

**INFLUENCE OF EFFECTIVE MANAGEMENT PRACTICES ON
PROJECT PERFORMANCE IN SOTIK SUB-COUNTY, BOMET
COUNTY, KENYA**

BY

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DECLARATION

This research project is my original work and has never been presented for the ward of any degree in any other University.

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DEDICATION

I dedicate this project to my beloved husband Richard Sanganyi for unceasing financial, material and moral support and to my children Lydia, Victor, Jeff and Derrick for their inspiration.

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LIST OF ABBREVIATIONS AND ACCRONYMS

DDP : District Development Plan

HR : Human Resource

HRM : Human Resource Management

IFMIS : Integrated Financial Management System

ICT : Information Communication Technology

PMI: Project Management Committee Standards

PMISC: Project Management Institute Standards Committee,

PMBOK: Project Management Body of Knowledge

MTFT: Medium Term Financial Framework

SPSS : Statistical Package of Social Sciences

TMT : Top Management Team

PFMA: Public Finance Management Act, 2012

PPOA: Public Procurement Oversight Authority

PPDA: Public Procurement and Disposal Act,2005

NACOSTI: National Commission for Science, Technology and Innovation (NACOSTI)

(SPSS): Statistical Package for Social Science

KCSE: Kenya Certificate of Secondary Education

ABSTRACT

The study focused on Influence of effective Management Practices on Project Performance in Sotik Sub-County. The objectives of this study was to determine the extent at which effective of human resource management influences project performance, to examine the influence of effective financial management on project performance, to establish the influence of effective of procurement management on project performance and to assess how effective of communication management influences project performance. Descriptive research design was adopted. A sample size of 50 was used. Primary data was collected from project managers using questionnaires. Data analysis was done using frequencies and percentages and findings were presented in form of tables. The findings on the extent at which effective human resource management influenced project performance were qualification and competence of employees, adequate number of staff, inadequate training, low level of motivation and salary and wages were not being paid promptly. Effective financial management influences on project performance, the findings were records management, project budgeting and poor budget controls and use of IFMIS to undertake payment to suppliers. Effective procurement management on project performance, the findings were noncompliance with the procurement procedures, irregular monitoring and auditing of procurement activities by oversight bodies. Effective communication influences project performance, findings were the use of internal memos, vertical and horizontal channels of communication, use of language understood by every project team and limited freedom of expression. Use of emails, texts and telephone calls were ineffective in communication. Conclusion was that various aspects effective human resource management, financial management, procurement management and communication management influences project performance. Recommendations include deploying qualified and competent employees, improve on budgeting controls, monitoring and auditing of projects, and train and develop project teams. Further research areas include effective Human Resource Management influences on project performance; influence of effective Financial Management on project performance; influence of effective Procurement Management on project performance; effective Communication Management influences project performance since the study findings on each and every research question indicate just a mere extent of agreement on influence on project performance in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Modern project management emerged some fifty years ago in the United States and has been evolving ever since particularly in connection with the defense and aerospace industry, process engineering and development of computers (Lock, 2007). Project management is the process of the application of knowledge, skills, tools, and techniques to project activities to meet project requirements (PMBOK Guide, 2004). Chatfield (2007) defines project management as the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. Project management is an interrelated group of processes that enables the project team to achieve a successful project. These processes manage inputs to and produce outputs from specific activities; the progression from input to output is the nucleus of project management and requires integration and iteration. The project processes are guided through five stages: initiation, planning, executing, controlling and closing.

The management of time, cost and quality within the project environmental constraints are very often quoted as the main concerns (and sometimes the only concerns) of project management. The clients or the eventual asset-holders, on the other hand, are supposed to be only interested in the “output” of the system. The successful delivery of a project is supposedly dependent on how effective the Project Manager manages these main attributes (time, cost and quality) of a project within set project duration (Kerzner, 2013).

An analysis of ten surveys performed in the United Kingdom in the last decade revealed a general perception of dissatisfaction over project success and the clear need for the improvement of success rates, although the results vary between different sectors, markets, and sources (Serra, 2012). The improvement in project success rates is critical for business success, since projects are increasingly recognized as the best way to manage the changes required by business strategies (APM, 2006; Buttrick, 1997; Kerzner, 2009).

In developing countries like Kenya most of the problems militating against the achievement of the desired effect on the construction industry of any country have to do with the project execution challenges, namely, the difficulty in achieving the main objectives of the project. Traditionally, this is seen in the failure of the project to achieve its cost, time, quality and other targets due to inefficiencies in the execution process. This ultimately, causes client dissatisfaction. Considering the investments levels of the construction industry and the development needs of most developing countries, the time is overdue for construction matters to be given prominence. This is also because, despite the relatively high investment in infrastructure in developing countries, the World Development report (1994) highlights the less corresponding impact these have had on the people in these countries.

Sotik District Development Plan (2008-2012) report reveals that some of the challenges in project performance include ineffective coordination of activities due to lack of harmonious implementation plans, budgeting constraints, poor and inadequate monitoring and evaluation, and technical staff.

1.1.1 Project Performance

Project performance, according to Cheung et al. (2004), can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety. Generally, performance dimensions may have one or more indicators, and could be influenced by various project characteristics. For example, Iyer and Jha (2005, pp 283-285) identified many factors as having an influence on project cost performance, these include: project manager's competence, top management support, project manager's coordinating and leadership skills, monitoring and feedback by the participants, decision-making, coordination among project participants, owners' competence, social condition, economic condition, and climatic condition.

To meet the objectives, the project will require effective planning control through the application of project management systems (Muchungu, 2012). Project management process must start before any resources are committed and continue until the project is completed to the satisfaction of the Client, within the promised timescale, without exceeding the financial allocation and to the highest quality standards achievable (Kerzner, 2013). This is necessary, not only for donors'

sponsored projects since they tend to have a higher standard, but also for government and private sector projects as well.

Coordination among project participants, however, has been identified as the most significant of all the factors, having maximum influence on cost performance. The studies of Love et al. (2005) examined project time–cost performance relationship, and their results indicated cost as a poor predictor of time performance. The quality and success of a project is judged not just by the achievement of project specifications and timeliness of the delivery, but also by the perception of the various stakeholders.

This is necessary, not only for donors' sponsored projects since they tend to have a higher standard, but also for government and private sector projects as well. It is therefore evident that government organizations and parties involved in government projects require effective management practices in human resource, finance, procurement and communication to deliver the expected output to stakeholders.

1.2 Statement of the problem

The management of time, cost and quality within the project environmental constraints are very often quoted as the main concerns (and sometimes the only concerns) of project management. The clients or the eventual asset-holders, on the other hand, are supposed to be only interested in the “output” of the system.

Despite advances in project management methodologies many projects continue to fail for a number of reasons. Earlier studies reveal that project management in the construction industry in Kenya still remains rudimentary. A study done in Kenya for public building projects established that out of one hundred (100) of the projects, seventy three (73) experienced time overruns compared to thirty eight (38) out of one hundred (100), which suffered cost overruns (Mbatha,1986). Another study undertaken for both public and private building projects came up with a similar conclusion (Talukhaba, 1989). The overall implication is that national resources are significantly wasted. There is evidence that construction projects performance in Kenya is inadequate. Time and Cost performance of projects in Kenya are poor to the extent that, over 70% of the projects initiated are likely to escalate in time with a magnitude of over 50%. In addition over 50% of the projects are likely to escalate in cost with a magnitude of over 20%.

Studies have shown that, although cost performance was not better, time performance was comparatively the worst. Perhaps most disturbing is that studies show that majority of construction projects in Kenya are supervised by very qualified resources that end up failing (Masu, 2006).

Sotik District Development Plan (DDP) (2008-2012) report reveals that some of the challenges in project performance include ineffective coordination of activities due to lack of harmonious implementation plans, budgeting constraints, poor and inadequate monitoring and evaluation, and lack of skilled technical staff. This study, therefore, sought to establish the influences of effective management practices on project performance in Sotik – Sub County.

1.3 Purpose of the study

The purpose of this study is to investigate the influence of Effective Management Practices on Project Performance in Sotik Sub-County.

1.4 Objectives of the study

The objectives of this study were:

1. To evaluate the extent at which effective Human Resource Management influences project performance in Sotik Sub-county, Bomet County.
2. To examine the influence of effective Financial Management on project performance in Sotik Sub-county, Bomet county.
3. To establish the influence of effective Procurement Management on project performance in Sotik Sub-county Bomet county.
4. To assess how effective Communication Management influences project performance in Sotik Sub-county, Bomet County.

1.5 Research Questions

The following research will be guided by the following research questions:

1. To what extent does effective Human Resource Management influence project performance in Sotik Sub-county Bomet County?
2. What influence does effective Financial Management has on project performance in SotikSub-county, Bomet County?

3. How does effective Procurement Management influence project performance in Sotik Sub-county Bomet County?
4. How does effective Communication Management influence project performance in Sotik Sub-County Bomet County?

1.6 Significance of the Study

This study was undertaken to find out the influence of effective Management practices on Project Performance. The information collected assisted in drawing the conclusions and recommendations so that the project managers may act accordingly to improve the performance of their projects. The information is also useful to the project management students to develop their knowledge and skills from the same.

The findings of this study provide national government, county government and other government agencies understanding of the influence of effective management practices on public project performance. This would also help them formulate sound policies and decision making in the region. The findings would also provide individual government project managers to improve the project management practices when implementing projects with the benefit of improving the performance of the projects and their accountability to the stakeholders in terms of resource use and impact of the projects they implement.

1.7 Limitations of the study

This study encountered lack of cooperation by the respondents for the researcher to get the necessary information and this was overcome by convincing and requesting for their cooperation and explaining the importance of the research both to the researcher and to them also. The respondents were suspicious of victimization and this was overcome by letting respondents know that the research is purely academic, information would be treated with utmost confidentiality and there is no victimization even if the information they have is adversely negative. Limited time period and resources such as funds were experienced and was sorted out by having a time schedule and budget for controls.

1.8 Delimitations of the study

The study covered County government funded building construction projects within Sotik Sub-County, Bomet County to represent projects being carried out in the entire country. The study focused on projects completed or ongoing from the year 2013 to 2015 within Sotik Sub-County. The study concentrated on four areas of management to represent other management functions.

These areas of management are the Management of Human Resources, Management of Finances, Management of Procurement, and Management of Communication.

1.9 Basic assumptions of the study

It is assumed in this study that the respondents gave true information that was used to draw conclusion on the influence of effective management practice on project performance. It was further assumed that the sample used to collect information was fully representing the entire population. Another assumption is that the research instruments used were valid and reliable to give accurate information to help draw conclusion.

1.10 Definition of significant terms as used in the study

The following terms were used in this study. The meaning of each term in the context of this study is given below:

Communication Management: This is the systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization, and between organizations. It also includes the organization and dissemination of new communication directives connected with an organization, network, or communications technology.

Effective: Is to be successful in producing a desired or intended result. This is the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. It is the ability to do things well, successfully, and without waste.

Financial Management: Refers to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization.

Human Resource Management: This is a function in organizations designed to maximize employee performance of an employer's strategic objectives.

Management Practices: These are the activities that are performed in the organization to bring about desired results. It involves Human Resource Management, Financial Management, Procurement Management and Communications Management.

Project Performance: This is the accomplishment of projects measured against preset known standards of cost, time and quality of Bomet County government Funded building construction projects within the period 2013-2015 in Sotik sub-county.

1.11 Organization of the study

This project paper covers the following areas: The first chapter contains the background of the study, the statement of the problem, purpose of the study, objectives, Research questions, significance of the study, limitations of the study, delimitations of the study, assumptions of the study and the definitions of significant terms. The second chapter which is the Literature Review containing the Introduction, Concept of Project Performance, Influence of effective human resource management on project performance, Influence of effective financial management on project performance, Influence effective of procurement management on project performance, Influence effective of communication management on project performance, Theoretical framework, Conceptual framework and Gaps in Literature Review and summary of the Literature review. The third chapter is the Research methodology and it contains the introduction, Research Design, Target population, Sample size and sample selection, Data Collection Instruments, Pre-testing, Validity, Reliability, Procedure of Data Collection, Methods of data Analysis, Operational Definition of the Variables and Ethical Considerations. Chapter four is Data analysis, presentation and interpretation. It contains introduction, Demographic data, presentations on Human resource management, Finance management, Procurement management and communication management and discussion of findings. Chapter five is the study discussion, conclusion and recommendations containing introduction, summary of findings, recommendations of that study and recommendation for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the Concept of project performance, Influence of human resource management on project performance, Influence of financial management on project performance, Influence of procurement management on project performance, Influence of communication management on project performance, Theoretical framework, Conceptual framework, Gaps in Literature Review and summary of the Literature review.

2.2 Concept of Project Performance

The project success rate is defined by the number of projects successfully delivered on time and within budget compared to the number of planned projects to be delivered within one fiscal period. Satisfactory time and cost performance is of little value if the project delivers inferior quality. The concept of quality is closely related to customer satisfaction, which has gradually been elevated in importance in the construction industry (Latham, 1994,). Customer satisfaction is commonly described as a comparison between the customer's pre-purchase expectations and their post-purchase perceptions. Hence, it involves the customer's final feelings about whether the outcome provided a satisfying or dissatisfying experience.

The management of time, cost and quality within the project environmental constraints are very often quoted as the main concerns (and sometimes the only concerns) of project management and thus project performance. The clients or the eventual asset-holders, on the other hand, are supposed to be only interested in the "output" of the system. The successful delivery of a project is supposedly dependent on how effective the Project Manager manages these main attributes (time, cost and quality) of a project within set project duration (Kerzner, 2013).

Project performance was the most common criteria used since the 1960s in accessing how the project has met the triple constraint (Levine, 2005; Ika, 2009), iron triangle or golden triangle (Zwikael&Smyrk, 2011). However, organizations are increasingly evaluating projects by assessing their contribution to the business strategy and the consequent creation of shareholder value (Levine, 2005; Ika, 2009).

Despite advances in project management methodologies many projects continue to fail for a number of reasons. A study done in Kenya for public building projects established that out of one hundred (100) of the projects, seventy three (73) experienced time overruns compared to thirty eight (38) out of one hundred (100), which suffered cost overruns (Mbatha,1986). Another study undertaken for both public and private building projects came up with a similar conclusion (Talukhaba, 1989). The overall implication is that national resources are significantly wasted (Gwaya et al, 2014). There is evidence that construction projects performance in Kenya is inadequate. Time and Cost performance of projects in Kenya are poor to the extent that, over 70% of the projects initiated are likely to escalate in time with a magnitude of over 50%. In addition over 50% of the projects are likely to escalate in cost with a magnitude of over 20%. Studies have shown that, although cost performance was not better, time performance was comparatively the worst. Perhaps most disturbing is that studies show that construction projects in Kenya are supervised by very qualified resources that end up failing (Masu, 2006).

2.3 Influence of effective human resource management on project performance

Projects get done by people, not by tools or techniques or technology. People management also known as human resources (HR) management, is therefore vital. Effective utilization of people for project performance involve human resource planning in which organizations plan on what people will be needed, identifying and documenting their project roles, responsibilities, and reporting relationships. Acquire a project team that is getting the needed personnel assigned to and working on the project and how they will develop them as a team and individuals in accordance with needs of the project and organization that is building individual and group skills to enhance project performance. And finally, managing the project team: tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance PMBOK Guide, (2004).

Studies have established that HRM practices aimed at acquisition and development of employees is an essential investment that develops valuable and rare human assets (Becker et al , 2001) noted that an organization that takes time to nurture and develop human capital in the form of knowledge, skills, abilities, motivation, attitude and interpersonal relationship makes it difficult for competitors to imitate. Researchers have suggested Human Resources Management (HRM) practices that have the potential to improve and sustain organizational performance. Pfeffer

(1998) proposed seven HRM practices that are expected to enhance organizational performance. Among them were self-managed teams and decentralization of decision making as the basic principles of organizational design, extensive training, and extensive sharing of financial and performance information throughout the organization. Boselie, et al., (2005) concluded that the top four HRM practices are efficient recruitment and selection, training and development, contingency and reward system and performance management.

Researchers have investigated empirically the effects of HRM practices on organizational performance. In Israel, Harel and Tzafrir (1999) found that human resources practices had positive relationship with firms' performance in public and private sectors. Human resource management strategies; training, information sharing and participative management are helpful in promoting the organizational performance. Sang (2005) studied managers from Taiwan and Cambodia and concluded that workforce planning, staffing, compensation and incentives, teamwork, training, and employee security had a positive and significant influence on non-financial and financial dimensions of organizational performance.

Katou and Budhwar (2006) in a study in Greece found that HRM practices of staffing, training and promotion, involvement of employees, incentives, and safety and health have positive relationship with firm's performance. Singh (2003) found that strategic use of HRM practices positively affect performance of organizations in India. Researchers have investigated the outcome of HRM practices on Western firms' performance in China and found a positive association between HRM practices and performance. For instance, Zheng, et al. (2006) in a study of HRM practices in Chinese small and medium enterprises found participatory decision-making, performance-based pay, free market selection, performance appraisal and employees' commitment as essential outcome for improving performance. Lee and Lee (2007) established that workforce planning, teamwork, training and development, compensation and incentives, performance appraisal, and employees' security are important HRM dimensions that affect productivity, product quality, and business performance. In Europe Rizov and Croucher (2008) empirically examined the relationship of HRM practices and organizational performance in European firms and found that collaborative form of HRM practices reflected positive and statistically significant association with firms' performance.

According to strategic HRM theory, an appropriately designed human resources system which includes teamwork will have a positive effect on an employee's job satisfaction, commitment and

motivation, leading to behavioral changes that result in improved organizational performance (Becker, et al, 1997; Dyer and Reeves, 1995). The self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests that these will lead to more committed employees who strive for greater efficiency and effectiveness. Socio technical theory highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Muller, 2010). Teams enable interaction between people and as Nahpiet and Ghoshal (1998) observed, a team is a network of relationships that constitute a valuable resource for the conduct of social affairs. The social networks are important in ensuring that knowledge is shared. Bacon and Blyton (2000) indicated that a reduction in the number of management layers was an important reason for the introduction of teamwork. Teams have been criticized in that they produce delays, Parker and Slaughter (1988) misunderstandings, Barker (1993) and conflicts (Colvin, 2004). Delays, misunderstandings and conflicts are negative for the staff retention.

Managing people is right at the heart of project management and project performance. It is a fundamental truth that having the wrong people; having the right people but not having them working together sufficiently as a team; or having the right people but without having developed their skills adequately can transform a perfectly doable project into failure or at best a project over time and budget. People determine the success and failure of organizations and projects (PMBOK Guide, 2004).

2.4 Influence of effective financial management on project performance

Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. Finance is a major resource in project, without which it cannot operate and so the resource should be given the attention it deserves if the projects have to survive. Financial activities should be planned for, recorded, monitored and controlled if the projects have to be successful. Massie (2006) noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general.

Financial management is the operation of an internal control system. Financial management of projects must be actively managed; it is an important part of the project management process and should be reviewed by the project manager, financial team, stakeholders and key project

team members regularly (Jensen, 2004). By keeping a close eye on the project budgets one will be assured that they are kept within the forecast set from the beginning.

A financial management system has the following characteristics: Physical Control, Authorization and Approval control, Personnel Control, Segregation of Duties, Supervision Control, Arithmetical or Accounting Control, Management Control, Organizational Control. Financial management is one of the most important project management activities needed to ensure your project is delivered within the cost expectations laid down by the project's definition. Financial management like any form of control process is not about collecting and measuring how much cost you have expended on the project, and then simply looking at the budget and deciding what is left will 'obviously' finish the project (Bourne and Walker, 2003).

Cost control success factors are based on good project control practices, which result in good cost and schedule outcomes thus success of the project. Financial management checks include budgeting, banking and expenditure checks Strogatz (2003). Organizations are facing challenges regarding their budgeting in project management. Pressure to follow through with only the projects that are going to be successful and carry less risk is mounting. A project manager needs to keep budgeting queries and be aware of benefits at all times throughout the project (Bourne and Walker, 2003).

Good financial and accounting systems are paramount. It is essential that management has current, accurate, and relevant financial data to ensure sound decision-making. Internal controls should be robust and should be rigorously overseen Anthony and Young (2003). Strong financial controls boost in the numbers being reported to management help protect the organization's assets. It is therefore necessary that financial controls are documented, assessed, revised, tested regularly and strengthened where necessary. A financial transaction control is a procedure that is intended to detect or prevents errors, misappropriations, or policy non-compliance in a financial transaction process.

Finance manager has not only to plan, procure and utilize the funds but also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key

role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. According to Madison (2009), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received.

According to Public Finance Management Act, 2012 public building projects are funded by tax payers through government budgetary provisions that allow withdrawal of funds from the consolidated fund after due authorization by the parliament. The main aim of public finance management is to facilitate effective and efficient use of limited resources. This starts with budgeting for recurrent and development expenditure. The government sets levels to efficiently collect revenue and allocate spending of resources among all sectors to meet national objectives. At county level programme based budgets should strictly be implemented in accordance with Division of Revenue Act (sect 39 PFM Act). So when public projects fail or sometimes stall they become an economic liability to the government as they occasion extra expenditure.

2.5 Influence of effective procurement management on project performance

Public procurement refers to the government activity of purchasing the goods and services needed to perform its functions (Arrowsmith, 2010). According to Odhiambo and Kamau (2003), public procurement is broadly defined as the purchasing, hiring or obtaining by any contractual means, goods, construction works and services by the public sector. It involves the purchase of commodities and contracting of construction works and services if such acquisition is effected with resources from state budgets, local authority budgets, state foundation funds, domestic loans or foreign loans guaranteed by the state, foreign aid and revenue received from the economic activity of state.

Traditional competitive procurement procedures cause adversarial relationships and many problems in all stages of the buying process (Cheung et al., 2003, Eriksson and Laan, 2007). Although procurement procedures need to be tailored to enhance the fulfillment of different project objectives and performance (Cox and Thompson, 1997, Wardani et al., 2006), clients tend to choose those procurement procedures they have a habit of using, regardless of any differences

between projects (Laedre et al., 2006, Eriksson, 2008a). In order to enhance change, an increased understanding of how different procurement procedures affect different aspects of project performance in different types of projects is therefore vital. In order to achieve successful governance of construction projects a holistic and systemic approach to procurement procedure is crucial (Cox and Thompson, 1997, Eriksson, 2008b).

Value for Money is a core principle underlying public sector procurement management. Value for Money in a procurement function is a good measure of an economy and efficiency with which public financial resources are converted into procured quality goods, services and works. It is evaluated on a whole-of-life basis of the good or service being procured and is influenced by a number of factors which procuring entities have to observe including adoption of procurement methods which are economical, maturity of the market for the works or service sought, and the knowledge of the market, performance history of each prospective supplier through a product search and maintenance of database of best performers, relative risk of each proposal gets duly calculated in the entire process of procurement, financial considerations, including all relevant direct and indirect benefits and costs, the anticipated price that could be obtained at the point of disposal of procurement items should be estimated, maintenance cost of procurement items should be taken into account and be justified in the procurement process decisions and evaluation of contract options that takes value and quality on balance (International Journal,2014).

Brown and Hyer (2010) have asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. Planning answers the question: What does the organization hope to accomplish by successfully completing this project? What organizational result is expected? In underscoring the critical role planning plays in successful project implementation, Frese et al (2003) contends that planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. What this means is that initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A procurement plan may thus be subjected to review from time to time as and when necessary. Frese emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

Specification definitions are simply a definite description of what is needed or wanted for use by the user of a product or service. The overall purpose of a specification is to provide a basis for obtaining a good or service that will satisfy a particular need at an economical cost and to invite maximum reasonable competition (Lloyd, R. E. (2004). Specification sets limits and thereby potentially eliminates items that are outside the boundaries drawn. Specifications should be updated on the basis of market realities, should be part of the bid documents, should come before the preparation of bidding documents and should be prepared by those who know what is required or by a procurement agent or a consultant in case of complex specifications(PPOA, 2014).

Where the nature of the procurement that organization is able to define what the outcomes are, but not necessarily how they will be delivered, restricted bidding may be used as the bid invitation method. This is where performance driver can be clearly articulated. Suppliers can offer different innovative solutions, so long as the performance meets the organization needs (Brown et al, 2001). In instances where the suppliers must offer a solution that exactly matches the organizations' specification, the organization may use restricted bidding method like Expression of Interest through which suppliers are shortlisted followed by tendering process. The decision as to which is most appropriate will vary depending upon the nature, scope, value, level of risk and complexity of the project (Baily, P. et al, 2005). The two main bid invitation methods used in Kenya are open bidding and restricted bidding.

Selecting a capable contractor is one of the most important tasks performed by procurement committees when procuring for projects. During bid evaluation, each offer must be carefully considered, on an equal basis, against the published evaluation criteria. The process must follow the approach and methodology set out in the procurement documents. The evaluation panel must determine the best supplier based on the information provided by suppliers in their offer. The evaluation should take into account capability, capacity and value for money over the whole-of-life of the procurement. Due diligence should be used to verify that the preferred supplier has the capacity and capability to successfully deliver against the specified requirements (Chua et al, 1997). Clear, concise and comprehensive notes are to be taken of all evaluation panel discussions and findings.

Public procurement, section 26(3) of the Public Procurement and Disposal Act 2005 and Regulation 20 of the Public Procurement and Disposal Regulations 2006 provide for an elaborate structured mechanism for procurement planning for public entities. Of major significance is the requirement for the procurement plan to contain, among other things, a detailed breakdown of goods, works, or services required; a schedule of the planned delivery, implementation or completion dates for all goods, works, or services required; an indication and justification for whether it shall be procurement within a single year period or under a multi –year arrangement, an estimate of the value of each package of goods, works or services required, an indication of the budget available, sources of funding and an indication of the appropriate procurement method for each procurement requirement. Planning will also involve setting out goals, and also includes an outline of the time and cost. Well defined objectives and policies serve as the framework for the decisions to be made by the procurement manager and known to contribute to project performance.

2.6 Influence of effective Communication Management on Project Performance

Communication is the process by which information is exchanged between individuals through common symbol, signs or behavior. Effective communication depends on the ability to reach others through the spoken, written or non-verbal word when working in large organizations and this ability to communicate is perhaps the most important of all the skills individuals can possess. The ability to communicate is at least as important as technical skills. Communication involves both transmitting a clear message and listening effectively (PMBOK, 2004.).

In project management, Sievert, 1986 says a high percentage of the friction, frustrations and inefficiencies in working relationships are traceable to communication. In almost every case, the misinterpretations of a design drawing, a misunderstood change of order, a missed delivery date or failure to execute instructions is the result of breakdown in communication. Communication of information in a project is accomplished in many forms. Miscommunication or lack of communication creates challenges for projects. Project managers and professionals often fail to recognize that communication on a project takes many forms: verbal in-group and individual exchanges of information, documentation such as design drawings, reports, contracts, work orders, and the like. Communicating project information among stakeholders is critical to the success of the project and uses different means.

The importance of communication in the success of a project is immense. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customer's expectations are the keys to success when starting a project. Effective communication involves both sending and receiving the message. Project Communications Management includes the process required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information (PMISC, 1996, p103). Communication during projects can be of many different types such as oral, written and non-verbal.

There are special problems arising from the nature of projects that make project communication management vital. Often the demand for reports about projects is large; people will not understand the project and support it if they do not know about the project; what it is and what's in it for them, project manager's credibility and power depend upon others understanding that he or she is competent, for which they need some basis; assumptions in the project plan will change with time and keeping abreast of changes and adapting the plan and managing the project to cope with changes depend on receiving those changes; projects competes for time and attention with other projects and claims on peoples' time and attention, communication keeps a project in peoples mind; get communication on "how" wrong and good news about the project and strategize on how to minimize the effects of bad news(Carl Pritchard,2004).

Although managers in different industries and sectors undertake diverse tasks and activities, it has long been recognized that they spend most of their time involved in communication (Baguley, 1994). It is viewed as a fundamentally social activity, communication activities can include engaging in conversations, listening to colleagues, networking, collecting information, directing subordinates, writing letters or transferring information through electronic devices such as telephones or computers. Hence, in many ways the communication affectivity of managers defines their performances as managers; superior project performance demands superior communication.

Inefficient communication management system in construction project delivery is the major cause of failures associated with construction projects. The role of communication in construction projects cannot be over emphasized as various professionals in the construction industry must

communicate effectively in any given project for it to be successful. As the project unfolds and the design is realized, information in the form of drawings, specifications and construction methods must be communicated from one expert to another.(Foley, 2005), and communication poorly managed will lead to de-motivated workforce, design errors, slowdown in the entire job and failure in production. Therefore, using an appropriate communication management system to resolve construction and design problems is essential.

In recent years, it has been identified that some of the fundamental components contributing to the construction industry's poor performance are its ineffective communication practices, its organizational fragmentation and lack of integration between design and production processes. Often problems in construction are referred to as communication problems due to its specific characteristics; the industry forms a complex communication environment. Construction is a fragmented and dynamic sector with a project based nature. This makes that many stakeholders operate in frequently changing sets of relationships which are contractually driven. The culture shows a reality of conflicts and lack of mutual respect and trust (Dainty et al 2006).

Construction projects are always multidisciplinary, often large, and require the participation of many parties during the course of their execution. These features introduce uncertainty into the typical project. Studies showed that uncertainty increases with the size of the project, and with the number of participants. The size of large projects and the desire to shorten the role of Communication in the construction projects' duration of the delivery process require simultaneous procurement of the project. During certain stages, some phases may very often be undertaken simultaneously; requiring major efforts in terms of the coordination and communication between the participants (Shohet &Frydman 2003). Jergeas and Hartman (1994) highly recommended keeping good records and communications as a means of avoiding claims and disputes in construction projects. Mackenzie et al. (1999) found that communications have a significant effect on the safety records of projects, both in the design and construction phases.

Numerous studies have highlighted the importance of effective communications for project success (Biggs 1997). It was concluded in a study that the top 30 potential problems contributing to poor project performance could be classified under five categories, out of which communication problems are listed as the third category and all five categories involve communications to some extent (Thomas et al. 1998). For example, time delays and increased

cost in construction projects can be traced back to poor coordination caused by inadequate, insufficient, inappropriate, inaccurate, inconsistent, late information or a combination of them all. Communication has also been linked to team effectiveness, the integration of work units across organizational levels, characteristics of effective supervision, job satisfaction, and overall organizational effectiveness.

In present scenario, extensive physical distance between project participants, sometimes extending over national boundaries is the main cause leading to delays in decision-making. Under such project environment, wide communication problems, ranging from delays to distortion of messages, impose strains on project management in construction. This occurs despite the remarkable advancements in information collection, handling, storage and exchange techniques. Communication often takes about 75% to 90% of a project manager's time in the construction industry Alshawi and Ingirige (2002). Distinctive feature of a supply chain in construction projects is that it is a combination of heterogeneous chains incorporating flow of various categories such as the flow of information and documents to assist in decision-making, and the flow of resources to maintain progress of development (Ahuja and Yang 2005)

Organizational communication has become increasingly important for overall organizational functioning and performance. Tucker, et al., (1996) identified organizational communication as a tool used to decrease barriers of understanding, so that knowledge can flow throughout the organization. With knowledge flow, efficiencies are established which are basis for improvement and high performance. He argues that organizational communication systems have a direct relation to financial performance and competitive advantage. Empirical evidence shows that organizations must mobilize new knowledge faster and efficiently to gain advantage. Gargiulo (2005) noted that communication has a direct contribution to organizational and employee learning. Organizations that communicate effectively are four times as likely to report high levels of employee engagement in comparison with organizations that communicate less effectively. Therefore, organizational communication influences organizational performance.

Non-empirical evidence by DeTienne and Jackson (2001) showed that knowledge management will provide performance benefits only if organizations develop strategies for filtering knowledge, strengthening corporate philosophy and facilitating effective communication. Communication can be viewed as a tool of management and a core process of organizing. As a

management tool, communication is the central means by which individual activity is coordinated to devise, disseminate, and pursue organizational goals (Gardner, et al., 2001). It enhances knowledge sharing from supervisors to subordinates by increasing the efficiency and effectiveness of the chain of command. Communication as a core process of organizing, (Jones, et al., 2004) emphasizes on cooperation, participation, satisfaction, and interpersonal relationships among workers, which improves trust. Upward and horizontal communications are emphasized for employee satisfaction (Miller, 1999). With criticism that upward communication could be an instrument to control and regulate subordinates (Schermerhorn et al., 2005).

2.7 Theoretical framework

This research utilizes the Upper Echelons Theory developed by Hambrick and Mason (1984). The theory states that the organizational outcomes, strategic choices and performance levels are partially predicted by managerial background characteristics (Hambrick and Mason, 1984). This theory is still relevant to strategic management today. The central idea and the core of upper echelons theory, have two interconnected parts: executives act on the basis of their personalized interpretations of the strategic situations they face, and these personalized construals are a function of the executive's experiences, values, and personalities. If we want to understand why organizations do the things they do, or why they perform the way they do, we must consider the biases and dispositions of their most powerful actors –their top executives (Hambrick, 2007). Top management team in a firm or an organization has substantial discretion in determining the future strategic contour of a firm (Child, 1972).

In relation to this study, the skills and the support of the top management is paramount to the success of development projects. It reduces the timeline, costs, enhances quality of the projects delivered and improves projects performance.

2.8 Conceptual framework

This study aimed at finding out the effects of effective management practices on project performance in Sotik Sub-County. The independent variable for this study was effective management practices which included effective human resource management, effective financial management, effective procurement management and effective communications management while the dependent variable was project performance. The relationship was moderated by government policy. This is represented by diagram 2.1 below:

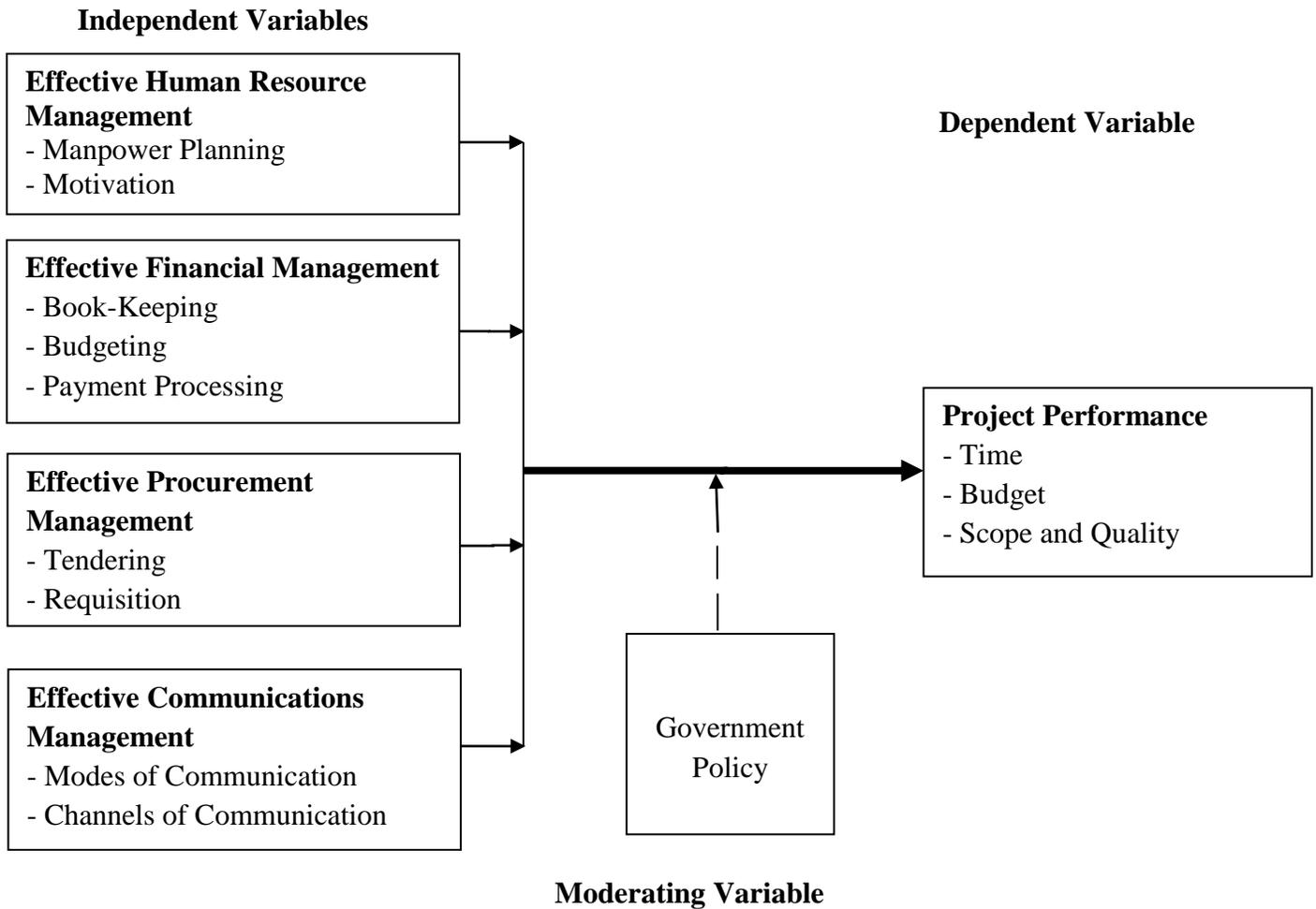


Figure 2.1: Conceptual Framework of the study

2.9 Gaps in Literature Review

Many studies have been done on project performance mainly on relationship between project management and project performance. Little has been done on the relationship between effective management practices and project performance. This study therefore tries to fill the research gap that exists by investigating the Influence of effective Management practices on Project Performance in Sotik Sub-County.

2.10 Summary of Literature

This section has covered the Literature of the various studies carried out by other researchers on the related fields. From the Literature it has been realized that there is positive correlation between Management and project performance. Studies done on influence of various management practices like Human Resource management, finance management, procurement management and Communications management shows that poor project performance is brought

about by poor management practices. Massie (2006), for example, noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general. From the literature review it is found that there is a research gap as many researchers concentrated only on the relationship between management and project performance while this study investigates the influence of effective on Project Performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the Research Design; the target population; the sample size and sampling selection, and the sampling Technique used; Data Collection Instruments; pre-testing of the instruments, validity of the instruments; Reliability of the instruments; Procedure of data collection; Methods of data Analysis; Operational Definitions of the variables; and Ethical issues that pertain to the behavior of both the researcher and the respondents in the process of conducting the research.

3.2 Research Design

This study adopted a descriptive survey design which according to Churchill (1991) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on influence of effective Practice of management on project performance in Sotik Sub-County. Khan, (1993) recommends descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers.

Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification (Orodho, 2003). According to Mugenda and Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. The design was chosen for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected.

3.3 Target Population

Population refers to the total number of items under study which in this case was the number of project managers that were in Sotik Sub-County. This research targeted project managers of the County government funded projects within Sotik Sub-County. There were a total 60 managers of government funded projects, both from the government and Contractor's side in Sotik Sub-County.(Bomet County Government, 2015)

3.4 Sample size and sample selection

3.4.1 Sample size

A sample is a small number chosen to represent the whole population. Statistically, in order for generalization to take place, a sample of at least 30 must exist (Wiersma, 2005). To determine the size of the sample to be used, the Yamani Taro (1967) formula will be used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it is expressed mathematically as:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size

N = target population

e = maximum acceptable margin of error (5%).

Thus from the population of 60 managers, the number of sample n, is found to be:

$$\text{Sample, } n = \frac{60}{1 + 60(0.05)^2}$$

Therefore a sample of 50 managers was used during this study.

3.4.2 Sample selection

This population was divided geographically into 5 wards (strata) which were: Chemagel, Kapletundo, Kipsonoi, Ndanai/Abosi and Rongena/Manaret and the sample of the target population (managers) was selected by simple random method from each stratum. From each stratum, 10 respondents were selected.

3.5 Data collection instruments

The instrument that was used to collect the data was the closed ended Questionnaire. This instrument was designed as to capture the information about the influence of effective management practices on project performance in Sotik Sub-County. It was designed in the scale ranging from 1-5 for Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree.

3.5.1 Pretesting of the data collection instrument

The instrument was pre-tested before the actual research study was carried out to ensure the validity and the reliability of the said instrument. This was done by having 10% of the respondents fill the questionnaires and the researcher confirmed if the answers given would answer the research questions. These respondents did not take part in the main study.

3.5.2 Validity of data collection instruments

The research instrument used for this was self-administered questionnaires. Validity shows whether the items measure what they are designed to measure. Pre-testing was conducted to assist in determining accuracy, clarity, and suitability of the research instrument. Borg and Gall (1989) notes that two to three cases are sufficient for some pilot studies. For this study, a sample of 10% of the respondents was sufficient. Content validity was examined to ensure the instruments would answer all the research questions. Based on the analysis of the pretest results, corrections were made, adjustments, and additions to the research instrument.

3.5.3 Reliability of data collection instruments

Using the primary method of data collection like the questionnaire ensured the reliability of the data since they were collected first hand from the respondents. The stratified sampling that was used followed by simple random sampling from each stratum ensured that all the respondents had equal chances of being selected therefore ensuring accurate representation hence reliability. Questions were pre-tested before the actual study to ascertain their appropriateness and relevance to the study.

3.6 Procedure for data collection

The data relating to the influence of effective management practices on project performance in Sotik Sub-County was collected by actual visitation of the area of study. Before collection of the data, the researcher first got permission from the relevant authorities like National Commission for Science, Technology and Innovation (NACOSTI) and the sub-county administration. The researcher then visited the actual area of study and familiarized herself with the respondents assuring them that the research would have no negative impact on them. Questionnaires were given to them and given time to fill. They were then collected by the researcher after an agreed time period which was not more than one week.

Where there was a misunderstanding of the question the researcher clarified so that the correct data would be collected. The questionnaire used had three sections: section A which captured the personal details of the respondent including age, gender, level of education, the experience of the respondents in the said job and professional training; section B captured management practices which included information on Human Resource management, Procurement management, Financial Management, Communication Management; and section C captured project performance.

3.7 Methods of data analysis

The process of data analysis involved data clean up and explanation. The data was then checked for any errors and omissions (Kothari, 2004). Frequency tables and percentages were used to present the findings. Responses in the questionnaires were tabulated and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 program to analyze the data.

3.8 Operational definition of the variables

The research tries to capture and make conclusion on the Influence of effective Management practices on project performance in Sotik sub-county. It concentrates on four areas of management to draw the general influence of management project performance. These four areas are: Human Resource Management; Finance Management, Procurement Management and Communications Management.

Table 3.1: Operational Definition of the Variables

Research Objective	Variable	Indicator	Measurements	Study Design	Tools of Analysis
To evaluate the extent at which effective Human Resource Management Influences Project Performance in	- Manpower Planning - Motivation -Delegation	-Very Efficient - Efficient -Moderately Efficient - Inefficient	Likert Scale	Quantitative	Percentages and Frequencies

SotikSub-County		-Very Inefficient			
To examine the influence of effective Financial Management on Project Performance in Sotik Sub-County	- Book-Keeping - Budgeting - Payment Processing	-Very Efficient - Efficient -Moderately Efficient - Inefficient -Very Inefficient	Likert Scale	Quantitative	Percentages and Frequencies
To establish the influence of effective procurement Management on project performance in Sotik Sub-County	- Tendering - Requisition -Records Management	-Very Efficient - Efficient -Moderately Efficient - Inefficient -Very Inefficient	Likert Scale	Quantitative	Percentages and Frequencies
To investigate how effective communication Management influences project performance in Sotik Sub-County	-Modes of Communication - Channels of Communication - Feedback	-Very Efficient - Efficient -Moderately Efficient - Inefficient -Very Inefficient	Likert Scale	Quantitative	Percentages and Frequencies

3.9 Ethical Considerations

The researcher ensured that all the ethical standards were maintained as much as possible. The respondents were briefed on the importance of the study and how they were going to benefit to

avoid suspicion on anything. The questionnaires were framed in such a way that the identity of the respondent would not be revealed. It therefore did not contain anywhere where the name of the respondent or the project name is written.

Respondents were informed that all information would be treated with utmost confidentiality. The respondents were also be given the questionnaires to fill only after they had accepted. They were mobilized to fill the questionnaire and submit in time to save the researcher time for collection and compilation of the data. The researcher used her original work while analyzing, interpreting and presenting the data collected to avoid plagiarism.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter covers data analysis, presentation and interpretation of the general information of the respondents which includes the study of the respondents' demographics. It also tackles the research questions where each of the questions is answered by the analysis of the obtained data and presented through tables. The influence of effective management practices on project performance is evaluated by the research findings obtained and analyzed using frequencies and percentages of the responses given. The chapter also gives the summary of the analysis.

In the study, the researcher collected data from 84% (n=42) of the sampled population. This is good as compared to the 75 % recommended by Mugenda (2009) in her description of the required sample, only 16% (n=8) were missing, Table 4.1 below illustrates this information.

Table 4.1: socio-demographic profile of the respondents

	Frequency	Percentages (%)
Age		
Mean age		35.5
Median age		31-40 yrs.
20-30 yrs.	8	19
31-40 yrs.	24	57
41-50 yrs.	10	24
51 yrs. and above	0	0
Gender:		
Male	29	69
Female	13	31
Level of Education		
Diploma	13	31
Bachelor's Degree	26	62
Master's Degree	3	7
Doctorate Degree	0	0
Field of training		
None	2	5
Business Management	3	7
Project Management	3	7
Building Construction	24	57
Others	10	24

Level experience in Managing projects		
1-5 years	16	38
6-10 years	13	31
11-15 years	8	19
16-20 years	5	12
Above 20 years	0	0
Total	42	100

4.2.1 Gender of the Respondents

Respondents were asked about their gender and analysis was done using frequencies and percentages. 69% (n=29) of the respondents were male while 31% (n=13) were female, this indicates that majority of the project managers were male and that gender has little or no influence on project performance.

4.2.2 Age of the Respondents

The researcher sought to find out the age of the respondents. Majority, 57% (n=24) of the respondents were aged between 30-40 years, 24% (n=10) were 40-50 years, 19% (n=8) were aged between 20-30 years, while none was in the range of 50 years and above, this indicates that most respondents were young and their age lies between 30-40 years. This also confirms that their minds are still sharp and can be in a position to manage projects well to ensuring good performance of the same.

4.2.3 Education Level of the Respondents

Majority 62% (n=26) of the respondents had an undergraduate degree, 31% (n=13) had diploma, 7% (n=3) had postgraduate degrees. This clearly indicates that most of the project managers had undergraduate degrees and minority of them had post graduate degrees while none had KCSE and Doctorate Degrees. This is an indication that a majority of project managers have enough education required for managing the projects as all the respondents had at least a diploma level of education.

4.2.4 Area of Training of the Respondents

Majority 57% (n=24) of the respondents had trained in building and construction, 24% (n=10) trained in other areas such as Education and Administration, 7% (n=3) trained in Business and Project management respectively and minority 5% (n=2) did not have any training. This clearly indicates that most of the project managers had building and construction trainings and minority of them did not have any training.

4.2.5 Respondents' Years of experience

Majority of the interviewed respondents 38% (n=16) had 1-5 years in project management, 31 % (n=13) had 6-10 years of experience, 19 % (n=8) had 11-15 years of experience and while only 12% (n=5) had 16-20 years' experience in project management. This indicates that majority of the respondents had not worked in project management for a very long time. This indicates that most project managers do not have enough experience and this could be the contributing factor towards poor project performance.

4.3 Human Resource Management

The respondents were asked to state the extent to which they agreed with the given ten (10) statements on Effective Human Resource Management Practices on a five point Likert scale of 1-5 where 1 is strong extent of agreement, 2 agree, 3-undecided, 4-disagree and 5- for strongly disagree. This is analyzed as shown below.

Table 4.2 Human Resource Management

	Strongly agree		agree		undecided		disagree		Strongly disagree	
	N	%	N	%	N	%	N	%	N	%
There are qualified and competent employees working in this project	0	0	34	0	0	0	8	0	0	0
The number of employees for this project are enough to carry out all the activities required	0	0	28	67	0		11	26	3	7
The method used to recruit employees is effective	3	7	11	26	8	19	20	48	0	0
The workers in this project are very much cooperative	2	5	25	60	3	7	6	14	6	14
The management sometimes delegate authority to the workers	2	5	23	55	3	7	8	19	6	14
The workers are competent enough to receive delegation of authority	0	0	28	67	8	19	6	14	0	0
The employees are trustworthy and can carry out duties without close supervision	0	0	14	33	8	19	8	19	12	29
The employees are motivated through various means like better remuneration, paid holidays, promotions etc.	0	0	17	41	3	7	14	33	8	19
Employees are paid their salaries and wages promptly	0	0	3	7	0	0	31	74	8	19
Internal training of the employees is carried out from time to time.	3	7	8	19	0	0	11	26	20	48

4.3.1 Qualification and competence of employees working in the project

From the study, it was found that 81% (n=34), acknowledged to great extent that there were qualified and competent employees working in project management while 19% (n=8) disagreed. This shows that the project the said projects had a majority of their employees working in them and it also shows that performance of projects do not depend on competence of the employees.

4.3.2 The number of employees for this project is enough to carry out all the activities required

The study found out that 67 % (n=28), acknowledged that there were enough employees working on the project, while 26% (n=11) and 7% (n=3) disagreed. Sufficient number of employees is required for better management of a project. The poor performance of the project could therefore be due to some other factors, not the number of employees.

4.3.3 The method used to recruit employees is effective

The study revealed that 48% (n=20), disagreed on the method used to recruit employees' effectiveness, 26% (n=11) and 7% (n=3) acknowledged that the methods used were effective while 19% (n=8) were undecided. This shows that the project managers were using ineffective method of recruiting employees which, despite having enough number of employees, could be those who are not competent.

4.3.4 The workers in this project are very much cooperative

As far as cooperation from the workers in the project is concerned, 60 % (n=25) and 5% (n=2) were on the affirmative side that the workers were very cooperative, 14% (n=6) disagreed and strongly disagreed respectively, 7% (n=3) were undecided. Cooperation is one of the pillars towards project success and therefore this virtue could be the one that has assisted the managers in carrying out project management successfully.

4.3.5 The management sometimes delegate authority to the workers

The study results in Table 4.3.5 indicate the extent of agreement by the respondents that management sometimes delegated authority to the workers on a Likert scale. The findings in percentage on Table 4.3.5.above show that 55% (n=23) and 5% (n=2) acknowledged that the management sometimes delegated authority to the workers in project management, 19% (n=8) and 14% (n=6) disagreed while 7% (n=3) were undecided

4.3.6 The workers are competent enough to receive delegation of authority

Delegation of authority is only given to employees who are competent and motivated. From the study, it was found that 67% (n=28), of the respondents acknowledged that there were competent employees to receive delegation of authority in project management, 14% (n=6) disagreed while 9% (n=8) were undecided. This shows that there is a possibility of completing the tasks on time, as the employees do not have to wait on the manager before executing their duties as they are competent enough to do so.

4.3.7 The employees are motivated through various means like better remuneration, paid leave, promotion etc.

Better and improved cooperation and hard work of employees is enhanced through better remuneration, paid leave, promotion and other related motivational practices. From the study 33% (n=14), of the respondents acknowledged that they were motivated through various means in project management, 29% (n=12) and 19% (n=8) disagreed, while 19% (n=8) were undecided. This number is too small compared to those on the negative side meaning that there is lack of motivation of employees in these projects which could be one of the causes of poor project performance.

4.3.8 The employees are trustworthy and can carry out duties without close supervision

A very small percentage of the respondents, 41% (n=17), acknowledged that the employees were trustworthy and could carry out duties without close supervision in project management. On the negative side is 33% (n=14) and 19% (n=8) who strongly disagreed and disagreed respectively while 7% (n=3) were undecided. This means that most employees are not willing to and not ready to carry out duties when their supervisor is not around. This is also a sure cause of project failure.

4.3.9 Employees are paid their salaries and wages promptly

Payment of salaries and other remunerations to employees at the right time is one of the factors that motivate them. In this study it was found that employees are not paid promptly their dues as 74% (n=31) and 19% (n=8), disagreed that their salaries and wages were paid promptly while 7% (n=3) agreed. This is believed to have caused a lot of laxity among the employees and has made the carrying of project activities to be retarded leading to poor project performance especially as far as time constraint is concerned.

4.3.10 Internal training of the employees is carried out from time to time

Competent employees are those who receive the training related to what they are doing more frequently. From this study, 48% (n=20) and 26% (n=11) disagreed that internal training of the employees was being carried out from time to time, 19% (n=8) and 7% (n=3) agreed. This is another cause of poor project performance in the selected projects as employees cannot be able to carry out activities which they are not conversant with.

Table 4.3 Financial Management

	Strongly agree		agree		undecided		disagree		Strongly disagree	
	N	%	N	%	N	%	N	%	N	%
Records that relate to finances are kept well	6	14	20	48	8	19	8	19	0	0
Financial records are safe from manipulation by unauthorized persons	8	19	16	38	10	24	8	19	0	0
Keeping of records bring about efficiency in Management of Finances	23	55	8	19	8	19	3	7	0	0
There is a budget made for this project	8	19	25	60	3	7	6	14	0	0
We have strictly stuck to the budget to this far	3	7	6	14	10	24	23	55	0	0
The budget has been helpful in management of finances	5	12	23	55	3	7	11	26	0	0
The suppliers and employees are paid their dues in time	0	0	8	19	6	14	8	19	20	48
We have not received any complaints from suppliers and employees as regards payments	0	0	17	41	0	0	6	14	19	45
The payments for any transaction is done by IFMIS	12	29	20	48	6	14	4	9	0	0
The use of IFMIS for payment is efficient in managing finances	17	41	22	52	0	0	3	7	0	0

4.4.1 Records related to finance are kept well

Management of finances is a key to project success. From the study, 48% (n=20) and 14% (n=6) of the respondents acknowledged that finance records were managed well, 19% (n=8) disagreed and were undecided respectively. This is an indication that the projects being managed in this area has got possibility of performing well as there is no misuse of finances. This is the reason why most of the projects studied are said to be completed within the stipulated budget.

4.4.2 Financial records are safe from manipulation by unauthorized persons

Safety of financial information ensures that there is no manipulation of figures fraudulently. From the study, 38% (n=16) and 19% (n=8) of the respondents acknowledged that financial records were safe from manipulation, 24 % (n=10) were undecided while 19% (n=8) disagreed. Since the percentage that agreed on safe custody of financial records is more than half, it is an indication that the financial information given out it that which reflects the true and fair view of the projects.

4.4.3 Keeping of records bring about effective Management of Finances

A great number of respondents, 55% (n=23) and 19% (n=8), acknowledged that keeping records bring about effective management of finances, 19% (n=8) were undecided while 7% (n=3) disagreed. This is true in the sense that keeping of records ensures proper utilization of finances which will lead to better performance of projects.

4.4.4 There is a budget made for this project

A budget is always made for the said projects. This was confirmed by 60% (n=25) and 19% (n=8) of the respondents who reported that there was a budget for the projects. Only 14 % (n=6) disagreed, while 7% (n=3) were undecided. This shows that in the said projects there is efficient management of finances and there is no impulse buying.

4.4.5 We have strictly stuck to the budget to this far

The management of the studied projects has not been sticking to the budget they prepare. This is shown by 55% (n=23) of the respondents who disagreed that the project were being undertaken within the budget, while only 14% (n=6) and 7% agreed that the project was within the budget while. 24% (n=10) of them were undecided. This is a sign of poor management of finances despite the fact they prepare a budget.

4.4.6 The budget has been helpful in management of finances

A good number of respondents are of the opinion that budget has been helpful to them as far as management of finances is concerned. This is shown by 55% (n=23) and 12% (n=5) of them being on the agreeing side that budgeting was helpful in finance management. Only 26 % (n=11) disagreed, while 7% (n=3) were undecided. This therefore confirms the fact that budgeting is an important area in financial management which ensures that finances are well taken care of for better performance of the projects.

4.4.7 The suppliers and employees are paid their dues in time

The management of the studied projects was found to be paying their dues late. This was confirmed by 48% (n=20) and 19% (n=8) of the respondents who disagreed that suppliers and employees were being paid their dues on time. It was found that only 19% (n=8) of them agreed while 14% (n=6) were undecided. Late payment of suppliers and employees is a discouraging thing which also brings about laxity thereby poor performance.

4.4.8 We have not received any complaints from suppliers and employees as regards Payments

A good number of respondents were on the disagreeing side concerning lack of complaints from suppliers and employees. This is represented by 45% (n=19) and 14% (n=6) of them disagreeing that they had not received complaints from suppliers and employees, and 41% (n=17) agreed. Constant complaints from these groups of people automatically lead to poor performance of the projects as suppliers may stop their supplies and employees may also withdraw their services.

4.4.9 The payments for any transaction is done by IFMIS

The management of the studied projects utilizes the use of Integrated Financial Management Information System. This was proved by 48% (n=20) and 29% (n=12) of the respondents who acknowledged use of IFMIS on project payments. The undecided group was 14% (n=6) while only 9% (n= 4) disagreed. This shows that they are in a better position to manage their finances well as they are being guided by the system and that chance of fraud is very minimal. This is also expected to bring about better project performance as the finance which is a very crucial resource has been well taken care of.

4.4.10 The use of IFMIS for payment is efficient in managing finances

The respondents are of the agreement that the use of IFMIS management of finances is efficient. 52% (n=22) and 41% (n=17) of the respondents were on the positive side as far as this issue is concerned. Only 7% (n=3) of them were undecided. This therefore suggests that the management of the said projects is in a better position to manage their finances well as they are assisted by the system and that better results should be expected.

4.5 Procurement Management

The respondents were asked to state the extent to which they agreed with the given ten (10) statements on Effective Procurement Management Practices on a five point Likert scale of 1-5

where 1 is strong extent of agreement, 2 agree, 3-undecided, 4-disagree and 5- for strongly disagree. This is analyzed as shown below.

Table 4.4 Procurement Management

	Strongly agree		agree		undecided		disagree		Strongly disagree	
	N	%	N	%	N	%	N	%	N	%
Training and Sensitization of officers on procurement act 2005 and 2006	10	24	20	48	4	9	8	19	0	0
Officers participation in tendering processes	15	36	16	38	6	14	5	12	0	0
Public entities comply with the public procurement procedure	8	19	8	19	6	14	17	41	3	7
Procurement entities apply appropriate procurement methods	11	26	19	45	0	0	7	17	5	12
Entities use standard tender documents from PPOA	3	7	25	60	0	0	8	19	6	14
Procurement staff are qualified and experienced to handle procurement process	11	26	23	55	0	0	8	19	0	0
Procurement officers make informed decisions	11	26	17	41	0	0	8	19	6	14
Tender evaluation is conducted by competent persons	5	12	6	14	6	14	20	48	5	12
Procurement opportunities are advertised using appropriate medium	0	0	8	19	14	33	17	41	3	7
There is effective monitoring and auditing	3	7	8	19	0	0	25	60	6	14

4.5.1 Training and Sensitization of officers on procurement Act, 2005 is done from time to time.

Procurement officers ought to be conversant with procurement Act 2005 in order to carry out duties efficiently and not to be found on the wrong side of the law. A good number of the respondents acknowledged that training and sensitization of procurement officers was being carried out from time to time. This was shown by 48% (n=20) and 24% (n=10) of the respondents being on the affirmative side. Only 19% (n=8) disagreed and 9% (n=4) were undecided.

4.5.2 Officers participation in tendering processes

It was confirmed by 38% (n=16) and 36% (n=15) of the respondents that procurement officers participated in tendering process. Only 12% (n=5) disagreed while 14% (n=14) were undecided. This shows that tendering process was being carried out procedurally and that the relevant parties are involved thereby showing that there is a transparency. Such a transparent way of procurement ensures the right quality and quantity of supplies which always bring about good performance of the projects.

4.5.3 The organization comply with the public procurement procedure

A good number of the respondents, though less than half believe that the organization do not comply with public procurement procedures. This was shown by 41% (n=17) and 7% (n=3) who were on the disagreeing side. It was only 38% (n=16) who were on the agreeing side. 14% (n=6) of them were undecided. Lack of following of public procurement procedure invites some loopholes which fraudsters may take advantage of and this may bring about poor performance of the projects in the long run.

4.5.4 Procurement entities apply appropriate procurement methods

As far as appropriate procurement methods is concerned, 45% (n=19) and 26% (n=11) of the respondents reported that procurement entities applied appropriate procurement methods. It was only 17% (n=7) and 12% (n=5) who disagreed to this. Applying appropriate procurement methods ensure procurement of the right quantity, quality of the materials and the right time.

4.5.5 Entities use standard tender documents from PPOA

In relation to the use of standard tender documents from Public Procurement Oversight Authority, 60% (n=25) and 7% (n=3) acknowledged the use of these documents in tendering process, while only 19% (n=8) and 14% (n=6) disagreed. This is an indication that the project management uses the right document which is of great help in avoiding errors and omissions and in ensuring that they capture all the required information relating to procurement.

4.5.6 Procurement staff are qualified and experienced to handle procurement process

The procurement staff of the studied projects was found to be qualified and experienced to handle procurement processes. This was shown by 55% (n=23) and 26% (n=11) agreeing and strongly agreeing respectively to the statement. It was only 19% (n=8) who disagreed to this fact. This is an indication that the staff is in a much better position to handle procurement issues with ease

thereby bring out efficiency and effectiveness in the procurement process hence better performance of the projects.

4.5.7 Procurement officers make informed decisions

The procurement officers of the selected projects were reported by 41% (n=17) and 26% (n=11), who agreed and strongly agreed respectively, that they make informed decisions. Those who were on the disagreeing side were 19% (n=8) and 14% (n=6). This shows that the projects are in a better position to perform well as everything being procured is done by the staff having full information regarding what is required, where to find them, the good quality available in the market, the prices and other terms related to the goods being procured.

4.5.8 Tender evaluation is conducted by competent persons

Evaluation of tenders was found to be carried out by incompetent persons. This was demonstrated by 48% (n=20) and 12% (n=5) disagreeing to the statement of having competent evaluation team. Those who were on the agreeing side to the statement were only 14% (n=6) and 12% (n=5) agreed and strongly agreed respectively while 14 % (n=6) were undecided. This shows that there was a loophole as far evaluating tenders was concerned and this could lead the staff to assigning tenders to wrong suppliers, which is a risky exercise. This, blended with other factors may lead to the poor performance of the projects as tenders may be awarded to the suppliers of poor quality materials, who charge high prices and may even be delaying the delivering process.

4.5.9 Procurement opportunities are advertised using appropriate medium

A total of 48%, that is, 41% (n=17) disagreed and 7% (n=3) strongly disagreed, responded that the procurement opportunities were not being advertised using the appropriate medium. 33% (n=14) of them were undecided, while only 19% (n=8) agreed. This is a sign that the best suppliers could be locked out and the poor ones given opportunity as they be being informed by those who have direct link with them and having a particular interest in the kind of supplier to award the tender. This again would always lead to poor materials being supplied with terms that are against the project and for sure would lead to poor performance of the projects and organizations in general.

4.5.10 There is effective monitoring and auditing

A great percentage of the respondents disagreed to the fact that there was effective monitoring and evaluation of the projects. This was shown by 60% (n=25) disagreeing and 14% (n=6)

strongly disagreeing. It was only 19% (n=8) and 7% (n=3) who were on the agreeing side. This shows that as far as procurement is concerned, there was no monitoring and auditing to check whether procurement process was being carried out as expected and this could be an indication of poor procurement management which always is a good step towards having poor performance of the projects.

4.6 Communication Management

The respondents were asked to state the extent to which they agreed with the given ten (10) statements on Communication Management Practices on a five point Likert scale of 1-5 where 1 is strong extent of agreement, 2 agree, 3-undecided, 4-disagree and 5- for strongly disagree. This is analyzed as shown below.

Table 4.5 Communication Management

	Strongly agree		agree		undecided		disagree		Strongly disagree	
	N	%	N	%	N	%	N	%	N	%
Communication between management and workers is done through internal memos	0	0	20	48	6	14	8	19	8	19
Use of internal memos to communicate to the workers is found to be effective	5	12	19	45	3	7	15	36	0	0
Information is exchanged between the project managers, county government managers and other concerned parties through e-mails	0	0	17	41	6	14	19	45	0	0
Use of e-mails, texts and telephone calls to communicate to the county officials and other concerned parties in project management found to be effective	0	0	9	21	15	36	15	36	3	7
Both vertical and horizontal channels of communications are employed while passing information	3	7	23	55	6	14	10	24	0	0
Use of both vertical and horizontal channels of communication is effective in exchanging information among the project team.	0	0	23	55	8	19	8	19	3	7

The languages that are being used to communicate are English and Kiswahili which are understood by all and never vernacular	3	7	23	55	3	7	3	7	10	24
The use of English and Kiswahili has brought about clear understanding of the information being passed hence effective in Communication	6	14	23	55	3	7	7	17	3	7
There has been freedom for everybody in the team to exchange information without any limitation	0	0	15	36	15	36	9	21	3	7
All the recipients of the information do give feedback to ensure communication process is complete	6	14	23	55	5	12	8	19	0	0

4.6.1 Communication between management and workers is done through internal memos

The mode of communication employed by the organization was found to be mostly through internal memos. This was reported by 48% (n=20) who acknowledged the same. It was only 19% (n=8) who disagreed and 19% (n=8) who strongly disagreed and while only 14% (n=6) were undecided. This explains why there was good management as far as communication is concerned, as shown on the performance of the projects in another section.

4.6.2 Use of internal memos to communicate to the workers is found to be effective

It was acknowledged by 45% (n=19) who agreed and 12% (n=5) who strongly agreed that internal memos were effective in communication. A total of 36 % (n=15) disagreed, and only 7% (n=3) were undecided. This shows that the management used to be sending memos regularly to the employees and that the employees were literate to be in a position to read the said memos.

4.6.3 Information is exchanged between the project managers through e-mails and telephone

Regarding the use of e-mails and telephone for communication, 45% (n=19) of the respondents were on the disagreeing side and only 41% (n=17) agreed. 14% (n=6) of them were undecided. This shows that the management rarely used these mediums of communication, reason being that they may not be having the required gadgets like computer and telephones or that, employees do not have time to visit the internet to read emails.

4.6.4 Use of e-mails, texts and telephone calls to communicate to the county officials and other concerned parties in project management found to be effective

A large number of the respondents 36% (n=15) and 7% (n=3) were on the disagreeing side regarding effectiveness of the use of e-mails, texts and telephone to communicate to the county officials and other concerned parties. It was only 21% who agreed to the statement while 36% (n=15) were undecided. This shows that these modes of communication could be having some challenges which make them to be inefficient.

4.6.5 Both vertical and horizontal channels of communications are employed while passing Information

As far as the use of vertical and horizontal channels of communication is concerned, 55% (n=23) and 7% (n=3) acknowledged that these channels of communication were being employed in management of the said projects. 24% (n=10) of the respondents disagreed to this statement, and 14% (n=6) were undecided. This is an indication that there was open and transparent communication as far as the management of these projects was concerned.

4.6.6 Use of both vertical and horizontal channels of communication is effective in exchanging information among the project team

It was confirmed by 55% (n=23) of the respondents that the use of vertical and horizontal channels of communication is effective in exchanging information. It was only 19% (n=8) and 7% (n=3) who were on the disagreeing side while only 19% (n=8) were undecided.

4.6.7 The languages that are being used to communicate are English and Kiswahili which are understood by all and never vernacular

A total of 62%, that is, 55% (n=23) agreeing and 7% (n=3) strongly disagreeing, confirmed that the language of communication was English and Kiswahili which was understood by all. Only 24% (n=10) strongly disagreed while 7% (n=3) were undecided respectively. This shows that information passed was being gotten and understood by all.

4.6.8 The use of English and Kiswahili has brought about clear understanding and effective Communication

It was confirmed by 55% (n=23) who agreed and 14% (n=6) who strongly agreed, that the use of the two languages, English and Kiswahili has brought about clear understanding and effective communication in the project. Only a total of 24% (n=10) of the respondents were on the disagreeing side while 7% (n=3) were undecided. This is a confirmation that the team in the

project understands one another and therefore there is no excuse of saying the information was not clear or was not understood.

4.6.9 There has been freedom for everybody in the team to exchange information without any limitation

Regarding freedom of exchange of information 36% (n=15) agreed that there was freedom for everybody in the project teams to exchange information. Only 21% (n=9) agreed and 7% (n=3) strongly disagreed. From the entire population of respondents, 36% (n=15) were undecided. This response shows that on average employees were free to exchange information but at the same time, there was still a better percentage (28%) being on the negative side.

4.6.10 All the recipients of the information do give feedback to ensure communication process is complete

The communication flow is mostly completed by having recipients of the same giving back feedback. This was shown by 55% (n=23) of the respondents agreeing on the same and 14% (n=6) strongly agreeing. It was only 19% (n=8) who disagreed while 14% (n=6) were undecided. This shows that proper communication is carried out in these projects as the cycle is completed with feedbacks. This would help the project managers and the team understand each other for better management of the said projects.

4.7 Project Performance

The respondents were asked to state the extent to which they agreed with the given ten (10) statements on Project performance on a five point Likert scale of 1-5 where 1 is strong extent of agreement, 2 agree, 3-undecided, 4-disagree and 5- for strongly disagree. This is analyzed as shown below.

Table 4.6 Project Performance

	Strongly agree		agree		undecided		disagree		Strongly disagree	
	N	%	N	%	N	%	N	%	N	%
The length of time this project has taken is within the time-line that was set before commencement	3	7	8	19	3	7	20	48	8	19

Based on the pace that we are using, this project is projected to be completed within the time set for its completion	7	17	8	19	6	14	15	36	6	14
There has been no problem in getting the resources required and therefore there is no likely reasons for delays in finishing the project	3	7	3	7	5	12	20	48	11	26
The cost that the project has consumed so far is within the budgeted figure based on the level the project has reached	5	12	20	48	3	7	3	7	11	26
There has been no shortage of finances for running the project as finances are being managed well	0	0	0	0	8	19	20	48	14	33
The budget that was initially set for this project is going to be enough to complete the whole project based on the level the project is in and the cost that has been consumed so far	8	19	20	48	0	0	8	19	6	14
Monitoring and Evaluation of the project is carried out by competent team	11	26	17	41	0	0	8	19	6	14
Monitoring and Evaluation of the project is carried out on a regular basis	6	14	20	48	0	0	8	19	8	19
There is no member of the contractor's staff who interferes with monitoring and Evaluation and is being carried out by County's management staff independently	6	14	25	60	0	0	11	26	0	0
According to my view, the efficiency of the management practices brings about better performance of the project	17	41	22	52	0	0	3	7	0	0

4.7.1 The length of time this project has taken is within the time-line that was set before

Commencement

High percentage of the respondents acknowledged that the projects have taken longer period than planned. This was showed by 48% (n=20) who disagreed and 19% (n=8) who strongly disagreed to this statement. Only 19% (n=8) agreed and 7% (n=3) strongly agreed while 7% (n=3) were undecided. This shows that there is a problem as far as management of these projects is concerned. The problem being either that finances were not sufficient, there was insufficient materials or there were issues with the management.

4.7.2 This project is projected to be completed within the time set for its completion

Half of the respondents believe that the project will not be completed within the time frame set for the same. This was shown by 36% (n=15) who disagreed and 14% (n=6) who strongly disagreed on the statement of completing the project within the set time frame. It was only 19% (n=8) and 17% (n=7) who were on the agreeing side, while 14% (n=6) were undecided. This also shows that there is poor management either finance, procurement, human resource or communication.

4.7.3 The is no delay in resource allocation and no reason for delay in project completion

A great number of respondents reported that there was delay in allocation of resources which is also believed that it would lead to delayed completion of the project completion. 48% (n=20) and 26% (n=11) disagreed and reported that there had been problems in getting resources. Only 7% (n=3) agreed and strongly agreed respectively while 12% (n=5) were undecided. Delayed allocation of the resources would make the tasks that would have been completed at a particular time to extend to some other time later than the planned time.

4.7.4 The cost incurred in this project so far is within the budgeted figure based on the level of the project

Based on the level of the project so far, respondents reported that they have worked within the budget. This was shown by 48% (n=20) agreeing and 12% (n=5) strongly agreeing on the statement that the project is within the budget. Only 26% (n=11) disagreed and 7% (n=3) strongly disagreed on the same while 7% (n=3) were undecided. This is a sign that there is good management of finances in the project and that budget was being followed strictly.

4.7.5 There has been no shortage of finances for running the project as finances are being managed well

It was reported that there was frequent shortage of finances for running of the project. This was shown by 48% (n=20) disagreeing and 33% (n=14) strongly disagreeing on the statement of no shortage of finances. None of the respondents was on the agreeing side as far as this statement is concerned. Those who remained neutral being neither on the agreeing nor on the disagreeing side were 19% (n=8). This could be attributed to the poor planning before the start of the project as it has been reported above that the projects are within the cost or it could be that the source of finances is not constant.

4.7.6 The budget level set is adequate

Concerning the size of the budget for the project, 48% (n=20) agreed and 19% (n=8) strongly agreed that the estimated project budget was sufficient for completion. Only 19% (n=8) disagreed and 14% (n=6) strongly disagreed on the same. This shows that the planning of the project was done adequately and correct estimate was made.

4.7.7 Monitoring and Evaluation of the project is carried out by competent team

A good number of the respondents reported that a team of competent personnel was being engaged in carrying out monitoring and evaluation of the project. This was represented by 41% (n=17) agreeing and 26% (n=11) strongly agreeing on the same. Only 19% (n=8) disagreed and 14% (n=6) strongly disagreed on the same. This shows that there was good management of quality of the project and the utilization of the resources as the team doing so is competent and informed of what is expected of them.

4.7.8 Monitoring and Evaluation of the project is carried out on a regular basis

It was agreed by 48% (n=20) of the respondents that monitoring and evaluation was being carried out on a regular basis. 14% (n=6) of the same respondents strongly agreed on the same. A small number, 19% (n=8) disagreed and similar percentage strongly disagreed to the statement. This is a prove that the projects were being managed well and that in case of any problem it would be found early enough and rectified before it is too late.

4.7.9 Interference on monitoring and evaluation by the contractor

Monitoring and evaluation of the said projects was reported to being carried out independently by the monitoring and evaluation team from the County without the interference by the contractor or his staff in any way. This was shown by 60% (n=25) of the respondents who agreed on the

statement of lack of interference and 14% (n=6) who strongly agreed on the same. A very small number, 26% (n=11) disagreed on the same. This shows that there is transparency in monitoring and evaluation of the projects as neither the contractor nor his staff mobilizes the writing of the report by the team to their advantage.

4.7.10 Respondents' view on the influence of effective management practices on Performance of the project

A very big number of the respondents concur with the fact that effective management practices bring about good performance of the projects. This was reported by 52% (n=22) who agreed and 41% (n=17) who strongly agreed that effective management practices enhances project performance. A very negligible percentage 7% (n=3) disagreed on this statement.

4.8 Discussion of the Findings

This section gives the researcher's discussion on the study findings obtained where the findings are compared with the results of previous studies which were done by different scholars from different institutions.

4.8.1 Extent of effective Human Resource Management

This was the first objective of the study which was to evaluate the extent at which effective human resource management influences project performance. The findings were that there were qualified and competent workers or employees and adequate number of staff undertake given project tasks was also adequate. Indicating that in most of the projects, the right people, skills and abilities required in were matched. However, on recruitment findings were that the methods or procedures used was not effective. Indicating that the procedures were not clearly understood, not open to public scrutiny, and selection not based on merit and ability. Other findings were that majority of the respondents indicated that there was low level of motivation, delayed salary and wages payment, and internal training and development not done on regular basis. There must therefore be poor planning approach to managing people effectively for performance. Project managers are supposed to plan what people are needed for a particular project, how to develop them as a team and individuals and then manage it ((PMBOK Guide, 2004).

Assisting in project performance through effective human resource management is ensuring cooperation among project teams; and delegating duties to responsible and trustworthy staff to undertake duties without close supervision. From the model formulation the findings showed that

the project performance is significantly influenced by the extent of effective human resource management.

4.8.2 Influence of Effective Financial Management

This was the second objective of the study which was to examine the influence of effective financial management on project performance. The findings were that majority of the respondents agreed that financial and accounting records should be kept safely away from manipulation to promote effective financial management and project performance. Majority of respondents agreed that the on-going projects had been budgeted for but disagreed that they were within the budget ceilings. This is contrary to PFM Act, 2012 which provide that programme based budgets be fully implemented by County entities in line with County Integrated Development Plan and Annual Development Plan.

The findings also showed that suppliers of goods and services were not being paid promptly. They acknowledged that complaints on nonpayment to suppliers were common. This is an indication of poor financial management and budgeting controls. Project budgets should be in line with Annual cash flow plan and Projection (PFM Act, 2012). Other findings also showed that payment to contractors was being done through integrated financial management information system (IFMIS) and contributed to effective financial management in project management. There is broad agreement that a fully functioning IFMIS can improve governance by providing real-time financial information that and other managers can use to administer programs effectively, formulate budgets, and manage resources. Sound IFMIS systems, coupled with the adoption of centralized treasury operations, can not only help county governments gain effective control over their finances, but also enhance transparency and accountability, reducing political discretion and acting as a deterrent to corruption and fraud.

4.8.3 Influence of effective Procurement Management

This was the third objective of the study which was to examine how effective procurement management influence project performance. The findings were that there was noncompliance to the public procurement procedures which was in line with (PPOA, 2005) which indicates that adherence to public procurement procedures is critical to ensure that public funds are used in the best possible way. There must therefore be poor enforcement mechanism leading to procuring entities noncompliant with the regulations. From the Act, the Public Procurement Oversight

Authority (PPOA) has the functions include: Ensuring that the procurement procedures established under the Act and the subsequent regulations are complied with. Respondents also showed that Monitoring and auditing of projects was not being done regularly and that procurement opportunities were not being advertised using appropriate medium.

Assisting in the implementation and operation of the public procurement system by amongst others preparing and distributing manuals and standard documents to be used in connection with procurement by public entities. The respondents agreed that procurement officers were regularly trained and made informed decisions but disagreed that those undertaking were competent. The report noted that although procedures supporting systematic procurement planning have been established, research showed that these are far from always being complied with. From the model formulation the findings showed that the effective procurement management significantly influenced project performance.

4.8.4 Influence of effective communication management

This was the fourth objective of the study which was to assess how effective communication management influence project performance. The findings of the respondents is that the use of internal memos; vertical and horizontal channels of communication; use of language clearly understood by every project team member; freedom to exchange ideas freely amongst team members and regular feedback all contribute to effective communication and project performance. However, the respondents indicated that the use of emails, texts and telephone calls was not effective. Sievert, 1986 noted that a high percentage of frictions, frustrations and inefficiencies in our working relationship is traceable to poor communication. During the communication process information is shared – information which is needed to make and implement decisions. Without effective Communication the key management functions of planning, organizing, directing and controlling cannot be carried out adequately.

4.8. Influence of project performance

This was the dependent variable of the study. 67% of the respondents indicated that the projects were behind schedule and 52% said they will not be completed on time. 74% indicated that supply of project resources (funds) was a problem. Project Monitoring and evaluation is carried out at 67% and if regularly undertaken at 62%. Most the respondents 93% said that effective management practices influence project performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter gives the summary of the study findings, discussions of the research findings where the findings are compared with the findings of other relevant studies which were earlier carried out, conclusions that were drawn by the researcher according to the findings of the study and the recommendations made by the researcher for the status improvement. The study further illustrates the recommendations that can be adopted by the relevant authority to ensure effective management practices on project performance. The researcher also recommends the study for further studies.

5.2 Summary of the Study Findings

The study was conducted on County government projects to assess the influence of effective management practices on project performance in Sotik Sub-County. The specific objectives of the study included; to evaluate the extent at which effective Human Resource Management influences project performance; to examine the influence of effective Financial Management on project performance; to establish the influence of effective Procurement Management on project performance; and to assess how effective Communication Management influences project performance in Sotik Sub-county, Bomet County. Descriptive statistics using frequencies and percentage of responses were obtained.

On the extent at which effective human resource management influenced project performance, 81% of responded indicated that project staff had qualified and competent employees and number of staff being adequate stood at 67%, cooperation amongst staff was good standing at 65% and 60% indicated delegation of authority to staff existed. Other findings 60% said management method of recruiting employees was not satisfactory 48% said the level of motivation was low and salary and wages were not being paid promptly. The findings indicate that people who are managed well will give their best to support management mission.

Concerning the influence of effective financial management on project performance, the findings showed that records management to ensure their safety was being done responses stood at 62%, project budgeting was being done 79% and use of IFMIS to undertake payment to suppliers at

77% and contributing to effective finance management and project performance at 93%. However, other respondents 55% indicated that on-going projects were not within the estimated budget and 67% that payment to suppliers was delayed.

On influences of effective procurement management on project performance, the findings 48% said that most projects did not comply with the procurement procedures. Other findings 72% indicated that officers were being trained and sensitized on the public procurement act 2005 and regulations 2006, officers participating in the tendering processes, 81% of the procurement staff were qualified and experienced to handle procurement process, 74% indicated that there was no effective monitoring and auditing of procurement activities by oversight bodies. Findings 48% also indicated that procurement opportunities advertisement was not using that appropriate medium hence effective.

On assessing how effective communication influences project performance, the findings showed that the use of internal memos, vertical and horizontal channels of communication 57% and 55% respectively of the respondents felt they were effective, use of language understood by every project team member 61% expressed were effective and freedom of expression amongst project team contributes was limited standing at 36% of the responses. The use of emails, texts and telephone calls was reported ineffective rated at 21% effective. Feedback was said to contribute to effective communication rated at 69% of the responded.

Influence of project performance 67% of the respondent indicated that the project were behind schedule and 52% said they will not be completed on time.74% indicated that supply of project resources (funds) was a problem. Project Monitoring and evaluation is carried out at 67% and if regularly undertaken at 62%.Most the respondents 93% said that effective management practices influence project performance.

5.3 Conclusion

From the responses gathered from project team players within Sotik sub-county, there was a strong appreciation of management practices and its effect on project performance within the industry. With regards to the specific project management practice issues, there was unanimous agreement on each on project performance. For instance, many of the respondents indicated that there was no effective regular monitoring and auditing of projects thus has a significant effect on project performance in Sotik sub-county.

Majority of the respondents cited that there were failures in project delivery time lines. For example many noted that this was as a result of delays in getting resources and shortage of finances to be major causes of project delivery time overrun. Proper project planning and budgeting with regular project review becomes necessary for effective project performance.

From the above findings it was concluded that qualified and competent employees, adequate number of staff, cooperation amongst staff was good and delegation of authority to staff should be encouraged. Management method of recruiting employees should clearly be understood by candidates, be open to public scrutiny, give equal opportunity for selection on merit and ability; on level of motivation they should show staff clear expectations, valued, trusted, encouraged and motivated to give their best including paying their salary and wages promptly. The findings indicate that people who are managed well will give their best to support management mission.

The study acknowledges the importance of effective financial management in terms of ensuring finance record safety, project budgeting and use of IFMIS in financial transactions. However, a lot need to be done in terms of project budget controls to prevent cost overruns. To be looked at also is the causes of delay of payment to suppliers.

On effective procurement management the study acknowledges the importance of skilled and competent employees in procurement management. In Public Procurement Procedures and regulations, mechanisms need to be put in place to ensure compliance. Competence of employees involved in tender evaluations should be improved. Monitoring and auditing of projects should be done and procurement opportunities should be advertised using appropriate methods.

The study acknowledges the role of effective communication of using appropriate means to reach the project team such as internal memos, vertical and horizontal channels of communication, sharing of ideas and communicating in the language clearly understood by everybody in the project team.

5.4 Recommendation

As a result of these study findings, the researcher put forward the following recommendations:

It is important to deploy qualified and competent employees, adequate number of staff, ensure cooperation amongst staff and delegation of authority to staff should be encouraged. The organizations to improve on recruitment procedures which should clearly be understood by candidates be open to public scrutiny, give equal opportunity for selection on merit and ability.

On low level of motivation management should show staff clear expectations, value, trust and encourage them so as to enhance motivation and overcome delay of salary and wages payment challenges.

On effective financial management organizations should improve on project budget controls and prompt payment to contractors. Supply of project resources supply should also be improved to overcome project delivery timelines and cost overruns. Expand the use IFMIS in financial transactions to enhance efficiency.

The organization is advised to train procurement staff on evaluation of tenders. It is also use appropriate methods of procurement opportunities and to undertake regular monitoring and auditing of projects. To Improve on In Public Procurement Procedures and regulations compliance, put in place appropriate mechanisms. Monitoring and auditing of projects should be done regularly and procurement opportunities should be advertised using appropriate methods.

On effective communication the transfer of information amongst the project team organization to improve on the use internal memos, vertical and horizontal channels of communication, sharing of ideas and communicating in the language clearly understood by everybody in the project team. Staff should be facilitated to have computers and internet services for email communication.

5.6 Recommendations for Further Research

Further research should be undertaken on the following areas: effective Human Resource Management influences on project performance; influence of effective Financial Management on project performance; influence of effective Procurement Management on project performance; effective Communication Management influences project performance since the study findings on each and every research question indicate just a mere extent of agreement on influence on project performance in Kenya.

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APPENDICES

Appendix 1: Questionnaire

RESEARCH QUESTIONNAIRE

I am a student of The University of Nairobi taking Master of Arts in Project Planning and Management. I am carrying out a research on ‘Influence of efficient Management Practices on Project Performance in Sotik Sub-County.’ I request that you fill this questionnaire to enable me carry out this research successfully. The study is purely academic and the information collected will not be used for any other purpose. Please answer all the questions honestly so that I may be able to draw a correct conclusion from the study. Do not indicate your name or the name of the project anywhere in this questionnaire. The information you give will be treated with utmost confidentiality and will not be revealed to anybody. Thanks in advance.

(Use a \checkmark to affirm a statement)

SECTION A

RESPONDENT’S PERSONAL DETAILS

1. What is your age in years?

20-30 yrs 30-40 yrs 40-50 yrs 50 yrs and above

2. Gender: Male

Female

3. Level of Education KCSE

Diploma

Bachelor’s Degree

Master’s Degree

Doctorate Degree

4. Which field did you train in?

None Business Management Project Management BuildingConstruction

Other (Specify)

5. How many years of experience do you have in Managing projects?

1-5 years 6-10 years 11-15 years 16-20 years

Above 20 years

SECTION B: HUMAN RESOURCE MANAGEMENT

		Strongly agree	agree	undecided	disagree	Strongly disagree
1.	There are qualified and competent employees working in this project					
2.	The number of employees for this project are enough to carry out all the activities required					
3.	The method used to recruit employees is Effective					
4.	The workers in this project are very much Cooperative					
5.	The management sometimes delegate authority to the workers					
6.	The workers are competent enough to receive delegation of authority					
7.	The employees are trustworthy and can carry out duties without close supervision					
8.	The employees are motivated through various means like better remuneration, paid holidays, promotions etc.					
9.	Employees are paid their salaries and wages Promptly					
10.	Internal training of the employees is carried out from time to time.					

SECTION C: FINANCIAL MANAGEMENT

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
11. Records that relate to finances are kept well					
12. Financial records are safe from manipulation by unauthorized persons					
13. Keeping of records bring about efficiency in Management of Finances					
14. There is a budget made for this project					
15. We have strictly stuck to the budget to this far					
16. The budget has been helpful in management of finances					
17. The suppliers and employees are paid their dues in time					
18. We have not received any complaints from suppliers and employees as regards payments					
19. The payments for any transaction is done by IFMIS					
20. The use of IFMIS for payment is efficient in managing finances					

SECTION D: PROCUREMENT MANAGEMENT

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
21. Training and Sensitization of officers on procurement act 2005 and 2006					
22. Officers participation in tendering processes					
23. Public entities comply with the public procurement procedure					
24. Procurement entities apply appropriate procurement methods					
25. Entities use standard tender documents from PPOA					
26. Procurement staff are qualified and experienced to handle procurement process					
27. Procurement officers make informed decisions					
28. Tender evaluation is conducted by competent persons					
29. Procurement opportunities are advertised using appropriate medium					
30. There is effective monitoring and auditing					

SECTION E: COMMUNICATIONS MANAGEMENT

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
31. Communication between management and workers is done through internal memos					
32. Use of internal memos to communicate to the workers is found to be effective					
33. Information is exchanged between the project managers, county government managers and other concerned parties through e-mails					
34. Use of e-mails, texts and telephone calls to communicate to the county officials and other concerned parties in project management found to be effective					
35. Both vertical and horizontal channels of communications are employed while passing information					
36. Use of both vertical and horizontal channels of communication is effective in exchanging information among the project team.					
37. The languages that are being used to communicate are English and Kiswahili which are understood by all and never vernacular					
38. The use of English and Kiswahili has brought about clear understanding of the information being passed hence effective in Communication					
39. There has been freedom for everybody in the team to exchange information without any limitation					
40. All the recipients of the information do give feedback to ensure communication process is complete					

SECTION F: PROJECT PERFORMANCE

	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
41. The length of time this project has taken is within the time-line that was set before commencement					
42. Based on the pace that we are using, this project is projected to be completed within the time set for its completion					
43. There has been no problem in getting the resources required and therefore there is no likely reasons for delays in finishing the project					
44. The cost that the project has consumed so far is within the budgeted figure based on the level the project has reached					
45. There has been no shortage of finances for running the project as finances are being managed well					
46. The budget that was initially set for this project is going to be enough to complete the whole project based on the level the project is in and the cost that has been consumed so far					
47. Monitoring and Evaluation of the project is carried out by competent team					
48. Monitoring and Evaluation of the project is carried out on a regular basis					
49. There is no member of the contractor's staff who interferes with monitoring and Evaluation and is being carried out by County's management staff independently					
50. According to my view, the efficiency of the management practices brings about better performance of the project					

Thank You

Appendix 2: Research Projects

Source: Sotik Sub-County Development Office

Ward	Department	Project name	Village	Financial Year started	Time line	Objective/detailed activities	Total cost of the project (Kshs.)	Project status	Remarks
Ndanai/ Abosi	Administration	Ndanai ward office	Ndanai Town	2013/14	1	Ward office construction	4,000,000	70% complete	stalled
	Education and VTI	Kapsosurwo sec. school	Kapsosurwo Village	2014/15	1	Classroom construction	5,000,000	50% complete	ongoing
		Abosi hill View primary school	Abosi	2014/15	1	Classroom construction	300,000	85% complete	ongoing
		Kipsimbol primary school	Kipsimbol Village	2014/15	1	Classroom construction	500,000	80% complete	ongoing
		Kiptenden pry. School	Kiptenden Village	2014/15	1	Classroom construction	500,000	80% complete	ongoing
		Kaplekwa pry. School	Kaplekwa	2013/14	1	Classroom construction	300,000	85% complete	ongoing

	Kipsingei sec school	Kipsingei Village	2014/15	1	Completion of admin block	500,000	90% complete	ongoing
	Moita pry. school	Tiritab Moita Village	2013/14	1	Toilets Construction	435,000	80% complete	ongoing
	Rotik sec. school	Rotik Village	2013/14	1	Dorm constructions	1,470,000	90%	ongoing
	Mosonik sec. school	Mosonik Village	2013/14	1	Lab construction	980,000	50%	ongoing
	Kenegut Pry School	Kenegut	2014/15	1	Classroom construction	600,000	60% complete	Ongoing
	Kapolesobei Pry School	Kapolesobie	2014/15	1	Classroom construction	500,000	90% complete	ongoing
Medical Services	Kaplelach Dispensary	Kaplelach	2014/15	1	Completion of dispensary	160,000	15% complete	On-going
	Kapchumbe Dispensary	Kapchumbe	2014/15	1	Lab and drugs Store construction	829,000	85% complete	ongoing

		Ndanai H.center	Ndanai Town	2013-2015	1	Theatre and wards constructions	5,714,320	70% complete	Ongoing
Rongena/Manared	Education and VTI	Chebugon pry. School	Chebugon	2013/14	1	Classroom construction	150,000	Materials on site	ongoing
		Cheserton pry.school	Cheserton	2014/15	1	Classroom construction	500,000	50% complete	ongoing
		Mabwaita Sec.school	Mabwaita	2014/15	1	Lab completion	900,000	95% complete	ongoing
		Kipngosos sec.school	Kipngosos	2014/15	1	Classroom construction	500,000	30% complete	ongoing
		Burgesi Sec School	Burgesi Village	2014/2015	1	Lab Construction	600,000	50% complete	ongoing
		Kipngosos special school	Kipngosos	2014/2015	1	Dormitory construction	500,000	30% complete	ongoing
		Burgesi youth polytechnic	Burgesi village	2014/2015	1	Workshop construction	700,000	50% complete	ongoing

	Manaret primary school	Manaret	2015/2016	1	Renovation of the ECD classroom	300,000	30% complete	ongoing
	Tembwo girls sec school	Tembwo	2015/2016	1	Construction of Dinning hall after destruction by storm	1,200,000	40% complete	on-going
Medical services	Burgesi dispensary	Burgesi	2014/2015	1	Toilet construction	230,000	90% complete	on-going
	Simbi dispensary	Simbi	2014/2015	1	Lab construction	700,000	85% complete	ongoing
	Kaptebengwo dispensary	Tembwo Center	2013/2014	1	Maternity Construction	1,100,000	30% complete	ongoing
	Saruchat Dispensary	saruchat	2013/2014	1	Electrification of facility	100,000	100% complete	Complete
Agribusiness	Saruchat Milk Cooler	saruchat	2013/14	1	Construction of the plant	2,800,000	75% complete	ongoing

		Kipngosos Milk cooler	Kipngosos	2013/14	1	Construction of the plant	2,800,000	80% complete	ongoing
Kipsonoi	Education and VTI	Kamenes Sec.School	Kamenes	2013/14	1	Classroom construction	1,200,000	70% complete	ongoing
		Chebole high School	Chebole	2013/15	1	Classroom construction	800,000	100% complete	complete
		Kamabwai Tech Institute	Kamabwai	2013/16	1	Workshop construction	700,000	20% complete	ongoing,
		Kamureito Sec. School	Kamureito	2013/17	1	Kitchen Construction	500,000	80% complete	ongoing
		Komirmir Youth Polytechnic	Komirmir	2013/18	1	Tuition Block Const.ruction	900,000	90% complete	ongoing
		Kamabwai Tech institute	Kamabwai	2013/14	1	Workshop construction	700,000	20% complete	ongoing
	Medical services	Oldebesi dispensary	Oldebesi	2013/14	1	Module maternity	300,000	5% complete	Ongoing
		Motiret	Motiret	2013/14	1	Completion of	500,00	80%	ongoing

		dispensary			1	Maternity wing		complete	
		Chebango dispensary	Chebango	2013/14	1	Maternity construction	300,000	20% complete	ongoing
		Chebole dispensary	Chebole	2013/14	1	Dispensary module	1,000,000	50% complete	ongoing
	Agribusiness	Chepkalwal Milk cooler	Chepkalwal	2013/14	1	construction of Milk cooling plant	4,100,000	98% complete	Ongoing
Chemagel	Administration	Sotik Sub-county office	Sotik	2013/15	1	Sub-county office construction	4,000,000	80% complete	ongoing
	Education and VTI	Soymet Sec.School	Soymet	2013/14	1	2 Classrooms construction	1,500,000	100% complete	complete
		Chebongi pry.school	Chebongi	2014/15	1	Classroom construction	500,000	70% complete	ongoing

	Chebongi sec. school	Chebongi	2013/14	1	Classroom construction	500,000	100% complete	ongoing
	Kipajit Y.polytechnic	Kipajit	2013/14	1	2 classroom construction	700,000	60% complete	ongoing
Medical Services	Kamirai Dispensary	Kamiari	13/14	1	Dispensary Construction	2,290,060	90% complete	ongoing
	Sotik Health center	Sotik	13/14	1	Construction of Doctors House and Facility renovation	3,000,000	100% complete	Not operation Lacking a septic tank
	Kipajit Dispensary	Kipajit	13/14	1	Construction of staff quarters, Main gate and toilet	2,158,680	70% Complete	ongoing

		Nyatembe dispensary	Nyatembe	14/15	1	Dispensary completion	160,000	30% complete	ongoing
		Soymet dispensary	Soymet	13/14	1	Lab-construction	500,000	20% complete	ongoing
	Urban planning	Kaplong public Toilet	Kaplong	14/15	1	Construction of public Toilets	2,000,000	85% complete	ongoing
Kapletundo	Education and VTI	Togomin Day Sec.school	Togomin	13/14	1	Lab construction	500,000	70% complete	ongoing
		Kesogororet Primary School.	Kesogororet	14/15	1	Classroom construction	500,000	80% complete	ongoing
		Cheptangulgei Primary School	Cheptangulgei	14/15	1	Classroom construction	500,000	80% complete	ongoing
		Cheptangulgei Sec. School.	Cheptangulgei	14/15	1	Classroom construction	700,000	50% complete	ongoing
		Chebirbelek Primary school	Chebirbelek	13/14	1		500,000	20% complete	ongoing
			1	classroom construction					

	Kipsirichoik ECD	Kipsirichoik	13/14	1	classroom construction	500,000	70% complete	ongoing
	Keronjo Secondary	Keronjo	13/14	1	Classroom/Adm in Construction	600,000	50% complete	ongoing
Medical Services	Chebilat dispensary	Chebilat	13/14	1	Dispensary Construction	1,500,000	50% complete	ongoing
	Kipsonoi Health Centre	Kapcherany	13/14	1	Upper storey maternity construction	2,500,000	70% complete	ongoing
	Lelechwet dispensary	Lelechwet	13/14	1	Dispensary completion	700,000	95%	ongoing
				1	(painting)		complete	
Kimolwet dispensary	Kimolwet	13/14	1	Renovation of the facility and staff quarter construction	500,000	5% Only materials on site	On-going	

		Keronjo dispensary	Keronjo	13/14	1	Construction of dispensary	500,000	20% complete	on-going
		Kapkesembe dispensary	Kapkesembe	13/14	1	Construction of Two rooms, water pipe has been supplied in the facility	800,000	80% complete	ongoing
	Agribusiness	Kamungei Milk cooling plant	Kamungei	13/14	1	Construction of the plant	2,600,000	80% complete	ongoing