INFLUENCE OF CONSULTANT CHARACTERISTICS ON PROJECT QUALITY
OF COMPANIES LISTED AT THE NAIROBI SECURITIES EXCHANGE

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D53/CTY/PT/28758/2013

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT FOR THE AWARD OF DEGREE IN MASTER OF
BUSINESS ADMINISTRATION (PROJECT MANAGEMENT OPTION) OF
KENYATTA UNIVERSITY

DECEMBER, 2017
DECLARATION

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

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

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Supervisor

I confirm that this research project was carried out by the candidate under my supervision

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

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DEDICATION

This work is dedicated to my mother Josephine Muia and my late dad, Japheth Muia. I would also like to thank my classmates and friends, Judy Githaiga, Christine Muiruri and Doreen Mathenge for their support during this project. Last but not least, I would like to show gratitude to Anne Wambui, my siblings, Martha Mathei, Richard Ndambuki and Lucky Jeff for giving me the much needed support.
ACKNOWLEDGEMENT

First of all, without God this research project would not have been possible, so it is with great honour that I would like to give thanks. I am extremely appreciative of Dr Paul Sang, my supervisor, who was helpful in making corrections and providing guidance towards completion of this research project. I am also thankful to listed companies at the Nairobi Securities Exchange who provided valuable input which facilitated the data analysis of this research project.
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**OPERATIONAL DEFINITION OF TERMS**

External consultant – A professional who is not part of the organization but provides expertise to a client on a temporary basis usually at a fee.

Internal consultant – An individual who operates within an organization but is available to be consulted on areas of his specialization by other departments or individuals.

Insourcing – It involves the use of resources and personnel that belongs to organization in order to achieve an undertaking.

Quality – It is the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs.

Outsourcing – It is a practice used by different companies to reduce costs by transferring portions of work to outside suppliers rather than completing it internally.

Project quality – It is the extent to which a project meets its expectations or those of its end users.

Listed company – A company whose shares are traded at an official stock exchange.

Skills – It is the expertise required to do a certain task or job effectively.

Experience – It is familiarity with the task at hand gained through repetition.

Association – It is the relationship between two entities mostly to achieve a common goal.
ABSTRACT

The successful involvement of consultants in organizational projects is increased by suitably deciding if internal or external consulting resources will add value. It is not clear whether the use of both internal and external consultants will contribute to the quality of projects. The general objective of the study was to analyse the influence of consultant’s characteristics on project quality of companies listed at the NSE. The specific objectives of this study were to assess the influence of the experience of internal and external consultants on project quality, to determine the influence of skills of internal and external consultants on project quality and to analyse the influence of the association of internal and external consultants on project quality of companies listed at the NSE. The target population was 65 listed firms at the NSE in Kenya. A census was done and a rate of response of 72 percent was observed from the study. The study adopted descriptive research design with a questionnaire being used as an instrument of data collection. The researcher analysed primary data that provided information to the study. Data was analysed using descriptive and inferential statistics aided by SPSS and the findings were presented in frequency tables, pie charts and graphs. The six independent variables that were studied, explain 68.1% of variance in project quality of companies listed at the NSE. The findings presented showed that internal consultant skills, external consultant skills, internal consultant experience, internal consultant association, external consultant experience and external consultant association have an influence on the project quality of companies listed at the NSE. The study recommended that project quality is enhanced by involvement of internal and external consultants in projects. The study recommended the same study be conducted in companies that are not listed at the NSE and also on other factors that are part of consultant characteristics but not covered by the study.
CHAPTER ONE: INTRODUCTION

1.1 Background of the study

This section discusses project quality, consultant characteristics and companies listed at the NSE.

1.1.1 Project quality

Project management has been described as the activities of planning, organising, monitoring, managing and securing the necessary work and resources in order to achieve specific goals of a project and objectives in an efficient and effective approach (Meredith & Mantel, 2011). Project management as a body of knowledge since inception has evolved over time and still continues to do so in this day and age. The genesis of project management can be tracked all the way to the 14th and 18th centuries. Cost control evolved to relatively precise processes in the 14th century while scope control started in the 18th century (Weaver, 2006). Drob (2009) on the other hand associates the development of project management as a subject area with the development of scientific management theory, whose advocates were Frank and Lillian Gilbreth, Frederick W. Taylor, Henri Fayol and Henry Gantt. Passenheim (2009) associates the growth of modern project management in the 1950’s, a period that saw the field recognized as a subject in economic sciences. Since then, its growth has moved in tandem with the general trends in worldwide economics.

In today’s ever dynamic environment, companies are continuously reinventing themselves to meet the needs of their customers. This obligation is disillusioned by increased competition from peers in the same or variant industries as companies seek to make profits, gain market share and survive in an uncertain environment. Nderu (2013) recognized that business has significantly changed from what it used to be in the past. Information technology, global
competition, quality of service, diversity and ethics are making organizations to rethink about their strategy to operations and human resources. As a result a new crop of companies are emerging which are more adaptive to their external and internal environments.

Quality has been defined as a way of meeting or exceeding the expectation of the end user’s project requirements (Stacy Goff, 2008). An understanding of what customers want to be accomplished by the concerned parties takes centre stage during, before and after the project. The emphasis for the provision of products and services that are of quality has transformed over time from minor to a major requirement by customers. Customers have become demanding of their rights and are aware of what they should expect from service providers. Dinsmore & Cabanis-Brewin (2006) notes that there is also from competition from a global point of view which has also compounded the need for quality. The relative position of a company in the global scheme of things is progresses especially when it meets the needs of its clientele or achieves quality. This in turn plays out as far as reducing cost overrun when management of quality is done to reduce wastage and thereafter lead to increased profitability to the organization.

1.1.2 Consultant characteristics

In order to achieve business goals and targets, human resources are considered by companies to be an essential ingredient for growth and a tool for competitive advantage (Mckinsey Global Institute, 2015). A company can have both internal and external capacity to provide knowledge through consultancy. Kakabadse, Louchart & Kakabadse (2006) second this view by underlining the role of business consultants as that of helping clients with their problems through their experience and knowledge. Consultants in most cases are used in situations that require the need for highly specialized skills that cannot be filled internally. Sturdy & Wylie (2011) state that external consultants can be used to achieve transformational changes in a
company while internal consultants exist as part of the system and focus on giving advice, guidance and support.

Mohe and Seidl (2007) point out that there are few documented accounts on the reason for failures in consulting. They further go on to explain that most cases the failures have been ascribed to the personal characteristics of the client and consultant for example the deficiency of skills, shortcomings that are technical in nature such as poor management of projects, poor client – consultant relations for instance the absence of communication and socio-political aspects of the client organisation such as internal politics and uneasiness to embrace change. Kerzner (2013) support the view of Mohe and Seidl (2007) by acknowledging the importance of communication strategies towards the effective management of end user and client expectations in a project. Other important factors to the project success are the professional skills of the people on the project team and the relationship between a client and a consultant.

Consultants, both internal and external, face numerous challenges in the course of their work. Internal consultants struggle on how to retain independence and to avoid colliding with the status quo in the organization while the external consultants find it difficult to understand the business and culture of the organization. The external consultant is also seen as independent and can be easily approached by the client while the internal consultant has the advantage of understanding the dynamics of the organization (Davison, 2009). From the above summary, it is clear that external and internal consultants bring different strengths and also have individual weaknesses. The dilemma therefore for the client is to figure what’s the best fit for the organization in terms of the choice of internal or external consultants or both and how to synergize their individual strengths and weaknesses to be able to achieve quality in projects.
This view is supported by Scott and Barnes (2011) who state that the client has to review his own requirements and then decide which type of consultant to use in their organization.

1.1.3 Companies listed at the NSE

According to NSE (2017), there are 65 listed companies. Listing at the NSE is normally subject to approval by the Capital Markets Authority which is the regulator of the exchange and the industry at large. There are a set of requirements that span from corporate governance, appointments, incorporation, share capital, net capital, financial reporting, dividend policy, adequacy of working capital, immobilization of listed shares among others that need to be met during the listing process. Currently, listed companies are classified into a variety of sectors depending on their nature of business or industry. The sectors are manufacturing and allied, investment, investment services, telecommunications and technology, real estate investment trust, exchange traded funds, agricultural, automobiles and accessories, banking, commercial and services, construction and allied, energy and petroleum and insurance.

Research work has been done on the challenges faced by listed companies in Kenya as they institute measures of contracting consultants. Oyugi (2010) undertook a study on the effect of outsourcing on the performance of British American Tobacco Limited. It was observed that there was a requirement for consultants who were outsourced to be trained on the culture and systems before they began their duties otherwise there will be a negative impact on their contribution. Gakii (2010) performed research on East African Breweries Limited and she delved into the problems of outsourcing. One of the findings of her research was that the company needs to come up with a way of evaluating consultants before hiring them. Kung’u (2016) carried out a research on the effect of contracting external capacity on the profitability of companies in the manufacturing sector but listed on the NSE. His findings revealed that
outsourcing did not have a huge impact on the profitability of the companies as much as in-house operations do. Wanjiku (2014) also did a research on those factors that affect the development of outsourcing in Kenya and her results showed that the expertise of service providers plays a huge factor towards the success of the business in their undertaking. Technology adoption was also mentioned as an ingredient towards the improvement of the process of goal achievement.

1.2 Statement of the problem

According to the Independent United Nations Industrial Development Organization (2013), the service sector in Kenya which is made up of business consulting, educational, tourism, business process outsourcing, transport, financial and telecommunications among others contributes over 60% of gross domestic product (GDP). The service sector in Kenya has experienced significant growth in the last decade, generating over 60% of new employment within the Kenyan economy. Nairobi as a result has emerged as the regional hub for financial services. From the above statistics, it is evident that consulting contributes to the growth of Kenya’s economy but there is proof that it faces its own challenges.

Studies carried out in the telecommunications sector in Kenya by Mudeheli (2013) about the challenges in outsourcing services reveals a lot to be desired. Her findings showed that there was mistrust between the service provider and the customer; there were quality issues and high risks involved when outsourcing, poor comprehension of contractual matters and the rights of the customer, lack of skills or expertise and experience on the job and finally insufficient outsourced staff capacity to support the companies. Mwai & Ngugi (2014) provides evidence that despite the top quality education of consultants in Kenya, projects sometimes fail to meet their key performance goals. This is evidenced by numerous projects that have delayed completion period, poor quality, cost overrun, high maintenance costs and
dissatisfied clients. Consultants fail to achieve quality if their deliverables fall short of required specifications. As highlighted by Scott and Hascall (2014) and Scott & Barnes (2011), a partnership that leverages the advantages of both internal and external consultants often provides the best value to the organization provided senior management supports and endorses it. As detailed in the literature review, it is not very clear what effect there is to the quality of a project when both internal and external consultants are involved in a project.

1.3 Research objectives

The study was broken down into general and specific research objectives.

1.3.1 General objective

The general objective of the study was to assess the influence of consultant characteristics on project quality of companies that are listed at the NSE.

1.3.2 Specific objectives

The researcher was guided by the following specific objectives.

i. To measure the influence of the experience of an internal consultant on project quality of companies listed at the NSE.

ii. To evaluate the influence of the experience of an external consultant on project quality of companies listed at the NSE.

iii. To determine the influence of skills of an internal consultant on project quality of companies listed at the NSE.

iv. To review the influence of skills of an external consultant on project quality of companies listed at the NSE.
v. To determine the influence of the association between a client and an internal consultant on project quality of companies listed at the NSE.

vi. To assess the influence of the association between a client and an external consultant on project quality of companies listed at the NSE.

1.3.3 Research questions

The following were the research questions.

i) What is the influence of the experience of an internal consultant on project quality of companies listed at the NSE?

ii) What is the influence of the experience of an external consultant on project quality of companies listed at the NSE?

iii) What is the influence of the skills of an internal consultant on project quality of companies listed at the NSE?

iv) What is the influence of the skills of an external consultant on project quality of companies listed at the NSE?

v) What is the influence of the association between a client and an internal consultant on project quality of companies listed at the NSE?

vi) What is the influence of the association between a client and an external consultant on project quality of companies listed at the NSE?

1.4 Significance of the study

This study will be useful to project managers in both the public and private sector in Kenya and beyond. It will put into perspective the characteristics of internal and external consultants
that the project manager needs to be aware of, leverage and be able to attain quality in projects.

1.5 Scope of the study

The purpose of this study was to assess the influence of consultant characteristics on project quality of companies listed at the NSE. Quality is a broad area of study, so the study focused only on a few aspects of service quality which are responsiveness, reliability, assurance, empathy and tangibility. Due to time constraints, the study concentrated only on the 65 companies that are listed at the NSE as opposed to the entire public and private sector.

1.6 Limitations and assumptions of the study

It was presumed that the companies under the study provide a certain level of service to their customers and the projects they undertake are geared to achieving that objective.

Initially, response from the companies under the study was not forthcoming. Eventually, this challenge was overcome by constant follow-up with the respondents.

The research was also limited by the prevailing conditions of the company at the time the study was being carried out.

1.7 Organization of the study

This study is organized in this fashion: The first chapter provided the background of the research, the scope of the study, the objectives of the research and significance of the study. Chapter two presented the literature review on the influence of consultant characteristics on project quality and the conceptual framework. The methodology of the study was showcased in the third chapter. The fourth chapter presented the data analysis, presentation and interpretation of findings while the fifth chapter delivered the summary, conclusion and recommendations.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this section, literature review was carried out on the influence of consultant characteristics on the quality of projects. The review was based on existing research that has been done in the area of study. The chapter looked at the influence of a consultant’s experience, skills, and association on project quality.

2.2 Theoretical review

Carter & Lubinsky (2015) explains that theory is as a cluster of interconnected concepts and involves stipulating relationships between variables in order to predict and explain phenomena. Lunenburg (2011) shares a similar view as that of Carter & Lubinsky (2015). He defines a theory as a set of empirical laws where all statements that are part of the theory are observed as generalizations that explain and unify the subject matter.

2.2.1 Agency Theory

As highlighted by Mitnick (2013), agency theory was first discovered by Stephen Ross and Mitnick. Ross was accountable for the foundation of the economic theory of agency while Mitnick was responsible for the origin of the institutional theory of agency. Laiho (2011) defines an agency relationship as a contract in which a principal engages an agent to perform a service on their behalf. The service to be performed involves delegation of decision making to the agent. It is important to note that, the agent may not always act in the best interests of the principal. The agency theory looks at the constraints of this relationship and what issues arise thereof. Delves & Patrick (2008) presented a general approach to agency in various contexts.
One of the critiques of agency theory is its inability to address corporate governance concerns. In summary, as discussed by Yusof (2016), the observation that a contract or being in a position to perform some sort of bargaining will fetter the misconduct of management is a completely inappropriate point of view. As much as the agency theory talks about corporate governance, it has also been mentioned that it talks little about the functioning and affairs of the board and its peculiar tendencies. Kumalasari and Sudarma (2014) express a different view that the agent is only seen as useful when it comes to working on the job and the benefit they will as a result bring to the establishment. If there is a situation that will lead to the non-performance of the agent, then they can be easily replaced by the principal.

This study made use of agency theory to analyse the relationship between the internal and external consultant and the client. The client is seen as the principal while the consultant is recognized as the agent. By design, the consultant is supposed to always act in line with the requirements of the client. It is expected that the consultant will not always act in the interests of the client hence the need for the client to incur some costs. Agency theory helped the study by explaining what nature of relationship should exist between the two parties and what can be done to ensure that the agent acts in the best interests of the principal.

2.2.2 Theory of constraints

Rugenyi & Bwisa (2016) described the theory of constraints as a form of systems thinking that suggests that a complex system often has only one constraint. The theory was first presented by Dr. Eliyahu M. Goldratt in 1984. A constraint has been described as an aspect that limits the ability to achieve a goal. There is often a call to exploit a constraint by adjusting scheduling and resource usage. Ghaffari & Emsley (2015) explain that theory of constraints is based on the principle that every system has a bottleneck that prevents it from
attaining higher levels of performance. The only means seen as a way of improving the performance of the system is by enhancing the capacity of that constraint.

A few weaknesses of the TOC have been highlighted by various academics. Balakrishnan, Cheng and Trietsch (2008) mentioned that the TOC scheduling approach has been noted to be simplistic due to its focus on non-constraints that could result into constraints in an environment that can be considered to be changing. Other issues are attributed to its absence of attention to multiple measures of performance.

The existence of a constraint thwarts the ability of a company from achieving its objectives. A problem is seen as an opportunity for improvement in the theory of constraints. Therefore this study will use TOC given the importance of resource usage and scheduling. Time scheduling of a project helps to reduce project duration and simplify control and allocation of resources. Le and Nguyen (2008) observed the TOC approach as applicable to risk management and cost management in projects. The view was therefore also relevant to the study given that cost overrun has an effect on the quality of a project.

2.2.3 Resource based theory of competitive advantage

The resource-based theory was first formalized by Barney Jay in 1991. The theory draws attention to the firm’s internal environment as a driver for competitive advantage. The theory provides emphasis to the resources that the firms have developed in order to compete in a business environment. Wang (2014) noted that in the early development of the theory, resources of the firm were put into three categories; physical, monetary, and human. The description of organization resources developed further to include skills, knowledge and technology (technical know-how).
The resource-based theory suggests that performance results and competitive advantage are a consequence of a firm’s specific resources and capabilities which are costly to copy by other competitors (Theriou, Aggelidis & Theriou, 2009). The resources and capabilities can be significant features of competitive advantage and greater organization performance if they are considered valuable, efficient, effective, rare, imperfectly imitable and non-substitutable. A few critiques have been made to this theory by Priem and Butler. Akio (2005) questioned the concept of valuable as the criteria of evaluation of the competitive advantage if the firm. His view was that a company’s competitive advantage should be based on profitability. Besides this, the value of an asset held by a company ought to be measured by the discounted value of the future expected stream of income that will be expected of it.

The study used resource-based theory given the importance of human resources such as skills and knowledge as assets for the firm. The impact of these resources to the organization’s positive performance and competitive advantage helped explain the reason as to why companies hire internal or external consultants. As companies unravel or develop their unique and distinctive capabilities, utilizing the skills and experience of consultants can help a firm achieve their objectives.

2.2.4 Crosby theory on quality management

The origin of this management theory can be traced back to Phillip Crosby in 1979 (Knowles, 2011). Together with his proponents, Joseph Juran, Edward Demings, Phillip Crosby undertook vast studies in the subject of quality. This came immediately after World War II when there was need for accelerated revival of the world economy and also the need for continuous improvement (Cornelison, 2013).
According to Neyestani (2017), Crosby is vastly recognized for the concept of zero defects which considered an efficient quality management as that which was a system that was grounded on prevention. Prevention could take shape if there was reduction of cost, improvement on awareness of employees within the organization, institution of controls as opposed to inspections and generally doing things right from the start.

Crosby’s definition of quality as highlighted by Knowles (2011) might not reflect the true state of affairs as far as attainment of quality is concerned. A case in point is for example, if specification is achieved it can be construed that quality has been achieved but this might not always be the case for example if the wrong requirements were provided then the results will be different. The study used Crosby theory on quality management because it highlighted the importance of cost control and scope as aspects of project quality.

2.3 Empirical review

2.3.1 Project Quality

Quality has been defined by various scholars in different ways. Chandrupatla (2009) states that definition of quality depends on the context for example for a product, a customer recognizes the quality of appearance, finish, fit, performance and function. Knowles (2011) defines quality as a dynamic state associated with products, services, people, processes and environments that meet or exceed specifications. Quality can also be based on the degree of satisfaction of the customer who is receiving the service. Chandrupatla (2009) views quality as a predictable degree of uniformity and dependability with a quality standard suited to the customer.
According to Al-Azzam (2015), quality of service has become an important tool in the service industry. Saghier, and Nathan (2013) recognize service quality as important for financial service providers who have difficulty in showing their customers product differentiation. Quality can be viewed from a service and product point of view. Both of them have commonalities and also differences as argued by Miliauskaite (2012). Services can be intangible, heterogeneous, inseparable and perishable. Heterogeneous in that the results of service delivery vary depending on context and therefore it’s difficult to standardize their quality. They are inseparable because they are produced and consumed. They are also perishable because they cannot be reused once the service has been provided.

Several researches have been performed to determine the factors of service quality and their impact for instance, the fact that service quality can lead to customer satisfaction (Kheng, Mahamad, Ramayah, & Mosahab, 2010; Naeem, Akram, & Saif, 2011). Kumar, Tat, & Taap (2009) covered critical factors in delivering service quality. How to measure the quality of service rendered has also been discussed. One of the models that can be used is the SERVQUAL model. Saghier & Nathan (2013) describe in detail the five dimensions of service quality as derived from the SERVQUAL model. These aspects are tangibles, reliability, responsiveness, empathy and assurance. Tangibles refers to the appearance of equipment, physical facilities, written materials and personnel, reliability reflects on the ability to offer the promised service accurately and dependably, responsiveness looks at the willingness to help customers and ability to deliver prompt service, assurance talks about the courtesy and knowledge of employees and their ability to inspire confidence and trust while empathy looks at the caring and individual attention offered to customers. Reliability is considered the vital core of service quality because the other dimensions cannot compensate for unreliable service delivery.
The Nordic Model has been defined as another way of measuring service quality. Mputhia (2014) described the early conceptualization of service quality and the Nordic model which is based on comparing perceived performance and expected service. The Gronroos model, because it was too general was however enhanced by Rust (Harmse, 2012) using a three component model. Three components that were added to this model are service products (technical quality), service environment and service delivery (functional quality).

2.3.2 Consulting in Kenya

Organisations in Kenya today have obtained many benefits of outsourcing but they also face challenges. A recent study by Wachira, Brookes & Haines (2016) who sampled 165 management employees in 85 profit making organizations in various industry sectors in Nairobi revealed that outsourcing leads to loss of control of the outsourced activities and dependency on suppliers. Other challenges that were mentioned are compromised standards, tension between the vendor and client and inability of the vendor to meet contract deadlines. Risk associated with consulting were increased costs, confidentiality breach of client information by the outsourced firm, unattained client level commitment and poor quality workmanship. According to Achonjo (2014) who based his study on parastatals in Kenya, revealed that outsourcing improves organizational performance as long as the correct partners are selected based on prior performance, reputation, competence, cost, flexibility, right time, professionalism, experience, qualification, and quality of service. The disadvantages of outsourcing were low quality work, reliance of external vendors, loss of confidentiality, limited time, loss of control in decision making, and limited flexibility.
Studies done by Barako & Gatere (2008) in the banking sector in Kenya found out that focus on core competencies, improved services and cost reduction were the major benefits of outsourcing. The risks associated with outsourcing that were mentioned were from an operational, contractual, reputational and strategic point of view. The size of financial institutions was positively associated with the decision to outsource as opposed to cost saving and profitability. Mwaniki (2015) states that insourcing is seen as a good decision especially for firms that have idle underutilized capacities. She however pointed that without proper management policies outsourcing continues to be adopted. If proper policies are put in place, insourcing is a way of reducing cost for an organization.

A further study by Otieno (2013) in the banking sector, identified outsourcing as a competitive strategy used by different organizations. It was revealed that communication challenges with vendors affected timely resolution of issues and therefore led to poor quality services or products. In the study, increase in monitoring of outsourced activities to ensure that the vendor offers quality services was seen as a control measure that can be adopted to keep vendors in check.

2.3.3 The influence of the experience of a consultant on project quality

The value consultants bring to the organization cannot be overemphasized. Nikolova, Reihlen and Schlapfner (2009) describe consultants as individuals who are well resourced in their area of expertise. A consultant possesses interpretive capacity to meet the need of a client (Beckerman, 2006). In light of constraints which are bottlenecks that prevent a system from achieving its goals (Chelliah & Davis, 2011); the consultant is seen as a problem solver who
is aided by scientific theories and techniques. The inability of a client to have the capacity to solve a certain problem can explain why a consultant is hired in the first place.

Dagger and Sweeney (2007) reiterate that the characteristic of managing quality services is that they are high on experience and can be distinguished through purchase or consumption. This is explained by the nature of operation of consultants who thrive by offering advisory services and at the same time are accountable for the quality of service they deliver. When consultants transfer knowledge into the organization brought by their experience and level of exposure, the client benefits from the same through learning (Barisic, 2012). The knowledge acquired from the interaction is then assimilated and retained by the organization and can be used in future projects. Rugami (2007) also affirms the position of Barisic (2012) by linking exposure and experience as attributes which an extensive diversity of companies are looking for in consultants. Consultants are also sought after by executives in companies in situations where solutions to management problems are being considered or become hard to come forth. From what it appears or visualised by Kakabadse, Louchart and Kakabadse (2006), in the end clients look out for expertise, stimulation and objectivity when they turn to external consultants. Internal pressure to deliver objectives of the organization also drives companies to make that decision (Marshall, 2006).

From the large pool of consultants, not many are keen to ensure that the client’s interests are safeguarded during contracting (Avakian & Clark, 2012). This mirrors one of the challenges of the agency relationship whereby the principal hopes the agent will act in accordance to their wishes. Pedersen, Soo and Devinney (2011) mention that small firms which form the larger part of consulting companies are guilty of going into business to gain a quick return.
Due to this unfortunate series of events, the client is forced to evaluate the consultant experience before engagement in order to ascertain if they are best suited to meet defined quality requirements. Athaide and Klink (2009) recognize this coexistence of the buyer evaluating the seller. This action is therefore seen as a measure to protect the interests of the principal.

There are a number of factors that are considered before a consultant is engaged to offer services to a client (Jespersen, 2009). The reputation of a consultancy and that of an individual consultant form part of the evaluation criteria. Consulting companies have to convince clients why they are the best to be selected for the job as opposed to their peers. Nikolova et al. (2009) explains that this happens due to the level of competition within the consultancy industry. For a consultant, obtaining a good reputation and maintaining a track record is time consuming and costly but is viewed as an essential requirement for obtaining trust from the client during engagement.

2.3.4 The influence of a consultant’s skills on project quality

A relationship has been found to exist between technical expertise of a consultant and success in activities. John & Douglas (2011) reveal that technical expertise as a competence enables a consultant to deliver set objectives to the client. John et al (2011) observes technical proficiency as a skill that is normally not within reach of the client. The ability of a consultant to possess soft skills is also noted to be equally important. The enhancement of a client’s business performance, the ability to solve client problems and the ability to maintain integrity and honesty contribute to the success of the client-consultant engagement. Other factors which enhance this relationship are project management skills, the ability to set clear
objectives, the ability to meet deadlines, handle conflicts and deliver results (Chelliah et al., 2011).

In service sectors, efficiency is defined from the angle of the cost of providing a service to customers (Weigelt & Sarkar, 2012). Warner and Hefetz (2012) through a research found out that two primary reasons for insourcing were a failure to maintain service quality by the outsourced contractor and the inability to achieve savings on cost. In today’s global competitive environment delivering a service that is of quality is considered to be a vital strategy for success and survival as noted by Bala (2011). The theory on outsourcing made the underlying assumption that by itself, there can be a reduction in costs of service or an increase in efficiency (Gretton, 2009). Organizational efficiency thus cannot be achieved as a result if an organization is unable to perform its activities at a lower cost. Warner surveyed insourcing respondents and 79 % of them were satisfied or extremely satisfied with the outcome of insourcing while the rest were neutral. The same study went ahead to reveal that decision makers accept that insourcing is the preferred option of engagement up to the point when the company was in a position to develop processes and skills it needed to effectively outsource work.

Chelliah et al. (2011) delve into the selection criteria of consultants by clients. Idoro (2011) also discusses the same and classified the procurement of consultants as a challenging aspect of the project delivery process that results into reduced project overrun. The technical skill of a consultant still remains among the top most evaluation criteria by a client for the choice of a consultant. Besides hard skills, soft skills are also seen as an ingredient of project success in
the sense that they can help in the solving of problems, strengthening of relationships and building of trust. This view has been supported by Buono (2011) and Robinson et al. (2006).

2.3.5 Influence of the association of a client and a consultant on project quality

There are many unsuccessful projects that have been attributed to failures in consulting. Some of the causes of failure that have been highlighted relate to the personal characteristics of the consultant and client. These include but are not limited to inefficient management of projects, lack of communication, resistance to change and politics. It is of the assumption that if such issues are addressed then there is a big chance of the consulting practice to turn out to be successful. Studies by Mohe & Seidl (2007) state that above all the causes that have been illustrated above, the relationship between a client and consultant is seen as an important ingredient for consultation success. Tsai, Tsai & Chang (2013) see the main challenge for consultants is to satisfy the needs of their clients but that is not always an easy task. Viljamaa (2007) considers the quality of the consulting service as a factor of the reputation of a consultant and communication by clients through word-of-mouth.

The relationship between a client and a consultant normally begins before even the project starts. According to Robinson & Robinson (2008), there are four key stages in the internal consulting process. The consultant has to enter into an agreement with the client in order to render his services. This normally occurs after the client has shown interest in the services being offered by the consultant. The next step to be followed is the gathering of information by the consultant to achieve the goal of understanding the client’s problem. Presenting feedback from the client, planning for action trailed by implementation, review and final exit of the project is considered as the last steps of this process. John & Douglas (2011) proposed a five step cycle that is a bit different from what was suggested by Robinson & Robinson as
part of the consulting process. According to Milan, the first step is for the client to agree to the terms of work with the consultant. This is an important step that involves defining client requirements that the consultant has to deliver. This stage is characterized by the receipt of several proposals from different parties willing to render a service with the culmination being selection of one supplier to do the job. The next step involves diagnosis of the problem by the consultant and a review with the client after on what needs to be done. Action planning which involves finding a solution to the problem from possible options is considered to be the third step of the process. Implementation stage also referred to as an acid test, then follows to gauge the actualization of the proposals suggested by the consultant. The last stage is known as termination and it involves a review of all changes in the project, evaluation of the performance of the consultant and an appraisal done to gauge if results were achieved as earlier defined. Shi & Omachnu (2016) also looked at the process and his view, unlike the others, involves six steps. The first step is pre-entry which involves a showcase by the consultant on what services are on offer. The next stage is about problem exploration to check on the feasibility of the contracting followed by gathering of information, goal setting and problem confirmation. The fourth step involves the finding of solutions to the problem and selection of an intervention as a response to a deficit. The next step is evaluation followed by the final step of termination.

The role of consultants in a business situation has been discussed in very many contexts. The client is seen as a passive victim to the consultant’s rhetoric (Sturdy & Wright, 2011) in the same way as Whittle (2008) showed the consultant as a legitimizer or fraudster. There is an opposing view where clients and consultants work in harmony (Werr & Pemer, 2007). It is observed that consultants have to establish consensual trust and cope with environmental variables in order to form a good client consultant relationship. There can be an active or
passive relationship between a consultant and a client which can affect the way in which the two parties work (Sturdy & Wright, 2011). In a passive relationship, there is a very high dependence of a client on the knowledge and experience of the consultants whereas in the active relationship the buyer uses resource power and project management skills to remain in control, using a systematic selection and evaluation of management consultants.

Griffiths (n.d) also recognizes the existence of a draft agreement which is made at the initiation stage of the project and signed off once an understanding has been reached between the consultant and his client. The key document in outsourcing agreements is a service level agreement (SLA). This document helps in the management of the relationship between the supplier and client and also breaks down acceptable levels of service so that if there are any deviations, they can easily be identified and measured. As far as the agency theory is concerned, the SLA can then be seen as a means used by the principal to induce actions of the agent. Depending on whether there is a passive or active relationship between a client and a consultant, clients are instructed to be aware of their own responsibility when engaging consultants to ensure quality in projects. This argument conforms to recent research underlining the role of the client as an active and self-responsible party in the consulting relationship as highlighted by Ciampi (2007). The client has to be aware of the actions of the agent to be able to solve the principal’s problem as highlighted in agency theory.

2.4 Summary of literature and Research Gaps

This chapter presented a review of previous studies related to the influence of consultant characteristics on project quality. In addition the chapter presented three main theories utilized in the examination of influence of consultant characteristics and these include agency theory, resource based theory of competitive advantage and theory of constraints.
Warner and Hefetz (2012) identify reasons for insourcing as failure to maintain service quality by the outsourced contractor and the inability to achieve savings on cost. Mildred & Amir (2012) on the other hand discussed the top reasons for insourcing and proceeded to identify inadequate service quality, followed by inadequate cost savings. Viljamaa (2007) identifies the quality of the consulting service as a factor of the reputation of a consultant and communication by clients through word-of-mouth. Idoro (2011) looked at the influence of insourcing and outsourcing of consultants on project performance and found a link between procurement of consultant’s and reduced project overrun.

The study also discussed the role of consultants in a business situation as highlighted by Sturdy & Wright (2011) and Whittle (2008). The role of the client as an active and self-responsible party in the consulting relationship was also discussed by Ciampi (2007). The relationship between the client and consultant is also discussed by Mohe & Seidl (2007). Empirical studies by Barisic (2012) have revealed a link between the exposure or experience of a consultant and organizational learning. John & Douglas (2011) find a relationship between the technical expertise of a consultant and success in activities. The evaluation criteria of companies when hiring consultants has also been discussed by Rugami (2007) and Chelliah & Davis (2011).

The study has also looked at ways of measuring service quality. The Nordic and SERVQUAL model have been discussed. Miliauskaite (2012) brings out the fact that quality can be associated with service or a product. Service quality is also seen as means to customer satisfaction by Kheng, Mahamad, Ramayah, & Mosahab (2010) and Naeem, Akram, & Saif, (2011).
Various studies have been done in the area of consulting but none has fully exhausted issues of quality in projects driven by both internal and external consultants. By conducting this research, a gap in knowledge will be filled by analysing what influence consultant characteristics has on project quality of listed companies at the NSE.
2.5 Table of summary of research gaps

<table>
<thead>
<tr>
<th>Title</th>
<th>Year</th>
<th>Researcher</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insourcing and Outsourcing</td>
<td>2012</td>
<td>Warner and Hefetz</td>
<td>Looked at reasons for contracting and noted but did not however discuss insourcing in detail</td>
</tr>
<tr>
<td>Accessing External Expertise in Small Manufacturing Firms</td>
<td>2007</td>
<td>Viljamaa</td>
<td>Did not look at the link between satisfaction of the client with services provided by experts</td>
</tr>
<tr>
<td>Influence in-sourcing and outsourcing of consultants on construction project performance in Nigeria</td>
<td>2011</td>
<td>Idoro</td>
<td>The researcher did not look at the effect on quality when more than one consultant is involved in a project</td>
</tr>
<tr>
<td>Internal Consultants as Agents of Change.</td>
<td>2011</td>
<td>Sturdy &amp; Wright</td>
<td>Did not look at the challenges faced by the internal consultant in depth</td>
</tr>
<tr>
<td>Title</td>
<td>Year</td>
<td>Author</td>
<td>Summary</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
<td>-----------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Exploring the changing discourses of management consultants</td>
<td>2008</td>
<td>Whittle</td>
<td>Did not discuss the role of the management consultant</td>
</tr>
<tr>
<td>The Consultant-Client Relationship: A Systems-Theoretical Perspective</td>
<td>2007</td>
<td>Mohe &amp; Seidl</td>
<td>Focused on consulting failure from only a systems-theoretical perspective</td>
</tr>
<tr>
<td>Management Consulting as a form of Entrepreneurial Learning and A Source of Business Knowledge.</td>
<td>2012</td>
<td>Barisic</td>
<td>Researched on management consulting only as a source of business knowledge</td>
</tr>
<tr>
<td>What Clients Really Want from Management Consultants:</td>
<td>2011</td>
<td>John &amp; Douglas</td>
<td>Delved only on the expectations of clients that do not form part of assignment contracts in consulting</td>
</tr>
<tr>
<td>A Survey of Strategic</td>
<td>2007</td>
<td>Rugami</td>
<td>The study only</td>
</tr>
</tbody>
</table>
Planning Practices of Management Consultancy Firms in Kenya focused on feedback from consultancy firms as opposed to that from clients

<table>
<thead>
<tr>
<th>Table 2.1: Summary of research gaps</th>
</tr>
</thead>
</table>

**Source:** (Research Data, 2017)

2.6 Conceptual Framework

In this research two variables were identified. These were consultant characteristics and project quality. The independent variable was consultant characteristics while the dependent variable was project quality. This was illustrated below.
Independent variables

| Internal consultant skills (Professional skills, Leadership skills, Time management skills, Communication skills & Team management skills) |
| External consultant skills (Professional skills, Team management skills, Time management skills, Leadership skills & Communication skills) |
| Internal consultant experience (Work experience, Reputation, Knowledge & Exposure) |
| External consultant experience (Work experience, Reputation, Knowledge & Exposure) |
| Internal consultant association (Relationships, communication, Agreement & collaboration) |
| External consultant association (Relationships, communication, agreement & collaboration) |

Dependent variable

Quality of projects in Listed Companies
- Responsiveness
- Reliability
- Assurance
- Empathy
- Tangibility

Figure 3.1: Conceptual framework

Source: (Research Data, 2017)
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The sampling procedure, data instrumentation, target population, research design, analysis of data and its presentation and methodology is detailed in this section.

3.2 Research design

Descriptive research was utilized in this study as its approach of choice. As highlighted by Salaria (2012), descriptive research is geared to the gathering of information about prevailing conditions for the aim of describing or for interpretation. This method of research involves identification of trends, relationships, interpretation, analysis and comparisons. This study therefore adopted descriptive research to establish the relationship between the consultants and project quality.

3.2.1 Operationalization and measurement of Variables

In this project, the SERVQUAL model was used to measure quality. The operationalization and measurement of variables is shown below.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Type</th>
<th>Operationalization</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project quality</td>
<td>Dependent</td>
<td>The actual rating of quality variables - responsiveness, reliability, assurance, empathy and tangibility</td>
<td>5 point likert scale where a rating of 1 refers to low quality and 5 for high quality.</td>
</tr>
<tr>
<td>Internal consultant association</td>
<td>Independent</td>
<td>The actual rating of the following variables - Relationships, Communication, Agreement and Collaboration</td>
<td>5 point likert scale where a rating of 1 refers to low association between an internal consultant and a client while a rating of 5 translates to a high association rating</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>External consultant association</td>
<td>Independent</td>
<td>The actual rating of the following variables - Relationships, Communication, Agreement and Collaboration</td>
<td>5 point likert scale where a rating of 1 refers to low association between an external consultant and a client while a rating of 5 translates to a high association rating</td>
</tr>
<tr>
<td>Internal consultant skills</td>
<td>Independent</td>
<td>The actual rating of the following variables - Professional skills, Team management skills, Time management skills, Leadership skills and Communication skills</td>
<td>5 point likert scale where a rating of 1 refers to low internal consultant skills while a rating of 5 translates to a high manifestation of skills.</td>
</tr>
<tr>
<td>External consultant skills</td>
<td>Independent</td>
<td>The actual rating of the following variables - Professional skills, Team management skills, Time management skills, Leadership skills and Communication skills</td>
<td>5 point likert scale where a rating of 1 refers to low external consultant skills while a rating of 5 translates to a high manifestation of skills.</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>External consultant experience</td>
<td>Independent</td>
<td>The actual rating of the following variables - Work experience, Reputation, Knowledge &amp; Exposure</td>
<td>5 point likert scale where a rating of 1 refers to low external consultant experience while a rating of 5 translates to a high experience level.</td>
</tr>
<tr>
<td>Internal consultant experience</td>
<td>Independent</td>
<td>The actual rating of the following variables - Work experience, Reputation, Knowledge &amp; Exposure</td>
<td>5 point likert scale where a rating of 1 refers to low internal consultant experience while a rating of 5 translates to a high experience level.</td>
</tr>
</tbody>
</table>

**Table 3.1: Operationalization and measurement of variables**

**Source:** (Research Data, 2017)
3.3 Target population

Wambui & Gichuho (2013) describe a population as the complete set of events, objects, or individuals with some characteristics that are evident. According to the NSE website (2017), there are 65 listed companies in Kenya (refer to the Appendix I). 65 companies as a result was the target population for this study.

3.4 Sampling

This study made use of a census survey using questionnaires on the entire population of listed companies at the NSE. This was done since the respondents are not many and the geographical location is manageable. The sample size was the same as the target population of 65 listed companies at the NSE.

3.5 Research instrument

It is apparent that the accuracy of data is highly dependent on the instruments that are used for data collection. This conclusion is supported by Kimberlin & Winetrstein (2008). The research instrument that was used in this study was a questionnaire which was designed using the variables that were highlighted in the study.

The questionnaire was chosen for this study since it is easy to manage and can be able to ease the analysis of data (Bird, 2009). The questionnaire was structured into two sections. The first section gathered general information while the second section looked at the influence of consultant characteristics on project quality of companies listed at the NSE.
3.6 Research procedures

The pilot study of the research instrument was undertaken before the main study on a group of respondents. An acceptable sample is that which is within the 1 - 10% range to engage in a pilot test (Mugenda and Mugenda, 2009). 5 listed companies at the NSE from the banking sector were used to validate the reliability of the research instrument.

3.6.1 Validity of research instrument

Validity of the instrument was achieved by ensuring that the questions included in the questionnaire are pre-validated and objective.

To ensure the validity of the instrument, the researcher reviewed literature and also consulted the university supervisor on the same. These actions ensured the questionnaire was applicable to the sample and was sufficient to gather the data that was required to achieve the objectives of the study. Pilot testing was also conducted on a subset of the population before the main study.

3.6.2 Reliability of research instrument

Thanasegaran (2009) describes reliability as the extent to which the instruments yield consistent results. To achieve this, Cronbach Alpha was employed in this study. In specific, it can be used for testing with questionnaires using a Likert scale. As indicated by Kholopane (2016), alpha coefficient ranges in value from 0 to 1 and can be used to describe the reliability of factors extracted from dichotomous and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is.
3.7 Data analysis and presentation

The data analysis adopted both descriptive and regression analysis. Both qualitative and quantitative analysis was used. Regression which is a form of statistical modelling was used to analyse the relationship between the dependent and independent variables. Quantitative data from the questionnaire was coded and analysed using Statistical Package for Social Sciences (SPSS). SPSS was used to run descriptive statistics so as to present the quantitative data in the form of tables and graphs based on the major research questions. Getting a feel for the data, testing the goodness of the data, and answering the research questions have been identified as objectives of data analysis (International Journal of Computer Applications Technology and Research, 2015).

A multiple regression model was used to measure the influence of consultant characteristics on project quality of companies listed at the NSE with only one dependent variable and six independent variables. The regression model equation was as follows:

\[ Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 \]

Where:

- \( Y \) = value of the dependent variable y (Project Quality)
- \( a \) (Alpha) is the Constant or intercept
- \( \beta_1, \beta_2, \beta_3, \beta_4, \beta_5 \) and \( \beta_6 \) represent the slope (Beta coefficient) for \( X_1, X_2, X_3, X_4, X_5 \) and \( X_6 \) respectively
- \( X_1 = \) Internal consultant experience represented by the period of engagement with listed companies at the NSE (independent variable).
\[ X_2 = \text{Internal consultant skills represented by their level of qualification (independent variable).} \]

\[ X_3 = \text{Internal consultant association represented by the frequency of engagement with listed companies at the NSE (independent variable).} \]

\[ X_4 = \text{External consultant experience represented by the period of engagement with listed companies at the NSE (independent variable).} \]

\[ X_5 = \text{External consultant skills represented by their level of qualification (independent variable).} \]

\[ X_6 = \text{External consultant association represented by the frequency of engagement with listed companies at the NSE (independent variable).} \]

### 3.8 Ethical considerations

The respondents of the study were assured of the enforcement of confidentiality of the information they shared to assist the study. The information they shared was shared in confidence and was accessed by the supervisor and the researcher of the project.

The respondents were not mandated to provide any information thereby concealing their identity was achieved. The findings of the study did not also mention the respondents and any materials that were used to collect data were destroyed after the final report was completed.
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents data analysis, presentation and interpretation of the data on the study. It is focused on the response rate and the analysis of the influence of consultant characteristics on project quality of companies listed at the NSE. The analysis is organized according to research questions.

4.2 Questionnaire Feedback

In totality, the questionnaires that were distributed were 65, 47 of them were filled and submitted back and therefore that denotes a percentage of 72 in terms of response. Nulty (2008) maintained that a rate of response that is between the percentages of 50 to 70 is acceptable while that which is above 70 is above average. A percentage of 72 which was observed in this research was therefore good enough to make it possible for conclusions to be derived.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed</td>
<td>65</td>
<td>100</td>
</tr>
<tr>
<td>Returned</td>
<td>47</td>
<td>72</td>
</tr>
</tbody>
</table>

Table 4.1: Questionnaire Feedback

Source: Research Data (2017)

4.3 Background Information

This section focuses on the general information of the respondents as discussed in the subsequent section.
4.3.1 Type of Consultant Involved by Respondents Firm

The respondents were asked to indicate the type of consultant their firm involves in projects. As tabulated in Figure 4.2 below, the findings indicate that 49% of the respondents revealed that their firms involve both external and internal consultants in their projects whereas 28% of the respondents revealed that their firms involve only external consultants in their projects while the remaining 23% of the respondents revealed that their firm only involves internal consultants in their projects.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>External</td>
<td>13</td>
<td>28</td>
</tr>
<tr>
<td>Both</td>
<td>23</td>
<td>49</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 2.2: Type of Consultant Involved by Respondents Firm

Source: Research Data (2017)

The findings above imply that the respondents under study engage either external or internal consultants or both of them in their projects.

4.4 Influence of Consultant Characteristics on Project Quality of Companies Listed at the NSE

The study sought to establish whether the consultant characteristics influence project quality of companies listed at the NSE. The respondents were first asked to indicate their views about whether they agreed with statements on consultant characteristics. Accordingly, the mean is 3, a result above that will be a view that is considered positive. Compared to standard
deviation, the Coefficient of Variation (CV) is better in terms of deducing variability for instance in cases where there is a combination of values in a scale.

4.4.1 Influence of the Skills of Internal Consultants on Project Quality

Results were highlighted as follows regarding feedback concerning the influence of the skills of internal consultants on project quality.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The internal consultants manage their time well during the project</td>
<td>2.7447</td>
<td>1.15096</td>
</tr>
<tr>
<td>The internal consultants are professional in their line of duty</td>
<td>2.9149</td>
<td>1.24813</td>
</tr>
<tr>
<td>The internal consultants show leadership in the project</td>
<td>2.9149</td>
<td>1.03902</td>
</tr>
<tr>
<td>There is evidence of team work by internal consultants</td>
<td>3.0638</td>
<td>1.16850</td>
</tr>
<tr>
<td>The internal consultants have excellent communication skills</td>
<td>3.2553</td>
<td>.84617</td>
</tr>
</tbody>
</table>

Table 4.3: Skills of Internal Consultants and Project Quality

Source: Research Data (2017)

The findings disclose that; internal consultants have excellent communication skills had the highest mean score of 3.2553. This was followed by, there is evidence of team work by internal consultants (Mean= 3.0638). The internal consultants show leadership in the project obtained a mean of 2.9149 while internal consultants are professional in their line of duty got a mean of 2.9149. Lastly, internal consultants manage their time well during the project achieved a mean score of 2.7447.
The results above imply that the most influential internal consultant skill on project quality was their communications skills. However, aspects of leadership, professionalism and time management had the least influence. John and Douglas (2011) revealed that technical expertise as a competence enables a consultant to deliver set objectives to the client. This however is not the only requirement towards a successful project delivery as seen in this study. John (2011) observes technical proficiency as a skill that is normally not within reach of the client. As much as this might be the case, other factors such as communication skills have been seen as important.

The results above also show that, internal consultants do not manage their time well during the project, are not professional in their line of duty and do not show leadership in the project. According to the above findings, it means these factors could potentially explain why projects driven by internal consultants fail to achieve their quality objectives.

### 4.4.2 Influence of the skills of external consultants on project quality

In this section, results were highlighted as follows regarding feedback concerning the influence of the skills of external consultants on project quality.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The external consultants are professional in their line of duty</td>
<td>3.4043</td>
<td>.87625</td>
</tr>
<tr>
<td>The external consultants have excellent communication skills</td>
<td>3.4130</td>
<td>.77678</td>
</tr>
<tr>
<td>The external consultants show leadership in the project</td>
<td>3.4681</td>
<td>.97470</td>
</tr>
<tr>
<td>There is evidence of team work by external consultants</td>
<td>3.5745</td>
<td>.87836</td>
</tr>
</tbody>
</table>
The external consultants manage their time well during the project and there is evidence of teamwork by external consultants had the highest mean score of 3.5745 each. This was followed by, the external consultants show leadership in the project (Mean= 3.4681). The external consultants have excellent communication skills had a mean score of 3.4130 while external consultants are professional in their line of duty had a mean of 3.4043.

The results indicate that external consultants’ skills in this study had an influence on project quality, with time management having the highest level of influence followed by teamwork, leadership, communication and professional skills. Similarly, Chelliah et al., (2011) observed that other factors which enhance this relationship are project management skills, the ability to set clear objectives, the ability to meet deadlines and deliver results.

### 4.4.3 Influence of internal consultant and client association on project quality

In this section, results were highlighted as follows regarding feedback concerning the influence of the association between the internal consultant and a client on project quality.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client and an internal consultant collaboration can be seen in the project</td>
<td>3.4255</td>
<td>.87836</td>
</tr>
<tr>
<td>Protection of client interests in the client/internal consultant agreement</td>
<td>3.6383</td>
<td>.67326</td>
</tr>
</tbody>
</table>
Clear lines of communication between the client/internal consultant 3.7234 .71329
Meaningful working relationships by the client/internal agreement 3.7234 .68214
The relationship between a client and an internal consultant is positive 3.7826 .66376

Table 4.5: Internal consultant - client association and project quality

Source: Research Data (2017)

According to the findings; the relationship between a client and an internal consultant is positive had the highest mean score of 3.7826. There are clear lines of communication between the client and the internal consultant and there is promotion of meaningful working relationships by the client/internal agreement had a mean of 3.7234. The interests of the client are protected in the agreement between the client and the internal consultant had a mean score of 3.6383 while collaboration between the client and an internal consultant can be seen in the project had a mean of 3.4255.

Based on the results, it can be deduced that for there to be high project quality the association between the internal consultant and client, should be positive. This view is supported by studies by Mohe & Seidl (2007) who state that the relationship between a client and consultant is seen as an important ingredient for consultation success. Clear communication and protection of what was agreed between a client and consultant are also other factors.

4.4.4 Influence of external consultant and client association on project quality

Results were highlighted as follows regarding feedback concerning the influence of the association between an external consultant and a client on project quality. The results were demonstrated as follows.
Table 4.6: External consultant - client association and project quality

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The relationship between a client and an external consultant is positive</td>
<td>3.5319</td>
<td>.77603</td>
</tr>
<tr>
<td>Clear lines of communication between the client and external consultant</td>
<td>3.7234</td>
<td>.87730</td>
</tr>
<tr>
<td>Meaningful working relationships between the client and external consultant</td>
<td>3.7872</td>
<td>.90737</td>
</tr>
<tr>
<td>Protection of client interests in the client and external consultant agreement</td>
<td>3.9362</td>
<td>.76341</td>
</tr>
<tr>
<td>Client and an external consultant collaboration can be seen in the project</td>
<td>4.0000</td>
<td>.85973</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

As per the findings, collaboration between the client and an external consultant can be seen in the project had the highest mean score of 4.0000. This was followed by, the interests of the client are protected in the agreement between the client and the external consultant (Mean= 3.9362). The agreement between the client and the external consultant promotes meaningful working relationships obtained a mean of 3.7872. There are clear lines of communication between the client and the external consultant and the relationship between a client and an external consultant is positive attained a mean of 3.7234 and 3.5319 respectively.

The findings depict that the influence of the association between an external consultant and a client on project quality was positive especially as a result of consultant client collaboration. Others were protection of interests, an agreement that promotes meaningful work relationships as well as clear lines of communication. The findings are contrary to Viljamaa (2007) who considers the quality of the consulting service as a factor of the reputation of a consultant and communication by clients through word-of-mouth.
4.4.5 Influence of the experience of internal consultants on project quality

Results were highlighted as follows regarding feedback concerning the influence of the experience of internal consultants on project quality.

Table 4.7: Experience of internal consultants and project quality

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The internal consultants are knowledgeable in their area of expertise</td>
<td>4.1064</td>
<td>.86562</td>
</tr>
<tr>
<td>The internal consultants are of high standing in terms of reputation</td>
<td>4.1915</td>
<td>.99211</td>
</tr>
<tr>
<td>The internal consultants have extensive work experience</td>
<td>4.2979</td>
<td>.80528</td>
</tr>
<tr>
<td>The exposure of internal consultants to industry dynamics is evident</td>
<td>4.3191</td>
<td>.75488</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The findings depict that; the exposure of internal consultants to industry dynamics is evident had the highest mean score of 4.3191. This was followed by, the internal consultants have extensive work experience (Mean= 4.2979). The internal consultants are of high standing in terms of reputation and internal consultants are knowledgeable in their area of expertise obtained a mean of 4.1915 and 4.1064 respectively.

The findings portray that the experience of an internal consultant influences project quality especially by, exposure to industry dynamics, work experience, reputation and expertise respectively. Likewise, Dagger & Sweeney (2007) reiterates that the characteristic of managing quality services is that they are high on experience and can be distinguished through purchase or consumption.

4.4.6 Influence of the experience of external consultants on project quality

Results were highlighted as follows regarding feedback concerning the influence of the experience of external consultants on project quality.
Table 4.8: Experience of external consultants and project quality

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The exposure of external consultants to industry dynamics is evident</td>
<td>4.1064</td>
<td>.89038</td>
</tr>
<tr>
<td>The external consultants are knowledgeable in their area of expertise</td>
<td>4.2128</td>
<td>.77841</td>
</tr>
<tr>
<td>The external consultants have extensive work experience</td>
<td>4.2340</td>
<td>.83958</td>
</tr>
<tr>
<td>The external consultants are of high standing in terms of reputation</td>
<td>4.3191</td>
<td>.81043</td>
</tr>
</tbody>
</table>

The findings portray that; the external consultants are of high standing in terms of reputation had the highest mean score of 4.3191. This was followed by, the external consultants have extensive work experience (Mean= 4.2340). The external consultants are knowledgeable in their area of expertise obtained a mean of 4.2128 while exposure of external consultants to industry dynamics is evident attained a mean 4.1064.

The findings portray that the experience of an external consultant influences project quality especially by reputation, work experience, expertise and exposure to industry dynamics. This agrees with Viljamaa (2007) who considers the quality of the consulting service as a factor of the reputation of a consultant and communication by clients through word-of-mouth.

4.4.7 Project quality

Results were highlighted as follows regarding feedback concerning project quality.

Table 4.9: Quality of projects

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal consultants provide individualised attention to project teams</td>
<td>3.7872</td>
<td>.72039</td>
</tr>
</tbody>
</table>
The willingness of internal consultants to provide assistance to the project is satisfactory had the highest mean score of 4.4043. The findings above portray that project quality was influenced more by the willingness of internal consultants to provide assistance to the project. This was followed by, the willingness of external consultants to provide assistance to the project is satisfactory (Mean= 4.3191). These findings are supported by Wang and Chen (2002) who observed that good quality as achieved by consultants requires them to be willing to help the client.

Internal consultants provide individualised attention to project teams scored the lowest mean of 3.7872 as opposed to external consultants provide individualised attention to project teams that had a mean of 4.2128. This difference is in contrast to Scott and Hascall (2014) who described both internal and external consultants as skilled people who have expertise and share the characteristic of helping their clients address problems and improve business and organization results.
4.5 Regression Analysis

In this study, a multiple regression analysis was conducted to establish relationship between the independent variables and the dependent variable. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (quality of projects) that is explained by all the six independent variables (internal consultant skills, external consultant skills, internal consultant experience, external consultant experience, internal consultant association and external consultant association).

4.5.1 Model Summary

The degree to which consultant characteristics influenced project quality of companies listed at the NSE was tested and the findings are presented in table 4.9 below.

Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.825&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.681</td>
<td>.633</td>
<td>.38696</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Internal consultant skills, External consultant skills, Internal consultant experience, External consultant experience, Internal consultant association and External consultant association
The six independent variables that were studied, explain 68.1% of variation in project quality of companies listed at the NSE as represented by the $R^2$. This therefore means that other factors not studied in this research contribute 31.9% of variation in the dependent variable.

4.5.2 ANOVA Results

Analysis of variance was used to test the significance of the regression model as pertains to differences in means of the dependent and independent variables as shown on Table 4.10 below.

Table 4.11: ANOVA\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>12.803</td>
<td>6</td>
<td>2.134</td>
<td>14.250</td>
<td>.000(^b)</td>
</tr>
<tr>
<td>Residual</td>
<td>5.990</td>
<td>40</td>
<td>.150</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>18.793</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
a. Dependent Variable: Project Quality

b. Predictors: (Constant), Internal consultant skills, External consultant skills, Internal consultant experience, External consultant experience, Internal consultant association and External consultant association

The probability result of 0.000 manifests in what way the regression model was influential in indicating the manner in which internal consultant skills, external consultant skills, internal consultant experience, external consultant experience, internal consultant association and external consultant association influenced project quality. The F calculated at 5% level of significance was 14.250 since F calculated is greater than the F critical (value = 3.5252), this shows that the overall model was significant.

4.5.3 Regression Model

The findings on table 4.11 below are based on the following regression model:

\[ Y = 1.195 + 0.049X_1 + 0.073X_2 + 0.137X_3 - 0.029X_4 + 0.254X_5 + 0.495X_6 \]

Table 4.12: Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.195</td>
<td>.768</td>
<td>.254</td>
<td>.801</td>
</tr>
<tr>
<td>Internal consultant skills</td>
<td>.049</td>
<td>.081</td>
<td>.058</td>
<td>.607</td>
</tr>
<tr>
<td>External consultant skills</td>
<td>.073</td>
<td>.131</td>
<td>.058</td>
<td>.559</td>
</tr>
<tr>
<td>Internal consultant experience</td>
<td>.137</td>
<td>.129</td>
<td>.111</td>
<td>1.065</td>
</tr>
<tr>
<td>External consultant experience</td>
<td>-.029</td>
<td>.121</td>
<td>-.023</td>
<td>-.239</td>
</tr>
</tbody>
</table>
a. Dependent Variable: Quality of Projects

Results of the study showed that the explanatory power (coefficient of determination) was 1.195 which means that 1.195 of Quality of Projects can be explained by Internal consultant skills, External consultant skills, Internal consultant experience, External consultant experience, Internal consultant association and External consultant association.

The findings presented also show that taking all other independent variables at zero, an increase in Internal consultant skills would lead to a 0.049 increase in project quality of companies listed at the NSE. In addition, the findings show that an increase in External consultant skills would lead to a 0.073 increase in project quality of companies listed at the NSE. This assertion is supported by Wanjiku (2014) who state that, the professional skills of the people on the project team or service providers contribute to the project success.

The study also found that an increase in External consultant experience would lead to a 0.029 decrease in project quality of companies listed at the NSE. This view is contrary to that of Barisic(2012) who states that the client benefits from the knowledge transfer that is made by consultant’s experience and level of acquaintance with their field of specialization. The opposite was true however for the internal consultant whose experience would lead to a 0.137 increase in project quality of companies listed at the NSE.
An increase in internal consultant association would lead to a 0.254 increase in project quality of companies listed at the NSE while an increase in external consultant association would lead to a 0.495 increase in project quality of companies listed at the NSE. These views are supported by Mohe and Seidl (2007) who consider the relationship between a client and consultant as a crucial factor for success in the consulting.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

From the analysis and data collected the following discussions, conclusions and recommendations were made. The responses were based on the objectives of the study. This study sought to determine the influence of consultant characteristics on project quality of companies listed at the NSE. This chapter consists of the summary, conclusion, recommendations based on the findings of the study and the suggestion for further studies.

5.1 Summary

5.1.1 Skills of consultants and project quality

The study found out that with regard to consultant characteristics, respondents moderately agreed that; internal consultants have excellent communication skills and there is evidence of team work by internal consultants. However, it was disagreed that; the internal consultants show leadership in the project, the internal consultants are professional in their line of duty and the internal consultants manage their time well during the project. On the other hand, external consultants manage their time well during the project, evidence of team work by external consultants, external consultants showing leadership in the project, external consultants having excellent communication skills and external consultants being professional in their line of duty were highly agreed to.

5.1.2 Client association with consultants and project quality

On the influence of internal consultant and client association on project quality, the study established that; the relationship between a client and an internal consultant is positive, existence of clear lines of communication between the client and the internal consultant,
interests of the client are protected in the agreement between the client and the internal consultant and collaboration between the client and an internal consultant can be seen in the project were highly agreed to. Likewise, in relation to the external consultants, it was highly agreed that; Collaboration between the client and an external consultant can be seen in the project, the interests of the client are protected in the agreement between the client and the external consultant, the agreement between the client and the external consultant promotes meaningful working relationships, there are clear lines of communication between the client and the external consultant and the relationship between a client and an external consultant is positive.

5.1.3 Experience of consultants and project quality

High levels of agreement with statements relating to the influence of the experience of internal consultants on project quality were found, specifically on; exposure of internal consultants to industry dynamics being evident, internal consultants having extensive work experience, internal consultants being of high standing in terms of reputation and the internal consultants being knowledgeable in their area of expertise. Similarly; external consultants are of high standing in terms of reputation, external consultants have extensive work experience, external consultants are knowledgeable in their area of expertise and the exposure of external consultants to industry dynamics is evident.

5.1.4 Quality of projects

Last but not least, the study determined that regarding the quality of projects; the willingness of internal consultants to provide assistance to the project is satisfactory was highly agreed to. This was followed by, the willingness of external consultants to provide assistance to the project is satisfactory, external consultants provide individualised attention to project teams, External consultants deliver projects on time, communication facilities used by internal
consultants in the project are up to par with modern technology, behaviour of internal consultants builds the confidence of the organization in a project, communication facilities used by external consultants in the project are up to par with modern technology, internal consultants deliver projects on time, behaviour of external consultants builds the confidence of the organization in a project and internal consultants provide individualised attention to project teams.

5.2 Conclusion

The most influential internal consultant skill on project quality was their communications skills. However, aspects of leadership, professionalism and time management had the least influence.

The study further concluded that external consultant’s skills in this study had a positive influence on project quality, with time management having the highest level of influence followed by teamwork, leadership, communication and professional skills.

The study also concluded that that for high project quality based on the association between the internal consultant and client, it should be positive. Other aspects are; clear communication and protection of what was agreed upon between the client and consultant at the initial stage of the project.

The study concluded that the influence of the association between an external consultant and a client on project quality was positive especially as a result of consultant client collaboration. Others were protection of interests, an agreement that promotes meaningful work relationships as well as clear lines of communication.

The experience of an internal consultant influences project quality especially by, exposure to industry dynamics, work experience, reputation and expertise respectively.
On the other hand the experience of an external consultant influences project quality especially by reputation, work experience, expertise and exposure to industry dynamics.

Project quality was influenced more by the willingness of internal consultants to provide assistance to the project. Additionally, the six independent variables that were studied, explain 68.1% of variance in project quality of companies listed at the NSE as represented by the $R^2$.

5.3 Recommendations for policy/practice

Project quality is increased by suitably selecting internal and external consulting resources depending on their role in a project. Consultants who are outsourced or internal provide the advice below for organizations in order for them to succeed in their projects.

Keep communication lines open between the internal project team and consultants to ensure that there is proper control and everyone is aware of their responsibilities and doing the right thing.

Maintain good associations with consultants either external or internal to promote meaningful working relationships.

The project team should ride on the experience and knowhow that consultants bring to the organization to be able to fully advance the agenda of the organization.

It is important to institute measures of governance in a project to ensure that there is proper focus in terms of direction and leadership.
5.4 Recommendations for Further Studies

The study was only carried out on companies listed at the NSE thus the same study should be carried out in the other companies not listed at the NSE to find out if the same results will be obtained.

Equally there is room for further research on challenges facing consultant characteristics on project quality of companies listed at the NSE.

Another recommendation for further studies is the inclusion of other variables that the study did not consider but were still part of consultant characteristics.
REFERENCES


APPENDICES

APPENDIX I: LISTED COMPANIES AT THE NSE (2017)

<table>
<thead>
<tr>
<th></th>
<th>AGRICULTURAL</th>
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<td>21 Britam Holdings Ltd</td>
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<tr>
<td>2</td>
<td>Kakuzi Ltd</td>
<td>22 CIC Insurance Group Ltd</td>
</tr>
<tr>
<td>3</td>
<td>Kapchorua Tea Co. Ltd</td>
<td>23 Jubilee Holdings Ltd</td>
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<td>4</td>
<td>The Limuru Tea Co. Ltd</td>
<td>24 Kenya Re Insurance Corporation Ltd</td>
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<td>5</td>
<td>Sasini Ltd</td>
<td>25 Liberty Kenya Holdings Ltd</td>
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<td>6</td>
<td>Williamson Tea Kenya Ltd</td>
<td>26 Pan Africa Insurance Holdings Ltd</td>
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<table>
<thead>
<tr>
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<th>AUTOMOBILES &amp; ACCESSORIES</th>
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<td>7</td>
<td>Car &amp; General (K) Ltd</td>
<td>27 Centum Investment Co Ltd</td>
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<td>8</td>
<td>Marshalls (E.A.) Ltd</td>
<td>28 Home Afrika Ltd</td>
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<tr>
<td>9</td>
<td>Sameer Africa Ltd</td>
<td>29 Kurwitu Ventures Ltd</td>
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<p>|   | BANKING | |
|---|---------||
| 10 | Barclays Bank of Kenya Ltd | 30 Olympia Capital Holdings Ltd |
| 11 | CFC Stanbic of Kenya Holdings Ltd | |
| 12 | Diamond Trust Bank Kenya Ltd | 32 NSE Ltd |</p>
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</thead>
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<td>ENERGY &amp; PETROLEUM</td>
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<td>Housing Finance Group Ltd</td>
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<td>The Co-operative Bank of Kenya Ltd</td>
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<td>A.Baumann &amp; Co Ltd</td>
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<td>Atlas African Industries Ltd</td>
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<td>Express Kenya Ltd</td>
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<td>CONSTRUCTION &amp; ALLIED</td>
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<td>Bamburi</td>
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<td>Crown Paints</td>
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<td>E.A. Cables</td>
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<td>E.A. Portland Cement</td>
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<td>REAL ESTATE</td>
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<td>57</td>
<td>TELECOMMUNICATION &amp; TECHNOLOGY</td>
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<td>58</td>
<td>Safaricom Ltd</td>
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68
Dear Respondent,

This questionnaire has been made to assist in the conducting of a study on the influence of consultant characteristics on project quality of companies listed at the NSE. As an employee working for your firm, you have been chosen to contribute to this study. I hereby request you to kindly complete this questionnaire. The data collected by this questionnaire will be treated as confidential and will only be used for academic purposes. Thank you in advance for your cooperation and involvement in this exercise.

Section A: General Information

1. Name of your Company  ------------------------------------------

2. What is your position in your Company?
   Director ( )   Management ( )   Business development ( )   Operations ( )
   Projects ( )   IT ( )   Audit ( )   Compliance ( )   Corporate Finance ( )
   Customer Service ( )   Research ( )   Other ( )

3. What type of consultant does your firm involve in projects?
   Internal ( )   External ( )   Both ( )

Section B: Influence of Consultant Characteristics on Project Quality of Companies Listed at the NSE

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1= strongly disagree and 5 = strongly agree. Please tick (√) which best describes your opinion of the statement.

4. Influence of the skills of internal consultants on project quality
<table>
<thead>
<tr>
<th>Statement</th>
<th>1=Strongly Disagree</th>
<th>2= Disagree</th>
<th>3=Neutral</th>
<th>4=Agree</th>
<th>5=Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. The internal consultants are professional in their line of duty</td>
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<tr>
<td>ii. There is evidence of team work by internal consultants</td>
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<td>iii. The internal consultants manage their time well during the project</td>
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<tr>
<td>iv. The internal consultants show leadership in the project</td>
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<td>v. The internal consultants have excellent communication skills</td>
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5. Influence of the skills of external consultants on project quality

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<tr>
<th>Statement</th>
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<th>4=Agree</th>
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6. Influence of the association between an internal consultant and a client on project quality

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<tr>
<th>Statement</th>
<th>1=Strongly Disagree</th>
<th>2= Disagree</th>
<th>3=Neutral</th>
<th>4=Agree</th>
<th>5=Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. The relationship between a client and an internal consultant is positive</td>
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</tbody>
</table>
ii. There are clear lines of communication between the client and the internal consultant

iii. The interests of the client are protected in the agreement between the client and the internal consultant

iv. The agreement between the client and the internal consultant promotes meaningful working relationships

v. Collaboration between the client and an internal consultant can be seen in the project

### 7. Influence of the association between an external consultant and a client on project quality

<table>
<thead>
<tr>
<th>Statement 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree</th>
<th>1</th>
<th>2</th>
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### 8. Influence of the experience of internal consultants on project quality
### 9. Influence of the experience of an external consultants on project quality

<table>
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<tr>
<th>Statement 1=Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree</th>
<th>1</th>
<th>2</th>
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<th>5</th>
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</thead>
<tbody>
<tr>
<td>i. The internal consultants have extensive work experience</td>
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<tr>
<td>ii. The internal consultants are of high standing in terms of reputation</td>
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<td>iii. The internal consultants are knowledgeable in their area of expertise</td>
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<td>iv. The exposure of internal consultants to industry dynamics is evident</td>
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### 10. Quality of projects

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<th>Statement 1=Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree</th>
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<th>2</th>
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<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Internal consultants deliver projects on time.</td>
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<tr>
<td>ii. External consultants deliver projects on time.</td>
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<tr>
<td>iii. The behaviour of internal consultants builds the confidence of the organization in a project</td>
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</tbody>
</table>
iv. The behaviour of external consultants builds the confidence of the organization in a project

v. Internal consultants provide individualised attention to project teams

vi. External consultants provide individualised attention to project teams

vii. The willingness of internal consultants to provide assistance to the project is satisfactory

viii. The willingness of external consultants to provide assistance to the project is satisfactory

ix. The communication facilities used by internal consultants in the project are up to par with modern technology

x. The communication facilities used by external consultants in the project are up to par with modern technology

11. Do you agree that consultant characteristics have an influence on the quality of projects in your company?
   Yes / No _____ please explain

12. In your own view, what other factors besides consultant characteristics influence the quality of projects in your company?

13. What other factors that did not part of the study but fall under consultant characteristics influence the quality of projects in your firm?
APPENDIX III: RESEARCH AUTHORIZATION LETTER FROM NACOSTI

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Ref. No. NACOSTI/P/17/88660/18731

Date: 7th September, 2017

Nelson Mutangili Muia
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

following your application for authority to carry out research on “Influence of consultant characteristics on project quality of companies listed at the Nairobi Securities Exchange” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 5th September, 2018.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.
APPENDIX IV: RESEARCH AUTHORIZATION LETTER FROM GRADUATE SCHOOL

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke
P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/28758/2012

DATE: 1st March, 2017

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR NELSON MUTANGILI MUIA – REG. NO.

I write to introduce Mr. Nelson Mutangili Muia who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Business Administration.

Mr. Nelson intends to conduct research for a M.B.A Project Proposal entitled, “Influence of Consultant Characteristics on Project Quality of Companies Listed at the Nairobi Securities Exchange”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL