PROJECT MANAGEMENT PRACTICES AND IMPLEMENTATION OF PROJECTS IN MANUFACTURING COMPANIES IN NAIROBI CITY COUNTY, KENYA

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D53/CTY/PT/29848/2014

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

NOVEMBER, 2018
DECLARATION

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

................................................. .................................................

SIGNATURE: DATE

Stephen Gitonga Njiru
D53/CTY/PT/29849/2014

I confirm that the work in this research was done by the candidate under my supervision as the appointed university supervisor

................................................. .................................................

Signature: Date

Dr. Caleb Kirui

Department Of Management Science

Kenyatta University
DEDICATION

This is to my lovely wife Agusta and daughter Shirleen for their endless love and support and to all the Electrical Engineers in the industries who are working hard to manage energy resources.
ACKNOWLEDGEMENT

I acknowledge my supervisor Dr. Caleb Kirui Phd for the continued guidance, support and critical supervision. I cannot forget the input of classmate Njoki Kibe, without whose help this project could not have resulted.
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<td>CDF</td>
<td>Constituency Development Fund</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KeNHA</td>
<td>Kenya National Highways Authority</td>
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<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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OPERATIONAL DEFINITION OF TERMS

Project Management Practice

Act of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time.

Communication

Refers to a way of transferring messages within the parties concerned in the implementation of the project

Leadership Support

Refers to the commitment of senior most executives in an organization in the implementation of projects.

Project Implementation

Refers to the execution of interrelated activities through a certain period of time, set cost and according to clients’ requirements

Resource Allocation

Refers to critical components required in the execution of a projects which include money, material, labour etc

Stakeholder Participation

Procedure in which manufacturing companies allow parties who are directly or indirectly involved in their project
ABSTRACT
Achievement of a project means that a number of its perceived factors were attained. It is not guaranteed that project management practices will result to proper implementation of projects by manufacturing companies. However, the success of projects largely depends on the way it is managed and controlled. The challenges met during the implementation of project management practices has been during project planning, exceeding the set budget and going beyond its set schedule and poor quality. The general objective of the study was to investigate the influence of project management practices on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The study’s specific objectives were to examine how stakeholder participation, leadership support, communication and resource allocation influenced project implementation. The study was anchored by stakeholder theory, resource based view theory and cybernetics theory. The study adopted a descriptive research design. The target population was 49 manufacturing companies from the industrial area of Nairobi City County. The targeted respondents were 294 comprising of 49 project managers and 245 project team members. The study used stratified sampling method to ensure that all cases are well represented and use simple random sampling method to select the respondents. The sample size was 169 respondents. Data was collected using questionnaires and analysed using both descriptive statistics and regression analysis. The study established a positive and significant relationship between stakeholder participation, leadership support, communication and resource allocation and project implementation. The study concludes that community participation during implementation of projects in manufacturing companies is a vital as it leads to better outcomes for all stakeholders, stakeholder ownership and lower project costs. Leadership support is considered one of the critical success factors in project implementation, effective executive involvement can significantly improve project success. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time. The study recommends that strict scrutinization of project teams to be done to ensure that all the stakeholders are well represented. This will ensure that various needs are effectively addressed. The top managers from the manufacturing companies should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of the projects. Project activities should be communicated to every party concerned during implementation of projects and the manufacturing companies should establish the right channels of delivery messages and feedback in both top-down and bottom-up communication. The management of the manufacturing companies should identify the right resources towards effective implementation of the projects.
CHAPTER ONE: INTRODUCTION

1.1 Background of the study
Bushbait and Cunningham (2012) indicate that projects are designed, planned and implemented in tandem with the sequence displayed by the project cycle. During these phases projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. The important thing for the project manager is to recognize what these factors are and how they impact on the project during the various phases from inception to final hand-over, or even disposal.

Project management in project implementation is the process of controlling the achievement of the project objectives. Utilising the existing organisational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company (Kerzner, 2012). Hornstein (2015) argue that management practices in projects are important because the management define the what is required of the work, scope of the work, allocation of required resources, execution process planning, monitor work progress and amend changes form the initial plan that might arise during project implementation.

1.1.1 Project Management Practices
Project management practices are those fundamental issues inherent in the project, which must be maintained for an efficient and effective implementation of the project (Dissanayaka & Kumaraswamy, 2013). According to Ohara (2015) project management is articulated as a professional’s capability to deliver, with due diligence, a project product that fulfils a given mission, by organising a dedicated project team, effectively combining the most appropriate technical and managerial methods and techniques and devising the most efficient and effective breakdown and implementation routes.
Ahmed, Mohamad and Ahmad (2016) observe that leadership is an effective tool to be used by the project manager which moderately influence project outcome, otherwise, lack of leadership skills are directly associated with project failure. Haque and Anwar (2012) observe that top management needs to support project activities and project teams and take the leadership role. The authors further indicate that top management commitment is essential for improving project performance in Pakistan. Senior management should provide support, authority, finance, and resources to the project managers for successful accomplishment of projects.

Communication in projects refers to information exchanges intended to create understanding amongst project stakeholders (Ruuska, 2016). According to Lester (2017) effective communication is one of the most important factors that accounts for the success of any project. The effectiveness of project communication depends on the quality of the communication flows. The quality of communication all through the project life cycle can be described as the degree to which appropriate information reaches the intended information sources/receivers at the right time.

Allocation of resources leads to review and modify the project plan, revise stages, project completion dates (Selaru, 2012). Meredith and Mantel (2010) observe that the result of resource allocation enhances planned start and completion dates for each project activity, dates on which each resource will be required and the level of that requirement and planned cumulative expenditure incurred by the use of resources over time. Resources are scarce, therefore it important to carefully allocate them in order to obtain the desired results of the project.

Stakeholders bring a wide range of skills, knowledge, and experiences to the project and if they are well managed they can help to make the project more successful (Bourne, 2016). The success or failure of many conventional development projects and programmes has been attributed to stakeholders’ inclusion or lack of involvement in the project cycle management.
Maina (2013) observe that stakeholders’ involvement is paramount in development projects. Even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future.

1.1.2 Project implementation

According to Chandra (2008) project implementation refers to the process of actualizing the investment plan by putting certain specific actions and structures in place in order to operationalize the investment dream and subsequently derive the targeted benefits from the project. White (2011) observe that there is only a 65% chance that a project will meet the project participants’ expectations, while Burke (2013) states that just 18% of projects are executed within budget, 50% of them exceeded the planned costs, while 30% of the projects are so expensive that they are cancelled before completion.

Pinto (2010) indicates that the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. On the other hand, Slevin and Pinto (2011) observe that if these factors were not taken seriously might lead to the failure of the project. Business today is operating under high level of uncertainty, projects implementations are open to all sorts of external influence, unexpected events, ever-growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are applied and steps are not taken in order to manage them effectively and efficiently, the chances of failure are high.

Mochal (2009) suggested that even with sound project teams and plans in place, organization’s project success rate may not be as high as it could be. According to Meredith and Mantel (2011)
the project implementation phase takes 80-85% of all the project activities and resources utilization. Project success requires a combination of product successes and project management success that is the product (services, results or outcome) of the project if it is a success and if the project is well managed. However not all the project will adopt the five stages as some may be terminated before closure.

1.1.3 Manufacturing Companies in Kenya
The manufacturing sector in Kenya is one of the significant supporters of the financial improvement of the nation, it's the most complex in East Africa and are moderately differing. Agribusiness being the foundation of Kenya's economy, the change of agrarian crude material remains the key exercises of the division especially tea and espresso. Other vital exercises in the segment are meat and natural product canning, wheat flour and cornmeal processing, and sugar refining. Hardware generation, vehicle gathering, distributing, and pop fiery remains handling are all critical parts of the segment (Baskin, 2008).

Formal employment in the manufacturing sector as per Livingstone (2011) ascended by 2.9 for each penny to 287,456 people in 2014. Furthermore, the Kenyan vision 2030 blue print, one of the key mainstays of the fulfillment of the goals of the procedure is the requirement for the assembling part to develop at the rate of 8 for each penny over a time of 20 years. This must be accomplished if there is development in the benefits of the area and this will rely on recognizing every one of the factors that can impact benefit of a firm including the administration of working capital and venture choices.

1.2 Statement of the Problem
Project implementation measurement is crucial in managing projects as it enables the project manager to establish challenges in budget and scope in time and devise proper mechanisms that address these challenges (Dissanayaka & Kumaraswamy, 2013). However, Turner and Muller (2015) observe that those that are involved in the project handling, fail to take a
proactive approach to overcoming the uncertainties. As a result of this, project delays and budget overruns are usually encountered due to an overlook of potential risk. Insufficient information and ineffective management of project not only caused project cost overrun, completion delays but also termination before completion.

Haron, Devi, Hassim, Alias, Tahir and Harun (2017) study examined on impact of project management practice on the success of project success in Malaysian construction industry and established that new and emerging criteria such as customer satisfaction, competency of the project team, and performance of subcontractors/suppliers is a determinant to the achievement moreover on scope, budget and quality. However, the study was based on the construction industry. Alqahtani, Chinyio, Mushatat and Oloke (2015) study investigated factors effecting performance of projects and found that organizational culture, project management culture, and the project manager affects project performance. However, the study was qualitative in nature which does not provide conclusive findings due to small sample size involved. This study sought to investigate the influence of project management practices on project implementation in manufacturing companies in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of the study was to investigate the influence of project management practices on the implementation of projects in manufacturing companies in Nairobi City County, Kenya.

1.3.2 Specific objectives

The specific objectives of the study were:

i. To establish the influence of stakeholder participation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya
ii. To examine the influence of leadership support on the implementation of projects in manufacturing companies in Nairobi City County, Kenya

iii. To identify the influence of communication on the implementation of projects in manufacturing companies in Nairobi City County, Kenya

iv. To find out the influence of resource allocation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya

1.4 Research Questions

i. What is the influence of stakeholder participation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya?

ii. What is the influence of leadership support on the implementation of projects in manufacturing companies in Nairobi City County, Kenya?

iii. What is the influence of communication on the implementation of projects in manufacturing companies in Nairobi City County, Kenya?

iv. What is the influence of resource allocation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya?

1.5 Significance of the Study

The findings from this study would reveal the role played by project managers in these manufacturing companies in the attainment of reduced cost of operation as well as ensuring profitability, sustained growth, and energy sharing with other production industries. The study would also offer day by day training platform to the young Engineers who are deployed in the energy management job market as well as giving both domestic and commercial users of energy resources and opportunity of practicing energy management in other satellite areas, applications and usage of energy efficient equipment in homes.

The study would also help to bridge the existing gap on unutilised methods to improve implementation of projects in manufacturing industries. The study reviewed the form of
legislations and policies that could be put in place by the government and other relevant authorities, and how they affected the success of energy management. This created a body of knowledge that would assist other companies in embracing these regulations to ensure proper energy management.

1.6 Scope of the Study
The study focused on how stakeholder participation, leadership support, communication and resource allocation influences project implementation. The unit of analysis was manufacturing companies and the unit of observation was project managers and project team members from these manufacturing companies. Questionnaires were used as data collection instrument.

1.7 Limitations of the Study
Some respondents showed unwillingness to participate in the study due to fears of victimization or exposure of personal information. They were however informed that their information was kept confidential, and that their names were never recorded to maintain privacy. In addition, participation was voluntary and no respondent was coerced into answering questions.

1.8 Organization of the Study
This study was organized in five chapters. Chapter one comprise of the background to the study, research problem, objectives of the study, purpose of the study, research questions, significance of the study, scope of the study, limitation of the study and assumptions of the study. Chapter two comprise of the theoretical review, empirical review, conceptual framework, knowledge gaps and summary of the literature review. Chapter three comprise of the research methodology, that is, research design, target population, sampling and sample size, data collection instruments, pilot study, data collection techniques, method of data analysis and ethical issues. Chapter four comprise of the research findings and discussion and finally, chapter five comprise of the summary of the findings, conclusion and recommendations.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This chapter comprises of theoretical review, empirical review, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review of Literature

2.2.1 Stakeholder Theory
This study will be guided by stakeholder theory by Freeman (1994). According to Freeman (1994) this theory is based on management of the organization and ethical issues in business that shows the organization culture in the organizational management. The theory shows that organizations must put in mind individual matters and groups that may influence their activities when making decisions and attaining the goals of the organization (Gibson, 2000). Stakeholder theory addresses how the organization and its micro and macro environment relate to each other and its effects on how the organization activities are conducted (Filippone, 2012). Bourne (2009) shows that stakeholders are either from within or outside the organization. For example, in a given project clients, staff, suppliers, contractors, NGOs, government, and the local community among many others comprise are stakeholders.

Hill and Jones (2012) state that stakeholder theory can be used to buy in the community trust in a project. The same view is supported by Walumbao (2011) that established that stakeholder theory provide principles in which community interests as a stakeholder are identified, analyzed and can be fulfilled. Danny (2014) opines that depending on how the community interests are identified and analyzed, decisions can be made by a firm that help the community or at least prevent harm from coming to the community. These decisions may be to play by the rules of the game, adhere to legal contracts, or act on complaints or pressure brought to bear on the firm.
2.2.2 Resource Based View Theory

This study was guided by Resource Based View theory as proposed by Barney (1991). Barney (1991) states that a firm is a collection of physical capital resources, human capital resources and organizational resources. The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable. The theory focuses on the idea of costly-to-copy attributes of the firm as sources of business returns and the means to achieve superior performance and competitive advantage.

Chandler (1990) indicates that organizational capabilities emanates from lower management, middle and top management and that a firm can gain competitive advantage when its resources and capabilities are used properly. He further states that if these organization capabilities were carefully synchronized and assimilated it could achieve the economies of scale and scope needed to compete in national and international markets. Barney (1991) states that, “sustainable competitive advantage is derived from resources that are valuable, rare, imperfectly imitable (due to path-dependence, causal ambiguity, and social complexity), and no substitutable”. A resource-based view of the firm accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the firm.

This theory is relevant to the study because it shows that organizations manage their waste on the basis of their resources and capabilities. A firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of effective management of construction wastes. Resources may increase the company’s capacity for proper management of projects and, thus, contribute to project performance by helping the firm to appropriate the value. Furthermore, resources may be used to erect entry barriers and so increase performance at the industry level.
2.2.3 Cybernetics theory Theory

Cybernetics theory propounded by Ross Ashby and Norbert Wiener in 1960 stressed on mathematics theory of communication and control systems using regulatory feedback. A positive feedback is achieved when intended outcome is attained or may be negative when in a situation where there is immediate response or can be delayed. Feedback can also be used to determine the efficacy of a certain communication send or in a circumstance that has already happened. Its main theme concerns how elements like digital, mechanical or biological manages its behaviour, relays, responds to and changes information or can be altered to achieve these primary tasks effectively.

This theory is relevant to the study because it shows that there is a need for the project managers to individually tell staff of new regulations and improvements within the systems of the company to permit workers to be aware and take part successfully in issues that pertain to them. Hence they need to realize whilst to apply formal or casual mode of conversation, for the reason that their primary objective is to gain effects from team of workers. Moreover, in making use of the cybernetics theory” it becomes useful for any enterprise that intends to reap worker overall performance to make sure that feedback mechanism must be sufficient either inside the attitude to work, productiveness, and better project implementation.

2.3 Empirical Review of Literature

2.3.1 Stakeholder Participation and Project Implementation

Nyandika and Ngugi (2014) study examined the influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority (KeNHA). The study used questionnaire and interview schedules to collect both quantitative and qualitative data. The study population was 251 respondents obtained from Prequalified Contractors, KeNHA Top management (Job group 7-10) and prequalified consultants who were selected using a stratified random sampling method. The study established that the performance of roads
projects is determined by project communication, feasibility study, holding seminars and conferences.

Adan (2012) study investigated the Influence of stakeholders’ role on performance of constituency development fund projects a case of Isiolo North Constituency, Kenya. Descriptive research design was utilized. The study targeted those who represented 155 CDF projects in Isiolo North Constituency. Semi structured questionnaire and interview schedules were used to collect data. Descriptive and inferential analysis was applied. This study found that the role of project implementation by project managers and government officials’ role led to better performance of projects.

Njogu (2016) carried out a study on the Influence of Stakeholders Involvement on Project Performance in Nema Automobile Emmission Control Project in Nairobi County, Kenya. This study adopted descriptive survey research design. The study population was 181 respondents who were managers, project managers, operation managers, supervisor and quality control officers. Stratified sampling was used adopted. The questionnaire was used to collect primary data. The study revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance.

2.3.2 Leadership Support and Project Implementation
Yang, Huang and Wu (2011) carried out a study on the association among project manager's leadership style, teamwork and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, quality and client satisfaction. The study findings shows that better project management leadership leads to better project team members relationships. The study also revealed that teamwork spirit has a statistical significance influence on project performance.
Novo, Landis and Haley (2017) study investigated on leadership and its role in the success of project management. The study was carried out to discover project manager skills together with its competency in leadership and how they can lead to project success. The study results revealed that leadership traits are directly related with the project manager competency. Similarly, the project managers leadership skills and project success is strongly correlated.

Buba and Tanko (2017) study examined the influence of project leadership on quality performance of construction projects. A total of 43 questionnaires were distributed to 3 key groups of respondents who included Quantity Surveyors, Builders, and Architects who were project managers in Nigeria. It was established that the ability of a project manager in giving direction is the best leadership style and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.

2.3.3 Communication and Project Implementation

Afroze and Khan (2017) study investigated the impact of effective communication practices and project complexity on performance of international development projects. The effects practices in communication and complexity of projects on project performance was measured through a survey method. Questionnaires were sent to 60 international organizations working on such projects. The results of the study showed that these practices have significant and positive impact on project performance; project complexity has a minimal impact on the communication and performance relationship.

Affare (2012) carried out a study on an assessment of project communication management on construction projects in Ghana. The research sampled 97 professionals working with consultants, project clients and contractors with D1K1 classification. The research established that within the Ghanaian construction industry, there is a strong appreciation of the importance of project communication and its importance within the industry. The research also established
that poor communication had resulted in project delays, project cost overrun and project abandonment.

Naqvi and Aziz (2011) study examined the impact of stakeholder communication on project performance. A sample of seventy information technology projects was selected from twenty four software house differently. Data was collected using questionnaires based on the quality of communication by stakeholders used by the project managers and its effects on IT projects was obtained in a sectional manner. Data analysis comprised of frequency distribution, Pearson correlation and linear regression. The study findings showed that project outcome dependency and stakeholder communication strongly correlates with each other.

2.3.4 Resource Allocation and Project Implementation

Umulisa, Mbabzize and Shukla (2015) study investigated on the effects of project resource planning practices on project performance of Agaseke Project in Kigali, Rwanda. A descriptive research design was used and data was collected using questionnaires which was analysed using descriptive research design. Financial resource planning practices were found to influence the project performance. Practices such as budgeting, forecasting and having plans for money generation were found to exist in the project.

Wambua (2013) carried out a study on the effects of human resource factors on project performance in Nairobi County in Kenya: A Case of Selected Organizations in Westlands. The research design used in this study was descriptive survey. Regression and correlation analysis were used to analyse data. The study found that HRM practices have an effect on project performance.

Obegi and Kimutai (2017) study investigated the influence of resource scheduling on project performance of international not-for-profit organizations in Nairobi City County, Kenya. In data analysis, the study employed descriptive statistics to describe the characteristics of each
variable. The study established that there exists periodic budget monitoring to measure expenditures against budget, project staff complete their assignments as allocated.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of the Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Focus of the Study</th>
<th>Findings</th>
<th>Knowledge gap</th>
<th>Focus of the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nyandika and Ngugi (2014)</td>
<td>stakeholders' participation on performance of road projects</td>
<td>performance of roads projects is determined by project communication, feasibility study, holding seminars and conferences</td>
<td>Kenya National Highways Authority (KeNHA) context</td>
<td>Manufacturing companies context</td>
</tr>
<tr>
<td>Adan (2012)</td>
<td>Stakeholders’ role on performance of constituency development fund projects</td>
<td>role of project implementation by project managers and government officials’ role led to better performance of projects.</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Njogu (2016)</td>
<td>Stakeholders Involvement on Project Performance</td>
<td>stakeholder Involvement has a positive and significance</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Yang et al. (2011)</td>
<td>Project manager's leadership style, teamwork and project success.</td>
<td>Better project management leadership leads to better project team members relationships.</td>
<td>Qualitative data</td>
<td>Quantitative data</td>
</tr>
<tr>
<td>Novo et al. (2017)</td>
<td>leadership and its role in the success of project management.</td>
<td>Leadership traits are directly related with the project manager competency.</td>
<td>Cross-sectional research design</td>
<td>Descriptive survey research design</td>
</tr>
<tr>
<td>Buba and Tanko (2017)</td>
<td>Project leadership on quality performance of construction projects.</td>
<td>The ability of a project manager in giving direction is the best leadership</td>
<td>Construction projects</td>
<td>Manufactured projects</td>
</tr>
<tr>
<td>Authors</td>
<td>Topic</td>
<td>Research Findings</td>
<td>Impact</td>
<td>Project Type</td>
</tr>
<tr>
<td>---------</td>
<td>----------------</td>
<td>------------------</td>
<td>--------</td>
<td>--------------</td>
</tr>
<tr>
<td>Afroze and Khan (2017)</td>
<td>Communication practices and project complexity</td>
<td>Significant and positive impact on project performance</td>
<td>Performance of international development projects</td>
<td>Implementation of manufacturing projects</td>
</tr>
<tr>
<td>Affare (2012)</td>
<td>Project communication management on construction projects in Ghana</td>
<td>Poor communication had resulted in project delays, project cost overrun and project abandonment</td>
<td>Construction projects</td>
<td>Manufacturing projects</td>
</tr>
<tr>
<td>Naqvi and Aziz (2011)</td>
<td>Stakeholder communication on project performance</td>
<td>Project outcome dependency and stakeholder communication strongly correlates with each other.</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Umulisa et al. (2015)</td>
<td>Project resource planning practices on project performance</td>
<td>Financial resource planning practices were found to influence the project performance.</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Wambua (2013)</td>
<td>Human resource factors on project performance</td>
<td>HRM practices have an effect on project performance.</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
<tr>
<td>Obegi and Kimutai (2017)</td>
<td>Resource scheduling on project performance</td>
<td>There exists periodic budget monitoring to measure expenditures against budget, project staff complete their assignments as allocated</td>
<td>Project performance</td>
<td>Project implementation</td>
</tr>
</tbody>
</table>

*Source: Researcher (2018) and Literature Reviewed*
2.5 Conceptual Framework

Independent Variables

Stakeholder Participation
- Information sharing
- Partnership
- Decision making

Leadership Support
- Planning
- Organizing
- Directing

Communication
- Informal/formal
- Feedback
- Top-down/bottom up

Resource Allocation
- Labour
- Finance
- Equipment

Dependent Variable

Project Implementation
- Completion time
- Cost
- Quality

Source: Researcher (2018)

Figure 2.1: Conceptual Framework

Figure 2.1 shows the relationship between independent variables and dependent variable. The independent variables include stakeholder participation, leadership support, communication and resource allocation and the dependent variable is the project implementation.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter comprises of research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and ethical considerations.

3.2 Research Design
The study adopted a descriptive research design. Kothari (2004) recommend that the use of descriptive research design enables the researcher to make a certain predictions by narrating data and traits of the target population. Through the use of descriptive research the researcher was able to collect data from a larger population cheaply and faster with the use of questionnaires and get conclusive findings.

3.3 Target Population
The target population was 49 manufacturing companies from the industrial area of Nairobi City County. The targeted respondents were 294 comprising of 49 project managers and 245 project team members. This is shown in Table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Managers</td>
<td>49</td>
<td>16.7</td>
</tr>
<tr>
<td>Project Team Members</td>
<td>245</td>
<td>83.3</td>
</tr>
<tr>
<td>Total</td>
<td>294</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4 Sampling design and Sample Size
Sampling techniques and sample size are important to establish the representativeness of the sample for generalization (Kombo & Tromp, 2006). The study used stratified sampling method to ensure that all cases were well represented and used simple random sampling method to select the respondents. The study used a sample size formula by Taro Yamane (1967) assuming an error term of 5%.
\[ n = \frac{N}{1+N(e)^2} \]
\[ n = \frac{294}{((1+294^2*0.05^2))} \]
\[ n = 169 \]

The sample size was 169 respondents which represented a 57.5% of the target population. The proportionate distribution of sample size was obtained using a 0.575.

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sampling Factor</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Managers</td>
<td>49</td>
<td>0.575</td>
<td>28</td>
</tr>
<tr>
<td>Project Team Members</td>
<td>245</td>
<td>0.575</td>
<td>141</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294</strong></td>
<td><strong>0.575</strong></td>
<td><strong>169</strong></td>
</tr>
</tbody>
</table>

**3.5 Data collection Instrument**

Questionnaires were used as data collection instruments because those who were involved were literate thus minimal interpretations of what was contained in the questionnaires. The questionnaires were structured into 5 sections ranging from A to F whereby section A collected data regarding the respondents background information, section B was based on stakeholder participation variable, section C leadership support variable, section D communication variable, section E resource allocation variable and section F collected data on dependent variable (project implementation). The questions followed a likert scale whereby the respondents were required to rate questions as per their level of agreement. In addition, there was an open-ended questions after each study variable to enable the respondents to add more information regarding the influence of the independent variable on dependent variable.

**3.6 Pilot Study**

Pilot study is a small test involving a small number of respondents to assist the researcher in checking for the quality of the questionnaires and identify any weaknesses before going for the
final data collection process (Orodho, 2005). Questionnaires were piloted 10 respondents. In addition to that, these respondents were not included in the final data collection process. The aim of the pilot study was to make sure that any error or missing item in it is identified and addressed so as to make sure they are valid and reliable.

3.6.1 Validity of the Instrument
Validity test involves checking whether the data collection instrument will give data regarding the intended objective of the study (Orodho, 2005). The researcher used content validity test to ensure that the questionnaires are put in simple language the respondents could easily understand and check for clarity of questions. This was achieved by consulting the supervisor as the expert.

3.6.2 Reliability of the Instrument
Reliability as described by Cooper and Schindler (2011) is carried out to test the internal consistency of the questionnaire. Cronbach’s alpha coefficient was utilized to obtain a correlation coefficient of the test scores. Mugenda and Mugenda (2003) indicates that test scores ranges between 0 to 1 and the instruments is considered reliable if the test score is closer to 1. The results of the reliability tests are shown in Table 3.3.

Table 3.3: Reliability Tests

<table>
<thead>
<tr>
<th>Research Variable</th>
<th>Cronbach’s Alpha Index (α)</th>
<th>Number of Items</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Participation</td>
<td>0.802</td>
<td>6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Leadership Support</td>
<td>0.765</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Communication</td>
<td>0.863</td>
<td>6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>0.696</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Project Implementation</td>
<td>0.799</td>
<td>3</td>
<td>Reliable</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>0.773</strong></td>
<td><strong>25</strong></td>
<td><strong>Reliable</strong></td>
</tr>
</tbody>
</table>

Source: Pilot Data (2018)
The results in Table 3.2 showed that the indicators of communication had the highest reliability ($\alpha= 0.863$), followed by stakeholder participation ($\alpha=0.802$), project implementation ($\alpha=0.799$), leadership support ($\alpha=0.765$) and resource allocation ($\alpha=0.696$).

3.7 Data Collection Procedure

The organization management was contacted to permit the research to carry out the study within the organization. The researcher administered the questionnaires himself and gave the respondents two weeks for filling in the questionnaires. The researcher made a visit to the respondents to remind them on the importance of filling the questionnaires so as to ensure high response rate.

3.8 Data Analysis and Presentation

The data obtained from the questionnaires was first edited and coded to present a meaning finding. Quantitative data was analysed using descriptive statistics which include mean, standard deviations, frequencies and percentages and presented in terms of tables, graphs and charts. This was made possible by using Statistical Package for Social Sciences (SPSS) version 20.0. In order to test the relationship between variables and the extent to which they are influence each other correlation analysis and inferential statistics was used which involves multiple regression analysis.

Multiple regression analysis was used to determine whether a combined group of independent variables predicts a given dependent variable (Cooper & Schindler, 2011). The regression equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby

- $Y$ = Project Implementation
- $X_1$ = Stakeholder Participation
- $X_2$ = Leadership Support
- $X_3$ = Communication
- $X_4$ = Resource Allocation
$\beta_1, \beta_2, \beta_3$ are coefficients of determination

$\varepsilon$ is the error term.

3.9 Ethical Consideration
To maintain ethics during the data collection period, the researcher first obtained an introductory letter from the University and a research permit from National Commission for Science, Technology and Innovation (NACOSTI) in order to introduce himself to the relevant authorities concerned. The respondents were requested to participate in the study by first explaining to them the intended purpose of the study and assured them that none of the third party will access the information they disclose to the study. The respondents neither were allowed to write their names nor the department they work with.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction
The chapter presents the background information of the respondents, findings of the analysis based on the research objectives of the study. Descriptive and inferential statistics were used to analyse data.

4.2 Response Rate
The study targeted a sample size of 169 respondents and their response rate is shown in Table 4.1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>164</td>
<td>97.1</td>
</tr>
<tr>
<td>Non-response</td>
<td>5</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>169</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.1 shows that 97.1% of the respondents filled and returned their questionnaire while only one (5) did not respond accounting for 2.9%. Mugenda and Mugenda (2003) show that a response rate of 50% is adequate for analysis and reporting, a response rate of 60% is good and that of 70% and above is very good. This therefore meant that the overall response rate of 97.1% was appropriate for the study.

4.3 Background Information
On the background information of the respondents, the researcher was interested in knowing the gender, age, level of education and work experience of the respondents.
Figure 4.1: Respondents’ Gender

Source: Survey Data (2018)

Figure 4.1 show that majority (63.64%) were male while 36.36% were female. This is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender bias.

Table 4.2: Respondents’ Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25 years</td>
<td>12</td>
<td>7.3</td>
</tr>
<tr>
<td>25 - 34 years</td>
<td>46</td>
<td>27.9</td>
</tr>
<tr>
<td>35 - 44 years</td>
<td>105</td>
<td>63.6</td>
</tr>
<tr>
<td>45 years and above</td>
<td>2</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>165</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.2 show that majority (63.6%) of the respondents were aged between 34 and 44 years old, 27.9% aged between 25 and 34 years, 7.3% less than 25 years and 1.2% aged 45 years and above. These findings indicate that the study involved respondents from all the age gaps.
Figure 4.2: Respondents’ Education Level

![Bar chart showing respondents' education level]

**Source: Survey Data (2018)**

Figure 4.2 shows that majority (75.15%) of the respondents had attained bachelor’s degree, 21.21% diploma and 3.64% Master’s degree. This shows that majority of the respondents had attained a degree level of education and would therefore contribute adequately to the study.

**Table 4.3: Respondents’ Work Experience**

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Less than 5 years</td>
<td>7</td>
<td>4.2</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>30</td>
<td>18.2</td>
</tr>
<tr>
<td>10 - 15 years</td>
<td>40</td>
<td>24.2</td>
</tr>
<tr>
<td>Above 15 years</td>
<td>88</td>
<td>53.3</td>
</tr>
<tr>
<td>Total</td>
<td>165</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source: Survey Data (2018)**

Table 4.3 shows that majority (53.3%) of the respondents had worked for a period of above 15 years, 24.2% between 10 to 15 years, 18.2% between 5 to 9 years and 4.2% for less than 5
years. This is an indication that majority of the respondents had worked for a period long enough and had a wealth experience to contribute to the study effectively.

4.4 Descriptive Statistics

Descriptive statistics such as means and standard deviations were used to present that quantitative data with the use of Statistical Package for Social Sciences (SPSS) version 17.0. These were presented as per the study objectives as follows.

4.4.1 Stakeholder Participation

The first research objective sought to establish the influence of stakeholder participation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The findings are shown in Table 4.4.

Table 4.4: Stakeholder Participation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder analysis is done to identify extent of decision making</td>
<td>4.09</td>
<td>1.197</td>
</tr>
<tr>
<td>Stakeholder participation enhances support of the project</td>
<td>4.11</td>
<td>0.832</td>
</tr>
<tr>
<td>Stakeholder participation improves decision making process</td>
<td>4.37</td>
<td>0.547</td>
</tr>
<tr>
<td>Stakeholder participation helps in the identification of deviation in the project</td>
<td>4.23</td>
<td>0.808</td>
</tr>
<tr>
<td>Committing the necessary resources to ensure the project is successful</td>
<td>4.57</td>
<td>0.502</td>
</tr>
<tr>
<td>Making their detailed requirements known</td>
<td>4.49</td>
<td>0.612</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.35</strong></td>
<td><strong>0.714</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*

The results in Table 4.4 show that the respondents strongly agreed that stakeholder participation influence the implementation of projects in manufacturing companies in Nairobi City County, Kenya. as shown by the aggregate mean score of 4.35 with a significance variance of 0.714. The respondents strongly agreed on the statement that committing the necessary resources to ensure the project is successful, making their detailed requirements known and that stakeholder participation improves decision making process as shown by mean score of
4.57, 4.49 and 4.37 respectively and with respective standard deviation of 0.502, 0.612 and 0.547. This is in line with the findings of Nyandika and Ngugi (2014) who established that the performance of roads projects is determined by project communication, feasibility study, holding seminars and conferences.

The respondents also agreed on the statements that Stakeholder participation helps in the identification of deviation in the project, stakeholder participation enhances support of the project and that stakeholder analysis is done to indentify extent of decision making as shown by mean score of 4.23, 4.11 and 4.09 respectively and standard deviation of 0.808, 0.832 and 1.197. This agrees with the findings of Adan (2012) who found that the role of project implementation by project managers and government officials’ role led to better performance of projects.

4.4.2 Leadership Support
The second research objective sought to examine the influence of leadership support on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The findings are shown in Table 4.5.

Table 4.5: Leadership Support

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership helps in design and application of appropriate standards in project management</td>
<td>3.89</td>
<td>1.491</td>
</tr>
<tr>
<td>Leadership helps in delegating and utilization of roles concerning assurance of within the set structures</td>
<td>3.40</td>
<td>1.459</td>
</tr>
<tr>
<td>Leadership helps in having a contingency plan for managing risks involves in projects</td>
<td>4.34</td>
<td>0.968</td>
</tr>
<tr>
<td>Leaders monitor the whole project process and utilizes resources together with making necessary corrective action</td>
<td>3.37</td>
<td>1.734</td>
</tr>
<tr>
<td>Direct, manage and motivate the project team</td>
<td>3.94</td>
<td>1.110</td>
</tr>
<tr>
<td>Leadership helps in building and sustaining proper communication between project stakeholders</td>
<td>4.40</td>
<td>0.912</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.44</strong></td>
<td><strong>1.225</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
The results in Table 4.5 shows that the respondents strongly agreed that leadership support influence the implementation of projects in manufacturing companies in Nairobi City County, Kenya as shown by the aggregate mean score of 4.44 with a significance variance of 1.225. The respondents strongly agreed on the statements that Leadership helps in building and sustaining proper communication between project stakeholders and that leadership helps in having a contingency plan for managing risks involves in projects as indicated by mean score of 4.40, and 4.36 respectively with respective standard deviation of 0.912 and 0.968. This agrees with the findings of Yang, Huang and Wu (2011) who shows that better project management leadership leads to better project team members relationships. The study also revealed that teamwork spirit has a statistical significance influence on project performance.

The respondents agreed on the statements that direct, manage and motivate the project team and that leadership helps in design and application of appropriate standards in project management as shown by mean score of 3.94 and 3.89 respectively and with respective significance variance of 1.110 and 1.491. This is in line with the findings of Novo, Landis and Haley (2017) who revealed that leadership traits are directly related with the project manager competency. Similarly, the project managers leadership skills and project success is strongly correlated.

The respondents were neutral on the statement that Leadership helps in delegating and utilization of roles concerning assurance of within the set structures and that leaders monitor the whole project process and utilizes resources together with making necessary corrective action as indicated by mean score of 3.40 and 3.37 respectively and with respective significance variance of 1.459 and 1.734. This contradicts with the findings of Buba and Tanko (2017) who established that the ability of a project manager in giving direction is the best leadership style and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.
4.4.3 Communication

The third research objective sought to identify the influence of communication on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The findings are shown in Table 4.6.

Table 4.6: Communication

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective communication of project objectives to all stakeholders</td>
<td>4.08</td>
<td>0.406</td>
</tr>
<tr>
<td>Ongoing meetings between management/staff/stakeholders are carried out during project implementation</td>
<td>4.00</td>
<td>0.123</td>
</tr>
<tr>
<td>There is a regular review and adjustments of communication plans</td>
<td>4.71</td>
<td>0.860</td>
</tr>
<tr>
<td>The organization has established communication strategies to help minimise potential disputes and misunderstandings during project implementation</td>
<td>4.89</td>
<td>0.471</td>
</tr>
<tr>
<td>There is a clear communication giving stakeholders opportunity to comment/ cast a vote in order to identify clients needs.</td>
<td>4.20</td>
<td>1.623</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>4.38</td>
<td>0.672</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.6 shows that the respondents strongly agreed that communication influence the implementation of projects in manufacturing companies in Nairobi City County, Kenya as shown by the aggregate mean score of 4.38 with a significance variance of 0.672. Majority of the respondents strongly agreed on the statements that the organization has established communication strategies to help minimise potential disputes and misunderstandings during project implementation and that there is a regular review and adjustments of communication plans as shown by mean score of 4.89 and 4.71 respectively with respective significance variance of 0.471 and 0.860. This is in line with the findings of Afroze and Khan (2017) who showed that these practices have significant and positive impact.
on project performance; project complexity has a minimal impact on the communication and performance relationship.

The respondents agreed on the statements that there is a clear communication giving stakeholders opportunity to comment/cast a vote in order to identify clients needs, there is effective communication of project objectives to all the stakeholders and that ongoing meetings between management/staff/stakeholders are carried out during project implementation as indicated by mean score of 4.20, 4.08 and 4.00 respectively and with standard deviation of 1.623, 0.406 and 0.123. This concur with the findings of Affare (2012) who established that poor communication had resulted in project delays, project cost overrun and project abandonment.

4.4.4 Resource Allocation
The fourth research objective sought to find out the influence of resource allocation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The findings are shown in Table 4.7.

Table 4.7: Resource Allocation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project equipment is assigned to staff for use during project implementation</td>
<td>4.29</td>
<td>1.126</td>
</tr>
<tr>
<td>Project staff allocation is a prerequisite for onset of project implementation</td>
<td>3.34</td>
<td>1.371</td>
</tr>
<tr>
<td>The organizations have human resource management policies that measure project performance and include reward schemes for staff motivation.</td>
<td>4.71</td>
<td>0.825</td>
</tr>
<tr>
<td>There exists periodic budget monitoring to measure expenditures against budget</td>
<td>3.51</td>
<td>0.781</td>
</tr>
<tr>
<td>There is approved budget for the implementation of project</td>
<td>3.00</td>
<td>0.804</td>
</tr>
<tr>
<td>The organization provide the right quantity of the right material at the right time for the implementation of projects</td>
<td>4.57</td>
<td>0.502</td>
</tr>
</tbody>
</table>

**Aggregate Score**                                                                                   | 3.98     | 0.860                   |

Source: Survey Data (2018)
The results in Table 4.7 shows that the respondents agreed that resource allocation influence the implementation of projects in manufacturing companies in Nairobi City County, Kenya as shown by the aggregate mean score of 3.98 with a significance variance of 0.860. Majority of the respondents strongly agreed on the statements that the organizations have human resource management policies that measure project performance and include reward schemes for staff motivation and that the organization provide the right quantity of the right material at the right time for the implementation of projects as shown by mean score of 4.71 and 4.57 respectively and with respective significance variance of 0.825 and 0.502. This in line with the findings of Obegi and Kimutai (2017) who established that there exists periodic budget monitoring to measure expenditures against budget, project staff complete their project on time.

The respondents agreed on the statements that Project equipment is assigned to staff for use during project implementation and that there exists periodic budget monitoring to measure expenditures against budget as shown by mean score of 4.29 and 3.51 respectively and with significance variance of 1.126 and 0.781 respectively. This concurs with the findings of Wambua (2013) who found that HRM practices have an effect on project performance.

The respondents were neutral on the statements that project staff allocation is a prerequisite for onset of project implementation and that there is approved budget for the implementation of project as shown by mean score of 3.34 and 3.00 respectively and with significance variance of 1.371 and 0.804 respectively. This is in contrary to the findings of Umulisa et al. (2015) who revealed that financial resource planning practices were found to influence the project performance.

4.4.5 Project Implementation

The sought establish the extent to which the implementation of projects in manufacturing companies in Nairobi City County, Kenya was achieved. The findings are shown in Table 4.8.
Table 4.8: Project Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are delivered on specified time</td>
<td>4.52</td>
<td>0.464</td>
</tr>
<tr>
<td>Projects are implemented within the set budget</td>
<td>4.45</td>
<td>1.278</td>
</tr>
<tr>
<td>Implementation of projects have minimized cost to the organization</td>
<td>4.03</td>
<td>1.671</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.33</strong></td>
<td><strong>1.138</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The results in Table 4.8 indicated that respondents strongly agreed that project management practices influence the implementation of projects in manufacturing companies in Nairobi City County, Kenya as shown by the aggregate mean score of 4.33 and with significance variance of 1.138. Project time, budget and cost was greatly improved as shown by the mean score of 4.52, 4.45 and 4.03 respectively and with respective significance variance of 0.464, 1.278 and 1.671. Hornstein (2015) argue that management practices in projects are important because the management define the what is required of the work, scope of the work, allocation of required resources, execution process planning, monitor work progress and amend changes form the initial plan that might arise during project implementation.

4.5 Regression Analysis

Multiple regression analysis was conducted to test relationship among variables using statistical Package for Social Sciences (SPSS) version 17.0.

Table 4.9: Project Implementation

<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>.688a</td>
<td>.473</td>
<td>.403</td>
<td>.472</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Stakeholder participation, leadership support, communication, resource allocation

Source: Survey Data (2018)
From the findings in Table 4.9 the value of adjusted r squared was 0.403 (40.3%) an indication that there was variation of 40.3% on the implementation of projects in manufacturing companies in Nairobi City County, Kenya was due to changes in Stakeholder participation, leadership support, communication, resource allocation at 95% confidence interval. Additionally, this therefore means that factors not studied in this research contribute 59.3% of the project implementation and a further research should be conducted to investigate the other factors that contribute to this gap.

**Table 4.10: Analysis of Variance**

<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>1</td>
<td>Regression</td>
<td>6.002</td>
<td>4</td>
<td>1.500</td>
<td>6.734</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>6.684</td>
<td>161</td>
<td>.223</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12.686</td>
<td>165</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Stakeholder participation, leadership support, communication, resource allocation

b. Dependent Variable: Project Implementation

**Source: Survey Data (2018)**

The significance value is 0.001a which was less than 0.05 thus the model is statistically significant in predicting how various factors affect implementation of projects in manufacturing companies in Nairobi City County, Kenya. The F critical at 5% level of significance was 1.500. Since F calculated is greater than the F critical (value = 6.734), this shows that the overall model was significant. The relationship (p < 0.05) indicated a linear relationship among the variables under the study meaning there was 95% chance that the relationship among the variables was not due to chance.
Table 4.11: Analysis of Variance

<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>1 (Constant)</td>
<td>.411</td>
<td>.904</td>
<td></td>
<td>4.235</td>
</tr>
<tr>
<td>Stakeholder Participation</td>
<td>.790</td>
<td>.113</td>
<td>2.124</td>
<td>4.859</td>
</tr>
<tr>
<td>Leadership Support</td>
<td>.622</td>
<td>.048</td>
<td>4.062</td>
<td>2.458</td>
</tr>
<tr>
<td>Communication</td>
<td>.711</td>
<td>.081</td>
<td>1.020</td>
<td>2.142</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>.823</td>
<td>.071</td>
<td>3.645</td>
<td>4.577</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Project Implementation
Source: Survey Data (2018)

As per the SPSS generated Table 4.11, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \) becomes: \( Y = 0.411 + 0.790 X_1 + 0.622 X_3 + 0.711 X_3 + 0.823 X_4 \)

Where

- \( Y = \text{Project Implementation} \)
- \( X_1 = \text{Stakeholder Participation} \)
- \( X_2 = \text{Leadership Support} \)
- \( X_3 = \text{Communication} \)
- \( X_4 = \text{Resource Allocation} \)

According to the regression equation established, taking all the independent variables into constant at zero, implementation of projects in manufacturing companies in Nairobi City County, Kenya would be 41.1%. The data findings analyzed also showed that all the independent variables had a positive and significant effect on the implementation of projects in manufacturing companies in Nairobi City County, Kenya as indicated by t-values. The relationships \( p < 0.05 \) are all significant with stakeholder participation \( (4.859, p < 0.05) \), leadership support \( (2.458, p < 0.05) \), communication \( (2.142, p < 0.05) \) and resource allocation \( (4.577, p < 0.05) \). Resource allocation was found to be the most \( (82.3\%) \) significant among the
other variables under study, followed by stakeholder participation (79.0%), communication (71.1%) and leadership support (62.2%).

Allocation of resources leads to review and modify the project plan, revise stages, project completion dates (Selaru, 2012). Stakeholders bring a wide range of skills, knowledge, and experiences to the project and if they are well managed they can help to make the project more successful (Bourne, 2016). Communication in projects refers to information exchanges intended to create understanding amongst project stakeholders (Ruuska, 2016). Ahmed, Mohamad and Ahmad (2016) observe that leadership is an effective tool to be used by the project manager which moderately influence project outcome, otherwise, lack of leadership skills are directly associated with project failure.
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter covers the summary of the findings, recommendations for policy and practice, conclusions and recommendations for further studies.

5.2 Summary of Findings
The general objective of the study was to investigate the influence of project management practices on the implementation of projects in manufacturing companies in Nairobi City County, Kenya. The study’s specific objectives were to examine how stakeholder participation, leadership support, communication and resource allocation influenced project implementation. The study adopted a descriptive research design. The population was drawn from 49 manufacturing companies from the industrial area of Nairobi City County comprising of project managers and project team members. Data was collected using questionnaires and analysed using both descriptive statistics and regression analysis. The summary of the findings is shown as follows:

The first research objective sought to establish the influence of stakeholder participation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya and established a positive and significant relationship between stakeholder participation and project implementation. Committing the necessary resources to ensure the project is successful, making stakeholder detailed requirements known improves decision making process towards effective implementation of projects.

The second research objective sought to examine the influence of leadership support on the implementation of projects in manufacturing companies in Nairobi City County, Kenya and established a positive and significant relationship between leadership support and project implementation. Leadership helps in building and sustaining proper communication between project stakeholders and in having a contingency plan for managing risks involves in projects.
The third research objective sought to identify the influence of communication on the implementation of projects in manufacturing companies in Nairobi City County, Kenya and established a positive and significant relationship between communication and project implementation. The organization has established communication strategies to help minimise potential disputes and misunderstandings during project implementation and that there is a regular review and adjustments of communication plans.

The fourth research objective sought to find out the influence of resource allocation on the implementation of projects in manufacturing companies in Nairobi City County, Kenya and established a positive and significant relationship between resource allocation and project implementation. The manufacturing companies have human resource management policies that measure project performance include reward schemes for staff motivation and provide the right quantity of the right material at the right time for the implementation of projects.

5.3 Conclusions
The study concludes that, Community participation during implementation of projects in manufacturing companies is a vital as it leads to better outcomes for all stakeholders, stakeholder ownership and lower project costs. Leadership support is considered one of the critical success factors in project implementation, effective executive involvement can significantly improve project success. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time.
5.4 Recommendations for Policy and Practice

The study recommends that:

Stakeholder participation is crucial to the long-term success of project implementation. Therefore, the study recommends that strict scrutinization of project teams to be done to ensure that all the stakeholders are well represented. This will ensure that various needs are effectively addressed.

Project implementation cannot be effective without an excellent or good level of support from top management. The top managers from the manufacturing companies should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of the projects.

Project activities should be communicated to every party concerned during implementation of projects and the manufacturing companies should establish the right channels of delivery messages and feedback in both top-down and bottom-up communication.

The management of the manufacturing companies should identify the right resources towards effective implementation of the projects. Frequent estimation should be carried out for each assignment within the project so that utilization of resources can occur in the most effective manner possible.

5.5 Suggestions for Further Studies

The study focused on how project management practices influences the implementation of projects in manufacturing companies in Nairobi City County, Kenya. Therefore, further study should be carried out focusing on other variables that have not been studied to address that gap as indicated in the coefficient of determination.
REFERENCES


Appendix 1: Introductory letter
STEPHEN GITONGA NJIRU,
KENYATTA UNIVERSITY,
D53/CTY/PT/29848/2014,
P.O BOX 43884-00100.
NAIROBI.

Dear Respondent,

REF: Participation in Research Study
My name is Stephen Gitonga Njiru a Masters student from Kenyatta University undertaking
my project whose title is project management practices on the implementation of projects in
manufacturing industries in Nairobi City County, Kenya and my registration number

This is therefore to request for your input through filling in the questionnaire form attached
herewith.

Kindly note that the information you share will be treated in confidentiality and will only be
used for the purpose of this research and that is why your name should not appear in the
questionnaire’s form.

Thank you in advance.

Kind Regard
Appendix II: Questionnaire

Please tick on the box corresponding to your response.

Section A: Background Information

1. Indicate your Gender: [ ] Male [ ] Female

2. Age:
   - Less than 25 years [ ]
   - 25 – 34 Years [ ]
   - 35 – 44 Years [ ]
   - 45 years and above [ ]

3. Indicate your highest level of education
   - [ ] Diploma
   - [ ] Post Graduate Diploma
   - [ ] Bachelors Degree
   - [ ] Master’s Degree

4. How long have you been working with the group:
   - [ ] Less than 5 years
   - [ ] 5-9 years
   - [ ] 10-15 years
   - [ ] above 15 Years

Section B: Stakeholder Participation

To what extent do you concur with the following statements concerning the influence of stakeholder participation on the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

Key: Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder analysis is done to identify extent of decision making</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Stakeholder participation enhances support of the project</td>
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<tr>
<td>Stakeholder participation improves decision making process</td>
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</tr>
<tr>
<td>Stakeholder participation helps in the identification of deviation in the project</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Committing the necessary resources to ensure the project is successful</td>
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<tr>
<td>Making their detailed requirements known</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5. Based on your own opinion, how does stakeholder participation influence the</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
implementation of projects in manufacturing industries in Nairobi City County, Kenya?

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…………………………………………………………………………………………………..

Section C: Leadership Support

To what extent do you concur with the following statements concerning the influence of leadership support on the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

Key: Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership helps in design and application of appropriate standards in project management</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Leadership helps in delegating and utilization of roles concerning assurance of within the set structures</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Leadership helps in having a contingency plan for managing risks involves in projects</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Leaders monitor the whole project process and utilizes resources together with making necessary corrective action</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct, manage and motivate the project team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership helps in building and sustaining proper communication between project stakeholders</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

6. Based on your own opinion, how does leadership support influence the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

…………………………………………………………………………………………………
……………………………………………………………………………………………
…………………………………………………………………………………………………..

42
**Section D: Communication**

To what extent do you concur with the following statements concerning the influence of communication on the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

**Key:** Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective communication of project objectives to all the stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing meetings between management/staff/stakeholders are carried out during project implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a regular review and adjustments of communication plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has established communication strategies to help minimise potential disputes and misunderstandings during project implementation</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>There is a clear communication giving stakeholders opportunity to comment/ cast a vote in order to identify clients needs.</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

7. Based on your own opinion, how does communication influence the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

**Section E: Resource Allocation**

To what extent do you concur with the following statements concerning the influence of resource allocation on the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

**Key:** Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.
Project equipment is assigned to staff for use during project implementation.

Project staff allocation is a prerequisite for onset of project implementation.

The organizations have human resource management policies that measure project performance and include reward schemes for staff motivation.

There exists periodic budget monitoring to measure expenditures against budget.

There is approved budget for the implementation of project.

The organization provide the right quantity of the right material at the right time for the implementation of projects.

8. Based on your own opinion, how does resource allocation influence the implementation of projects in manufacturing industries in Nairobi City County, Kenya?

…………………………………………………………………………………………………

………………………………………………………………………………………………………………………………………………………………………………

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Section F: Project Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are delivered on specified time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects are implemented within the set budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of projects have minimized cost to the organization</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix II: Approval Letter

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/29848/2014

DATE: 7th March, 2018

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR STEPHEN GITONGA NJIRU – REG. NO. D53/CTY/PT/29848/2014

I write to introduce Mr. Stephen Gitonga Njiru who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Management Science.

Mr. Stephen intends to conduct research for a M.B.A Project Proposal entitled, “Project Implementation and Energy Management in Manufacturing Companies in Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

[Signature]

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
Appendix III: List of companies

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>East African cables ltd.</td>
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<tr>
<td>2.</td>
<td>East African packaging ltd.</td>
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<tr>
<td>3.</td>
<td>Dolphi industries ltd.</td>
</tr>
<tr>
<td>5.</td>
<td>British American tobacco.</td>
</tr>
<tr>
<td>6.</td>
<td>Insteel kenya ltd.</td>
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<tr>
<td>7.</td>
<td>Mastermind tobacco kenya ltd.</td>
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<tr>
<td>8.</td>
<td>Ozzbeco kenya ltd.</td>
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<tr>
<td>10.</td>
<td>Sameer Africa ltd.</td>
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<tr>
<td>12.</td>
<td>Steel structures ltd.</td>
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<td>13.</td>
<td>Nation media industries.</td>
</tr>
<tr>
<td>14.</td>
<td>Print park ltd.</td>
</tr>
<tr>
<td>15.</td>
<td>Nairobi bottlers ltd.</td>
</tr>
<tr>
<td>16.</td>
<td>Mombassa maize millers.</td>
</tr>
<tr>
<td>17.</td>
<td>Kabansora millers ltd.</td>
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<td>18.</td>
<td>Unga ltd.</td>
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<tr>
<td>19.</td>
<td>Unga farmcare ltd.</td>
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<tr>
<td>20.</td>
<td>Pembe millers ltd.</td>
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<td>22.</td>
<td>Sadolin paint ltd.</td>
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<td>23.</td>
<td>Tononoka steels ltd.</td>
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<td>24.</td>
<td>Ibera power Africa.</td>
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<td>25.</td>
<td>Powerware ltd.</td>
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<td>26.</td>
<td>CMC Motors.</td>
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<td>27.</td>
<td>Steel wool industries.</td>
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<td>28.</td>
<td>Kenya commercial bank</td>
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<td>29.</td>
<td>Kenya power workshop.</td>
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<td>30.</td>
<td>Savanna cement.</td>
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<td>31.</td>
<td>Tuff foam.</td>
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<td>32.</td>
<td>Lab and allied industries ltd.</td>
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<tr>
<td>33.</td>
<td>Tetra park ltd.</td>
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<td>34.</td>
<td>Crown executive ltd.</td>
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<td>35.</td>
<td>Access kenya ltd.</td>
</tr>
<tr>
<td>36.</td>
<td>Airtel.</td>
</tr>
<tr>
<td>37.</td>
<td>Kenya civil aviation authority.</td>
</tr>
<tr>
<td>38.</td>
<td>Broadcom networks ltd.</td>
</tr>
<tr>
<td>39.</td>
<td>Timsales ltd.</td>
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<tr>
<td>40.</td>
<td>Boc gasses industries ltd.</td>
</tr>
<tr>
<td>41.</td>
<td>London distillers ltd.</td>
</tr>
<tr>
<td>42.</td>
<td>EABL malting plants ltd.</td>
</tr>
<tr>
<td>43.</td>
<td>Mombassa cement ltd.</td>
</tr>
<tr>
<td>44.</td>
<td>Mbaburi cement.</td>
</tr>
<tr>
<td>45.</td>
<td>Kenya pipeline corporation.</td>
</tr>
<tr>
<td>46.</td>
<td>Kenya airports authority.</td>
</tr>
<tr>
<td>47.</td>
<td>Kenya airways</td>
</tr>
<tr>
<td>49.</td>
<td>General motors east Africa.</td>
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