and validity are conceptualized as trustworthiness, rigor and quality in qualitative paradigm (Miller, 2000). The reliability and validity of the research instruments for the present study have been discussed below.

3.6.1 Reliability

Joppe (2000) defines reliability as: "The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable". The reliability of the research instrument was undertaken using test and re-test method. The test and re-test methods measure the consistency of a research instrument in a given period of time (KIM, 2009).

The research instrument was administered to respondents twice. After the first administration, sometime was allowed to elapse, two weeks is long enough to eliminate responses remembering answers given in the first round. The scores on the

two sets of measures were then be correlated to obtain an estimated coefficient of reliability. The coefficient was computed using the Karl Pearson's Product Moment Coefficient of Correlation (r). The items were scored individually and aggregated to get the total score on the whole instrument for both test and pre-test administrations.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{\{n\sum x^2 . (\sum x)\,2\}\,\{n\sum y^2 -)(\sum y)^2\}}}$$

Where r = Reliability coefficient

n = Number of respondents

x= Total score of test administration

y= Total score of retest administration

The higher the value of r. the higher the reliability of the research instrument used. If the reliability coefficient of the research instrument is above 0.80. as recommended by McMillan (2001) then the instrument will be considered reliable enough.

3.6.2 Validity

Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. To answer the question of enhancing validity he argued that continuous refinement of the sampling and data collection techniques throughout the data collection process increase the validity. An expert opinion was used to examine the validity of the research instrument used. An expert in this case was a person who has more than five years experience in customer care.

3.7 Ethical considerations

According to Mugenda (2003) ethical issues are present in any kind of research. This is because the research process creates tension between the aims of research to make generalizations for good of others and rights of participants to maintain privacy. Ethics therefore pertain doing good and avoiding harm (Herroelen. 2008). For the purposes of this study. permission to carry out the study was sought from KAPS Limited management. The researcher also assured confidentiality to the respondents

and affirmed that the study is made for purposes of accomplishing academic goals. The researcher acknowledged all sources of information from other scholars.

3.8 Operational definition of variables

The researcher identified various behavioural dimensions, indicators or properties denoted by the main variables under study in order to render them measurable.

Table 3.3: Operational definition of variables

Objective	Variable	Indicator	Measurement	Scale
1. To establish the effect of product quality on project delivery at KAPS Ltd	**Dependent** Product quality	Predetermined parameters Durability	Product specifications Time period the equipment is operational	Ratio Nominal Nominal Nominal Ratio Nominal
2. To investigate the effect of product maintenance towards project delivery at KAPS Ltd	**Dependent** Product maintenance	Timeliness of product maintenance Quality of product maintenance Cost of product maintenance	Number of times the product is serviced Time period between breakdowns How much money is spent servicing the product.	Ratio Ratio Nominal Ordinal Ordinal Nominal
3. To find out the effect of customer care towards project delivery	**Independent** customer care	Timeliness of complaint resolution Quality of complaint resolution Knowledge of	Time period taken to resolve a complaint Satisfaction of the client Number of hours spent training the	Ratio Ratio Ratio Ratio Nominal

		customer serving staff	staff	
4. To find the effect of customer satisfaction on project delivery	**Independent** Customer satisfaction	Reputation in the industry Customer satisfaction surveys Priority of customer needs Customer satisfaction standards	Industry surveys Customer surveys Customer surveys Customer surveys	Ratio Ratio Ratio Ratio Nominal

3.9 Data Analysis techniques

The research used qualitative data analysis techniques suitable in a case study (Taylor, 2007). The responses from the interview schedule were coded into common themes, and entered into the SPSS system. The system facilitates generation of descriptive statistics such as mean, standard deviation, frequency and percentages. Interpretation of the results was thereafter made based on the research objectives then conclusions and recommendations drawn. Data was presented in tables and charts.

3.10 Summary

This chapter presents the research design and methodology. The study adopted a case study design which was KAPS Limited. The target population was managers and employees within KAPS limited as well as their clients. Stratified random sampling was used to select the samples to participate in the study. Data was gathered via focus group discussions and an interview guide. Raw data was analysed through qualitative and quantitative techniques with help of Statistical package for Social Sciences. It was then presented in tables and discussion made based on research questions. Test re-test method was used to ensure reliability. An expert opinion was used to examine the validity of the research instruments used.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the study findings on factors affecting project delivery at KAPS limited. The chapter has been sectioned into background information and factors effecting project delivery which are subdivided into; respondents rating on project delivery, effect of product quality, product maintenance, customer care, compliant resolution and customer satisfaction on project delivery.

4.2 Background of the study

The study background information provided the response rate and background information about the respondents. This has been presented in the following subtopics.

4.2.1 Response rate

Table 4.1 presents the response rate.

Table 4.1: Response rate

Response rate				
	Frequency	Percent	Valid Percent	Cumulative Percent
Responded	124	80.0	80.0	80.0
Did not Respond	31	20.0	20.0	100.0
Total	155	100.0	100.0	

Out of a sample size of 155 respondents, 124 answered and returned the questionnaire for analysis while 31 did not respond. This represented a response rate of 80% which according to Mugenda (2009) is adequate enough to be represent study objectives.

4.2.2 Respondents background information

Respondent's background provided information on respondents' gender, age, level of education, marital status, period of work at KAPS limited and job description. The findings were presented on table 4.4 below.

Table 4.2: Respondents background information

Respondents demographic information		Frequency	Percentage %
Gender	Male	99	79.8%
	Female	25	20.2%
	Total	**124**	**100.0%**
Age	0-20 years	18	14.5%
	21-30 years	46	37.1%
	31-40 years	36	29.0%
	41-50 years	14	11.3%
	51-60 years	7	5.6%
	Above 60 years	3	2.4%
	Total	**124**	**100.0%**
Level of education	Non-formal	0	0.0%
	Primary	1	0.8%
	O- level	39	31.5%
	Tertiary	84	67.7%
	Total	**124**	**100.0%**
Marital status	Single	60	48.4%
	Married	64	51.6%
	Total	**124**	**100.0%**
Period of work in KAPS Ltd	1-5 yrs	84	67.7%
	5-10yrs	28	22.6%
	10-15yrs	0	0.0%
	over15yrs	12	9.7%
	Total	**124**	**100.0%**

The study findings indicated that gender representation was 79.8% male while female representation was 20.2%. Majority of respondents (37.1%) were aged 21-30 years with minority being above 60 years of age. Most of the respondents (67.7%) indicated having attained tertiary school education. Respondents were either married or single with 48.4% being married while 51.6% were unmarried.

The work experience for the respondents ranged between 1 to over 15 years with majority (67.7%) having worked for the organization for a period of 1-5 years. This revealed that at least many respondents understood the factors affecting project delivery in their organization

4.2.3 Respondent's work category

Table 4.3 presents work category of the respondents

Table 4.3: Respondents category of work

	Frequency	Percent	Cumulative Percent
Research and development	10	8.1	8.1
Accounts	2	1.6	9.7
Procurement	3	2.4	12.1
Stores	1	0.8	12.9
Technical	12	9.7	22.6
Cashiers	27	21.8	44.4
Supervisors	45	36.2	80.6
Direct clients	12	9.7	90.3
Indirect clients	12	9.7	100.0
Total	124	100.0	

The major component of the study participants were supervisors of different project management tasks within the organization. Categories like directors, chief executive officer, sales and marketing and legal did not respond.

4.3 General rating on project delivery aspects at KAPS limited

The study used different parameters in measuring indicators of project delivery at KAPS Limited. These included; product quality, product maintenance, customer care, complaint resolution and customer satisfaction. The findings have been presented and discussed in the following sub sections.

Table 4.4: Rating on various parameters of project delivery at KAPS limited

Rating on various parameters of project delivery		Frequency	Percentage%
Rate of timely completion of projects	Excellent	2	1.6%
	Very good	1	0.8%
	Good	73	58.9%
	Average	36	29.0%
	Poor	12	9.7%
	Total	**124**	**100.0%**
Reliability rate of the projects completed	Excellent	16	12.9%
	Very good	39	31.5%
	Good	35	28.2%
	Average	21	16.9%
	Poor	13	10.5%
	Total	**124**	**100.0%**
Management rate of project work	Excellent	19	15.3%
	Very good	23	18.5%
	Good	59	47.6%
	Average	23	18.5%
	Poor	0	0.0%
	Total	**124**	**100.0%**
Quality rate of project delivered	Excellent	39	31.5%
	Very good	32	25.8%
	Good	18	14.5%
	Average	21	16.9%
	Poor	14	11.3%
	Total	**124**	**100.0%**
Similarity rate between what is sold and delivered	Excellent	31	25.0%
	Very good	48	38.7%
	Good	29	23.4%
	Average	8	6.5%
	Poor	8	6.5%
	Total	**124**	**100.0%**

The study findings indicate that different parameters of project delivery are rated different as far as employees of KAPS limited are concerned. Rate of timely completion of projects was rated as good by 58.9% majority of respondents. Reliability rate of projects completed was rated very good b 31.5% majority of the respondents. Management rate of project work was rated as good by 47.6% majority of respondents. Respondent's rate quality rate of project delivered as excellence. while similarity between what is sold and what is delivered was rated as very good by 38.7% majority of the respondents.

It is worthy to note that some elements of project delivery at KAPS limited had some employees rating them as poor. Such included rate of timely completion of projects rated as poor by 9.7% of the respondents, reliability rate of projects completed rate as poor by 10.5% of the respondents, quality rate of project completed rated as poor by 11.3% of the respondents and similarity between what is sold and what is delivered rated as poor by 6.5% of the respondents . The findings reflect that the organization has still deficits as far as project delivery is concerned and there efficient in project delivery has not yet been attained.

4.4 Factors affecting project delivery

Project delivery in this study was presumed to be a function of various parameters that in one way or another influence the direction of organizational activities towards the entire project process. Various factors presumed to have influence on project delivery and examined in this study included product quality, product maintenance, customer care and customer satisfaction. The primary findings on these factors have been presented in the following subsections.

4.4.1 Effect of product quality of project delivery

Various parameters considered indicators of product quality included; predetermined product quality parameters, product usability, durability specifications, and product performance expectations. The findings on these parameters are presented on Table 4.5.

Table 4.5: Effect of product quality on project delivery

Product quality		Frequency	Percentages %
The project delivered is based on the predetermined quality parameters	Strongly agree	52	41.9%
	Agree	72	58.1%
	Neutral	0	0.0%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Projects delivered put into consideration product the usability aspects of the product	Strongly agree	52	41.9%
	Agree	42	33.9%
	Neutral	10	8.1%
	Disagree	20	16.1%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Product delivered is based on the durability specifications of the end products	Strongly agree	0	0.0%
	Agree	42	33.9%
	Neutral	51	41.1%
	Disagree	21	16.9%
	Strongly disagree	10	8.1%
	Total	**124**	**100.0%**
Expected level of product performance determines congruence between what is sold and what is delivered	Strongly agree	53	42.7%
	Agree	71	57.3%
	Neutral	0	0.0%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**

The study findings on table 4.5 indicate respondent's opinion on the influence of product quality and project delivery at KAPS limited. From the results it can be noted that there is either strong agreement or agreement with the assertion that project delivered is based on predetermined quality parameters as indicated by 41.9% and 58.1% of the respondents.

Product usability was also considered an important factor in project delivery with 41.9% of respondents strongly agreeing while 33.9% agreed with the assertion that projects delivered put into consideration product usability aspect. On the assertion that project delivered is based on durability specifications of the end product, 41.1% of the respondents were neutral of this opinion indicating that is was not a strong quality parameter in determining project delivery.

It was agreeable among majority (57.3%) of respondents that expected level of product performance determined the congruence between what was sold and what

was delivered. The study findings from the primary data concur with literature discussions as far as organizational regard for quality in project delivery is concerned. For instance Cordiero (2011) notes that it is likely that high quality products attracted the same level of project delivery strategy and therefore unlikely to be undertaken in poorly constructed projects. Similar sentiments are echoed by Melton (2009) who indicate that in a project delivery process, values is continuously realised as the scope, quality and functionality is delivered trough completion of activities.

4.4.2 Effect of product maintenance on project delivery

Different parameters of product maintenance examined in this study included; Timeliness of product maintenance, quality of maintenance service, cost of product maintenance, mannerism and conduct of product servicing team and expected quality of service. The findings were presented on Table 4.6.

Table 4.6: Product maintenance and project delivery

Parameters of product maintenance		Frequency	Percentage %
Timeliness of product maintenance influences reliability of the completed project	Strongly agree	0	0.0%
	Agree	10	8.1%
	Neutral	41	33.1%
	Disagree	73	58.9%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Quality of maintenance of a product influences quality and sophistication of project delivered	Strongly agree	21	16.9%
	Agree	10	8.1%
	Neutral	93	75.0%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Cost of product maintenance plays a critical role in project delivery	Strongly agree	20	16.1%
	Agree	53	42.7%
	Neutral	41	33.1%
	Disagree	10	8.1%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
The mannerism and conduct of servicing staff influences the level of congruence between what is sold what is delivered	Strongly agree	31	25.0%
	Agree	10	8.1%
	Neutral	83	66.9%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Expected quality of service influences quality of project delivered	Strongly agree	31	25.0%
	Agree	51	41.1%
	Neutral	42	33.9%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**

The results indicate that different parameters of product maintenance have varying degrees of influence as far as project delivery is concerned. In the assertion "timeliness in product maintenance influences reliability of the project delivered, 58.9% majority of respondents disagreed with the assertion while a notable 33.1% were neutral about the assertion. Majority (75%) of the respondents were neutral that maintenance quality of a product influenced sophistication of the project delivered. Regarding the cost of product maintenance, 42.7% majority of the respondents agreed

that cost of product maintenance played a critical role project delivery. It was however noticeable that 33.1% of the respondents were neutral on this assertion. On the assertion that " the mannerism and conduct of servicing staff influences the level of congruence between what is sold and what is delivered. 66.9% of the respondents were neutral with the assertion.

On other hand 41.1% majority of respondents indicated that expected quality of service influences quality of project delivered. Primary data indicates that that product maintenance has some influence on project delivery. Product maintenance parameters that influence product delivery include; maintenance needs, maintenance quality, maintenance cost and nature of maintenance service provided. These findings concur with Vilcox and Mohan, (2007) who affirm that the frequency of maintenance and the effect of procedures on the operations of the facility should be considered as they reflect on the time the project is likely to take and thus avoid delays in delivery stages. By the premise of considering cost of maintenance, these authors reflect the importance of product maintenance in project delivery process.

4.2.3 Effects of customer care on project delivery

Customer parameters examined in this study included frequency and quality of contact as far as timeliness in project delivery was concerned, knowledge of company products by the customer care team, conduct and communication relationship of the customer care team in relation to product delivery. The findings were presented on Table 4.7.

Table 4.7: Customer care and project delivery

Customer care parameters in relation to project delivery		Frequency	Percentages %
Timeliness of complaint resolution affect timeliness of project delivery	Strongly agree	84	67.7%
	Agree	27	21.8%
	Neutral	13	10.5%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Quality of complaint resolution affects behaviour and mannerism of delivery staff	Strongly agree	71	57.3%
	Agree	42	33.9%
	Neutral	11	8.9%
	Disagree	0	0%
	Strongly disagree	0	0%
	Total	**124**	**100.0%**
Empathy of customer servicing staff influences quality and sophistication of project delivery	Strongly agree	21	16.9%
	Agree	62	50.0%
	Neutral	20	16.1%
	Disagree	21	16.9%
	Strongly disagree	0	0%
	Total	**124**	**100.0%**
Knowledge of customer servicing staff determines level of congruence between what is sold and what is delivered	Strongly agree	58	46.8%
	Agree	35	28.2%
	Neutral	31	25.0%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**

Respondent's level of agreement with various parameters reflecting project delivery indicated different levels of agreement as far as customer care parameters and project delivery was concerned. On the assertion that frequency and quality of contacts affect timeliness in project delivery. 21.8% of the respondents agreed with the assertion, while 67.7% strongly agreed. This would indicate that timeliness of project delivery was highly affected by frequency and quality of contact by the customer service team. There was 46.8% and 28.2% agreement among respondents that knowledge of company products affected the congruence between what was sold and what was delivered. On the assertion that the conduct and communication among employees and clients affected quality and sophistication of the project delivered, 50.0% of the respondents agreed with the assertion. 16.9% strongly agreed with the assertion.

The study findings from the primary data reflect a general agreement that customer service is a critical tool in project delivery. Zemke (1999) argues that organizational

commitment towards solving customer problems will show more about how projects in that organization will be delivered.

This also concurs with Ziglar (2011) arguments that encourage organizations to seek success in project delivery based by showing interest in customer concerns, problems and solving them. According to Goodman (2009) in all business sectors and projects undertaken, including the process of project delivery, a customer whose complaints are handled amicably and satisfied with a resolution, is 30% loyal to the product of business than a complainer. Further, he continues to explain that, complaint solve increases the loyalty of the customer 50% more, than a customer whose complaint was never handed. A case like those needs to be observed to all business mostly engaged in project delivery since failure to handle complaints impact on customer satisfaction and most likely the quality of the product or service.

4.2.4 Effect of customer satisfaction on project delivery

Customer satisfaction parameters established in this study include: effect of customer satisfaction standards, importance accorded to customer satisfaction in implementation of projects tasks, effect of change of customer needs during the process of project implementation, influence of customer satisfaction in building brand reputation, role of customer satisfaction surveys in influencing the direction of project delivery. The results have been presented on Table 4.8.

Table 4.8: Effect of customer satisfaction on project delivery

Customer satisfaction parameters in relation to project delivery		Frequency	Percentage %
Project delivery is determined by set customer satisfaction standards	Strongly agree	64	51.6%
	Agree	40	32.3%
	Neutral	20	16.1%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Customer satisfaction is a priority considerations during implementation of project tasks	Strongly agree	69	55.6%
	Agree	24	19.4%
	Neutral	31	25.0%
	Disagree	0	0.0%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Any change in customer need is likely to change project delivery strategy	Strongly agree	56	45.2%
	Agree	51	41.1%
	Neutral	6	4.8%
	Disagree	11	8.9%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
Our reputation in the industry can be attributed to level of attachment to customer satisfaction	Strongly agree	53	42.7%
	Agree	61	49.2%
	Neutral	9	7.3%
	Disagree	1	0.8%
	Strongly disagree	0	0.0%
	Total	**124**	**100.0%**
We normally undertake customer satisfaction surveys to determine the direction of our project plans	Strongly agree	24	19.4%
	Agree	41	33.1%
	Neutral	20	16.1%
	Disagree	29	23.4%
	Strongly disagree	10	8.1%
	Total	**124**	**100.0%**

The study findings indicated that project delivery was determined by a set of customer satisfaction customer satisfaction parameters as indicated by 51.6% majority of respondents who strongly agreed with the assertion that project delivery is determined by a set of customer satisfaction standards. A second majority (32.3%) agreed with the assertion.

The results as indicated by 55.6% of the respondents showed strong agreement, while 19.4% agreed with the assertion that customer satisfaction is a priority consideration during project delivery. On the assertion that any change in customer needs is likely to change project delivery strategy, 45.2% of the respondents strongly agreed with the assertion, 41.1% agreed with the assertion, 4.8 % were neutral on the assertion while 8.9% disagreed with the assertion. From the majority opinion, it can be noted that customer needs are considered important in determining the direction of project delivery.

The need to maintain company reputation can be an important gauge in determining the strategy a company adopts in project delivery, the study sought to establish the impact of this in the assertion, "our reputation in the industry can be attributed to the level of attachment to customer satisfaction. The results indicate that 49.7% of the respondents agreed with the assertion, 49.25 agreed on the assertion, 7.3% were neutral on the assertion, while 0.8% disagreed with the assertion. The findings imply that company reputation which has a direct link on customer satisfaction is an important parameter in influencing the direction of project delivery in an organization.

Undertaking customer satisfaction surveys would normally be an indicator of the extent to which an organization would use customer satisfaction to strategise on project delivery. The study findings on the assertion that "we normally undertaken customer satisfaction surveys to determine the direction of our project plans indicated that 19.4% of the respondents strongly agreed with the assertion, 33.1% agreed with the assertion, 16.15 were neutral on the assertion while 8.1% agreed with the assertion. The study findings indicate that customer satisfaction is an important factor in determining the direction of project plans.

The primary findings indicate that satisfying customers is at the core of all activities at KAPS limited. The importance attached to customer satisfaction by the company concur with (Berry, 2005) observations that gaining high levels of customer satisfaction is important to a business because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. This argument is also affirmed by Melton, (2009) who indicates that management of customer satisfaction systems requires a strong link between skills and technical skills that an organization has. Though the literature do not directly

identify with customer satisfaction as a factor in project delivery, components of successful project management demand that project time, scope and budget be tailored towards customer satisfaction (Sulbra, 2008).

4.4 Correlation analysis on factors affecting project delivery

In order to determine the degree of relationship between different factors that affect project delivery, a correlation analysis for different factors under examination were undertaken. The table below indicates correlation coefficient values and the level of relationship.

Table 4.9: Correlation analysis on factors affecting project delivery

Factors affecting project delivery	Correlation coefficient	Degree of relationship with project delivery
Product quality	0.52	Moderately strong relationship
Product maintenance	0.093	Very weak relationship
Customer care	0.603	Moderately strong relationship
Customer satisfaction	0.86	Strong relationship

Different correlation values were established for factors affecting project delivery. From the results, it can be noted that product quality exhibited a moderate strong relationship with customer satisfaction with a correlation co efficient of 0.52 product maintenance indicated a very weak relationship with a correlation coefficient of 0.093.Customer care indicated a moderately strong relationship with project delivery with a correlation coefficient of 0.603. A strong positive relationship was established between customer satisfaction and project delivery with a correlation coefficient of 0.86.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discussed the summary of findings on the study on factors affecting project delivery. The study sought to establish the effect of product quality, product maintenance, customer care and customer satisfaction on project delivery. Project delivery parameters examined in the study included; timeliness project delivered, sharing the status of project while work in progress, quality and sophistication of delivery / product delivered, behaviour and mannerism of delivery staff and level of congruence between what is sold and what is delivered. This chapter has been subdivided into summary of finding, conclusions and recommendations.

5.2 Summary of findings

The summary of the findings provides a highlight of key observations of the study as far as study participants and factors affecting project delivery are concerned. The summary has been sectioned into background information and factors affecting project delivery.

5.2.1 Background information

The study findings indicated that gender representation was 79.8% male while female representation was 20.2%. Majority of respondents (37.1%) were aged 21-30 years with minority being above 60 years of age. Most of the respondents (67.7%) indicated having attained tertiary school education. Respondents were either married or single with 48.4% being married while 51.6% were unmarried. The work experience for the respondents ranged between 1 to over 15 years with majority (67.7%) having worked for the organization for a period of 1-5 years. This revealed that at least many respondents understood the factors affecting project delivery in their organization. The major component of the study participants was supervisors of different project management tasks within the organization. Their proportion of their response tallied with the population in the organization since majority of the employees at KAPS limited are supervisors.

5.3 Factors affecting project delivery

Various factors deemed to affect project delivery in the study included product quality, product maintenance, and customer care and customer satisfaction. The results of the findings have been summarized in Table 5.1

Table 5. 1 : Summary of findings

Objective	Findings	Comments
To determine the effect of product quality of project delivery	Different quality aspects of a product included product usability, durability specifications, and level of congruence between what was sold and what was delivered. Overall correlation results for product quality yielded a correlation coefficient of 0.52 indicating a moderate positive relationship with project delivery. Descriptive results indicated that there was mainly strong agreement, agreement and neutral opinions on different assertions related to predetermined quality parameters of a product. Product usability was also considered an important factor in project delivery with 41.9% of respondents strongly agreeing while 33.9% agreed with the assertion that projects delivered put into consideration product usability aspect. Durability specification of a product as a determinant of project delivery attracted 41.1% neutral opinion from respondents, indicating that it was not a strong quality parameter in determining the direction of project delivery.	Some quality parameters in a product are important determinants of project delivery in an organization.

To determine the effect of product maintenance on project delivery	Different parameters of product maintenance have varying degrees of influence as far as project delivery is concerned. Product maintenance does not influence reliability of the product delivered as indicated by 58.9%. Maintenance quality of a product does not influence sophistication of the project delivered as indicated by 75% of the respondents. While cost of product maintenance has a critical role to play in project delivery. The correlation results indicate that that there is a weak relationship between product maintenance and project delivery.	Product maintenance is not a major determinant of how a project will be delivered in an organization
To determine the effect of customer care on project delivery	Customer care parameters deemed to affect project delivery included; quality of contact as far as timely delivery of projects was concerned, product knowledge among customer care team, and conduct and communication of customer care team. It was generally accepted that customer care was an important factor in determining project delivery in an organization. The correlation coefficient results indicate a moderately strong relationship with a correlation coefficient of 0.603	Customer care in a determining factors in influencing the direction of project delivery in an organization
To determine the effect of customer satisfaction on project delivery	The study findings indicated that project delivery was determined by a set of customer satisfaction customer satisfaction parameters. Among the customer satisfaction parameters influencing project delivery included; customer satisfaction standards, change of customer needs, the need to maintain company reputation, and undertaking of customer satisfaction surveys.	

	Customer satisfaction standards was found to affect project delivery in an organization. Likewise, change in customer needs influences how decision and strategies in project delivery process will be undertaken. Undertaking customer satisfaction surveys was found to be an indicator of the extent normally to which an organization would use customer satisfaction to strategise on project delivery. The extent of relationship between customer satisfaction and project delivery was strong as indicated by a correlation coefficient of 0.86.	

5.3.1 Overall view of project delivery at KAPS limited

Project delivery is rated different based on different delivery parameters measured. Among the indicators of project delivery in a organization as found in KAPS limited include; rate of timely completion of projects , reliability rate of projects completed, management rate of project work and quality of work delivered. Among the project delivery parameters receiving good rating from the respondents included rate of timely completion of projects, reliability rate of projects completed and management of project work. The findings on project delivery at KAPS limited could be an indication that various factors drive the process of project delivery in the organization. Further establishment of these factors was established in the quest of the effects of product quality, product maintenance, and customer care and customer satisfaction on project delivery.

5.3.2 Effect of product quality on project delivery

Product quality has an extent of influence on project delivery in an organization. Putting into consideration various product aspects by the project delivery team means that some parameters in a product will influence project delivery. Product usability was also considered an important factor in project delivery with 41.9% of respondents strongly agreeing while 33.9% agreed with the assertion that projects delivered put

into consideration product usability aspect. On the assertion that project delivered is based on durability specifications of the end product, 41.1% of the respondents were neutral o this opinion indicating that is was not a strong quality parameter in determining project delivery.

It was agreeable among majority (57.3%) of respondents that expected level of product performance determined the congruence between what was sold and what was delivered. The study findings from the primary data concur with literature discussions as far as organizational regard for quality in project delivery is concerned. For instance Cordiero (2011) notes that it is likely that high quality products attracted the same level of project delivery strategy and therefore unlikely to be undertaken in poorly constructed projects. Similar sentiments are echoed by Melton (2009) who indicate that in a project delivery process, values is continuously realised as the scope, quality and functionality is delivered trough completion of activities

5.2.3 Effect of Product maintenance

The results indicate that different parameters of product maintenance have varying degrees of influence as far as project delivery is concerned. In the assertion "product maintenance influences reliability of the completed project, 58.9% majority of respondents disagreed with the assertion while a notable 33.1% were neutral about the assertion. The majority (75%) of the respondents were neutral that maintenance quality of a product influenced sophistication of the project delivered. Regarding the cost of product maintenance, 42.7% majority of the respondents agreed that cost of product maintenance played a critical role project delivery. It was however noticeable that 33.1% of the respondents were neutral on this assertion. On the assertion that " the mannerism and conduct of servicing staff influences the level of congruence between what is sold and what is delivered, 66.9% of the respondents were neutral with the assertion.

On other hand 41.1% majority of respondents indicated that expected quality of service influences sharing of status of work in progress. Primary data indicates that that product maintenance has some influence on project delivery. Product maintenance parameters that influence product delivery include; maintenance needs,

maintenance quality, maintenance cost and nature of maintenance service provided. These findings concur with Vilcox and Mohan. (2007) who affirm that the frequency of maintenance and the effect of procedures on the operations of the facility should be considered as they reflect on the time the project is likely to take and thus avoid delays in delivery stages. By the premise of considering cost of maintenance. these authors reflect the importance of product maintenance in project delivery process.

5.2 4 Effect of customer care

Respondent's level of agreement with various parameters reflecting project delivery indicated different levels of agreement as far as customer care parameters and project delivery was concerned. This would indicate that timeliness of project delivery was highly affected by frequency and quality of contact by the customer service team. There was 46.8% and 28.2% agreement among respondents that knowledge of company staff affected the level of congruence between what was sold and what was delivered. On the assertion that empathy and communication among employees and clients affected quality of project delivery. 50.0% of the respondents agreed with the assertion. 16.9% strongly agreed with the assertion.

The study findings from the primary data reflect a general agreement that customer service is a critical tool in project delivery. Zemke (1999) argues that organizational commitment towards solving customer problems will show more about how projects in that organization will be delivered.

This also concurs with Ziglar (2011) arguments that encourage organizations to seek success in project delivery based by showing interest in customer concerns. problems and solving them. According to Goodman (2009) in all business sectors and projects undertaken. including the process of project delivery. a customer whose complaints are handled amicably and satisfied with a resolution. is 30% loyal to the product of business than a complainer. Further. he continues to explain that. complaint solve increases the loyalty of the customer 50% more. than a customer whose complaint was never handed. A case like those needs to be observed to all business mostly

engaged in project delivery since failure to handle complaints impact on customer satisfaction and most likely the quality of the product or service.

5.2.5 Customer satisfaction

The study findings indicated that project delivery was determined by a set of customer satisfaction customer satisfaction parameters as indicated by 51.6% majority of respondents who agreed with the assertion that project delivery is determined by a set of customer satisfaction standards. A second majority (32.3%) agreed with the assertion.

The study also established whether customer satisfaction was a priority during implementation of projects. The results as indicated by 55.6% of the respondents showed strong agreement, while 19.4% agreed with the assertion. On the assertion that any change in customer needs is likely to change project delivery strategy, 45.2% of the respondents strongly agreed with the assertion, 41.1% agreed with the assertion, 4.8 % were neutral on the assertion while 8.9% disagreed with the assertion. From the majority opinion, it can be noted that customer needs are considered important in determining the direction of project delivery. The need to maintain company reputation can be an important gauge in determining the strategy a company adopts in project delivery, the study sought to establish the impact of this in the assertion, "our reputation in the industry can be attributed to the level of attachment to customer satisfaction.

The results indicate that 49.7% of the respondents agreed with the assertion, 49.25 agreed on the assertion, 7.3% were neutral on the assertion, while 0.8% disagreed with the assertion. The findings imply that company reputation which has a direct link on customer satisfaction is an important parameter in influencing the direction of project delivery in an organization.

Undertaking customer satisfaction surveys would normally be an indicator of the extent to which an organization would use customer satisfaction to strategise on project delivery. The study findings on the assertion that "we normally undertaken customer satisfaction surveys to determine the direction of our project plans indicated that 19.4% of the respondents strongly agreed with the assertion, 33.1% agreed with the assertion,16.15% were neutral on the assertion while 8.1% agreed with the

assertion. The study findings indicate that customer satisfaction is an important factor in determining the direction of project plans.

The primary findings indicate that satisfying customers is at the core of all activities at KAPS limited. The importance attached to customer satisfaction by the company concur with (Berry,2005) observations that gaining high levels of customer satisfaction is important to a business because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. This argument is also affirmed by Melton, (2009) who indicates that management of customer satisfaction systems requires a strong link between skills and technical skills that an organization has. Though the literature do not directly identify with customer satisfaction as a factor in project delivery, components of successful project management demand that project time, scope and budget be tailored towards customer satisfaction (Sulbra, 2008).

5.3 Conclusion

This study sought to establish the factors affecting project delivery under the following objectives;

i. To establish the effect of product quality on project delivery at KAPS limited
ii. To investigate the effect of product maintenance towards project delivery at KAPS limited
iii. To find out the effect of customer care towards project delivery at KAPS limited
iv. To find the effect of customer satisfaction on project delivery at KAPS limited

The study was build from the premised that apart from the normal project management factors that such as resource allocation, time, management and budget allocation in a project. Product and customer related factors may also play a critical role in project delivery process.

Product quality and product maintenance are product related factors found to have varying degrees of influence as far as project delivery in an organization was concerned. The quality of a product is seemingly an important determinant of the process to be followed in order to achieve desired quality parameters. Product

maintenance though may not play a major role in influencing project delivery may have interactions with product quality that will have overall influence on product delivery. This explains why some parameters of product maintenance have effect on project delivery while others do not have. Organizations with strong emphasis quality of product are likely to have emphasized and plan on the desired quality before strategies on project delivery process are laid down.

Customer care and customer satisfaction can be termed as customer centred factors. Various aspects of customer care as well as customer satisfaction are responsible were found to have significance influence on project delivery in an organization. For example how an organization is able to frequently communicate to clients concerning a project in progress is a customer care aspect that may influence the direction of project delivery process. This can be either through giving the client an opportunity to give his/ her opinion the project process verses expectations. Customer care was also found to affect the timeliness of project delivery. This means that constant communication with a client during the process of project development can enhance the levels of understanding between clients and service providers and therefore provide a better approach to project delivery process.

It is clear from the study findings that the driving factor in every business project is profitability attained from sustained customer satisfaction. Customer satisfaction has a strong relationship with project delivery. As a result customer satisfaction influences the way project delivery is strategized towards meeting customer satisfaction goals. Customer needs keep on changing and therefore organizations have to equally consider the changing customer needs in their project implementation strategies.

5.4 Recommendations

After successful completion of the study on factor affecting project delivery, the research made the following recommendations.

1. In order for organizations to be at par with dynamic business environment today, it is important to strategise the overall impact of the other factors other than the conventionally known project management factors. Among the factors considered to be gaining contemporal importance as far as project

delivery is concerned include; customer care, customer satisfaction and product type.

2. Product maintenance was not clearly depicted as a factor that would influence project delivery. This means that implications of product maintenance as a requirement in project delivery may be overlooked.

5.4.1 Recommendations for further study

1. A further study should be undertaken in order to determine the influence of project delivery processes on customer retention.
2. There should also be a similar study in other project organizations especially in the construction sector since the current study was confined to one organization.

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APPENDICES

Appendix 1: Introduction letter

Gichuki Isaac Kariuki

University of Nairobi

School of continuing and Distance Education.

The Manager_____

P.O. Box _____

Dear Sir or Madam:

RE: ACADEMIC RESEARCH

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. I am conducting an academic research on the role of customer satisfaction in project delivery

Your organisation has been selected to provide information on the role customers play in project delivery. I am therefore seeking your consent to my interview. May I also take this opportunity to guarantee you of full confidentially of your identity, and to assure you that the resultant data will be used for academic purposes only, and not to harm you in any manner.

Faithfully,

Gichuki Isaac Kariuki

Appendix II: Questionnaire

Re: Introduction

Dear Respondent

This interview is aimed at gathering primary data on factors affecting project delivery at KAPs limited. You are kindly requested to fill in the answers depending on the instructions given. The information you provide will be treated with utmost confidentiality and will be used for the purpose of accomplishing academic goals. Do not include your name anywhere in the questionnaire. Note that there are no wrong or right answers.

PART A: Background information

1. Please indicate your gender

   Male ☐ Female ☐

2. Please tick your age bracket

   ☐ 0<20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ >60

3. Please tick your level of education

   ☐ Non-formal ☐ Primary ☐ Secondary ☐ Tertiary

4. Please tick your marital status

   ☐ Single ☐ Married

5. How long have you worked in KAPS Ltd

   1-5 years ☐
   5-10 Years ☐
   10-15 years ☐
   Over 15 years ☐

6. Please tick the column that best describes your Job category?

Employee category	Tick one
Chief Executive officer	
Directors	
Research and development	

Legal	
Accounts	
Procurement	
Stores	
Technical	
Cashiers	
Supervisors	
Sales and marketing	
Call centre	
Total	

Have you been transferred from one department to another? If yes please indicate which department

.....

.....

PART B: Factors affecting project delivery

This part contains questions on various factors affecting project delivery. Kindly answer the questions based on the instructions.

1. How would you rate the following factors project delivery in the following dimensions

Dimension	1- Excellent	2- Very Good	3- Good	4-Average	5-poor
Timely completion of projects					
Reliability of the projects completed					
Management of project work					
Quality of project delivered					

Similarity between what is sold and what is delivered					

Briefly comment on your rating in question 1 above

.....

.....

.....

2. The following statements indicate the effect of various factors on project delivery. Please indicate the extent of agreement with the statements using; 1- Strongly agree (SA), 2- Agree (A) 3- Neutral (N), 4- Disagree (D). 5- Strongly Disagree (SD)

Statement	**1-SA**	**2- A**	**3- N**	**4- D**	**5- SD**
Products quality verses project delivery					
1. The project delivered is based on predetermined quality parameters					
2. The project delivered put into consideration the usability aspect of the product					
3. Product delivered in based on durability specifications of the end products					
4. Expected level of product performance determines congruence between what is sold and what is delivered					
Product maintenance verses project delivery					
5. Timeliness of product maintenance influences reliability of completed project					

6. Maintenance quality of a product influences quality and sophistication of project delivered					
7. Cost of product maintenance plays a critical role in project delivery					
8. The mannerism and conduct of servicing staff influences the level of congruence between what is sold what is delivered					
9. Expected quality of service influences sharing of status of work in progress					
Customer care verses project delivery					
10. Timeliness of complaint resolutions affects timeliness of project delivery					
11. Quality of complaint resolution affects behaviour and mannerism of delivery staff					
12. Empathy of customer servicing staff influences quality and sophistication of project delivered					
13. Knowledge of customer servicing staff determines the level of congruence the level of congruence between what is sold and what is delivered					
Complaint resolution verses project delivery					
14. Timeliness of complaint resolutions affect timeliness of project delivery					
15. Quality of complaint resolution affects behaviour and mannerisms of delivery staff					
16. Empathy of customer servicing staff					

influences quality and sophistication of project delivered					
17. Knowledge of customer servicing staff determines level of congruence between what is sold and what is delivered					
Customer satisfaction verses project delivery					
18. Project delivery is determined by set customer satisfaction standards					
19. Customer satisfaction is a priority considerations during implementation of project tasks					
20. Any change in customer needs is likely to change project delivery strategy					
21. Our reputation in the industry can be attributed to level of attachment to customer satisfaction					
22. We normally undertake customer satisfaction surveys to determine the direction of our project plans					

Thank you for your cooperation

End

Appendix III: Focus group discussion

Dear respondents

This discussion is aimed gathering your opinion on factors affecting project delivery at KAPS limited. You are kindly requested to provide your opinions to the best of your understanding. I will prepare a report which will reflect the opinions without mention on individual names. The information you provide will solely be used to accomplish academic goals.

1. In your opinion how does product experience affect project delivery at KAPS limited?

   .....

   .....

   .....

2. In your opinion how does product servicing or maintenance affect project delivery at KAPS limited?

   .....

   .....

   .....

3. In your opinion how does relationship experience among customers affect project delivery at KAPS limited?

   .....

   .....

   .....

   .....

4. Kindly mention a way in which customer satisfaction is influencing project delivery in your company?

   .....

   .....

   .....

End

Thank you