

# **FACTORS INFLUENCING PROJECT PERFORMANCE: A CASE OF COUNTY ROAD INFRASTRUCTURAL PROJECTS IN MANYATTA CONSTITUENCY, EMBU COUNTY, KENYA**

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## **ABSTRACT**

The purpose of this study was to establish the factors influencing projects performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya; The study was guided by the following specific objectives: To determine how project financing influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya; To establish how stakeholder participation influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya; To determine the influence of project leadership on projects performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya; To establish how political environment influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya. This research used a descriptive survey design and targets a population 153 which include Active road contractors, contracted staff, directors, Engineers, Technical staff and clerical and support staff. The researcher only sampled Active road contractors using simple random sampling method. The sample size was determined by using Yamane formula. The study used 126 respondents as a total sample size including

active road contractors. Data was collected using semi structured questionnaire. Frequency and percentages was used for the descriptive data. Coded broad sheets thereafter were used for extracting data from the returned questionnaires. The researcher analyzed the data by SPSS having carefully completed the variable view and imputed the extracted data appropriately on the data view. The findings show that a number of factors influence project performance; key among them being the availability of finances to enable resource acquisition, the stakeholder involvement, the project leadership and finally the prevailing political and legal environment. The study concluded that commitment by the stakeholders is a huge driver of project success. The project leadership must have a clear understanding of which aspects of the projects might be critical for their successful completion. The study findings led the researcher to conclude that truly successful projects are those that deliver what they were supposed to, achieve results and meet stakeholder expectations. Project success is a multi-dimensional construct that inevitably means different things to different people.

**Key Words:** *project performance, county road infrastructural projects, Manyatta Constituency, Embu County, Kenya*

## **INTRODUCTION**

According Pinnington (2011) project achievement is alluded to as achieving the destinations and the arranged outcomes in consistence with foreordained states of time, cost and execution. Tasks are remarkable endeavors, intended to acknowledge one of a kind expectations to every particular Project and in this way the motivation behind why Project achievement criteria vary

starting with one anticipate then onto the next (Müller, Turner, 2007). To expand many-sided quality significantly more, inside the most recent decades the idea of undertaking achievement is drawn closer in association with partners' observation (Davis, 2014), being acknowledged that achievement implies distinctive things to various individuals (Shenhar et al, 2001).

As per Fritsch and Prud'homme (1997) the term foundation alludes all in all to streets, railroads, spans and comparable open works. Frameworks are capital merchandise. They are not expended straightforwardly. Or maybe in blend with work, and perhaps different data sources. Framework gives administrations. Streets allude to the surface system foundation on which mass development of components of creation, products and enterprises are moved starting with one place then onto the next ashore. As per Kenny (2007) all inclusive, numerous street Projects flop in time execution, others bomb in cost execution and others bomb in other execution markers.

In the past there were numerous street Projects which completed with poor execution as a result of numerous evidential reasons, for example, obstructions by customer, non-accessibility of materials, street conclusion, change of the plan and drawing, extra works, holding up the choice, giving over, variety arrange, alterations in Bill of Quantity (B.O.Q) and deferral of getting illustrations. There are different pointers for issues of street temporary worker's execution in creating nations, for example, Project administration, coordination between members, checking, and criticism and initiative abilities.

As indicated by World Bank, 2008, take a shot at giving development benefits in nations in East Africa case Kenya and Uganda has gained impressive ground since the service of transport accepted accountability for them, however the development organizations have needed to work from a low base, including an enormous excess of restoration and improvement work, couple of foundations, and next to no subsidizing. So they have needed to work in each troublesome physical, social, political, financial and institutional condition. For various reasons, the execution of development Projects has not been as great, on a very basic level on account of the administration's inability to build up a rational institutional and arrangement system.

An examination by United Nations Commission for Trade and Development (UNCTAD), (2001) on African development industry's turmoil's and their suggestions for New Partnership for Africa's Development (NEPAD) distinguished expensive task delays as a noteworthy issue and recognizes poor undertaking time, quality and cost execution as a noteworthy issue. There is, in this manner, a need to address the eccentricities of the fruitful consummation of streets extends as far as conveyance time, cost and to the standard of value anticipated. The partners need to do things any other way and to reevaluate the procedure through which African development industry constantly enhances execution by scrutinizing the present and rising task conveyance approaches. Postponements in Project fulfillment are a typical issue in the development business with a vast cost to society as well as with crippling impacts on the contracting parties.

The idea of deferral in the generous culmination of development Projects is a worldwide wonder. For example, while assessing the advance and reports of 28 thruway Projects developed amid the period 1996-1999 in Jordan, Battaineh (2006) watched that the normal proportion of real culmination time to the arranged contract span is 160.5% for street works. Seboru (2006), referring to different researchers additionally expresses that the time period for real street Projects worldwide to achieve development begin organize have been seen to go from 10-30 years.

As per Road Inventory and Condition (RIC) Survey of 2009, just 19% of the characterized street systems are in great viable condition while half is reasonable and the staying 31% is in poor condition requiring change through restoration (ROK, December 2009). The poor state of the street systems prompts high vehicle working expenses and long transportation times. This further prompts high creation costs, high costs of merchandise and enterprises, uncompetitive fares and low profitability. Absence of back to embrace street support has in the past prompted the decay of the current street organize in Kenya. There have been, in any case, significant endeavors to enhance and raise the level of use on streets to more than 10% of the Gross Domestic Product (GDP). The legislature of Kenya and its creating accomplices keep on allocating immense budgetary assets to back improvement. Notwithstanding, the advantages planned for the advancements are incompletely or never acknowledged because of un-fruitful task executions. As per Kenya National Bureau of Statistics (KNBS) (2012), the development business contributed 3.8%, 4.1%, 4.3% and 4.1% towards Gross local Product (GDP) for the years 2008, 2009, 2010 and 2011 individually. This is a normal of 4.1% when contrasted with the 10% for the created economies.

In Kenya, Roads foundation Projects are among the fundamental fiber on which every single other advancement, benefit conveyance and limit building Projects are relied upon. Other framework Projects appears as business sectors, railroads, power control supply lines, structures, play grounds, water supply frameworks, air terminals and airstrips, harbors, spans, recreational grounds, pipelines and waste water administration structures. This gathering is as per the Economic mainstay of the Kenya Vision 2030 that was propelled by the then president Emilio Mwai Kibaki in 2008. The vision 2030 is the blue print for distinguishing proof and usage of key need territories, appropriate from grass root level to national level, assigned to make Kenya an all inclusive aggressive and prosperous district with a high caliber of life by the year 2030. The Kenya Vision 2030 covering the period 2008-2030. The Vision 2030 was produced by service of arranging as a team with all advancement partners.

As indicated by the Ministry of Roads' Service Charter (2008), there is a requirement for development of streets to an engine capable condition in light of the fact that the street transport conveys around 80% of all cargoes and travelers in the nation. Because of the significance of streets in financial improvement of the nation, the legislature has in the current past relentlessly expanded spending allotment to the street sub-division. This puts the development area in Kenya among the key operators and supporters of development representing 18.8% of the economy in

2010 (Economic Survey 2011, KNBS). However the Organizational Top Management of street development Projects has confronted numerous troubles prompting slowed down activities in this manner the achievement rate of numerous street development extends in Kenya isn't empowering. Thus, the viability of many activities has not been "unmistakable". It is hence basic that Project Organizational Top Management ought to be enhanced in the Kenyan street development and auspicious assessment and checking done as streets among other transport and correspondence foundation is a key driver to improvement of countries as bore witness to in the vision 2030.

## **STATEMENT OF THE PROBLEM**

In Kenya, infrastructural Projects are confronting difficulties of non-Completion. Numerous streets Projects bomb because of elements like time in productivity, absence of satisfactory supports and absence of propel working gear. Kenya Urban Road Authority, (2013) revealed there were many Projects which were not finished because of hindrances by customer, non-accessibility of materials, poor framework, absence of assets and absence of undertaking supervisors competency. Nearby examinations have not concentrated on factors impacting Projects achievement in infrastructural street Projects. As indicated by World Bank 2013 street speculations have been described by low rates of spending execution, cost invades of as much as 80 percent over building gauges, and extensive postpones that tend to twofold the usage time frame. Besides, deficiencies in the framework for managing development contracts have cut quality and abbreviated the life of open works. In area governments streets Projects are from time to time finished inside the stipulated time period, a large portion of them get finished as late as between 2 - after 5 years or even wind up slowed down (Ministry of arranging and speculation, 2012). The consummation of a large portion of the street extends in a portion of the districts in Kenya remains in a critical state because of a blend of disgraceful work described by insufficiently financed and badly prepared contractual workers bargaining the nature of work being done, running behind calendar and having high cost invades (Gok 2013). The study examines factors influencing project performance: a case of county road infrastructural projects in Manyatta constituency, Embu County, Kenya. Manyatta constituency in Embu County is home to key framework Project achievement, and this legitimizes the investigation to build up why there is observable undertaking achievement.

## **GENERAL OBJECTIVE**

The purpose of this study was to establish the factors influencing projects performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya.

## **SPECIFIC OBJECTIVES**

1. To determine how project financing influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya.

2. To establish how stakeholder participation influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya.
3. To determine the influence of project leadership on projects performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya.
4. To establish how political environment influence project performance in road infrastructural projects in Manyatta constituency, Embu County, Kenya.

## **THEORETICAL FRAMEWORK**

The study is guided by Leadership theory; Leadership theory can be categorized into three areas: trait-based, situational, and a behavioral approach. These three categories are traditional approaches to understanding leadership. The relationships between them are shown below.

### **Trait Approach**

Quality speculations are initiative points of view that attention on singular pioneers and endeavor to decide the individual attributes that extraordinary pioneers share. These are generally qualities that somebody can figure out how to execute with training, after some time. The character attributes related with authority are recognized as the accompanying: Enterprising Spirit: Enterprising soul alludes to an arrangement of qualities that mirror an abnormal state of exertion. It incorporates popularity for accomplishment, consistent taking a stab at change, aspiration, vitality, perseverance, and activity; Loyalty: Leaders who show dedication and trustworthiness, and will confess to botches, show key characteristics that devotees search for in their pioneers. A pioneer will likewise expand their impact when individuals trust and trust his or her devotion; Leadership Motivation: Great pioneers have an ambitious soul, as well as need to lead.

They have a high want for control, liking to be in position of administration as opposed to that of a devotee. Honesty: Integrity is measured by a person's activities and words. Individuals who don't perform and don't execute what they guaranteed are not viewed as great pioneer; Self-certainty: Self-certainty is critical for some reasons. The position of authority is testing, and difficulties are unavoidable. Fearlessness enables a pioneer to beat hindrances, settle on choices in spite of vulnerability, and ingrain trust in others. Information; Effective pioneers have an abnormal state of learning about their businesses, organizations, and specialized issues. Pioneers must have the insight to translate immense amounts of data. Notwithstanding the attributes said above, there are different qualities which affect initiative, including being forward-looking, skillful, motivating, and wise.

### **Behavioral Approach**

Behavioral hypotheses of administration don't concentrate on inalienable characteristics or abilities; rather, the emphasis is on what pioneers really do. Three general classifications of

initiative practices are said regularly in the writing: practices identified with errand execution; practices identified with aggregate upkeep, and practices identified with worker support in basic leadership. Undertaking Performance Behaviors: Task execution practices are the pioneer's endeavors to guarantee that the groups or associations achieve their objectives. Those practices incorporate an emphasis on work productivity, quality and exactness, amount of yield, and adherence to directions. Gathering Maintenance Behaviors: These moves are made to guarantee the fulfillment of gathering individuals, create and keep up concordant work connections, and protect the social security of the gathering, concentrating on individuals' sentiments and solace, gratefulness, and stress decrease. Cooperation in Decision-Making: This conduct shows up amid the way toward deciding, in which pioneers can go from absolutist to popularity based. Absolutist initiative is a type of authority in which the pioneer settles on choices on his or her own particular and afterward reports those choices to the gathering; popularity based administration is a type of administration in which the pioneer requests contribution from subordinates. Investigations of how the pioneer's conduct impacts worker states of mind and execution have concentrated on totalitarian versus fair choice styles, or on execution versus upkeep arranged practices.

### **Situational Approaches**

Situational hypotheses recognize pioneers from others through the current circumstance. Pioneers modify their basic leadership, introduction, and motivational methodologies in view of an interesting blend of variables in their individual circumstances. These elements include: attributes of adherents, sorts of tasks, authoritative structures, individual inclinations, and upper-level administration's persuasions. Pioneers alter their style of administration keeping in mind the end goal to oblige the distinctive circumstances.

### **RESEARCH GAP**

Many investigations have been embraced on different parts of infrastructural advancement which incorporate reasons for Projects delay, Projects cost invade, non-fruitation of undertakings, poor or substandard works not to particular, debate in tasks and loss of Project accounts. The survey of related writing uncover this has been attempted in different parts of the world with little proof of comparable investigation to the extent the nearby scene is concerned. Streets infrastructural advancement contributes fundamentally to the development and improvement of any given economy on the planet subsequently the requirement for assessment and also watchful observing in its execution. Numerous streets infrastructural improvement Projects keep on experiencing cost invades, time augmentations and updates in fulfillment dates while others wind up slowing down totally. Different examinations have shown that execution fruition of Projects is multifaceted and that no single factor can prompt execution finishing in Projects. For moment Walker (2002), called attention to that extend execution is considered in the event that it fulfills each of the three legs of the triple limitation, specifically, execution (particular), cost and time. Davies (2002) in a broad examination of 20 falling flat Projects over a time of 18 years extended

this criteria of execution as, 'fulfills partner gatherings, meets practical prerequisites, meets quality desires and necessities, inside cost, due date, conveys maintained and genuine advantages and furnishes the group with proficient fulfillment and learning. Meredith (2002) contended that despite broad investigation there has been restricted union on the parts and reasons for Project consummation. Mohammed (2004) makes a qualification between Project execution and task administration execution. This investigation takes a gander at execution culmination of undertakings in alternate point of view that execution of a task is when after fruition of the Project thing can be utilized completely as planned. It takes a gander at Project consummation from possibility factors in play point of view and needs to set up the key factors in all conditions that improve finish rates in region streets Projects from the Kenyan viewpoint to accomplish vision 2030.

## **RESEARCH METHODOLOGY**

### **Research Design**

This study used descriptive survey design. The researcher preferred this method since it was more precise and accurate in description of events in a carefully planned way (Babbie, 2004). This research design also portrays fully the characteristics of a population (Chandran, 2004). This design was appropriate in describing the key factors in a road construction project, estimate their Keynes based on the responses from the project Organizational Top Management team and make predictions.

### **Target Population**

According to Oso and Onen (2005) target population is the total number of the subjects of interest to the researcher. The study targeted a population 153 which included Active road contractors, contracted staff, directors, Engineers, Technical staff and clerical and support staff

### **Sampling Procedures and Sample Size**

Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study Kothari (2004). A sample is a smaller group or sub-group obtained from the accessible population (Mugenda & Mugenda, 2008). The sample is selected in such a way as to ensure that certain sub-groups in the population are represented in the sample proportion. The researcher only sampled Active road contractors using simple random sampling method. The sample size will be determined by using Yamane (1967:886 simplified formula for calculating sample size. This formula is used to calculate the sample size assuming a 95% confidence level and  $P = .5$

Since the target population of contracted staff, directors, Engineers, Technical staff and clerical and support staff is small the researcher will not sample hence will use census that is capturing the entire population of the contracted staff, directors, Engineers, Technical staff and clerical and

support staff. The study will use 126 respondents as a total sample size including active road contractors

### **Data Collection Instruments**

Data was collected using semi structured questionnaire. Sekaran (2003) indicated that questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the questionnaire responses are easily coded. The data was collected using drop and pick later method. Secondary data was collected through contract documents and progress reports for the projects, from the department of infrastructure of Embu County Government.

### **Data Analysis techniques**

The descriptive survey method was used, where 126 well structure questionnaires were distributed among the principal actors in the road infrastructural projects industry namely: the county government, the consultant and the contractor. Frequency and percentages were used for the descriptive data. Coded broad sheets were thereafter used for extracting data from the returned questionnaires. The researcher analyzed the data by SPSS having carefully completed the variable view and imputed the extracted data appropriately on the data view.

## **RESEARCH FINDINGS**

### **Financial Resources and Project Performance**

Project financing is a contributing element to adequacy in usage of activities. The discoveries on this topical range uncovered that the level of subsidizing was a basic factor affecting undertaking execution. On this issue, every one of the respondents 118 (100) collectively concurred that the level of financing was a basic factor of task execution. The way of subsidizing is additionally a urgent factor, with most of the respondents 86 (73%) expressing that assets were discharged in stages while concurring that without a doubt the undertakings were financed, but in various behavior. Budgetary arranging was found to be an essential factor of undertaking execution, as authenticated by the dominant part of respondents 76 (54%). Announcing frameworks enable tasks to meet their own particular prerequisites and furthermore give a steady and compelling way planning Project exercises. The dominant part of respondents 52 (44%) expressed that the impact of revealing frameworks on Project execution was awesome. Taking everything into account, adequate financing had the most effect on the usage of activities. The respondents, through the discoveries, demonstrated that adequate subsidizing affected task execution as 85 (72%) respondents expressed.

The finding concurs to Demirag et al. (2011), who stated that interior rate of profit and return for value are the most widely recognized money related basic leadership criteria utilized by agents in hazard examination. Financing ascribes allude to the financing conditions and lender qualities.

The financing conditions are the major prerequisites in acquiring financing, from which the undertaking chiefs obtain stores from impacts the finishing of the project.

### **Project Leadership and Project Performance**

Project leadership requires the ability to make tough decisions, overcome personnel issues and to exercise authority where needed--all while dealing with technical challenges and the restraints of time and cost. The study findings revealed that the majority 104 (88%) of the respondents felt that indeed the projects were accurately and professionally led. However, a number of respondents did not agree with that citing lapses in project activities as indicators of poor leadership. The findings further revealed that the respondents were varied in their responses on the competencies of their project manager. The findings showed that 62 (52%) of the respondents stated that the competence of the project manager was a very great influence on project performance. The competence of the project manager is a key influencer of project success as Meyer (2012) stated that competent project managers step up and get the job done. Top management support was indicative of project leadership and had a varying influence on project performance as the responses indicated. The majority 77 (65%) felt that top management support had a very great influence on project performance; 26 (22%) said it had a great influence; 4 (3%) felt the impact was minimal while 3 (3%) and 8 (7%) felt it had no effect and the rest were not sure respectively. Moreover, as the study revealed, leadership involves the top management being cognizant of the staff needs as well as all the project needs. In this regard, the choice of sub contractors had influence on overall project performance and the majority 56 (47%) felt that the quality of contractor services had a great influence; 46 (40%) felt it had a very great influence on project performance. Project leadership involves SMART planning. The majority 67 (57%) felt that SMART Planning had a great influence on project performance; 43 (36%) felt it had a great influence on project performance; 7 (6%) said it had a minimal effect and finally 1 (1%) felt it had no effect on project performance. In conclusion, top leadership involves placing the right personnel with the right experience and competence. The majority 59 (50%) felt that team experience and capabilities had a very great influence; 33 (28%) said it had a great influence; 14 (12%) felt the impact was minimal; 5 (4%) said it had no effect and finally 7 (6%) were not sure respectively.

The finding coincides to that of Abdelhak (2012) who postulated that project administration fitness speaks to just a single of numerous criteria whereupon Project execution is unexpected. It is additionally ostensibly that administration is the most critical as it is individuals who convey extends, and not procedures and frameworks. Nature of administration amid development concerns the means taken to guarantee that items are as per the quality norms and measure the viability/competency of experts and contractual workers.

## **Stakeholder Participation and Project Performance**

A well-designed stakeholder participation process ultimately leads to increased project success. In the study, the participants were asked to indicate the level of involvement that the key stakeholders had in the road infrastructure projects. As gathered from the findings, 49 (42%) of the respondents indicated that they agreed that there was a high level of stakeholder involvement. The study also sought to find out the stages of involvement by stakeholders in the projects. The vast majority of respondents 70 (59%) strongly agreed that there were stages of involvement by stakeholders in the road infrastructure projects. Moreover, 32 (27%) indicated that they agreed that there were many stages of involvement by stakeholders in the projects. The implication was that the contribution made by stakeholders' participation has helped in sustaining and strengthening the interventions before and after implementation of project. The researcher asked the respondents to state whether the frequency of stakeholder involvement was critical for project performance. The majority of the respondents stated that 52 (44%) representing the majority agreeing. Communication is important in ensuring stakeholder participation the great majority of the respondents, 78 (66%) strongly agreed that communication was important in project operations and impacted on project performance.

The finding corresponds to that of Marco (2012) who established that the expanding client desires combined with lacking assets to adapt to the regularly expanding interest for benefit conveyance has influenced area to extend administration substantially more mind boggling. They may likewise incorporate individuals who have a solid enthusiasm for the exertion for Project, scholastic, philosophical, or political reasons, despite the fact that they and their families, companions, and partners are not straightforwardly influenced by it.

## **Political Involvement and Project Performance**

Projects flourish under a favorable political and legal environment where development was prioritized. The findings revealed that the majority of the respondents 93 (79%) felt that the local leaders were not involved in day to day running of the projects. Compliance with rules and regulations had an impact on project performance. Compliance with rules and regulations does affect project performance, as attested by 82 (70%) of the respondents who strongly agreed. Political stability impacted on project performance as 66 (56%) of the respondents strongly agreed. In addition, 113 (96%) strongly agreed that clarity of project goals impacted on project performance. The findings imply that when the project goals are clear and well set the project implementation phase is clear of hurdles and this has a positive impact on project performance.

The finding agrees with Achimuguet al., (2013) who explained that the area government; political environment is commanded to guarantee quick improvement ideal from the groups' level. This is accomplished through successful social event of input on benefit conveyance with a view to giving answers for zones where consideration is required. Henceforth, region

governments guarantee ID of group needs and methods for meeting them. Likewise, successful administration is upgraded through giving an air to subject cooperation in initiative.

## **CONCLUSIONS**

Various elements impact Project execution; key among them being the accessibility of accounts to empower asset securing, the partner association, the undertaking administration lastly the predominant political and legitimate condition. The investigation inferred that dedication by the partners is an enormous driver of task achievement. The Project administration must have an unmistakable comprehension of which parts of the activities may be basic for their effective culmination. The examination discoveries drove the Research to reason that really effective Projects are those that convey what they should, accomplish results and meet partner desires. Project achievement is a multi-dimensional develop that unavoidably implies diverse things to various individuals. A Project that meets the specialized execution determinations and gives an abnormal state of fulfillment among its clients is viewed as a win. There should be a very much arranged and itemized spending plan and this ought to portray the affirmed money related arrangement of the operations, demonstrating the sums required for accomplishing doled out targets and the normal estimation of the work.

## **RECOMMENDATIONS**

Based on the findings of the study, the researcher recommends that: there should be dedicated efforts by the county leadership to provide leadership right from the grass root stage. All the key stakeholders need to be involved right from the baseline survey to the project planning and implementation stage. Before project commencement, the project team should make an effort to mobilise the required resources, both financial and human resource to allow smooth flow of operations.

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