

**FACTORS AFFECTING PROJECT PERFORMANCE IN SELECTED STATE
DEPARTMENTS IN KENYA**

BY

ASUNTA WANJIKU NDAGI

MASTER OF BUSINESS ADMINISTRATION (CORPORATE MANAGEMENT)

KCA UNIVERSITY

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ASUNTA WANJIKU NDAGI

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DECLARATION

This project is my original work and has not been presented for a degree in any other University.

Signature..... Date.....

Asunta Wanjiku Ndagi

This project has been submitted for presentation with my approval as the University Supervisor:

Signature..... Date.....

Dr. Abraham Rotich

Lecturer

KCA University

DEDICATION

I would like to dedicate this work to my family who have been my pillar during the journey. To class, work colleagues and my supervisor for their encouragement and support. Above all, I thank God for enabling me to do this course to completion.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CDF	Constituency Development Fund
CSR	Corporate Social Responsibility
FPIC	Free, Prior and Informed Consent
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package for the Social Sciences
VIF	Variance of Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Stakeholder Participation: Process by which an organization includes individuals who may be influenced by its decisions or who may affect the execution of its decisions (Oppong, Chan and Dansoh, 2017).

Staff Competency: Involves assessing the knowledge and skills of employees so as to enable, and improve their efficiency in job performance (Samset & Volden, 2016).

Automation of Processes: Use of digital technology to perform a process or processes in order to accomplish a workflow or function (Willner, Gosling & Schönsleben, 2016).

Project Planning: Procedural step in project management, where required documentation is created to ensure successful project completion (Schechner, 2017)

Performance: Accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and time (DeNisi & Murphy, 2017).

Project manager(s): These are employees tasked with overseeing projects to ensure that the envisioned objectives are met (Iqbal, Akbar, & Budhwar, 2015).

Project Ground Coordinators Supervisor(s): These are persons who are on the project site tasked with coordination of activities on the project (Yusuf, Ebubechukwu & Tarnum, 2017).

Operational Staff(s): These are employees working on the project (Kalantari & Hosseinzadeh, 2017).

ABSTRACT

For long-term development projects to flourish and attain required outcomes, different project management methods need to be adopted that are known to lead to optimum project performance. Optimal project performance is a major challenge and most development programmes are implemented with huge budget that leads to difficulties in achieving profitability. The study sought to establish the factors affecting projects performance in selected state departments in the public sector, in Kenya. The study was guided by the following specific objectives: To establish the effect of stakeholder participation on projects performance in selected state departments in the public sector, in Kenya; To assess the effect of staff competency on projects performance in selected state departments in the public sector; To examine the effect of automation of processes on projects performance in selected state departments in the public sector, in Kenya and to find out the effect of project planning on projects performance in selected state departments in the public sector, in Kenya. The study adopted a descriptive research design. The target population of the study comprised of 43 project managers, project coordinators, project ground supervisors and operating staffs from 43 state departments in Kenya. The sample size of the study was determined using Yamane (1967) formulae which shall be equal to 207 respondents. Stratified random sampling technique was used to select respondents. The study collected primary data using questionnaires. The analysis of the collected data was done using mean, standard deviation and regression analysis. The findings were presented using Tables and Figures. The study established that an increase in stakeholders' participation would significantly reduce project performance, staff competency has a positive and significant effect on project performance, automation process has no significant effect on projects performance, automation, Project Planning, and stakeholder involvement and staff competence of processes has effects on parameters of performance. The study concluded that that an increase in stakeholders' participation would significantly reduce project performance, staff competency has a positive and significant effect on project performance, automation process has no significant effect on projects performance, automation, Project Planning, and stakeholder involvement and staff competence of processes has effects on parameters of performance. The study recommended that proper procedures and policies should be formulated to control their involvement on project implementation and every state department should also involve stakeholders' right from the foundation of the project. Qualified staff should be employed, this can be done by setting up recruitment rules and regulation and ensuring that the employees get constant training on the latest development of the project and technology that is used to increase effectiveness of the employees performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All organizations in the public as well as the private sector have adopted the project management methodology in addition to their core purpose of establishment. This has seen an increase in the number of projects that organizations have started up. Currently, organizations are not simply interested in coming up and investing huge amount of money in projects but on the overall output and the desired results that are summarized as performance (Larsen, Shen, Lindhard & Brunoe, 2015). Project performance is determined by some indicators including whether it has been completed in time, within the established budget and as to whether it meets the needs of different stakeholders. Currently, the public is highly enlightened thus increasing the demand for improved performance of the projects that are funded by their taxes (Rui, Peng, Ling, Chang, Chen & Zhou, 2017).

Globally, Floricel, Michela & Piperca (2016) conducted a study on complexity, uncertainty-reduction strategies, and project performance. The success of any project in which the company invests funds depends mainly on its results. Project performance can be assessed on the following constructs; customer satisfaction level, quality standards and timely closure as well as remaining within the requirements of the budget. Due to the lack of standard benchmarks that determine how the project performs, organizations face a challenge in measuring the performance of their projects. There are two common ways to determine the performance of the project; conventional and non-conventional. The cost, quality and time dimensions are examples of standard project efficiency measurements.

Kissi and Ansah (2016) conducted a study on professional project management practices and its constraints in developing African countries. Project managers need to handle project resources efficiently so that even after internal resources are exhausted, projects can continue to operate. This in turn will improve the continuity of the project which in turn contributes to optimum results owing to minimizing disruption. The adoption of people with excellent project management abilities and excellent leadership characteristics steer projects towards prosperity as they strive to improve both productivity and sustainability achievement (Mir & Pinnington, 2014). The way project executives undertake to affect superiors and instant juniors by adopting suitable

participatory relationships in turn impacts project efficiency as management abilities definitely identify project probabilities of either being successful or being stalled.

Chumbula (2016), investigated on sustainability of water projects using a case of selected projects in Iringa District, Tanzania. The possession of both soft and hard skills by project team managers ensures positive project success. The difficult abilities that include the ownership of; tracking, technological abilities, risk management, experience, planning and scheduling abilities and comprehensive soft skills; swift understanding of individuals handling, organizational expertise, leadership and management abilities as well as abilities of the customer. Familiarity with assignments allows project executives to enhance general efficiency as there is a presence of organizational skills during project running.

In Kenya, Mwakajo and Kidombo (2017) investigated on the factors influencing project performance using a case of county road infrastructural projects in Manyatta Constituency, Embu County, Kenya. Different project management actions need to be undertaken as they have an important impact on the productivity of the project and long-term sustainability. Over relying on external financing and technical knowledge further aggravates project efficiency issues as any realized delays affect the day-to-day running of the project, which in turn interferes with achieving positive potential results. Offering frequent assistance in terms of technical skills and funding resources has an impact on the achievement of the project. Essentially, an appropriate financing guarantees that projects continue to run. Project teams must guarantee that the project implemented moves in the desired direction and therefore does not compromise the quality of the desired outcome (Kamau & Mohamed, 2015).

1.1.1 Project Performance

Projects refer to a series of activities with a definite start and end date and clear deliverables (Qureshi & Kang, 2015). Projects are usually formulated with clear objectives and they seek to address different needs of the stakeholders. The start of the project is called project initiation or implementation and this run up to the time it is completed (Kliem & Ludin, 2019). Project can take different time horizons depending on the estimated timelines. Projects require clearly established team headed by the project manager that helps in coordinating the various activities to be undertaken. Firms execute projects for realization of some established outcomes. For instance, majority of the projects will include creating new facilities, refurbishment or upgrading

of the already available facilities in place. Projects can be of varying sizes small, medium and large and they consume different resources (Kroll, 2015).

Performance is a general term that measures how the set goals are attained within a given time horizon. Performance compares actuals against expected outcomes of the formulated plans and goals (Mok, Shen & Yang, 2015). Organizations exist to attain the formulated goals which describe performance. Performance can be expressed in financial and non-financial terms. The financial measures of performance include the use of indicators like return on asset and equity. On the other hand, the non-financial measures of performance can include parameters like customer satisfaction, efficiency and effectiveness (Harrison & Lock, 2017).

Project performance is the assessment of projects in terms of completion time, the quality and adherence to budgetary provisions and estimates. At the start of the project, each party come and agrees on these deliverables that will be evaluated and monitored as the project progresses to identify deviations (Samset & Volden, 2016). When the actual deliverables of the project are in line with the planned one, it is said that the project is well performing. There exist differences in complexity, size as well as the value of projects hence resulting into different criteria of assessing performance. Performance of projects can be evaluated on the basis of a number of constructs (2016) indicates that project performance can be measured in terms of short term and long-term goals and objectives.

The other constructs of measuring project performance include the degree of efficiency (the ability of the project team to complete the project within established costs and timeliness), business success as well as the end product (Golini, Kalchschmidt & Landoni, 2015). Globally, the performance of projects has been measured based on completion of projects within stated timeframes and costs and realization of the expectations of customers and all other stakeholders. Almajali, Masa'deh and Tarhini (2016) argue that performance of projects can be evaluated in reference to efficiency (realization of costs, specifications and timelines) as well as effectiveness (the level of satisfaction of the stakeholders and the project team).

1.1.2 Factors affecting Project Performance

Literature suggests that performance of projects is affected by different factors. According to Hassan (2017) lack of top management support, poor communication between the project team

and insufficient funding has an influence on performance of projects. These factors have close connection to the systems in the organizations with close association with organizational culture, project management culture as well as the characteristics of the project manager (Seboru, 2015). Any change in these factors would have an influence on how the projects are executed and ultimately on performance.

Wambui, Ombui and Kagiri(2015) provide a list of the features of the project manager that determine project performance including the skills set, leadership, competencies and level of motivation. There are several dimensions of organizational factors that influence project performance for instance the overall strategy, behavioral patterns and systems. The other factors that influence project performance include stakeholder participation, staff competency, and automation of processes as well as project planning (Kagiri & Wainaina, 2017).

In Kenya projects are supported by various stakeholders including the community members who may be the beneficiaries, the government agencies, and donors and reporting agencies. Performance of projects is influenced by the degree of participation of stakeholders in various activities (Demirkesen & Ozorhon, 2017). Stakeholders can participate in the activities of the projects through formulation of goals and objectives, decision making and general consultation. Most projects start off well but end up failing because of failure to involve stakeholders in the activities that are undertaken (Mpofu, Ochieng, Moobela & Pretorius, 2017). Involving stakeholders and other end users like the community members in projects is one way of increasing acceptance of the project in the final stage of completion. Other stakeholders like the donors play the role of availing the required funds to run the activities of the project and thus should be involved in all the stages of the project (Zarei, Sharifi & Chaghoeue, 2018).

Competency describes the unique skills, knowledge and experienced that employees in the projects have for carrying out the duties and activities in projects. Performance of projects is determined by how competent the project team is in matters of project management (Oino, Towett, Kirui & Luvega, 2015). The project team may include the project manager, the members and the accounting officials besides the experts that carry out operations that require special skills. The accounting staff for instance should be well versed with matters of financial management to manage the activities of the project. Competency also covers skills like effective communication, interpersonal skills, problem solving and ability to lead the team. A competent project manager

with excellent communication skills would be able to communicate the expectations to the project team which makes it easy to attain and thus increasing chances of project performance (Neringa & Audrius, 2018).

The advancement of technology has made it possible for the project team to automate the processes and systems in projects. Automation is associated with increased degree of standardization and customization, accuracy and speed which translates to better performance of the projects. Currently, computer systems are applied in the operations of projects to schedule for resources and materials (Olanipekun, Xia, Hon & Darko, 2017). Computer technologies help project managers to achieve the project deliverables within the formulated timelines, scope as well as budget. It is through automation that the project managers are able to monitor as well as control the activities in projects (Kihoro & Waiganjo, 2015).

Planning is an important step in project management and ultimate performance. Planning is broadly viewed as the process of establishing the goals and objectives. The established goals can vary on the basis of the time horizon; short term, medium- or long-term project planning is the formulation of the goals and the deliverables (Harrison & Lock, 2017). Project planning establishes the costs, the timelines and materials required from inception to completion of the projects. These items are key in determining performance of the project as it progresses throughout its life. All these deliverables should initially be agreed upon by all the stakeholders in the project including the contractors (Florice *et al.*, 2016).

1.1.3 Public Sector in Kenya

In Kenya, the public sector is made up of the central government, local government, development partners and the public corporations (Seboru, 2015). The justification for the public sector is provision of goods and services that would otherwise not be efficiently provided by the private sector. There are several objectives of the public sector including; enhancement of efficiency and quality of service delivery, improvement in performance management, strengthening management processes and systems in government units, capacity enhancement and cultural transformation (Kagiri & Wainaina, 2017).

The regulatory framework of the public sector in Kenya includes the Constitution of 2010, the Transition to Devolved Government Act 2012, Land Act Revised Edition 2012, the Public service

commission and the Financial Management Act. The promulgation of the new constitution in 2010 resulted into devolution and emergence of county government. This gave rise to two forms governments; the national and the county government. The funding of projects in public sector is usually supported by the tax payers' money (Odhiambo & Kaibui, 2016).

1.1.4 State Departments in Kenya

State Departments are administrative units established in the ministries in Kenya. There are 21 ministries in Kenya currently, and each of these ministries has a state department(s). There are 43 permanent secretaries thus an indication that some ministries have more than one state department. State Departments are developed to facilitate effective delivery of public services. They are also put in place to enhance and improve on the flow of information, authority as well as responsibility. There were 41 state Departments in Kenya (Owino, Keraro & Wanjiku, 2015). However, 2019 reports indicate that these have increased to 43 State Departments (Appendix I).

Most of these state departments initiated different projects for general benefits of the public. For instance, the State Department of Early Learning and Basic Education started the Kshs. 24.6M laptop projects that collapsed. The collapse of this project was because of a number of challenges including poor infrastructure, budget cuts, inadequate electricity supply as well theft and misuse (Ondego & Moturi, 2016). Instead of this laptop project, the State Department resorted to establishment of the computer laboratory for each of the 25,000 primary schools (Mburu & Omwenga, 2017). At the same time, the State Department of mining has for a long time been focusing on mining and refinery at an estimated 560 million barrels and this capacity is currently unpredictable. It is against this background of poor performance of public projects that informs the need for the current study. The study therefore sought to determine the factors affecting projects performance in selected state departments in the public sector, Kenya.

1.2 Statement of the Problem

For long-term development projects to flourish and attain required outcomes, different project management methods need to be adopted to realize optimum project performance. Several factors come into play during project execution to dissuade projects to produce optimal results in full.

A report from the National Tax Payers Association (NTPA, 2015) indicated that currently in the 21st century, the enlightened public has continually demanded for good governance, proper monitoring and evaluation of projects, prudent public funds management and complete compliance with the law for the state officer's mandate to manage public funds.

Through the Auditor General's and Budget Controller's offices, the government has raised concern about inefficient and imprudent resource management leaving little or no development money. Amid investigations by the Ethics and Anti-Corruption Commission (EACC), there have been some prosecutions although few cases have passed the courts. With the launch and operationalization of many development projects and the implementation of a new project under the Economic Stimulus Plan (ESP), aimed at stimulating social economic growth and decreasing poverty, many questions have risen as to the degree to which the projects have accomplished their mission, how well the State Department is currently working against the pre-set requirements.

Project mismanagement has resulted to adverse outcomes that have long-term severely impacted sustainability of projects. Consequently, if development projects are to succeed and generate desired outcomes, they should be well scheduled both from within and outside in terms of the necessary funds. Project managers need to improve appropriate use of gained technical knowledge as it directly relates to firm results. Optimal project performance is a major challenge and most development projects are implemented with huge budget that leads to difficulties in achieving profitability.

Kihoro and Waiganjo (2015) assessed the factors influencing performance of construction projects and revealed that project planning, stakeholder management, competence of the project team all have an influence on how projects perform. However, this study specifically concentrated on construction projects. Lindhard and Larsen (2016) sought to identify the critical process factors that determine project performance. The critical process factors influencing project performance include cultivation of trust, shared objectives and degree of coordination of project activities.

In India, Saraf (2013) studied the factors affecting performance of construction project. The study revealed that improper planning efforts, poor site management, shortage of human capital as well as defective work all have an influence on performance of projects. This study was conducted in India and not in Kenya. Malala, Ndolo and Njagi (2015) evaluated the factors influencing performance of Constituency Development Funded projects in Kenya and revealed that;

entrepreneurial attitude, procurement, political interference, capacity issues as well as monitoring and evaluation all have an influence on project performance. Mutheu and Muturi (2018) looked at specific factors influencing performance of projects by Counties in Kenya. The study established that funding and training have an influence on project performance.

Thus, from the aforementioned studies, it is clear that extensive literature exists to explain factors influencing project performance. The studies were however, done in countries like India and not in Kenya. Other studies specifically focused on CDF funded projects and construction projects. This creates gaps which the current study sought to fill by examining the factors affecting performance of projects in selected state departments in Kenya.

1.3 Objectives of the Study

The study was informed by the general and specific objectives;

1.3.1 General Objective

The general objective of the study is to establish the factors affecting projects performance in selected state departments in the public sector, in Kenya

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

- i. To establish the effect of stakeholder participation on projects performance in selected state departments in the public sector, in Kenya
- ii. To assess the effect of staff competency on projects performance in selected state departments in the public sector, in Kenya
- iii. To examine the effect of automation of processes on projects performance in selected state departments in the public sector, in Kenya
- iv. To find out the effect of project planning on projects performance in selected state departments in the public sector, in Kenya.

1.4 Research Questions

The study sought to provide answers to the following research questions;

- i. What is the effect of stakeholder participation on projects performance in selected state departments in the public sector, in Kenya?
- ii. How does staff competency affect projects performance in selected state departments in the public sector, in Kenya?
- iii. Does automation of processes affect projects performance in selected state departments in the public sector, in Kenya?
- iv. To what extent does project planning affect projects performance in selected state departments in the public sector, in Kenya?

1.5 Significance of the Study

1.5.1 Project Managers in Organizations

The research findings are intended to enrich the management of State Departments by offering them insight on project management and inform them on favorable policies and program that enhance project performance. It also offers them insight on design and procedure of project implementation.

The findings will also be significant to the public, private sectors and donor community, for they will be able to understand and appreciate the factors that are likely to affect the performance various projects and the extent of effect.

1.5.2 Future Scholars and Researchers

From the finding of this research, scholars and research organizations would make reference to and make further research in this area. It will provide opportunities for other researchers to identify gaps in this area with the aim of addressing them.

1.5.3 Government of Kenya

The results of this study will benefit the Government of Kenya in formulation and implementation of policies related to factors that influence performance of projects. The Government is charged

with the responsibility of ensuring that the wellbeing of its citizenry. Through the findings of this study, the Government will be able to understand the effectiveness of the existing policies and ways in which they can be amended for future better project performance.

1.6 Justification of the Problem

Governments are elected by people so as to meet the national goals and objectives of improving the living standards of voters in the country. To effectively realize this goal, the government requires smaller units including the Ministries and the State Departments. State departments help the ministries to realize their mandates as established in the Constitution. One way through which State departments enhance realization of the national goals is implementation of projects. The government invests a lot of tax payers' money in financing these projects at the State Department level aimed at transforming the life of people in the country. It is therefore paramount to investigate the key factors that influence performance of these projects initiated by State Departments

The study recommended the best way that these project managers can improve on performance of the formulated projects. The study recommended best policies that can be implemented for better performance of projects in the public sector. The study added to the existing literature of project performance and the factors influencing this. Future scholars carrying out similar studies will therefore be able to carry out literature review by borrowing materials and information from this study.

1.7 Scope of the Study

The study sought to establish the factors affecting performance of projects in selected state departments in the public sector, Kenya. Specifically, the study sought to determine how stakeholder participation, staff competency, automation of processes as well as project planning influence project performance. The study was conducted in the public sector specifically focusing on selected State Departments. The study was carried out in the month of August, 2019.

1.8 Assumptions of the Study

The study makes the following assumptions; It is assumed that all respondents were willing and aware of project performance in their respective State Departments. This helped in validating the study as it indicates that the data collected was accurate and reliable.

It is also assumed that all respondents were able to read and interpret the research questions during data collection. One of the most important aspect in data collection is the respondents being able to read and understand the questions so that they can provide accurate responses. It is assumed that respondents gave honest information on project as much as possible.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter considers, and reviews available literature related to this study. Discussion was centered on the identified objectives of the study and as researched, reported and written about by other scholars. This chapter also discusses theories that attempt to explain the study objectives. Conceptual framework of the study was developed and demonstrated by a diagrammatic relationship between independent and dependent variables. A summary on the literature review was considered towards the end of the chapter and finally operationalization of the variable.

2.2 Theoretical Literature Review

This section contains review of theories relevant to the study. These theories attempt to relate factor affecting project performance of an organization (Human Capital Theory, Stakeholder Theory, Project Management Competency Theory and Project implementation theory)

2.2.1 Human Capital Theory

From a hierarchical point of view, the human capital hypothesis theorizes that in a superbly, work showcase, authoritative profitability increases as people turn out to be all the more profoundly prepared. The general connection among preparing and advancement to efficiency at the working environment depends on an idea alluded to as factor estimating (Tan, 2014). As per Livingstone (1999), human capital scholars demand the significance of interest in instruction and bestowing of the estimation of the laborer. The hypothesis accepts that association particular preparing, for example, in the occasions of changes, is probably going to expand the association long haul profitability results on their preparation project. The workers will probably have a superior comprehension of the structures coming about because of the change and will utilize them fittingly to guarantee efficiency to the project (Bosworth, Wilson & Assefa, 1993). Subsequently Tan (2014) attests that this prompts workers' fulfillment and will likewise impact the level of representative commitment along these lines of project execution.

A legitimate interest in preparing and improvement by an association on its representatives builds their comprehension of their obligations, errands and commitments. Preparing likewise makes a

helpful situation for participation and joint effort inside representatives in playing out their work. This, in view of the human capital hypothesis, results in both individual and far reaching profitability (Campbell-Barr & Nygård, 2014). The human capital hypothesis suggests that practical upper hand is accomplished when an association has a human asset pool that can't be imitated or substituted by its rivals.

As indicated by Smith and Murillo (2015), human capital hypothesis underlines the esteem expansion that individuals are resources and accentuates interest in individuals create advantageous returns for rivalry enter among them in execution, profitability, adaptable and ability to improve. The above hypothesis identifies with project group on execution of farming activities. This theory is relevant to the study as it provides the human capital hypothesis which underlines the esteem expansion that individuals are resources and accentuates interest in individuals creates advantageous returns for rivalry enter among them in execution, profitability, adaptable and ability to improve. Therefore this theory provides concrete background on the effect of automation of processes on projects performance and importance of project planning to improve employees work environment.

2.2.2 Stakeholder Theory

Partner contribution is all around clarified by the Stakeholders Theory. Partner points of view on associations have quickly expanded in fame and now speak to a standard technique for authoritative execution administration; partner examination and an administrative reaction to more noteworthy hierarchical multifaceted nature; partner administration. The significance of partner hypothesis is shown by its remaining as the "prevailing talk" in association hypothesis (Pesqueux & Damak-Ayadi, 2005), and by its application over a scope of administration disciplines. Its key suggestion is that supportable authoritative achievement in huge part relies upon orderly thought of the requirements and objectives of striking partners (Fraser & Zarkada-Fraser, 2003).

As per Lozano (2005), late advances in partner hypothesis have moved from "center and talked" originations of the firm as the central association to a perspective of the enterprise and its partners as implanted in an intricate system of connections. Moreover, as indicated by Pettijohn and Taylor (2007), the position taken is reliable with proof from administration and HR settings that the quality and agreeableness of basic leadership in partner responsible associations is upgraded by

consolidating partner points of view. While the investigations referred to and ends attracted identify with worker partners, the paper exhibits that the recommendation has legitimacy crosswise over inside and outside business environments. According to Greenwood (2002), there is expanding enthusiasm for the connection between morals, representative and corporate administration.

Gago and Antolin (2004), included that partner hypothesis is viewed as key to building up a more reasonable perspective of Corporate Social Responsibility (CSR). Nonetheless, what the discussion needs is a moral rationality of execution administration and an association improvement procedure for actualizing this (Introna & Pouloudi, 1999). As per Niebuhr (1963), a philosophical method of reasoning for the moral utilization of partner hypothesis can be created from Niebuhr's idea of "the dependable self". This recommends people act mindfully on the off chance that they consider the performance of imagined activities as far as their reasonable effect on those influenced by them. The paper relates this to the contemporary business setting to build up the idea of "the mindful association". Therefore, the theory is relevant to the study as it provides project partner hypothesis that help in improving the relationship between each stakeholder involved in the project. The theory also provides relevant information on the importance of stakeholder participation in projects and their importance on contemporary business setting, which is relevant in determining the effect of stakeholder participation on projects performance.

2.2.3 Project Management Competency Theory

McBer and McClelland developed the competence theory in 1980. This author's defined competency as those characteristics underlying a person who is directly related to performance of a job. However, Crawford noted a competence model integrates, core personality characteristics, demonstrable performance, knowledge, and skills, noting that personality characteristic is not easy to develop. In contrast, she notes Project Management Body of Knowledge (PMBOK) and project management standards, focuses on the aspect of knowledge of competency whereas the third book, Australia's National Competency Standards, focus only on performance that can be demonstrated. Crawford (2010) noted that it is not that necessary for project managers to be competent to perform all the duties that are required in order to implement changes in their projects.

This theory is linked to this study because it outlines that an organization must build competency by means of making an investment in technology, schooling personnel in relevant talents, motivating employees, hiring gifted individuals and growing conducive operating environment. It also shades light on the how to improves staff competency by improving staff environment. Therefore this theory highlights the effect of staff competency on projects performance.

2.2.4 Project Implementation Theory

This theory was established by Knapp and Fugate in Mid-1990. They noted that over relying on theoretical aspects is one of the factors distinguishing a profession and craft. Juras (2019) argued that the theory was practiced today on an implicit and narrow theory that explain the other concerns of project Management such as lack of commitment on the project, project failure, and slow methodological renewal. Therefore, this theory is very important for project management profession. Implementation involves series by organization preparing a plan to set up changes that are required (Pharr, Jakob & Humphreys, 2016). Most of the project managers use this theory to make planned changes in their organizations by creation of environments that changes can withstand. However, there are no specified procedural steps in project implementation that have set up due to universality of project implementation.

The principle is connected to this observation in that, venture overall performance is a cycle that perspectives a challenge life cycle to include venture initiation, assignment layout, assignment planning, assignment implementation, assignment monitoring and control. Assignment inputs that facilitate the execution of the public sector initiatives correctly, efficiently and sustainable are inform of venture making plans, motivation of mission team, task control and competency of mission team. Project budget are supposed to be used effectively to allow success in performance of projects in selected state department in Kenya the public sector. This theory gives insight on how stakeholder participation, staff competency, automation of processes and project planning affect projects performance.

2.3 Empirical Literature Review

2.3.1 Stakeholder Participation and Performance of Projects

The public sector is an intertwined web of various players including the clients, developers, contractors, consultants, the government and affiliated bodies, the public stakeholders and the

various professionals within the construction sector (Canaway, Bismark, Dunt, Prang & Kelaher, 2018). One of the most critical aspects of managing a project is doing what's necessary to develop and control relationships with all individuals and stakeholders that the project impacts (Everingham, Rolfe, Lechner, Kinnear & Akbar, 2018). Every project has stakeholders who form the human element of a project management paradigm (Jin, Zhang, Liu, Feng & Zuo, 2017). Stakeholders are categorized into internal and external stakeholders. Therefore, Stakeholder identification, analysis, engagement and management are critical to the success of a public sector project (Vanclay, Sairinen & Joyce, 2018). By successfully managing stakeholders, project managers can mitigate issues that would otherwise affect the performance of a project and culture a healthy project environment in which a project is implemented (Bassi, Arrigoni, Demma, Galli & Gallera, 2017).

Kumaraswamy, Wong and Chung (2017) conducted a study on the effect of sustainable management of stake holder's values on performance of mega projects. The study was conducted in Australia insurance industries. The study collected data through structured questionnaires. The questionnaires used had a three-point Likert scale. The study used explanatory research design. The data were analyzed by both inferential and descriptive statistics. Golini, Kalchschmidt and Landoni (2015) noted that a project is successful when it achieves its objectives and meets or exceeds the expectations of stakeholders. Stakeholder's involvement is widely acknowledged as a key component in project management process. Project managers need to enable a healthy stakeholder involvement during implementation of projects supported by an emphasis on quality relationships rooted in trust and structure and achievable expectations (Harrison & Lock, 2017). It is very costly to ignore stakeholder's expectations, and this can hugely impact the project negatively in terms of delay in deliveries and in compromising a projects overall performance (Hassan, 2017). A project manager is required to manage the influence of stakeholders in relation to project requirements by balancing the interests of the stakeholders and the requirements of the project (Juras, 2019). However, Kumaraswamy *et al.*, (2017) study used there point Likert scale, the study was also conducted in Australia insurgence firms while our current study will use five point Likert scale and the study will be conducted on in selected state department in Kenya the public sector, therefore the finding from this study therefore is not relevant to the current study

De Camargo, Mendonça, de Oliveira, Jabbour and de Sousa Jabbour (2017) conducted a study on real challenges abound in stakeholder management and their involvement in project

implementation. The study was conducted in the UK commercial bank. The study collected data using structural questionnaires. The factor analysis was used to determine the effect of these challenges of stakeholder management on project implementation. Kagiri and Wainaina (2017) noted that the challenge exists in that project proponents, clients, the government, consulting firms, contractors, people impacted by the change directly or indirectly such as local communities hold different views on success, failure and quality output of projects. De Camargo *et al.*, (2017) noted that this challenge is not just an issue between these various stakeholder groups, but also within the groups themselves and in their capacities have the power to influence the direction a project takes. However, De Camargo *et al.*, (2017) study was focused on the UK commercial bank, the finding from this study therefore cannot be relevant to the current study. The study also concentrated on project implementation and challenges of stakeholder management which is a different center of focus.

Oppong, Chan and Dansoh (2017) assessed the how performance attribute is affected by effective stakeholder management. This study was conducted on construction sector in Bangkok China using primary data. Data collection was done by engaging the respondent through an interview section. The collected data was then analyzed through qualitative statistics. Larsen, Lindhard and Brunoe (2015) identified that construction work can be allowed to proceed without people's involvement. Undesirable effects may arise from key project stakeholder; these may appear minor and insignificant but are very complicated to deal with giving rise to big problems for the project which will affect the progress of the project and performance output of the project (Di Maddaloni & Davis, 2017). Warning signs that stakeholder management is suffering include missed deadlines, scope creep, confusion, conflict during project execution. Floricel, Michela and Piperca (2016) noted that often there is indicative of competing priorities, a lack of focus, or a lack of commitment and it requires a communication-based approach to resolve the underlying issues, manage expectations, manage the information that people get, their perceptions, clarify the kind of feedback that is needed and minimize surprises. The study used interviews to collect data, the data collected was analyzed through qualitative statistics and the study was also conducted on construction sector in Bangkok China while our current study will use both qualitative and inferential statistics, the current study also collected data through structured questionnaires and will be conducted on public sector in Kenya. Therefore, the findings on this study are not relevant to the current study.

Di Maddaloni and Davis (2017) conducted a study on how mega projects are affected by community involvement. The study concentrated on methods that could have been used to improve performance of the project. The study was conducted in South African greenhouse companies. The study used open group discussion to collect data. This was done through structured interview guide. The data collected was then analyzed by factor and qualitative analysis through a descriptive research design. Lindhard and Larsen (2016) identified that the project manager's goal is to leverage stakeholder relationships and build coalitions that foster project success and ensure that stakeholders get what they need; can see business value in the results, and identify the project as an overall positive experience. The study used group discussion and analysis was done by factor analysis and qualitative analysis, the study also concentrated on methods that should be used to increase performance index of these mega projects and was conducted in South Africa while. The current study will use structured questionnaires and perform regression analysis on the variables to determine the exact effect of the study variables, the study will be conducted on selected state department in Kenya public sector. Therefore, the findings on this study are not relevant to the previous study.

2.3.2 Staff Competency and Performance of Projects

Modern projects need to have a broad context in management that extends beyond further from the technical competencies to facilitate right actions in responding to the risk that accrue to the project (Di Maddaloni & Davis,2017). Daniel and Paul (2019) conducted a study on how road construction projects are influenced by the competency of their leaders. The study was conducted in Nigeria road construction projects. The study developed closed ended questionnaires to collect its data. The data collected was then sorted and coded into SPSS for data analysis. The study then conducted both descriptive and inferential statistics. Mok, Shen and Yang (2015) argued that the effect of Project Competence is an essential skill in the success of projects especially construction ones. It comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder. Mega construction projects require specialized technology; though the selection of this technology may be hectic especially the project has no competent team (Mutheu & Muturi, 2018). The Transfer of technology has always been a bone of contention considering that third world countries apply out of date technology. Application of the modern technology is very essential for the success of business and its sustenance (Samset & Volden, 2016).Leadership competency in using all the information

technology provided is especially to ensure that their organization performs to their standard (Saraf, 2013). The study was conducted in Nigerian road construction projects, the study also concentrated on influences of leadership competency while the current study focuses on how overall staff competency affect performance of projects in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

According to Khongmalai, Rassameethes, Distanont, Kanraweekultana and Namtip (2016), professional competency affects effective management of banks. The study concentrated on selected banking sector in India. The study used open group discussion that was conducted in banking sector seminars and forums. Khongmalai *et al.* (2016) identified that the main function of project management planning, coordinating and controlling the project objectives application in an effective and efficient manner in accordance with the stakeholders' requirements. In order to achieve this, one need to have a substantial knowledge in project management fundamentals for the project to be successful and be within the schedule and plan (Seboru, 2015). Vanclay, Sairinen and Joyce (2018) noted that these aspects are very critical in order to deliver the project in time, within the budget and quality. However, the study was conducted on concentrated on effect of Professional Competency on effective management of banks, this study also conducted on banking sector and conducted in India while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

Azis and Putra (2017) assessed how Project Manager Competency affects performance of projects. The study was conducted in Kenya agricultural sector. The study used both closed and open questionnaires. The study concentrated on various steps used by the management to ensure that the organization functions to its best. The study identified that project management comprise of various steps and sub-steps and further outline the scope of the project, cost estimation, responsibilities and duties project stakeholders and team. Larsen *et al.* (2015) identified that controlling and planning are basic tools for project performance. For the mega construction projects in third world countries, it becomes difficult to gather enough professional to take part in the success of the project. Hence, these factors are seen to have a great impact on the success of the project. In construction projects many parties must be involved for its success. According to Rui *et al.* (2017) that failure of one party to carry out their part appropriately, the project may not achieve its objective thus fails. Thus, it's very crucial to choose the appropriate contractors and

designers who will conduct their business diligently and make the ideas a reality (Koskela & Howell, 2002).

Juras (2019) conducted a study on the effect of team member competency Profile on Team Dynamics and Project Success. The study was conducted on in Dubrovnik, Croatia. The study concentrated on entrepreneurial management. The data was collected through structured questionnaires. The data collected was then coded in SPSS and quantitative and inferential statistics determined. The study identified that management require to be part of up-front planning and setting up of effective communication, System controlling, organizational culture and management system. Rui *et al.* (2017) acknowledged that the three analysis categories include; the owner, consultant and the contractor. The causes of projects delay in the contractor's perspective were noted to be; financial challenges, material shortage and poor management of construction site (Florice *et al.*, 2016). On the perspective of the owner, causes included; scope of contract, payments and slow decision-making process. According to Rezvani *et al.* (2016), delays were being caused by; inexperience, poor supervision of the project and inefficiency in giving instructions. However, the study was conducted in Dubrovnik, Croatia.

2.3.3 Automation of Processes and Performance of Projects

Alipour, Karimi, Ebrahimi, Ansari and Mehdipour (2017) conducted a study in Zahedan University school of Medical Sciences to evaluate the effect of office automation on organization performance. In this study, descriptive survey design was used. The research population included 212 respondents from the population the study sample being 135. The tool for collecting data was structured questionnaire which was given to the staff of the University Medical Sciences. The study identified that the use of office automations has a positive effect on strategies, resource use, and leadership performance. Similarly Hammer (2015) highlighted that the use of office mechanization has had a tremendous effect on the hierarchical grandeur of "people," procedure, products, and administrations, customer performance, individual performance, society performance, and main performance. Furthermore, results show that there is an enormous difference in performance when using office automation. Office automation had the greatest effect on performance as individual employees' performance is improved through adoption of new technique (Almajali *et al.*, 2016). The inquiry was conducted at the Medical Sciences University of Zahedan.

Dixit, Mandal, Thanikal and Saurabh (2019) evaluated how Nigeria's well-developed industries aimed to increase the craft labor performance using automating materials monitoring procedures. During the trial, field documents were gathered from manual and automated monitoring procedures for this purpose. Then, the impact on building efficiency of the automated monitoring method was determined by considering the manual method as the basis for comparison. The findings show that IT can considerably improve the productivity of craft workers. Kuenzel *et al.* (2016) concluded that while the basic significance of building parts in any specified project, industry procedures still depends exclusively on the human capacity to regulate thousands of these parts separately in the field. This absence of automation often leads to critical mistakes that adversely influence the price and timeline of the project. Recently, however, the undemonstrated concept that methods of monitoring materials can greatly benefit from IT application has gained broad industry recognition (Yun, Choi, de Oliveira & Mulva, 2016).

Masa'deh, Shannak, Maqableh and Tarhini (2017) conducted a study on the effect of Business Process Automation on performance of the organization. The study concentrated on how effective the organization employees can be when there are effective automation processes. Five variables in particular, New System Understanding, adaptation to New Methodology, Employee Response to Change, Compliance with Standards and Efficiency of Employees. For primary data collection, a questionnaire consisting of 29 items has been used. The population consisted of agricultural staff and stakeholders such as the Ministry of Finance, the General Account Controller, and the Ministries of Line. There were 265 participants in the sample size. Descriptive, Pearson correlation and Regression Analysis was used to find important connection of Business Process Automation for the effectiveness of staff through SPSS software. The research findings showed that all the procedures that were altered as a result of the new system benefit both staff and masses and contribute to excellent governance. This finding was consistent with Harmon (2019) who identified that the automation proses increases organization. It is therefore important for businesses to automate their process (Ferretti & Schiavone, 2016). Similarly Pesqueux and Damak-Ayadi (2005) identified that it is presumed that Business Process Automation improved organizational effectiveness by reducing effort levels and eliminating redundant processes and procedures.

Daniel and Paul (2019) conducted a study on how road construction projects are influenced by the competency of their leaders. The study was conducted in Nigeria road construction projects.

The study developed closed ended questionnaires to collect its data. The data collected was then sorted and coded into SSPSS for data analysis. The study then conducted both descriptive and inferential statistics. The study identified that the effect of Project Competence is an essential skill in the success of projects especially construction ones. Goulding, Pour Rahimian, Arif and Sharp (2015) identified that the process of automation comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder. Mega construction projects require specialized technology; though the selection of this technology may be hectic especially the project has no competent team (Paulus, Claridge, & Culp, 2015). According to Gerrish, Ruikar, Cook, Johnson, Phillip and Lowry (2017), the transfer of technology has always been a bone of contention considering that third world countries apply out of date technology. Application of the modern technology is very essential for the success of business and its sustenance (Ngugi, 2017).

2.3.4 Project Planning and Performance of Projects

Abu-Hussein, Hyassat, Sweis, Alawneh and Al-Debei (2016) assessed the effect that factors of project management have on the project resource. The study was conducted in Jordan Oracle companies. The study used primary data where structural questionnaires were formulated. Data was then analyzed through descriptive and inferential statistics. Yun *et al.* (2016) noted that project planning need skills that are effective and the project managers need to have knowledge on information collection and analysis, communication with the major stakeholders in the project, negotiation of resources, involvement and commitment of entire management especially those on the top, and development of milestones that can be measures. This finding is also seconded by Borrmann, Hochmuth, König, Liebich and Singer (2016) who identified that the planning process in an organization is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals. Nguyen, Killen, Kock and Gemünden (2018) also acknowledge that planning skills and planning knowledge especially must be well assessed and understood in practice.

Locatelli, Invernizzi, and Brookes (2017) assessed how project characteristics affect the overall performance of organization. The study was conducted in Europe. The study concentrates on planning process in infrastructure project specifically the transport sector. The data were collected using structural questionnaire and analyzed through factors analysis. The study identified that in

instances where there exists inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance. Similarly Hassan (2017) identified that currently applied management practices projects do not ensure that they succeed in terms of quality achievement and proper planning. The author associates this failure within adequate study on crucial and important factors affecting those practices from the project stakeholders' perspectives (Jinet *al.*, 2017). Maximization of the need for executing project efficiency cost, time and cost is highly required (Juras, 2019).

Elzomor, Burke, Parrish and Gibson (2018) conducted a study on the effect of Front-End Planning on project performance. The study concentrated on front end planning process in infrastructural projects taking into account both large and small projects. The data was collected through structured questionnaires. The data collected was then coded in SPSS and quantitative and inferential statistics determined. The study indicated that in view of great projects related to the industries, the impact and importance of planning has also been acknowledged by Locatelli, Invernizzi and Brookes(2017) who come to a conclusion that defining poorly the scope of the project in planning results to slippage in schedule and overrunning of the costs. Kagiri and Wainaina (2017) also noted that such phenomenon's were brought about by from initiating the project inappropriately and front-end planning, resulting to poor project scope definition: "the need to come up with main changes on the precise location, scope, objectives, or other main elements after the well elaborated initial phase has started can lead the project being unmanageable. However, Kagiri and Wainaina (2017) conducted concentrated on the front-end planning process in infrastructural projects taking into account both large and small projects.

According to Sinesilassie, Tabish and Jha (2018), the study was conducted on critical factors that have an effect on cost performance of projects. The study concentrated on key factors that affect how the operational cost on project performance. The study was conducted on Ethiopian public construction project. The study sample 600 staff of major highway construction projects in Addis Ababa. The study developed closed ended questionnaires to collect its data. The data collected was then sorted and coded into SSPSS for data analysis. The study then conducted both descriptive and inferential statistics. Challenges associated with deviation of the schedule and overrunning of the cost are experienced in project execution. Such challenges emanate from improper risk identification at the initial planning stage of the project (Kihoro and Waiganjo, 2015). However, the study concentrated on key factors that affect how the operational cost on project performance.

The study was conducted on Ethiopian public construction projects while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

2.4 Research Gap

Kumaraswamy, Wong and Chung (2017) conducted a study on the effect of sustainable management of stake holder's values on performance of mega projects. The study used there point Likertscale, the study was also conducted in Australia insurgence firms while our current study will use five-point Likert scale and the study will be conducted on in selected state department in Kenya the public sector, therefore the finding from this study therefore is not relevant to the current study

De Camargo, Mendonça, de Oliveira, Jabbour and de Sousa Jabbour (2017) conducted a study on real challenges abound in stakeholder management and their involvement in project implementation. This study was conducted in the UK commercial bank; the finding from this study therefore cannot be relevant to the current study. The study also concentrated on project implementation and challenges of stakeholder management which is a different center of focus.

Oppong, Chan and Danson (2017) assessed the how performance attribute is affected by effective stakeholder management. The study used interviews to collected data, the data collected was analyzed through qualitative statistics and the study was also conducted on construction sector in Bangkok China while our current study will use both qualitative and inferential statistics, the current study also collected data through structured questionnaires and will be conducted on public sector in Kenya. Therefore, the findings on this study are not relevant to the current study.

Di Maddaloni and Davis (2017) conducted a study on how mega projects are affected by community involvement. This finding used group discussion and analysis was done by factor analysis and qualitative analysis, the study also concentrated on methods that should be used to increase performance index of these mega projects and was conducted in South Africa while the current study used structured questionnaires and performed regression analysis on the variable to determine the exact effect of the study variables, the study also was conducted selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

Daniel and Paul (2019) conducted a study on how road construction projects are influenced by the competency of their leaders. The study was conducted in Nigerian road construction projects, the study also concentrated on influences of leadership competency while the current study focuses on how overall staff competency affect performance of projects in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

According to Khongmalai, Rassameethes, Distanont, Kanraweekultana and Manti (2016) that was conducted on the effect of Professional Competency on effective management of banks, the study was conducted in India. The study was conducted on concentrated on effect of Professional Competency on effective management of banks, this study also conducted on banking sector and conducted in India while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study. Therefore, the findings on this study are not relevant to the current study.

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Abu-Hussein, Hyassat, Sweis, Alawneh and Al-Debei (2016) assessed the effect that factors of project management have on the project resource. The study was conducted on Oracle companies in Jordan and concentrated on factors of project management have on the project resource while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

Locatelli, Invernizzi and Brookes (2017) assessed how project characteristics affect the overall performance of organization. The study was conducted in Europe transport sector, and concentrated on planning process while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study. Elzomor, Burke, Parrish and Gibson (2018)

conducted a study on the effect of Front-End Planning on project performance. This study was conducted the study concentrated on front end planning process in infrastructural projects taking into account both large and small projects, the study was also conducted in South African while the current study concentrate on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

According to Sinesilassie, Tabish and Jha (2018), the study was conducted on critical factors that have an effect on cost performance of projects. The study concentrated on key factors that affect how the operational cost on project performance. The study was conducted on Ethiopian public construction projects while the current study concentrates on factors affecting project performance in selected state department in Kenya the public sector. Therefore, the findings on this study are not relevant to the current study.

2.5 Conceptual Framework

The study proposes that project performance is determined by the following independent variables: Stakeholder participation, Staff competency, Automation of processes and Project planning. Using the named four variables, the study assesses how project performance is affected by these factors. The relationship between the variables and the measurement are presented in the conceptual framework figure below.

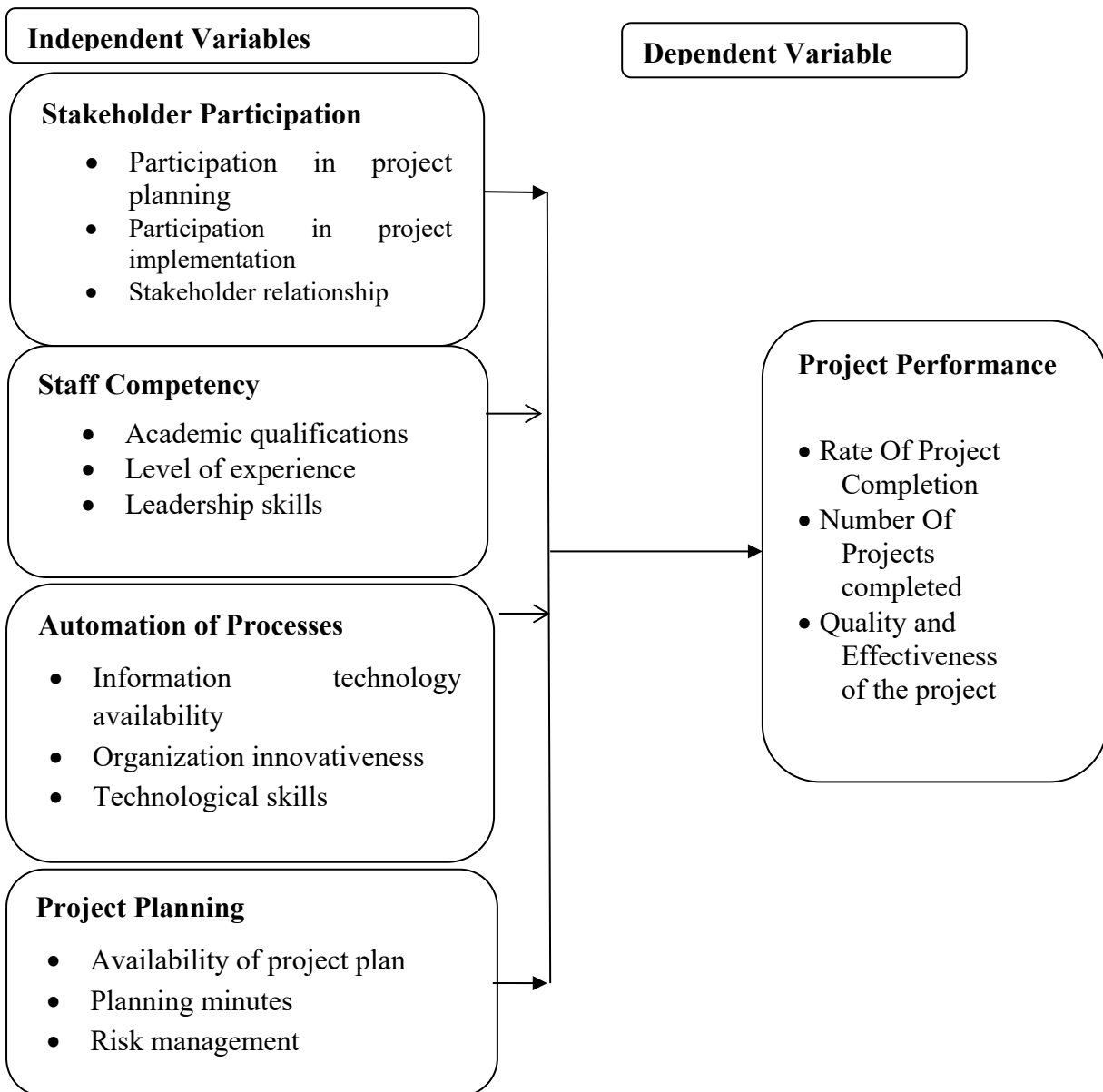


Figure 2.1: Conceptual Framework

2.6 Operationalization of the Variables

Table 2. 1: Operationalization of the Variables

Objectives	Variables	Indicators	Scale of measurement	Data analysis technique	Tools of analysis
To establish the effect of stakeholder participation on performance of projects in selected state departments in the public sector, Kenya	Independent stakeholder participation	<ul style="list-style-type: none"> • Participation in project planning • Participation in project implementation • Stakeholder relationship 	Ordinal	<ul style="list-style-type: none"> • Descriptive Statistics • Inferential Statistics 	Likert scale, Regression analysis
To assess the effect of staff competency on performance of projects in selected state departments in the public sector, Kenya	Independent staff competency	<ul style="list-style-type: none"> • Academic qualifications • Level of experience • Leadership skills 	Ordinal	<ul style="list-style-type: none"> • Descriptive Statistics • Inferential Statistics 	Likert scale, Regression analysis
To examine the effect of automation of processes on performance of projects in selected state departments in the public sector, Kenya	Independent automation of processes	<ul style="list-style-type: none"> • Information technology availability • Organization innovativeness • Technological skills 	Ordinal	<ul style="list-style-type: none"> • Descriptive Statistics • Inferential Statistics 	Likert scale, Regression analysis

To find out the effect of project planning on performance of projects in selected state departments in the public sector, Kenya	Independent Project planning	<ul style="list-style-type: none"> • Availability of project plan • Planning minutes • Risk management 	Ordinal	<ul style="list-style-type: none"> • Descriptive Statistics • Inferential Statistics 	Likert scale, Regression analysis
performance of projects in selected state departments in the public sector, Kenya	Dependent project performance	<ul style="list-style-type: none"> • Timeliness • End-user acceptance • Realization of costs 	Ordinal	<ul style="list-style-type: none"> • Descriptive Statistics • Inferential Statistics 	Likert scale, Regression analysis

2.7 Summary of Literature

Several studies have been reviewed on project performance. Kumaraswamy, Wong and Chung (2017) conducted a study on the effect of sustainable management of stake holder's values on performance of mega projects. Golini, Kalchschmidt and Landoni (2015) noted that a project is successful when it achieves its objectives and meets or exceeds the expectations of stakeholders. Stakeholder's involvement is widely acknowledged as a key component in project management process.

De Camargo, Mendonça, de Oliveira, Jabbour and de Sousa Jabbour (2017) conducted a study on real challenges abound in stakeholder management and their involvement in project implementation. Kagiri and Wainaina (2017) noted that the challenge exists in that project proponents, clients, the government, consulting firms, contractors, people impacted by the change directly or indirectly such as local communities hold different views on success, failure and quality output of projects. Di Maddaloni and Davis (2017) conducted a study on how mega projects are affected by community involvement. Azis and Putra (2017) assessed how Project Manager Competency affects performance of projects. Juras (2019) conducted a study on the effect of team member competency Profile on Team Dynamics and Project Success. Alipour et

al. (2017) conducted a study in Zahedan University school of Medical Sciences to evaluate the effect of office automation on organization performance. Dixit, Mandal, Thanikal and Saurabh (2019) evaluated how Nigeria's well-developed industries aimed to increase the craft labor performance using automating materials monitoring procedures.

Masa'deh et al. (2017) conducted a study on the effect of Business Process Automation on performance of the organization. The study concentrated on how effective the organization employees can be when there are effective automation processes. Daniel and Paul (2019) conducted a study on how road construction projects are influenced by the competency of their leaders. Abu-Hussein et al. (2016) assessed the effect that factors of project management have on the project resource. Locatelli et al. (2017) assessed how project characteristics affect the overall performance of organization. Elzomor et al. (2018) conducted a study on the effect of Front-End Planning on project performance. The study concentrated on front end planning process

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter identifies research methodology to be applied in this study, procedures and techniques that was used in the collection, processing, analysis and presentation of data. It covers the type of research design to be used, target population, sample size and sampling procedures, research procedures, data collection instruments, research analysis methods and pre-testing of instrument. It also focuses on validity and reliability of instruments, ethical issues and operational definition of terms

3.2 Research Design

This research study adopted descriptive research design to gather information on factors influencing performance of projects in selected state department in Kenya the public sector. Descriptive research was considered suitable for this study as it describes systematically and accurately facts and characteristics of a given population or area of interest to discover associations and/or relationships between or among selected independent and dependent variables (Yin, 2017). The aim of descriptive research is to determine and report how things are without manipulation that helps to determine the current state of the study population. According to Bansback, Hole, Mulhern and Tsuchiya (2014), descriptive design allows for more data to be tested. Descriptive research design is chosen because it determines and reports how things are and is suitable because with definite goals it is concerned with obviously defined issues (Hall & Jurow, 2015). Therefore, the study design involves a description of what the researcher does when formulating research questions and their consequences for the final analysis of information. The research study incorporated quantitative approach. The research design was considered in this study to investigate the factors influencing projects performance in selected state department in Kenya public sector

3.3 Target Population

Study population is the entire set of objects, things and people under consideration in a research study, normally referred to as the target group or population. (Creswell and Poth, 2017) defines

target population as the total number of all units, subjects or the total environment of interest possessing certain specified characteristics on which a sample seeks to draw inferences. The study targeted project management teams from the 43 selected State Departments in public sector in Kenya (Appendix I) (Government of Kenya (GOK), 2018). This population ideally controls majority of the government service and many Kenyans access them. This population therefore controls a number of projects that runs from national to county level, thus this population is deemed to give a reliable data on state departments' project(s) and can provide a good avenue to investing state departments project performance. From each 43 state departments, the study targeted 1 project manager, 3 project coordinators, 2 Project Ground Supervisors and 4 operating staff, thus 430 respondents was targeted.

Table 3.1: Target population

Target groups	Population	Proportion (%)
Project Managers	43	10
Project Coordinators	129	30
Project Ground Supervisors	86	20
Operational Staffs	172	40
Total	430	100

Source: (GoK, 2019)

3.4 Sample Size and Sampling Procedures

A sample is a representative part of a population (Creswell & Poth, 2017). Sampling is the determination of a sample from a given population. It refers to the techniques to be adopted in selecting a sample. It is used to determine an optimum sample size. An optimum sample size fulfills the requirements of efficiency, representativeness, reliability and flexibility (Yin, 2017). Creswell and Clark (2017) explained that where the target population is small, the entire population was considered as the sample in this study. From the above population of 430, the sample size was determined using the Yamane method (1967)

$$n = N / (1 + Ne^2)$$

n = is the desired sample size (when population is less than 10,000)

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, Sample size (n) =

$$\begin{aligned}
& 430 / (1+430(0.0025)) \\
& = 430 / 1+1.075 \\
& = 430 / 2.075 \\
& = 207 \text{ respondents}
\end{aligned}$$

The study adopted stratified random sampling method to pick respondents. This is because it gives project sampling of the respondents without biasness. This ensures that the population was inclusive. The sample size was therefore 207 respondents and distributed as shown in Table 3.2.

Table 3.2: Sample Size

Target groups	Population	Proportion (%)	Sample Size
Project Managers	43	10.0	21
Project Coordinators	129	30.0	62
Project Ground Supervisors	86	20.0	41
Operational Staffs	172	40.0	83
Total	430		207

Source: Author 2019

3.5 Research Instruments

Accurate and systematic data collection is important to conducting research study as this allows collection of information about the study objects. For the purpose of this study, primary data collection instrument employed was self-administered structured questionnaire. The choice of the questionnaire is due to the descriptive survey research design that was adopted for this study. The questionnaire was prepared based on the research objectives to ensure that all required and relevant information are accurately captured.

3.5.1 Pilot Testing of the Instruments

The aim of this pilot is to test research instruments to be used in the main study for accuracy, validity and reliability. The pilot testing involved ten staff of selected state department in Kenya public sector. These respondents did not take part in the main study to avoid chances of bias.

3.5.2 Validity of Instruments

Kothari, 2004 postulates that validity is the degree to which an instrument measures what it is supposed to measure; the extent to which differences found with a measuring instrument reflect

true differences among those being tested. Instruments to be used in this research were subjected to expert judgments including KCA University Supervisor.

3.5.3 Reliability of Instruments

Reliability of a measuring instrument is its ability to give or provide consistent results (Creswell & Clark, 2017). It is important that a measuring instrument provides the same results at all given times while measuring under the same conditions. Creswell and Poth (2017) identified two types aspects of reliability viz. stability aspect of reliability which is concerned with securing consistent results with repeated measurements of the same person and with the same instrument and equivalent aspect of reliability which considers how much error may get introduced by different investigators or different samples of the items being studied.

In this study, reliability was improved by standardizing the conditions under which the measurement is to take place and considering careful measurement with no variation from group to group, by using trained and motivated persons to conduct the research and also by broadening the sample of items used (Creswell and Clark, 2017). To test reliability a test re-test method was considered to be the same categories of respondents within a carefully determined duration of time to examine the consistency of response between the two tests in a pilot study.

3.6 Data Collection Procedure

Approval was obtained from the relevant authorities to undertake this research. Self-administered questionnaires were administered in person. The study concentrated on projects in state department for; water and regional authority, coordination of national programs, state department of; public service and youth affairs, planning, gender affairs and strategic plans, interior and coordination of national government, housing, public health and transport, infrastructure and urban housing. The study specifically concentrated on project managers, project coordinators, project ground supervisors, operational staff and government representatives assigned to monitor the processes; those who are able to read, understand and give responses to questions.

3.7 Data Analysis Techniques

Primary data collected was first processed by organizing, editing, coding, classification and tabulation of the data. All collected and organized data was then validated. During the validation

process, data collection instruments were checked for completeness and accuracy to determine the required number is submitted for analysis. During organization and edition of the collected data, special emphasis was considered to ensure that there are no omissions and / or errors. The data was checked for legibility and whether the submitted responses are adequate.

3.7.1 Diagnostic Test

The study also conducted diagnostic test to determine the data that has been collected is sufficient to make a concrete conclusion on the study. The main function of conducting this is to assert that whether the respondents ' overall data was sufficient to determine factors affecting projects performance in selected state departments in the public sector, in Kenya.

The tests include Multicollinearity, normality, and heteroscedasticity. Normality was determined using Kurtosis and Skewness. The study continued with the analysis if the kurtosis and skewness are between + 2 and -2 as indicated by Kothari (2004)

Using the Variance Inflation Factor VIF, multicollinearity was verified to demonstrate how the variables are linked. If VIF is between 1-5 there was no correlation between the factors and the test deems were therefore valid.

The heteroscedasticity test is helpful in examining whether there is a distinction in the residual variance between the observation period and another observation period (Godfrey, 2008), and thus was tested using scatter plots.

3.7.2 Data Analysis

The study used quantitative data. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages and mean scores was used to analyze quantitative data. Inferential statistics such regression analysis was used to analyze quantitative data. Statistical Package for Social scientist (SPSS) version 23 was used as an aid in data analysis.

The Multiple Regression Model followed this format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y= Project Performance

B_0 = Constant

$\beta_1, \beta_2, \beta_3$ and β_4 are Coefficients of the factors affecting projects performance in selected state departments in the public sector, in Kenya

E = error term

X1= Stakeholder Participation

X2= Staff Competency

X3= Automation of Processes

X4= Project Planning

Results of data analysis were presented in tables. Responses from open ended questions in the questionnaire were categorized based on emerging themes. The emerging themes was then used to supplement quantitative data and make conclusions in this study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter mainly focuses on findings presentation and discussion on the finding with reference to the effect they have on the study scope. This chapter therefore presented finding on the factors affecting projects performance in selected state departments in the public sector, in Kenya. The study mainly concentrated on stakeholder participation, staff competency, automation of processes and project planning as factors that affect projects performance in selected state departments in the public sector, in Kenya.

4.1.1 Response Rate

In the quest of finding out factors affecting projects performance in selected state departments in the public sector, in Kenya, the study formulated 207 structured questionnaires and issued them to the respondents. Out of this issued questionnaire 160 were dully filled and returned to the researcher. This translated to 77% response rate. According to Creswell and Creswell (2017), a response rate that is more than 60% is adequate to draw a relevant conclusion on a research study. Therefore the response rate was adequate for this study.

4.1.2 Reliability Test

The study conducted a reliability test on the study to verify the accuracy of the questions asked and the responses given. The findings are indicated in Table 4.1

Table 4.1: Reliability Results

Variable	Number of Items	Cronbach Alpha Coefficients
Stakeholder Participation	15	0.793
Staff Competency	11	0.710
Automation Process	12	0.819
Project planning	16	0.896
Project Performance	7	0.746

From Table 4.1, all the Cronbach Alpha Coefficients were above 0.7 indicating that all the questions were reliable and therefore accurate responses can be drawn from them to adequately

explain or determine the factors affecting projects performance in selected state departments in the public sector, in Kenya.

4.2 Diagnostic Tests

The study conducted diagnostic tests to determine the suitability of the data set for carrying out regression analysis. The findings are as shown in subsequent sections.

4.2.1 Multicollinearity Test

Multicollinearity was conducted to determine whether one of the variables of the study was highly correlated. Variance of Inflation Factor (VIF) was used in testing for multicollinearity as shown in Table 4.2.

Table 4.2: Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Stakeholders participation	.438	2.285
Staff competency	.376	2.659
Automation process	.542	1.844
Project Planning	.271	3.689

a. Dependent Variable: Project Performance

From the findings in Table 4.14, the values of VIF are all within a range of 1-5; this means that there was no multicollinearity in the data set.

4.2.2 Normality Test

Normality test was conducted to check whether the data set was normally distributed. The findings are as shown in Table 4.3.

Table 4.3: Normality Test

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Stakeholders participation	160	.226	.192	-.856	.381
Staff competency	160	.129	.192	-1.271	.381
Automation process	160	.101	.192	-.778	.381
Project Planning	160	-.050	.192	-1.246	.381
Project Performance	160	.054	.192	-.125	.381

The findings in Table 4.3 show the values of Skewness and Kurtosis. From the findings, the values of Skewness and Kurtosis for all the variables were between -2 and +2; this is in line with Kothari, (2004) who indicated that normal distribution have values of Skewness within the range of +or - 2.

4.2.3 Heteroscedasticity

The study conducted heteroscedasticity analysis to determine whether there is a relationship between the variables. From Figure 4.3, the scatter plot has no specific pattern which indicates that there is no heteroscedasticity Merima *et al.*, (2013).

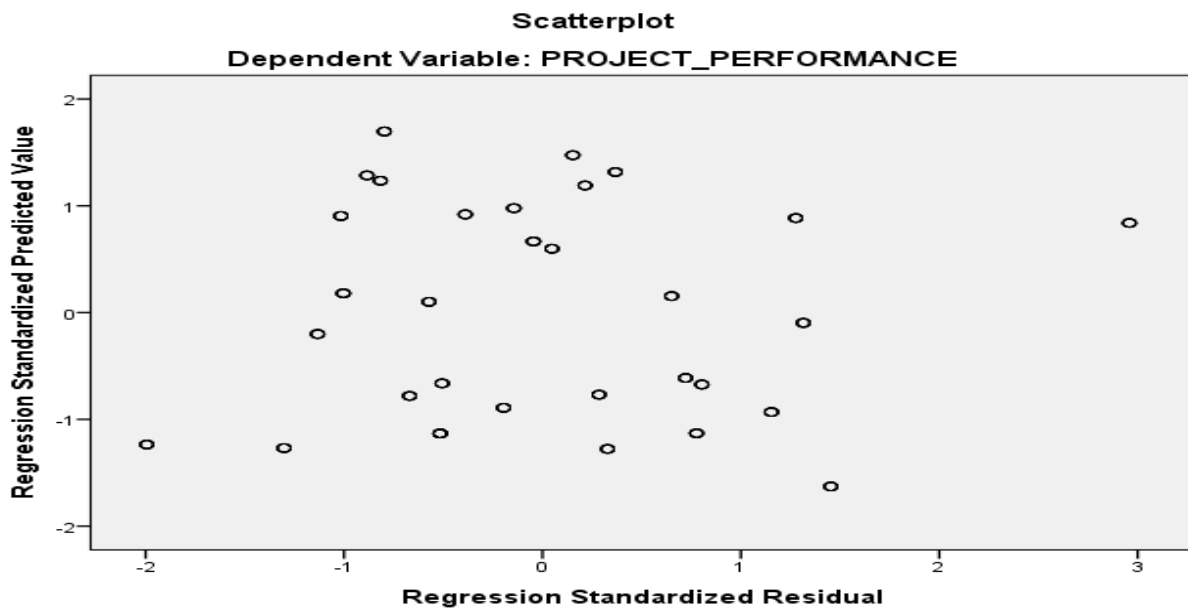


Figure 4.1: Scatter Plot

4.3 Background of the Study

The study sought to determine the background information of the respondents that were included in the study. The findings on this section are recorded in the following sections.

4.3.1 Gender of Respondents

The gender of the respondents were determined and the finding are indicated in Figure 4.2

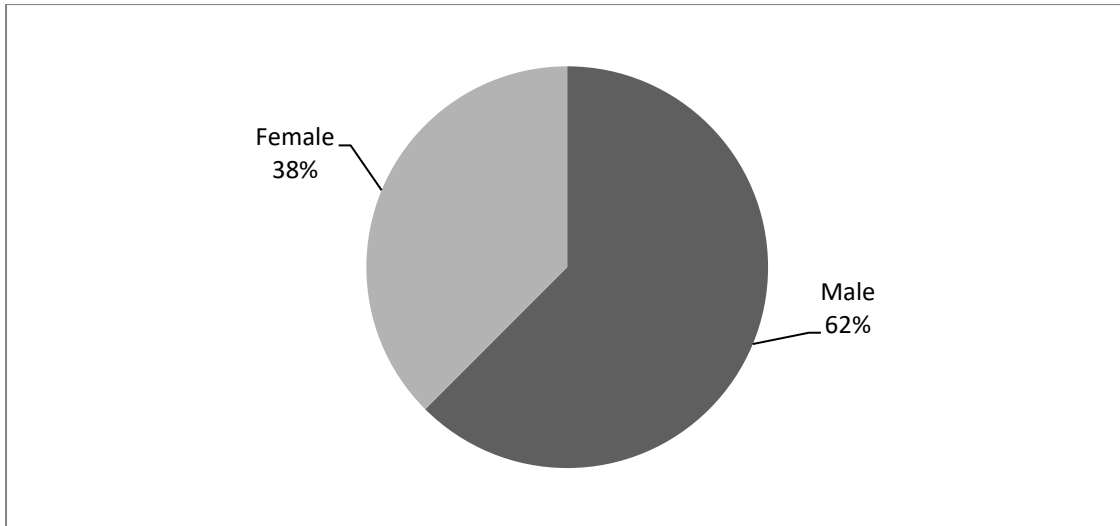


Figure 4.2: Gender of Respondents

The finding indicated that male were the majority of all the respondents with 62% while female were 38%. Gender diversity and presentation according to the Kenya law was critically looked at as indicated in the findings. Therefore the finding was reliable in answering the research questions.

4.3.2 Position Occupied by the Respondents

The study assessed the position that the respondent occupied in the organization. The findings are in Table 4.4:

Table 4.4: Position Occupied by the Respondents

	Frequency	Percent
Project manager	5	3.1
Project Coordinators	35	21.9
Project Ground Supervisor	30	18.8
Operations Staff	65	40.6
Other	25	15.6
Total	160	100.0

Majority of the respondents were operations staff with 40.6%, Project Coordinators were 21.9%, Project Ground Supervisor were 18.8% , Project manager occupied 3.1% and the respondents who were in other position were 15.6%. Majority of the respondents who occupied the other position stated that they were accountants. From the findings, the study sampled positions adequately which means that diversity was observed and the results would present the true situation on the state departments.

4.3.3 Respondents Number of Years in the Current Position

The study sought to determine the number of years the respondents have been working in the current position. The findings in figure 4.3

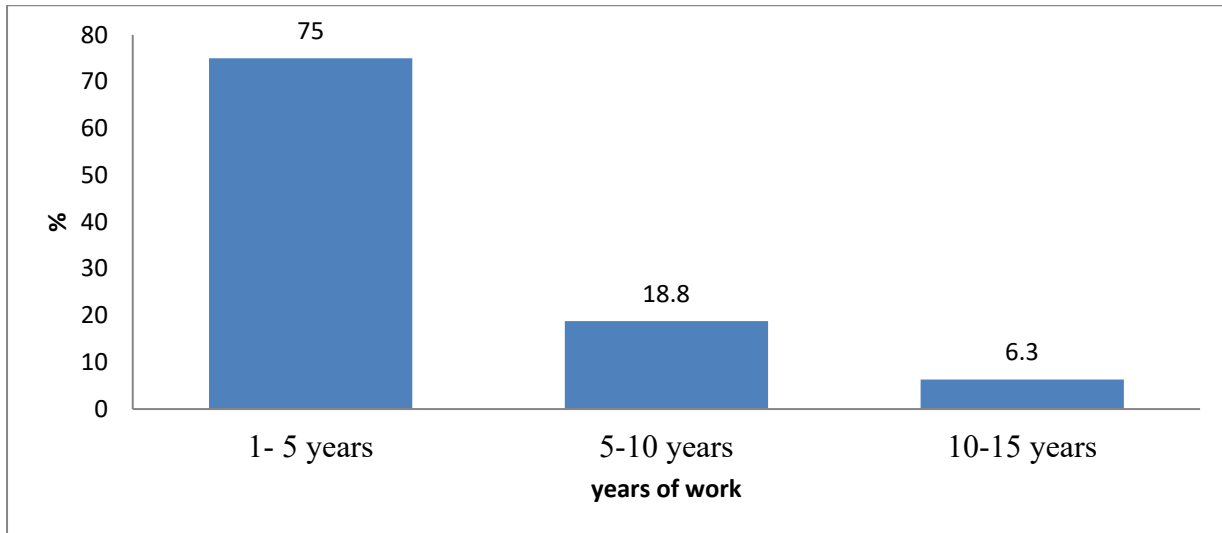


Figure 4.3: Respondents Number of Years in the Current Position

The finding indicated that majority of the respondents have been working in the organization for between 1- 5 years with 75%, 18.8% of the respondents had been involved in department for between 5-10 years and 6.3% had been working for between 10-15 years. From the findings, the respondents had been working in the current position for long enough to be informed with the changes in the non-monetary rewards that have been used in the organization over the past years and how they influence their performance.

4.3.4 Experience of the Respondent

The number of years the respondents have been working in the institution were determined and the results are presented in the Table 4.5

Table 4.5: Experience of the Respondent

	Frequency	Percent
1- 5 years	101	63.1
5-10 years	38	23.8
10-15 years	15	9.4
Above 15 years	6	3.7
tal	160	100.0

The finding indicated that majority of the respondents have been working in the organization for between 1- 5 years with 63.1%, 23.8% of the respondents had been involved in organization for between 5-10 years and 9.4% had been working for between 10-15 years and above 15 years with 3.7 . From the findings, the respondents had been working in the organization for long enough to be informed with the changes in the non-monetary rewards that have been used in the organization over the past years and how they influence their performance.

4.3.4 Highest Education Level of the Respondents

The respondents' education level was similarly determined and the findings are on Table 4.6

Table 4.6: Highest Education Level of the Respondents

	Frequency	Percent
Diploma	15	9.4
Degree	40	25.0
Masters	105	65.6
Total	160	100.0

From the findings, the study indicated that majority of the respondents were master's degree certificate holders with 65.6%. Degree holders were the next with 25.0% and diploma with 9.4%. This is a clear indication that the respondents occupied different education levels and thus diversity was enhanced in the study as they responded to research questions. Thus, respondents who took part in the study were generally knowledgeable and thus could read and interpret research questions as sought by the study.

4.4 Descriptive Statistics

This section presents the findings of the analysis as conducted by descriptive statistics. These included the use of means and standard deviations.

4.4.3 Automation of Processes and Performance of Projects

Automation of processes was the independent variable of the study. The findings on its descriptive statistics are shown in Table 4.11.

Table 4.7: Automation of Processes and Performance of Projects

	Mean	Std. Dev
Our project processes have been automated	2.65	1.081
Project progress in our Department is traced online	2.40	1.089
Our employees have necessary skills to work with necessary/relevant technologies	3.34	1.110
Automation has improved the level of innovativeness among our project management teams	2.96	1.135
Project teams possess relevant technical skills on project management	3.75	.904
We use automation process to manage our resources	3.12	1.114
We use automation process to implement management strategies	2.81	1.076
Automation has improved leadership performance	3.00	1.034
Automation has improved the output of our organization	3.25	1.121
We use automation to improve employee performance	3.03	1.135
Our project managers use automation processes through all the phases of project management	2.62	1.222
Project automation processes reduce time-consuming and repetitive tasks which are done by manually	3.46	1.063
Aggregate mean	3.03	1.090

The respondents established that project teams possessed relevant technical skills on project management to large extent (M=3.75, SD=.904). This finding is in line with Hammer, (2015) who highlighted that the use of office mechanization has had a tremendous effect on the hierarchical grandeur of "people," procedure, products, and administrations, customer performance, individual performance, society performance, and main performance. Furthermore, results show that there is an enormous difference in performance when using office automation. The respondents established that project automation processes reduced time-consuming and repetitive tasks which are done by manually moderately (M=3.46, SD=1.063). This finding is concurrent with Almajali *et al.*, (2016) who revealed that office automation had the greatest effect on performance as individual employees' performance is improved through adoption of new techniques.

The respondent stated that their employees had necessary skills to work with necessary/relevant technologies (M=3.34, SD=1.110). As per Dixit *et al.* (2019) IT can considerably improve the productivity of craft workers. The respondents stated that automation had improved the output of their organization moderately (M=3.25, SD=1.121). This finding is supported by Yun *et al.* (2016) who stated that absence of automation often leads to critical mistakes that adversely

influence the price and timeline of the project. Recently, however, the undemonstrated concept that methods of monitoring materials can greatly benefit from IT application has gained broad industry recognition.

The respondents noted that they moderately used automation to improve employee performance (M=3.03, SD=1.135). This finding is in line with Masa'deh *et al.* (2017) who showed that all the procedures that were altered as a result of the new system benefit both staff and masses and contribute to excellent governance. The respondent indicated that automation had improved leadership performance moderately (M=3.00, SD=1.034). This finding is in line with Pesqueux and Damak-Ayadi, (2005) who identified that it is presumed that Business Process Automation improved organizational effectiveness by reducing effort levels and eliminating redundant processes and procedures.

The respondent established that automation had improved the level of innovativeness among our project management teams to a little extent (M=2.96, SD=1.135). This finding was consistent with Harmon, (2019) who identified that the automation process increases organizational efficiency. It is therefore important for businesses to automate their process. The respondents stated that they used automation process to implement management strategies to little extent (M=2.81, SD=1.076). According to Daniel and Paul (2019) who identified that the effect of Project Competence is an essential skill in the success of projects especially construction ones. The respondent stated that project processes had been automated to a little extent (M=2.65, SD=1.081). As per Goulding *et al.* (2015) the process of automation comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder. The respondents established that their project managers used automation processes through all the phases of project management (M=2.62, SD=1.222). This finding is supported by Paulus *et al.* (2015) who stated that mega construction projects require specialized technology though the selection of this technology may be hectic especially where the project has no competent team. The respondents noted that Project progress in their Department is traced online to a little extent (M=2.40, SD=1.089). This finding is in line with Ngugi, (2017) who stated that application of the modern technology is very essential for the success of business and its sustenance. The aggregate mean for automation of processes and performance of projects was 3.03 which mean that automation of processes moderately influences how the project was

performing. According to Gerrish *et al.* (2017) the transfer of technology has always been a bone of contention considering that third world countries apply out of date technology

The study sought examines the general extent that automation of processes affects the following parameters of performance in their State Department. The findings are indicated in table 4.12.

Table 4.8: Effect Automation of Processes on Parameters of Performance

	Mean	Std. Dev
Project Scope	3.12	1.142
Level of wastage	3.03	1.162
Project Cost	3.25	1.202
Project completion	3.28	1.182
Project Quality	3.25	1.228
Project Acceptance	2.87	1.142
Timeliness in Project completion	3.12	1.196
Aggregate mean	3.13	1.179

The respondent indicated that Project completion moderately affected their project performance (M=3.28, SD=1.182). This finding is in line with Similarly Hammer, (2015) who highlighted that the use of office mechanization has had a tremendous effect on the hierarchical grandeur of "people," procedure, products, and administrations, customer performance, individual performance, society performance, and main performance. Furthermore, results show that there is an enormous difference in performance when using office automation. The respondent established that project cost moderately affected their project performance (M=3.25, SD=1.202). This finding is concurrent with Almajali *et al.*, (2016) who revealed that office automation had the greatest effect on performance as individual employees' performance is improved through adoption of new techniques.

The respondents stated that timeliness in project completion moderately affected their project performance (M=3.12, SD=1.196). The respondents stated that project scope moderately affected their project performance (M=3.12, SD=1.142). As per Dixitet *al.* (2019) IT can considerably improve the productivity of craft workers. The respondent established that level of wastage moderately affected their project performance (M=3.03, SD=1.162). This finding is supported by Yun *et al.* (2016) who stated that absence of automation often leads to critical mistakes that adversely influence the price and timeline of the project. Recently, however, the undemonstrated concept that methods of monitoring materials can greatly benefit from IT application has gained broad industry recognition.

The respondents stated that project acceptance to a little extent affected their project performance (M=2.87, SD=1.142). This finding is in line with Masa'deh *et al.* (2017) who showed that all the procedures that were altered as a result of the new system benefit both staff and masses and contribute to excellent governance. The aggregate mean was 3.13 indicating that automation of processes influenced parameter of project performance moderately. This finding is in line with Pesqueux and Damak-Ayadi, (2005) who identified that it is presumed that Business Process Automation improved organizational effectiveness by reducing effort levels and eliminating redundant processes and procedures.

4.4.1 Stakeholder Participation and Performance of Projects

Stakeholder participation was the independent variable of the study. The findings on its descriptive statistics are shown in Table 4.7.

Table 4.9: Stakeholder Participation and Performance of Projects

	Mean	Std. Dev
We always incorporate ideas raised by stakeholders in project design	3.40	1.059
We allocate some tasks to key stakeholders in project planning	3.43	1.062
We incorporate several stakeholders in the operationalization of project activities	3.37	1.026
We have a relationship manager managing key stakeholders	3.25	1.202
We meet the expectations of our stakeholders	3.40	.933
We enable a healthy stakeholder involvement during project implementation	3.31	.952
We balance the interests of our stakeholders	3.40	.863
We manage the influence of our stakeholders in relation to project requirements	3.31	.848
We successfully manage our stakeholders	3.46	.792
We have our projects assigned to specific stakeholders	3.28	1.010
We involve stakeholders in project identification	3.34	1.110
We involve community engagement in the project	3.21	.929
We conduct Free Prior Informed Consultation (FPIC) with the indigenous community prior to the beginning of a development project	3.09	1.212
We have grievance mechanism for stake holders on project being carried out	3.25	1.063
There is a feedback mechanism for stakeholders on any issues regarding the project being conducted	3.25	1.034
Aggregate mean	3.317	1.006

The respondents established that they moderately allocated some tasks to key stakeholders in project planning (M=3.43, SD=1.062). According to Kumaraswamy, Wong and Chung (2017), One of the most critical aspects of managing a project is doing what's necessary to develop and control relationships with all individuals and stakeholders that the project impacts. The respondents established that they successfully manage their stakeholders moderately (M=3.46, SD=.792). Jin *et al.* (2017) noted that every project has stakeholders who form the human element of a project management paradigm.

The respondents noted that they always incorporate ideas raised by stakeholders in project design moderately (M=3.40, SD=1.059). This finding is concurrent with Bassi *et al.* (2017) who established that by successfully managing stakeholders, project managers can mitigate issues that would otherwise affect the performance of a project and culture in a healthy project environment in which a project is implemented. The respondents revealed that they balance the interests of the stakeholders moderately (M= 3.40, SD=.933). This finding is in line with Golini *et al.* (2015) who noted that a project is successful when it achieves its objectives and meets or exceeds the expectations of stakeholders. Stakeholder's involvement is widely acknowledged as a key component in project management process.

The respondents indicated that they balance the interests of the stakeholders moderately (M=3.40, SD=.863). This finding is supported by Harrison and Lock, (2017) who established that project managers need to enable a healthy stakeholder involvement during implementation of projects supported by an emphasis on quality relationships rooted in trust and structure and achievable expectations. The respondents established that they incorporated several stakeholders in the operationalization of project activities moderately (M=3.37, SD=1.026). This finding is supported by Hassan, (2017) who stated that it is very costly to ignore stakeholder's expectations, and this can hugely impact the project negatively in terms of delay in deliveries and in compromising a projects overall performance.

The respondents established that they moderately involved stakeholders in project identification (M=3.34, SD=1.110). This finding is in line with Juras, (2019) who explained that a project manager is required to manage the influence of stakeholders in relation to project requirements by balancing the interests of the stakeholders and the requirements of the project. The respondents indicated that they had their projects assigned to specific stakeholders moderately (M=3.28,

SD=1.010). As per Kagiri and Wainaina, (2017) it was noted that the challenge exists in that project proponents, clients, the government, consulting firms, contractors, people impacted by the change directly or indirectly such as local communities hold different views on success, failure and quality output of projects.

The respondents stated they moderately managed the influence of their stakeholders in relation to project requirements (M=3.31, SD=.848). De Camargo *et al.*, (2017) noted that this challenge was not just an issue between these various stakeholder groups, but also within the groups themselves and in their capacities have the power to influence the direction a project takes. The respondents indicated that they enabled a healthy stakeholder involvement during project implementation moderately (M= 3.31, SD=.952). As per Oppong *et al.* (2017), the respondents established that there was a feedback mechanism for stakeholders on any issues regarding the project being conducted moderately (M=3.25, SD=1.034). Larsen *et al.* (2015) identified that construction work can be allowed to proceed without people's involvement.

The respondents indicated that they had grievance mechanism for stake holders on project being carried out moderately (M=3.25, SD=1.063). The respondents stated that they had a relationship manager managing key stakeholders moderately (M=3.25, SD=1.202). Di Maddaloni and Davis, (2017) identified undesirable effects may arise from key project stakeholders; these may appear minor and insignificant but could be very complicated to deal with giving rise to big problems for the project which will affect the progress of the project and performance output of the project. The respondents established that they involved community engagement in the project.

The respondents indicated that that they moderately involved community engagement in the project (M=3.21, SD=.929). Floricel *et al.* (2016) noted that often there is indicative of competing priorities, lack of focus, or lack of commitment and it requires communication-based approach to resolve the underlying issues, manage expectations, manage the information that people get, their perceptions, clarify the kind of feedback that is needed and minimize surprises. The respondents stated that they conducted moderately Free Prior Informed Consultation (FPIC) with the indigenous community prior to the beginning of a development project (M=3.09, SD=1.212). Lindhard and Larsen (2016) identified that the project manager's goal is to leverage stakeholder relationships and build coalitions that foster project success and ensure that stakeholders get what

they need; can see business value in the results, and identify the project as an overall positive experience.

The aggregate mean for stakeholder participation and Performance of Projects was 3.317 which mean that stakeholder participation moderately influence how the project was performing. Lindhard and Larsen, (2016) identified that the project manager's goal is to leverage stakeholder relationships and build coalitions that foster project success and ensure that stakeholders get what they need, can see business value in the results, and identify the project as an overall positive experience.

The study also sought examines the general extent that Stakeholder participation affects the following parameters of performance in their State Department. The findings are indicated in table 4.8

Table 4.10: Effect of Stakeholder Participation on Parameters of Performance

	Mean	Std. Dev
Project Scope	3.56	1.147
Project Cost	3.40	1.172
Project completion	3.43	1.174
Project Quality	3.71	1.099
Project Acceptance	3.59	.966
Resistance to projects	3.43	1.226
Aggregate mean	3.52	1.130

The respondents indicated that project quality affected performance to large extent (M=3.71, SD=1.099). According to Kumaraswamy *et al.* (2017). One of the most critical aspects of managing a project is doing what is necessary to develop and control relationships with all individuals and stakeholders that the project impacts. The respondents stated that project acceptance affected performance to large extent (M=3.59, SD=.966). Jin, Zhang, Liu, Feng and Zuo, (2017) noted that every project has stakeholders who form the human element of a project management paradigm. The respondents established that project scope affected performance to large extent (M=3.56, SD=1.147). This finding is concurrent with Bassi *et al.* (2017) who established that by successfully managing stakeholders, project managers can mitigate issues that would otherwise affect the performance of a project and culture a healthy project environment in which a project is implemented.

The study stated that resistance to projects affected performance moderately ($M=3.43$, $SD=1.226$). This finding is in line with Golini *et al.* (2015) who noted that a project is successful when it achieves its objectives and meets or exceeds the expectations of stakeholders. Stakeholder's involvement is widely acknowledged as a key component in project management process. The study noted that project completion affected performance moderately ($M=3.43$, $SD=1.174$). This finding is supported by Hassan, (2017) who stated that it is very costly to ignore stakeholder's expectations, and this can hugely impact the project negatively in terms of delay in deliveries and in compromising a projects overall performance.

The study noted that project cost affected performance moderately ($M=3.40$, $SD=1.172$). This finding is in line with Juras, (2019) who explained that a project manager is required to manage the influence of stakeholders in relation to project requirements by balancing the interests of the stakeholders and the requirements of the project .The aggregate mean was 3.52 indicating that Stakeholder participation affected project performance to greater extent. As per Kagiri and Wainaina, (2017) who noted that the challenge exists in that project proponents, clients, the government, consulting firms, contractors, people impacted by the change directly or indirectly such as local communities hold different views on success, failure and quality output of projects.

4.4.4 Project Planning and Performance of Projects

Project planning was the independent variable of the study. The findings on its descriptive statistics are shown in Table 4.13.

Table 4. 11: Project Planning and Performance of Projects

	Mean	Std. Dev
Project plans are available to all key personnel in all projects	3.43	1.062
Project vision is communicated to all key stakeholders in good time	3.40	1.089
Adequate resources are set aside for project implementation	3.28	1.010
Adequate human capital is allocated to every project prior to its commencement	3.15	1.006
Project plans are developed in consultation with all key project staff in the Department	3.15	.942
Regular meetings are held with key project staff to track the progress of projects	3.25	.904
Our department has put in place key risk management measures to avert project failures	3.06	1.174
We communicate with key stakeholders involved in project planning	3.59	.933
We involve the entire management in project planning	3.40	.966
We negotiate with key stakeholders on resources used in project planning	3.53	1.148
Our project managers have qualified skills in project planning	3.65	1.081
Our project managers have efficient information on project planning	3.53	.970
We involve our stakeholders in making project planning decisions	3.28	.978
We conduct periodic assessment of progress on strategic plans of the project	3.37	.929
Our projects are planned in conformity with the department goals	3.50	1.003
Our projects are planned in line with the departments mission	3.75	1.063
Our projects are a reflection of our departments vision	3.78	.994
Aggregate mean	3.42	1.010

The respondents revealed that their projects are a reflection of their departments' vision to (M=3.78, SD=.994). This finding is in line with Yun *et al.* (2016) who noted that project planning need skills that are effective and the project managers need to have knowledge on information collection and analysis, communication with the major stakeholders in the project, negotiation of resources, involvement and commitment of entire management especially those on the top, and development of milestones that can be measured. The respondents noted that the projects were to a large extent planned in line with the departments mission (M=3.75, SD=1.063). This finding is supported by Nguyen *et al.* (2018) who acknowledged that planning skills and planning knowledge especially must be well assessed and understood in practice.

The respondents indicated that the project managers had qualified skills in project planning (M=3.65, SD=1.081). This finding is supported by Borrmann *et al.*(2016) who identified that the planning process in an organization was very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals. The respondents stated that they communicated to a large extent with key stakeholders involved in

project planning (M=3.59, SD=.933). This finding concurred with Locatelli *et al.* (2017) who identified that in instances where there existed inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance.

The respondent stated that their managers had efficient information on project planning to large extent (M=3.53, SD=.970). This finding is in line with Hassan, (2017) who identified that currently applied management practices projects do not ensure that they succeed in terms of quality achievement and proper planning. The respondent stated that they negotiated with key stakeholders on resources used in project planning (M=3.53, SD=.970). This finding is supported by Jin *et al.*, (2017) maximization of the need for executing project efficiency cost, time and cost is highly required. The respondent stated that their projects were planned in conformity with the department goals (M=3.50, SD=1.003). As per Elzomor *et al.* (2018) defining poorly the scope of the project in planning results to slippage in schedule and overrunning of the costs.

The respondents established that project vision was moderately communicated to all key stakeholders in good time (M=3.40, SD=1.089). This finding concurred with Kagiri and Wainaina, (2017) who noted that poor performance was brought about by from initiating the project inappropriately and front-end planning, resulting to poor project scope definition, the need to come up with main changes on the precise location, scope, objectives, or other main elements after the well elaborated initial phase has started can lead to the project being unmanageable. The respondents noted that they moderately involved the entire management in project planning (M=3.40, SD=.966). This finding is in line with Sinesilassie *et al.* (2018) who identified that challenges associated with deviation of the schedule and overrunning of the cost are experienced in project execution.

The respondents established that project plans were moderately availed to all key personnel in all projects (M=3.43, SD=1.062). The respondents stated that they moderately conducted periodic assessment of progress on strategic plans of the project (M=3.37, SD=.929). The respondent revealed that adequate resources were moderately set aside for project implementation (M=3.28, SD=1.010). The respondent indicated that they moderately involved their stakeholders in making project planning decisions (M=3.28, SD=.978). The respondents indicated that regular meetings were moderately held with key project staff to track the progress of projects (M=3.25, SD=.904).

This finding is supported by Borrmann *et al.* (2016) who identified that the planning process in an organization is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals.

The respondent stated that project plans were moderately developed in consultation with all key project staff in the Department (M=3.15, SD=.942). This finding is in line with Yun *et al.*, (2016) who noted that project planning needed skills that are effective and the project managers need to have knowledge on information collection and analysis. Communication with the major stakeholders in the project, negotiation of resources, involvement and commitment of entire management especially those on the top, and development of milestones that can be measured. The respondents stated that adequate human capital was moderately allocated to every project prior to its commencement (M=3.15, SD=1.006). This finding is supported by Nguyen *et al.* (2018) who acknowledged that planning skills and planning knowledge especially must be well assessed and understood in practice.

The respondent stated that department had moderately put in place key risk management measures to avert project failures (M=3.06, SD=1.174). This finding is in line with Sinesilassie *et al.* (2018) who identified that challenges associated with deviation of the schedule and overrunning of the cost are experienced in project execution. The aggregate mean was 3.42, indicating that project planning influenced project performance moderately. This finding concurred with Locatelli, Invernizzi, and Brookes, (2017) who identified that in instances where there existed inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance.

The study sought examines the general extent that project planning affects the following parameters of performance in the State Department. The findings are indicated in table 4.14

Table 4.12: Effect Project Planning on Parameters of Performance

	Mean	Std. Dev
Project Scope	3.71	1.128
Level of wastage	3.53	1.092
Project Cost	3.56	1.091
Project completion	3.81	1.047
Project Quality	3.77	1.102
Project Acceptance	3.65	1.138
Timeliness in Project completion	3.90	1.103
Aggregate mean	3.70	1.1001

The respondents indicated that timeliness in project completion affected performance to large extent (M=3.90, SD=1.103). This finding is in line with Yun *et al.* (2016) who noted that project planning need skills that are effective and the project managers need to have knowledge on information collection and analysis, communication with the major stakeholders in the project, negotiation of resources, involvement and commitment of entire management especially those on the top, and development of milestones that can be measured. The respondents stated that project completion affected performance to large extent (M=3.81, SD=1.047). This finding is supported by Nguyen *et al.* (2018) who acknowledged that planning skills and planning knowledge especially must be well assessed and understood in practice.

The respondents established that project quality affected performance to large extent (M=3.77, SD=1.102). The finding is supported by Borrman *et al.* (2016) who identified that the planning process in an organization is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals. The respondents stated that project scope affected performance large extent (M= 3.71, SD=1.128). This finding concurred with Locatelli *et al.* (2017) who identified that in instances where there existed inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance. The respondents noted that project

cost affected performance (M=3.56, SD=1.091). This finding is in line with Hassan, (2017) who identified that currently applied management practices projects do not ensure that they succeed in terms of quality achievement and proper planning.

The respondents noted that level of wastage affected performance (M=3.53, SD=1.092). The aggregate mean was 3.70, indicating that project planning influenced project performance to large extent. This finding is concurrent with Kagiri and Wainaina, (2017) who noted that poor performance were brought about by initiating the project inappropriately and front-end planning, resulting to poor project scope definition: “the need to come up with main changes on the precise location, scope, objectives, or other main elements after the well elaborated initial phase has started can lead the project being unmanageable.

4.4.5 Project Performance

Project Performance was the dependent variable of the study. The findings on its descriptive statistics are shown in Table 4.15.

Table 4.13: Project Performance

	Mean	Std. Dev
Projects have always been delivered within set timelines	3.06	.969
Projects that have been delivered to meet end user expectations	3.40	.998
Projects have registered tremendous reduction in wastages	3.34	.925
Projects have been completed within set cost estimates	3.00	1.063
Projects that have been delivered to meet the desired quality standard	3.43	.829
Projects have always been efficient and effective	3.15	.974
Projects are always completed with the set budget	2.93	1.091
Aggregate mean	3.18	0.978

The respondents indicated that projects had moderately been delivered to meet the desired quality standard (M=3.43, SD=.829). This finding is supported by Harrison and Lock, (2017) who established that project managers need to enable a healthy stakeholder involvement during implementation of projects supported by an emphasis on quality relationships rooted in trust and

structure and achievable expectations. The respondent indicated that Projects have been delivered to meet end user expectations (M=3.40, SD=.998). This finding is in line with Mok *et al.* (2015) argued that the effect of Project Competence is an essential skill in the success of projects especially construction ones. It comprised of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder.

The respondents stated that projects had moderately registered tremendous reduction in wastages (M=3.34, SD=.925). This finding is in line with Hammer, (2015) who highlighted that the use of office mechanization has had a tremendous effect on the hierarchical grandeur of "people," procedure, products, and administrations, customer performance, individual performance, society performance, and main performance. Furthermore, results show that there is an enormous difference in performance when using office automation. The respondents established that Projects had moderately always been efficient and effective (M=3.15, SD=.974). This finding is in line with Yun *et al.*, (2016) who noted that project planning needed skills that are effective and the project managers need to have knowledge on information collection and analysis, communication with the major stakeholders in the project, negotiation of resources, involvement and commitment of entire management especially those at the top, and development of milestones that can be measured.

The respondents established that Projects had always been delivered within set timelines moderately (M=3.06, SD=.969). This finding is supported by Borrmann *et al.* (2016) who identified that the planning process in a state department is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals. The respondent established that projects had been moderately completed within set cost estimates (M=3.00, SD=1.063). This finding concurred with Locatelli *et al.* (2017) who identified that in instances where there exists inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance.

The respondents established that projects were moderately completed within the set budget (M=2.93, SD=1.091). The aggregate mean was 3.18, indicating that project performance was moderately influence by the identified factors. As per Goulding *et al.* (2015) the process of automation comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder.

4.5 Regression Results

Regression analysis was conducted to establish the factors affecting projects performance in selected state departments in the public sector, in Kenya. The findings are shown in subsequent sections.

4.4.2 Staff Competency and Performance of Projects

Staff competency was the independent variable of the study. The findings on its descriptive statistics are shown in Table 4.9.

Table 4.14: Staff Competency and Performance of Projects

	Mean	Std. Dev
Our staff hold appropriate academic qualifications for their tasks	4.12	.783
Our employees have adequate experience in what they do	3.90	.845
Our employees are recruited on merit	4.03	.686
Our employees have been offered appropriate professional trainings to improve their proficiency	3.71	1.010
Our employees display appropriate leadership skills	3.78	.929
Our staff are trained on key processes in project management	3.71	.840
Our project managers have quality leadership skills	3.90	.916
We assign employees' duties according to the level of experience	3.75	.971
Our employees are involved in project management decisions.	3.37	1.142
Our employees have knowledge in managing complex projects	3.50	1.149
Our staff are able to execute tasks allocated within the required timeframe	3.62	.929
Our employees are able to do work, planning and scheduling of tasks as they fall due	3.50	1.003
Aggregate mean	3.741	0.934

The respondents established that their employees were recruited on merit to a large extent (M=4.03, SD=.686). This finding is in line with Mocket *et al.* (2015) argued that the effect of Project Competence is an essential skill in the success of projects especially construction ones. It comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder. The respondents identified that their staff hold appropriate academic qualifications for their tasks (M=4.12, SD=.783). As per Mutheu and Muturi, (2018) mega construction projects require specialized technology; though the selection of this technology may be hectic especially if the project has no competent team.

The respondents noted that the project managers have quality leadership skills (M=3.90, SD=.916). According to Samset and Volden, (2016) the transfer of technology has always been a bone of contention considering that third world countries apply out of date technology. Application of the modern technology is very essential for the success of project and its sustainability. The respondents revealed that their employees had adequate experience in what they do to ensure high quality project outputs (M=3.90, SD=.845). This finding is in line with Saraf, (2013) who established that leadership competency in using all the information technology provided is especially to ensure that their organization performs to their standard.

The respondents revealed that their employees display appropriate leadership skills necessary for project actualization (M=3.78, SD=.929). According to Khongmalai *et al.* (2016) professional competency affects effective management of banks. The respondents established that they assigned employees' duties according to the level of experience (M=3.75, SD=.971). This study is in line with Khongmalai *et al.*, (2016) who identified that the main function of project management planning, coordinating and controlling the project objectives application in an effective and efficient manner in accordance with the stakeholders' requirements. The respondent established that their staff have been trained on key processes in project management (M=3.71, SD=.840). This finding is in line with Seboru, (2015) who stated that in order to achieve this, one need to have a substantial knowledge in project management fundamentals for the project to be successful and be within the scheduled and plan.

The respondents stated that the employees had been offered appropriate professional trainings to improve their proficiency (M=3.71, SD=1.010). This finding is in line with Sairinen and Joyce, (2018) who noted that these aspects are very critical in order to deliver the project in time, within the budget and quality. However, the study was conducted and concentrated on effect of Professional Competency on effective management of banks. The respondent indicated that their staff is able to execute tasks allocated within the required timeframe (M=3.62, SD=.929). Larsen *et al.*, (2015) identified that controlling and planning are basic tools for project performance. For the mega construction projects in third world countries, it becomes difficult to gather enough professionals to take part in the success of the project. Hence, these factors are seen to have a great impact on the success of the project. In construction projects many parties must be involved for its success.

The respondents established that employees are able to do work, planning and scheduling of tasks as they fall due (M=3.50, SD=1.003). According to Rui *et al.*, (2017) the failure of one party to carry out their part appropriately make the project not achieve its objective, thus fails. The respondents noted that their employees had basic knowledge in managing complex projects (M=3.50, SD=1.149). The respondents noted their employees moderately were involved in project management decisions. The aggregate mean was 3.741 indicating that staff competency influenced project performance to greater extent. This finding is in line with Koskela and Howell, (2002) who indicated that it's very crucial to choose the appropriate contractors and designers who will conduct their business diligently and make the ideas a reality

The study also sought examines the general extent that staff competency affects the following parameters of performance in their State Department. The findings are indicated in table 4.10:

Table 4.15: effect of Staff Competency Affects Parameters of Performance

	Mean	Std. Dev
Project Scope	3.68	1.076
Timeliness in project completion	3.84	.942
Project Cost	3.37	1.085
Project completion	3.71	.946
Project Quality	4.09	.767
Project Acceptance	3.43	1.032
Resistance to projects	3.28	1.284
Aggregate mean	3.62	1.019

The respondents indicated that project quality affected performance to large extent (M=4.09, SD=.767). This finding is in line with Mok *et al.* (2015) argued that the effect of Project Competence is an essential skill in the success of projects especially construction ones. It comprises of utilization of latest technology, past experience emphasis, project team competency, and awarding contracts to the best bidder. The respondents stated that timeliness in project completion affected performance to large extent (M=3.84, SD=.942). As per Mutheu and Muturi, (2018) mega construction projects require specialized technology, though the selection of this technology may be hectic especially if the project has no competent team.

The respondents established that Project completion affected performance to large extent (M=3.71, SD=.946). According to Samset and Volden, (2016) the transfer of technology has

always been a bone of contention considering that third world countries apply out of date technology. Application of the modern technology is very essential for the success of business and its sustenance. The study stated that project scope affected performance large extent (M= 3.68, SD=1.076). This finding is in line with Saraf (2013) who established that leadership competency in using all the information technology provided is especially to ensure that their organization performs to their standard. The study noted that project acceptance affected performance moderately (M=3.43, SD=1.032). According to Khongmalai *et al.* (2016) professional competency affects effective management of banks.

The study noted that project cost affected performance moderately (M=3.37, SD=1.085). The respondents stated that resistance to projects affected performance moderately (M=3.28, SD=1.284). This study is in line with Khongmalai *et al.*, (2016) who identified that the main function of project management planning, coordinating and controlling the project objectives application in an effective and efficient manner in accordance with the stakeholders' requirements. The aggregate mean was 3.62 indicating that staff competency influenced parameter of project performance to greater extent. This finding is in line with Seboru, (2015) who stated that in order to achieve this, one need to have a substantial knowledge in project management fundamentals for the project to be successful and be within the schedule and plan.

4.5.1 Model Summary

The findings of the Model Summary of the study are as shown in Table 4.16.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.654	.645	3.08864

a. Predictors: (Constant), Project Planning, Automation Process, Stakeholders Participation, Staff Competency

From Table 4.16, the value of the coefficient of correlation is 0.924; this means that there exists a strong relationship between the identified factors and trading in derivatives. The value of R-square is .654 presenting 65.4%. This shows that there are other factors that affect project performance in selected state departments in the public sector, in Kenya other than the identified factors (stakeholder participation, staff competency, automation of processes, project planning).

4.5.2 Analysis of Variance

Analysis of Variance (ANOVA) was conducted at 5% level of significance. The findings are as shown in Table 4.17.

Table 4.17: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2797.441	4	699.360	73.311	.000 ^b
Residual	1478.653	155	9.540		
Total	4276.094	159			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Planning, Automation Process, Stakeholders Participation, Staff Competency

In this section the study compared the value of critical value (F) that is presented in the table and the value of F from tables. The value of F from the Table 4.17 is 73.311 which is f- calculated and the value of F from f-table is 2.43000. It is clear that the value of F from the Table 4.17 is greater than F value from F-tables, therefore the overall regressions was significant in determining factors affecting projects performance in selected state departments in the public sector, in Kenya.

4.5.3 Coefficient

The study used the p values to determine the significance of independent study variables. The interpretation of the p values was done at 5% level of significance as shown in Table 4.18

Table 4.18: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.216	1.438		2.236	.027
Stakeholders participation	-.105	.034	-.223	-3.121	.002
Staff competency	.276	.049	.432	5.607	.000
Automation process	.065	.034	.121	1.883	.062
Project planning	.246	.034	.665	7.333	.000

a. Dependent variable: project performance

From Table 4.18, when other factors are constant the value of project performance would be at 3.216. However, shift in any factor would affect the project performance as indicated in the Table. An increase on stakeholder's participation reduced project performance by .105. This finding is in line with Juras, (2019) who explained that a project manager is required to manage the influence

of stakeholders in relation to project requirements by balancing the interests of the stakeholders and the requirements of the project.

Increase in staff competency would increase project performance by .276. This finding is in line with Saraf, (2013) who established that leadership competency in using all the information technology provided is especially to ensure that the department performed to their standard. A decrease in automation process would similarly increase project performance by .065. This finding contradicts with Almajali *et al.*, (2016) who revealed that office automation had the greatest effect on performance as individual employees' performance is improved through adoption of new techniques.

Increase in project planning would increase project performance by 0.246. This finding concurred with Locatelli, Invernizzi and Brookes, (2017) who identified that in instances where there exists inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance.

The Table also presents the p-values for the variables. The p-values were calculated at 5% significant level. The overall p-value when other factors constant is $p < 0.05$ with a positive beta coefficient. This indicates that identified factors significantly and positively affects project performance. This finding is in line with Di Maddaloni and Davis, (2017) who identified undesirable effects may arise from key project stakeholder; these may appear minor and insignificant but are very complicated to deal with giving rise to big problems for the project which will affect the progress of the project and performance output of the project.

At the same time p- value for stakeholders participation is $p < 0.05$ with a negative beta coefficient, clear indication that an increase in stakeholders participation would significantly reduce project performance. Floricel *et al.* (2016) noted that often there is indicative of competing priorities, a lack of focus, or a lack of commitment and it requires a communication-based approach to resolve the underlying issues, manage expectations, manage the information that people get, their perceptions, clarify the kind of feedback that is needed and minimize surprises.

At the same time p- value for staff competency is $p < 0.05$ with a positive beta coefficient, clear indication that staff competency has a positive and significant effect on project performance. This finding is in line with Seboru, (2015) who stated that in order to achieve this, one need to have a

substantial knowledge in project management fundamentals for the project to be successful and be within the schedule and plan.

The p- value for automation process is $p > 0.05$ with a positive beta coefficient, clear indication that automation process has no significant effect on projects performance. This finding contradicts Yun, Choi, de Oliveira and Mulva, (2016) who stated that absence of automation often leads to critical mistakes that adversely influence the price and timeline of the project. Recently, however, the undemonstrated concept that methods of monitoring materials can greatly benefit from IT application has gained broad industry recognition.

The p- value for project planning is $p < 0.05$ with a positive beta coefficient, clear indication that project planning has a positive and significant effect on project performance. This finding is supported by Borrmann *et al.*(2016) who identified that the planning process in an organization is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals.

4.6 Inferential Statistics of the Findings

Most of the respondents stated that stakeholder participation moderately influences how the project was performing aggregate mean of 3.317. However, Stakeholder participation affected the parameters of performance to greater extent with aggregate mean of 3.52. This finding is in line with Di Maddaloni and Davis, (2017) who identified undesirable effects may arise from key project stakeholder; these may appear minor and insignificant but are very complicated to deal with giving rise to big problems for the project which will affect the progress of the project and its performance output.

The finding established that most of the respondent revealed that Staff competency influenced project performance to greater extent with aggregate mean of 3.741. Similarly staff competency influenced parameter of project performance to a greater extent with aggregate mean of 3.62. According to Samset and Volden, (2016), the transfer of technology has always been a bone of contention considering that third world countries apply out of date technology. Application of the modern technology is very essential for the success of business and its sustenance.

Most of the respondents indicated automation of processes moderately influences how the project was performing with aggregate mean of 3.03 and also affected parameter of project performance

moderately with aggregate mean of 3.13 . This finding is supported by Yun, Choi, de Oliveira and Mulva, (2016) who stated that absence of automation often leads to critical mistakes that adversely influence the price and timeline of the project. Recently, however, the undemonstrated concept that methods of monitoring materials can greatly benefit from IT application has gained broad industry recognition.

The respondents established that project planning influenced project performance moderately and also influenced project performance to large extent with aggregate mean of 3.42 and 3.70 respectively. This finding is supported by Borrmann *et al.* (2016) who identified that the planning process in an organization is very significant in ensuring that the organization operation are coordinated and function in accordance with the organization ethics and goals.

Respondents indicated that project performance was moderately influenced by the identified factors with aggregate mean of 3.18. This finding concurred with Locatelli *et al.* (2017) who identified that in instances where there exists inadequate knowledge on project management, its application leads to poor planning due to incomplete plans of the project thus, decline in performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study based on the specific objectives. The conclusion is provided as informed by the findings of the study from the analysis. Recommendations of the study are also pointed out on each of the objectives of the study.

5.2 Summary of the Findings

This section presents the summary of the analyzed findings of the study

5.2.1 Stakeholder Participation and Performance of Projects

The study established that an increase in stakeholders' participation would significantly reduce project performance. Stakeholder participation moderately influenced how the project was performing. The organization employees moderately allocated some tasks to key stakeholders in project planning. The organization employees successfully managed their stakeholders moderately. The organization employees always incorporated ideas raised by stakeholders in project design moderately. The organization employees balanced the interests of our stakeholders moderately.

The organization employees incorporated several stakeholders in the operationalization of project activities moderately. The organization employees moderately involved stakeholders in project identification. The organization had their projects assigned to specific stakeholders moderately. The organization moderately managed the influence of the stakeholders in relation to project requirements. The organization enabled a healthy stakeholder involvement during project implementation moderately. There was a feedback mechanism for stakeholders on any issues regarding the project being conducted moderately. The organization had grievance mechanism for stake holders on project being carried out moderately. The organization had relationship managers managing key stakeholders moderately. The organization involved community engagement in the project. The organization conducted moderately Free Prior Informed Consultation (FPIC) with the indigenous community prior to the beginning of a development project.

On the extent to which stakeholder participation has affected parameters of performance, stakeholder participation affected parameters of project performance to a great extent. Project quality affected performance to a large extent. Project acceptance affected performance to large extent. Project scope affected performance to large extent. Resistance to projects affected performance moderately while project completion affected performance moderately. Project cost affected performance moderately.

5.2.2 Staff Competency and Performance of Projects

The study established that staff competency had a positive and significant effect on project performance. The organization employees were recruited on merit to a large extent. The organization staffs hold appropriate academic qualifications for their tasks. The organization project managers have quality leadership skills. The organization employees had adequate experience in what they do to ensure high quality project outputs. The organization employees displayed appropriate leadership skills necessary for project actualization. The organization assigned employees' duties according to the level of experience. The organization staff have been trained on key processes in project management. The organization employees had been offered appropriate professional trainings to improve their proficiency. The organization staff was able to execute tasks allocated within the required timeframe. The organization employees are able to do work, planning and scheduling of tasks as they fall due. The organization employees had basic knowledge in managing complex projects. The organization employees were moderately involved in project management decisions.

On the extent to which staff competency affects have parameters of performance, the study established that staff competency influenced parameter of project performance to greater extent. Project quality affected performance to large extent. Timeliness in project completion affected performance to large extent. Project completion affected performance to large extent. Project scope affected performance large extent. Project acceptance affected performance moderately. Project cost affected performance moderately. Resistance to projects affected performance moderately.

5.2.3 Automation of Processes and Performance of Projects

The study revealed that automation process had no significant effect on projects performance. Project teams possessed relevant technical skills on project management to large extent. Project automation processes reduced time-consuming and repetitive tasks which are done manually moderately. The organization employees had necessary skills to work with necessary/relevant technologies. Automation had improved the output of their organization moderately. The organization moderately used automation to improve employee performance. Automation had improved leadership performance moderately. Automation had improved the level of innovativeness among our project management teams to a little extent. The departments used automation process to implement management strategies to a little extent. Project processes had been automated to a little extent. The organization project managers used automation processes through all the phases of project management. Project progress in the organization department is traced online to a little extent.

On the extent at which automation of processes has affected parameters of performance. The study established that automation of processes influenced parameter of project performance moderately. Project completion moderately affected the project performance. Project cost moderately affected their project performance. Timeliness in project completion moderately affected the project performance. Project scope moderately affected the project performance. Level of wastage moderately affected the project performance. Project acceptance to a little extent affected the project performance.

5.2.4 Project Planning and Performance of Projects

The study identified that project planning had a positive and significant effect on project performance. The departmental projects are a reflection of their departments' vision to a large extent. The projects were to a large extent planned in line with the department's mission. The organization project managers had qualified skills in project planning. The organization communicated to a large extent with key stakeholders involved in project planning. The departmental project managers had efficient information on project planning to large extent. The organization negotiated with key stakeholders on resources used in project planning. The organization projects were planned in conformity with the department goals. Project vision was moderately communicated to all key stakeholders in good time.

The organization moderately involved the entire management in project planning. Project plans were moderately availed to all key personnel in all projects. The organization moderately conducted periodic assessment of progress on strategic plans of the project. Adequate resources were moderately set aside for project implementation. The organization moderately involved their stakeholders in making project planning decisions. Regular meetings were moderately held with key project staff to track the progress of projects. Project plans were moderately developed in consultation with all key project staff in the Department. Adequate human capital was moderately allocated to every project prior to its commencement. Department had moderately put in place key risk management measures to avert project failures.

On the extent to which project planning has affects parameters of performance. The study indicated that project planning influenced project performance to large extent. Timeliness in project completion affected performance to large extent. Project completion affected performance to large extent. Project quality affected performance to large extent. Project scope affected performance large extent. Project cost affected performance. Level of wastage affected performance to a large extent.

5.3 Conclusion

5.3.1 Stakeholder Participation and Performance of Projects

The study concludes that an increase in stakeholders' participation would significantly reduce project performance. Stakeholder participation moderately influenced how the project was performing. The organization employees moderately allocated some tasks to key stakeholders in project planning. The organization employees successfully managed their stakeholders moderately. The organization employees always incorporated ideas raised by stakeholders in project design moderately. The organization employees balanced the interests of our stakeholders moderately. The organization employees incorporated several stakeholders in the operationalization of project activities moderately.

The organization employees moderately involved stakeholders in project identification. The organization had their projects assigned to specific stakeholders moderately. The organization moderately managed the influence of stakeholders in relation to project requirements. The organization enabled a healthy stakeholder involvement during project implementation

moderately. There was a feedback mechanism for stakeholders on any issues regarding the project being conducted moderately. The organization had grievance mechanism for stake holders on project was being carried out moderately. The organization had relationship managers managing key stakeholders moderately. The organization moderately involved community engagement in the project. The organization conducted moderately Free Prior Informed Consultation (FPIC) with the indigenous community prior to the beginning of a development project.

On the extent at which stakeholder participation has affects parameters of performance: Stakeholder participation affected parameters of project performance to greater extent. The study concludes that project quality affected performance to large extent. Project acceptance affected performance to large extent. Project scope affected performance to large extent. Resistance to projects affected performance moderately. Project completion affected performance moderately. Project cost affected performance moderately.

5.3.2 Staff Competency and Performance of Projects

The study concludes that staff competency had a positive and significant effect on project performance. The organization employees were recruited on merit to a large extent. The organization staffs hold appropriate academic qualifications for their tasks. The organization project managers had quality leadership skills. The organization employees had adequate experience in what they do to ensure high quality project outputs. The organization employees displayed appropriate leadership skills necessary for project actualization.

The organization assigned employees' duties according to the level of experience. The organization staff have been trained on key processes in project management. The organization employees had been offered appropriate professional trainings to improve their proficiency. The organization staff was able to execute tasks allocated within the required timeframe. The organization employees were able to do work, plan and schedule tasks as they fell due. The organization employees had basic knowledge in managing complex projects. The organization employees were moderately involved in project management decisions.

On the extent to which staff competency affected parameters of performance; the study concludes that staff competency influenced parameter of project performance to greater extent. Project quality affected performance to large extent. Timeliness in project completion affected

performance to large extent. Project completion affected performance to large extent. Project scope affected performance large extent. Project acceptance affected performance moderately. Project cost affected performance moderately. Resistance to projects affected performance moderately.

5.3.3 Automation of Processes and Performance of Projects

The study concludes that automation process had no significant effect on projects performance. Project teams possessed relevant technical skills on project management to large extent. Project automation processes reduced time-consuming and repetitive tasks which are done manually moderately. The organization employees had necessary skills to work with necessary/relevant technologies. Automation had improved the output of the organization moderately. The organization moderately used automation to improve employee performance. Automation had improved leadership performance moderately. Automation had improved the level of innovativeness among our project management teams to a little extent. The organization used automation process to implement management strategies to little extent. Project processes had been automated to a little extent. The organization project managers used automation processes through all the phases of project management. Project progress in the organization Department is traced online to a little extent.

On the extent at which automation of processes has affects parameters of performance. The study concludes that automation of processes influenced parameter of project performance moderately. Project completion moderately affected the project performance. Project cost moderately affected their project performance. Timeliness in project completion moderately affected the project performance. Project scope moderately affected the project performance. Level of wastage moderately affected their project performance. Project acceptance to a little extent affected the project performance.

5.3.4 Project Planning and Performance of Projects

The study concludes that project planning had a positive and significant effect on project performance. The departments' projects are a reflection of their vision to large extent. There projects were to a large extent planned in line with the departments mission. The organization project managers had qualified skills in project planning. The organization communicated to a

large extent with key stakeholders involved in project planning. The organization project had efficient information on project planning to large extent. The organization negotiated with key stakeholders on resources used in project planning. The organization projects were planned in conformity with the department goals.

Project vision was moderately communicated to all key stakeholders in good time. The organization moderately involved the entire management in project planning. Project plans were moderately availed to all key personnel in all projects. The organization moderately conducted periodic assessment of progress on strategic plans of the project. Adequate resources were moderately set aside for project implementation. The organization moderately involved the stakeholders in making project planning decisions. Regular meetings were moderately held with key project staff to track the progress of projects. Project plans were moderately developed in consultation with all key project staff in the Department. Adequate human capital was moderately allocated to every project prior to its commencement. Department had moderately put in place key risk management measures to avert project failures.

On the extent at which project planning has affected parameters of performance, the study concludes that project planning influenced project performance to large extent. Timeliness in project completion affected performance to large extent. Project completion affected performance to large extent. Project quality affected performance to large extent. Project scope affected performance large extent. Project cost affected performance. Level of wastage affected performance to a large extent

5.4 Recommendations of the Study

The study established that an increase in stakeholders' participation would significantly reduce project performance. Stakeholder participation moderately influences how the project was performing. The study therefore recommends that proper procedures and policies should be formulated to control their involvement on project implementation and every state department should also involve stakeholders' right from the initiation of the project.

The study established that staff competency had a positive and significant effect on project performance. Qualified staff should be employed, this could be done by setting up recruitment rules and regulation and ensuring that the employees get constant training on the latest

development the project situation technology that is used to increase effectiveness of the employees' performance.

Finally, the study identified that project planning had a positive and significant effect on project performance. Therefore, to understand the projects framework, employee's need, opinions, tastes and preferences should be regarded from time to time, as this puts the projects in a better situation to be implemented and prevents unnecessary setbacks such as redoing the projects owing to modifications of the plans that result in additional costs

5.5 Limitations of the Study

The researcher foresees that during data collection, respondents were busy with their daily activities. Thus, it was not possible to collect data in a day. To overcome this limitation, a drop and pick letter method was adopted during the distribution of questionnaires. At the point of dropping questionnaires, the contact information of respondents was noted. A follow up was done using the identified contact information.

During data collection, it is expected that respondents might fear to willingly give out information as sought by the study. This rose for fear that information would be used for competitive purposes. This challenge was however overcome by carrying a letter of introduction and assuring respondents that information collected was only used for academic purpose.

5.6 Areas for Further Studies

The study was conducted to determine factors affecting project performance. From the findings, the study established that 65.4% change in project performance is explained by stakeholder participation, staff competency, automation of processes and project planning. Thus apart from these factors, there are other factors affecting project performance which future studies should focus on.

This study therefore proposes that future scholars pay attention to influence of project design, resource adequacy, financing agency rules and regulation on project performance. This is because majority of projects are financed by donors who extend finances subject to adherence of certain provisions which play a role on project performance. The current study was limited to only

primary data that was collected using questionnaires. Future studies should incorporate both primary and secondary data for comparison of the findings.

The study further proposes that future scholars pay attention to factors affecting project performance in private organizations which have different policies and regulations from the public sector. Unlike public sector organizations which are not profit driven, the findings on factors affecting project performance in private profit making organization will help identify areas that need to be worked on to improve the overall efficiency and effectiveness in project implementation.

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APPENDICES

APPENDIX I: LIST OF STATE DEPARTMENTS IN KENYA AS OF 2019

1. State Department of Interior
2. State Department of Immigration & Citizen Services
3. State Department of Correctional Services
4. State Department of Ministry of Defense
5. State Department of Treasury
6. State Department of Planning
7. State Department of Foreign Affairs
8. State Department of Industrialization
9. State Department of Trade and Co-operatives
10. State Department of Health
11. State Department of Agriculture, Livestock, Fisheries and Irrigation
12. State Department of Crop Development
13. State Department of Livestock
14. State Department of Agriculture Research
15. State Department Fisheries, Aquaculture & the Blue Economy
16. State Department of Irrigation
17. State Department of Transport
18. State Department of Infrastructure

19. State Department of Public Works
20. State Department of Housing & Urban Development
21. State Department of Shipping & Maritime
22. State Department of Devolution
23. State Department for ASALs
24. State Department of Broadcasting & Telecommunication
25. State Department for Information Communication Technology
26. State Department for Sports
27. State Department for Culture & Heritage
28. State Department for Early learning & Basic Education
29. State Department of Vocational & Technical Training
30. State Department of Post-Training & Skills Development
31. State Department for East African Community (EAC)
32. State Department of Labour
33. State Department of Social Protection, Pensions & Senior Citizens Affairs
34. State Department of Tourism
35. State Department for Wildlife
36. State Department for Environment & Forestry
37. State Department of Water and Sanitation
38. State Department of Lands and Physical Planning

39. State Department of Energy

40. State Department of Petroleum

41. State Department of Mining

42. State Department of Gender

43. State Department for Public Service and Youth Affairs:

Source: (GoK, 2019)

APPENDIX II: LETTER OF INTRODUCTION

Dear Respondent

Letter of Introduction

I am a student at **Kenya College of Accountancy (KCA)** and undertaking a course in Master of business Administration, Corporate Management. I am undertaking a study on **FACTORS AFFECTING PROJECT PERFORMANCE IN SELECTED STATE DEPARTMENTS IN KENYA**. I therefore wish to kindly request that you complete the attached questionnaire to aid me in conducting the research. I wish to assure you that the information disclosed will be treated with utmost confidence and used only for the purpose of this study.

I will be most grateful for your assistance and cooperation

Yours sincerely,

Asunta Wanjiku Ndagi

APPENDIX III: QUESTIONNAIRE

Kindly fill out this questionnaire on: **FACTORS AFFECTING PROJECT PERFORMANCE IN SELECTED STATE DEPARTMENTS IN KENYA.**

Mark with an (X) on the response that best represents your opinion on each of the statement.

SECTION A: DEMOGRAPHIC INFORMATION

1) What is your gender

Male Female

2) What is your position at your State Department?

Project manager Project Coordinators Project Ground Supervisor

Operations Staff

Other (Please Specify

3) How long have you served in this position?

1- 5 years 5-10 years

10-15 years above 15 years

4) How long have you worked at this State Department?

1- 5 years 5-10 years

10-15 years above 15 years

5) What is your highest level of education?

Certificate Diploma Degree

Masters PhD

Other (Please explain) -----

SECTION B: STAKEHOLDER PARTICIPATION AND PROJECT PERFORMANCE

6) For each of these statements on stakeholder participation, kindly indicate the extent of your agreement on how it affects performance of projects in your State Department. Use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
We always incorporate ideas raised by stakeholders in project design						

we allocate some tasks to key stakeholders in project planning						
we incorporate several stakeholders in the operationalization of project activities						
we have a relationship manager managing key stakeholders						
we meet the expectations of our stakeholders						
we enable a healthy stakeholder involvement during project implementation						
we balance the interests of our stakeholders						
we manage the influence of our stakeholders in relation to project requirements						
we successfully manage our stakeholders						
we have our projects assigned to specific stakeholders						
we involve stakeholders in project identification						
we involve community engagement in the project						
we conduct Free Prior Informed Consultation (FPIC) with the indigenous community prior to the beginning of a development project						
we have grievance mechanism for stake holders on project being carried out						
there is a feedback mechanism for stakeholders on any issues regarding the project being conducted						

7) In general terms, to what extent does Stakeholder participation affect the following parameters of performance in your State Department? Use a scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
Project Scope						
Project Cost						
Project completion						
Project Quality						
Project Acceptance						
Resistance to projects						

SECTION C: STAFF COMPETENCY

8) Kindly indicate the extent of your agreement on staff competency and its influence on performance of projects. Using a Likert scale rate how each of these statements applies in your state Department. The scale ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
Our staff hold appropriate academic qualifications for their tasks						
Our employees have adequate experience in what they do to ensure high quality project outputs						
Our employees are recruited on merit						
Our employees have been offered appropriate professional trainings to improve their proficiency						
Our employees display appropriate leadership skills necessary for project actualization						
Our staff have been trained on key processes in project management						
Our project managers have quality leadership skills						
We assign employees' duties according to the level of experience						
Our employees are involved in project management decisions.						
Our employees have basic knowledge in managing complex projects						
Our staff are able to execute tasks allocated within the required timeframe						
Our employees are able to do work, planning and scheduling of tasks as they fall due						

9) In general terms, to what extent does staff competency affect the following parameters of performance in your State Department? Use a scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
Project Scope						
Timeliness in project completion						
Project Cost						

Project completion						
Project Quality						
Project Acceptance						
Resistance to projects						

SECTION D: AUTOMATION PROCESS

10) For each of these statements on automation process, kindly indicate the extent of your agreement on its impact on performance of projects in your state department. Use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent rating.

Statement						
Our project processes have been automated						
Project progress in our Department is traced online						
Our employees have necessary skills to work with necessary/relevant technologies						
Automation has improved the level of innovativeness among our project management teams						
Project teams possess relevant technical skills on project management						
We use automation process to manage our resources						
We use automation process to implement management strategies						
Automation has improved leadership performance						
Automation has improved the output of our organization						
We use automation to improve employee performance						
Our project managers use automation processes through all the phases of project management						
Project automation processes reduce time-consuming and repetitive tasks which are done by manually						

11) In general terms, to what extent does automation process affect the following parameters of performance in your State Department? Use a scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
Project Scope						
Level of wastage						
Project Cost						
Project completion						
Project Quality						
Project Acceptance						
Punctuality in Project completion						

SECTION E: PROJECT PLANNING AND PERFORMANCE

12) For each of these statements on project planning, kindly indicate the extent of your agreement on its impact on performance of projects in your State Department. For each statement use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement						
Project plans are available to all key personnel in all projects						
Project vision is communicated to all key stakeholders in good time						
Adequate resources are set aside for project implementation						
Adequate human capital is allocated to every project prior to its commencement						
Project plans are developed in consultation with all key project staff in the Department						
Regular meetings are held with key project staff to track the progress of projects						
Our department has put in place key risk management measures to avert project failures						
We communicate with key stakeholders involved in project planning						
We involve the entire management in project planning						

We negotiate with key stakeholders on resources used in project planning					
Our project managers have qualified skills in project planning					
Our project managers have efficient information on project planning					
We involve our stakeholders in making project planning decisions					
We conduct periodic assessment of progress on strategic plans of the project					
Our projects are planned in conformity with the department goals					
Our projects are planned in line with the departments mission					
Our projects are a reflection of our departments vision					

13) In general terms, to what extent does project planning affect the following parameters of performance in your State Department? Use a scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement					
Project Scope					
Level of wastage					
Project Cost					
Project completion					
Project Quality					
Project Acceptance					
Timeliness in Project completion					

SECTION F: PERFORMANCE OF PROJECTS

14) Kindly indicate the changes in your performance of projects over the past five years on the following aspects. Use a scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent.

Statement					
Projects have always been delivered within set timelines					

Projects that have been delivered to meet end user expectations					
Projects have registered tremendous reduction in wastages					
Projects have been completed within set cost estimates					
Projects that have been delivered to meet the desired quality standard					
Projects have always been efficient and effective					
Projects are always completed with the set budget					

THE END

THANK YOU

APPENDIX IV: WORK PLAN

	May 2019	June 2019	July 2019	August 2019	September 2019
Development of Proposal					
Presentation of proposal Seminar Paper Presentation					
Data collection					
Data Analysis					
Report writing					
Presentation of the project					
Corrections on research report					
Submitting the research project report					

APPENDIX V: BUDGET

ITEM	QUANTITY	UNIT COST (KSHS)	TOTAL COST (KSHS)
Stationary	10 reams	100	1,000.00
Traveling (Fuel)	200 kms (10 days)	500	100,000.00
Typing services	20 pages (15 copies)	300	6,000.00
Binding	20 pages (12 copies)	100	2,000.00
Photocopying	20 pages (20 copies)	100	2,000.00
Lunch	10 lunches	100	1,000.00
Miscellaneous	Other expenses		800.00
Total			112,000.00