STAKEHOLDER MANAGEMENT AND PERFORMANCE OF COUNTY GOVERNMENT FUNDED PROJECTS IN NYERI COUNTY, KENYA

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

NOVEMBER, 2022
DECLARATION

Student

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

Signature…………………………………Date:……………………………………

Esther Mugure Gichimu

D53/OL/EMB/27597/2018

Supervisor

I confirm that the work in this proposal was done by the candidate under my supervision.

Signature…………………………………Date:……………………………………

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DEDICATION

This thesis is dedicated to the members of my family due to their consistent prayers.

Thank you and be blessed.
ACKNOWLEDGEMENTS

Firstly and foremost, I sincerely thank Almighty God for His love and giving me strength to pursue Master degree in Business Administration. I am sincerely grateful to Dr. Morrison Mutuku, my supervisor and all my lecturers for tireless devotion of their time in guiding me throughout this course. My appreciation extends to all of my colleagues in MBA class for the support and encouragement even in difficult moments.
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# Abbreviations and Acronyms

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<tr>
<td>SA</td>
<td>Saudi Arabia</td>
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<tr>
<td>PERT</td>
<td>Project Evaluation and Review Techniques</td>
</tr>
<tr>
<td>RoK</td>
<td>Republic of Kenya</td>
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<tr>
<td>CPM</td>
<td>Critical Path Analysis</td>
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<td>NACOSTI</td>
<td>National Commission for Science and Technology</td>
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## OPERATIONAL DEFINITION OF TERMS

### Stakeholder Management
Refers to identifying, monitoring and maintenance of relationships, expectations and needs of diverse parties interested in a project.

### Project Performance
It is achievement of project goals and objectives within the defined budget, timeline and cost.

### Project stakeholders
An individual, group or organization that might affect, or is affected by the project activity, outcome or decision.

### Project
Is a temporary undertaking which involves some set activities performed within defined budgets, timelines and scope.

### Contract Management
is the process of analyzing and executing a contract to maximize financial and operational performance.

### Communication Management
Refers to the organization and dissemination of communication instructions connected with a project.

### Conflict Management
This is process of minimizing the negative aspects pertaining to conflict and maximizing the conflict’s positive aspects in a project.
ABSTRACT

Various stakeholders evaluate Project performance differently as per their expectations regarding the cost, time and actual quality. County Government funded projects perform a major role of strengthening the livelihood of the population by contributing immensely towards the development of the residents’ economy. Project performance is vital as it has a direct association with the potential attainment of the project. Thus performance of County Government funded projects is important as it indicates the extent to which these projects will contribute towards residents’ economic activities, wealth creation and consequently improving the living standards of households. However despite the importance of these projects, public projects in Nyeri County are characterized by poor performance and stakeholder dissatisfaction. This situation can be redressed if the project management involves stakeholders in negotiations and decision making, enhances communication through sharing information and resolves conflict through means such as committees and boards. This study aimed at determining what effect stakeholder management has on project performance. The focus was to specifically assess the effect of contract management, communication management and conflict management on performance of projects funded by County Government in Nyeri County. The theory of performance, expectancy theory and stakeholder theory anchored the study. Related literature was reviewed. The study targeted population comprising all the projects funded by County Government of Nyeri County for the years 2016/2017 and 2017/2018 which are 53 according to data from County Government of Nyeri. A sample size of 212 respondents comprising 53 members of general public, 53 project officers, 53 project staffs and 53 contractors were drawn using cluster sampling technique. Descriptive research design was used. Data collection was done by way of a questionnaire and Cronbach’s Coefficient Alpha computation done to test for reliability with validity test done through seeking the opinion of the supervisor. For data analysis, SPSS software was used and both inferential and descriptive analysis conducted. Presentation of findings was through graphs and also tables. The findings revealed that all the three independent variables namely contract management, communication management and conflict management positively and significantly influenced performance of projects funded by County Government in Nyeri County. Communication management had the greatest influence on projects funded by County Government in Nyeri County, followed by Conflict management and finally Contract management. It was recommended that stakeholder management is critical and hence the government must ensure the aspect of stakeholder involvement is adequately covered during the feasibility study of the intervention. To boost transparency and accountability of the project management the study recommends that the channels, format, frequency and responsibility of sharing of the progress report to the stakeholders be well defined during the conception stages of the intervention. The study further recommends that project management must change their reactive approach on occurrence of conflict but rather adopt a proactive approach in determining the highly susceptible issues and identify possible solution.
CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Projects are short-term organizations for the original body. Projects operate within certain budgets, timeframes and they usually follow a sequential procedure from inception to implementation (Woldie, 2016). Different approaches to managing projects such as lean, iterative, incremental and phased approaches could be used. Effective approach used must consider the project overall objectives, time, cost as well as stakeholder roles and responsibilities (Alsulamy, 2015; Smith, 2016). According to Ahmed and Fazel (2016) the project objectives and goals are fixed on the onset of project and whereas some goals are quantifiable, others like soft project reputation and quality are difficult to quantify

Project goals help in defining the perceived benefits the project has and also the project purpose. The main challenge concerning management of project is goal’s achievement within the constraints inherent in form of quality, time, scope and budget. Project objectives and goals may be seen as a contractual relationship between the managers of the project and the project sponsors (Smith, 2016). Projects attract various stakeholders with differing expectations regarding the project outcome. The degree of stakeholders’ urgency and priorities tend to vary during the project lifecycle thereby compounding the challenge of managing projects. Most project delays and the overruns in costs result from project management issues rather than due to technical attributes (Ayatah, 2012).
Globally, completion of projects is depend on budget, time and deliverables (Sammy & Muturi, 2018). Recently the performance of projects globally has been poor (PWC, 2012). In spite of various literatures on project managers education regarding the tools and techniques of enhancing project success likelihood, only 30% of the projects in developing countries end up being successful (Kelbessa, 2016). The majority of projects are seen to be unsuccessful either due to non-completion or they appear unsuccessful although rolled-out as per plans (Ayatah, 2012). In Kenya, successful completion of projects is highly wanting. In the fiscal year 2013/14, only 6 out of 71 projects funded by the Government of Kenya were completed on time (Sammy & Muturi, 2018).

For successful project management, any possible forces capable of influencing the project performance has to be taken into account. These forces might present a positive or negative influence on project performance. Project performance monitoring offers project managers with significant information as to whether the project is being operated within the time-frame, approved budget and in conformity with relevant laws (Karanja, 2012). Additionally, performance measurement provides the entity a clear image of the project health as well as inspiring the project team.

1.1.1 Performance of a Project

Performance with regards to a project emphasize on influence that the projects have at certain points or for given time frames (Njogu, 2016). Value of project impact should surpass the intervention cost. Project performance and potential project success are directly related. Success factor for projects rely on the principles adopted in management of the project, the control mechanisms used and the project team’s expertise. (Samuel, 2012). Projects are considered to have been successfully implemented when they fulfill the project triangle, that is, performed in compliance
with the schedule, attains its purpose as designed and completed in line with its budgets (Hammad, 2013).

Successful project performance measurement instrument should support realization of main stakeholders’ expectation, user needs and project objectives. Project performance measures include time, cost and quality. These key constraints cannot be optimally attained thus need for trade-offs. (Karanja, 2012; Samuel, 2012). Trade-offs usually arise at several phases of project lifespan predominantly during planning stage and during execution stage. Evaluation of performance of a project is done in different ways by different stakeholders in accordance with their expectations as regards to cost, quality and time. According to Kelbessa (2016), performance of the project can be assessed qualitatively in terms of project value to the concerned organization or quantitatively with regards to the satisfaction and enormous government projects.

Project performance enablers include key indicators identified and the monitoring systems. Project monitoring system flourish in the management commitment to organization, in defining responsibilities, personnel assignment, SMART objectives, data authentication, measurable indicators and timely reports (Alsulamy, 2015). Project indicators monitoring provide the organization with measurable assessment of project performance.

Shenhar and Dvir (2017). opine that needs fulfillment for customers take precedence over merely meeting the project budgets or deadlines. The project performance report measures the project based on project’s success criteria. The reports on performance of projects also offer information on implementation of a project and the development in attaining the goals for all cycles of the project.
Reports on project performance ought to be demonstrable performance marks that reveal the advancement towards goals achievement. They show assessments of performance in supervision of projects, major problems encountered, significant assumptions and threats, proposed remedial actions as well as projects rankings in implementation advancement and the possibility of achieving the goals (Ayatah, 2012). Primary reports on performance ought to specify the standard indicators that will be monitored throughout the project lifespan. The other factors which influence project performance include lack of skills by the project team, inexperience, various variations on project needs, communication complications and management issues on stakeholders (Alsulamy, 2015).

Massive project indicators might be controlled for a particular project. The main project pointers must also be recognized in advance and major project stakeholders involved in identification of indicators as this is likely to enhance project success. This study measured performance by way of user satisfaction, project time and project cost in line with past studies (Alsulamy, 2015; Maina, 2015).

1.1.2 Stakeholder management
Aaltonen (2010) offer that projects remain quite sensitive to any stakeholder action or decision. Most projects function in a setting whereby the project stakeholders have a key part in the tasks accomplishments (Hammad, 2013). The support of stakeholders is key to any project success. Stakeholders in a project include those within and those outside the organization and these stakeholders may be project sponsors, those who influence project completion or those interested in project completion. The stakeholders vary during the project life cycle as regards to needs, influence and numbers.
Stakeholder management in the success of project is treasured with regards to quality and costs (Njogu, 2016). Therefore, for project success, stakeholder management is very instrumental and also determines whether a project succeeds or fails. Public involvement in implementation of a project is very crucial (Ketoyo, 2017). Significant participation can occur only when the stakeholders are knowledgeable regarding the prominence of projects that they are supposed to take part in (Marzuki, 2009).

Involvement of stakeholders has been noted to enhance decision quality as it promotes the extents of consciousness in the stakeholders (Ketoyo, 2017). In Kenya, there exists a dominant legislative landscape which provides a collection of vibrant open know-how and ideologies of participation. However the challenges are on implementation so as to provide a conducive environment for delivery of service namely the essential capacities, regulations and systems (World Bank, 2015).

The interests, motivation and perception of all project stakeholders which influence the project success be considered. Stakeholder evaluation and identification ought to be conducted during project life cycle (Njogu, 2016).

This study measured project stakeholder management by way of contract management, communication management and conflict management in line with previous studies (Maina, 2015; Ketoyo, 2017)

1.1.3 County Government funded projects

County Government funded projects perform a substantial role of strengthening citizens’ livelihood by contributing immensely towards the development of the residents’ economy. These projects focus on addressing the development challenges which the Government must answer to so as to realize vision 2030 economic pillar which seeks to enhance wealth for all Kenyans in all regions (Republic of Kenya,
2008). These projects provide a platform for numerous economic activities which create wealth and consequently improves living standards of households.

This County of Nyeri is situated in Kenya central region and covers approximately 3,300 square kilometers. Nyeri County is in the south of Laikipia County, west of Kirinyaga County, north of Murang’a County and east of Nyandarua County (RoK, 2018).

The projects in this County are founded on the expansive strategic objectives which include improvement of production in agriculture, to promote common economic growth, to improve good governance and to develop basic infrastructure geared towards effective service delivery. Other objectives include promotion of sustainable utilization of natural resources, improvement of financial sustainability and flexibility, provision of quality and accessible health care services and to speed institutional development, innovation and transformation (RoK, 2018). For the year 2016/2017 and 2017/2018, County Government sponsored projects in Nyeri County totaled to fifty three (RoK, 2018).

1.2 Statement of the Problem

County Government funded projects have a momentous role in strengthening citizens’ livelihood by contributing immensely towards the development of the residents’ economy (RoK, 2018). These projects provide a platform for numerous economic activities which create wealth and consequently improves living standard s of households.

Despite the importance of these projects, public projects in Nyeri County are characterized by poor performance and dissatisfaction of stakeholder has been
highlighted as the order of the day (Maina, 2015). Auditor-general report regarding County executive of Nyeri financial statements for year 2017 reveal that 38 street lighting projects had not been undertaken 10 months after payment to the contractor (RoK, 2017). In addition 4 irrigations projects had their pipes and fittings supplied to the projects but the pipe laying and implementation of projects had not yet commenced 10 months later (RoK, 2017). Further a plant for treatment of water under Water and Sanitation Company, Tetu whose records indicate that the contract was awarded to a construction company in March 2017 for a contract period of 6 months commencing March 2017 to September 2017 was incomplete, seven months after the expiry of the contract period (RoK, 2017). Overall, other than 12 projects related to murraming and graveling of markets and roads, only 10 out of the other 41 projects undertaken by Nyeri County government in 2017/2018 and 2018/2019 financial years had been completed representing less than 25% success rate.

Several studies have examined management of stakeholders in international Projects (Olander, 2006; Hammad, 2013; Kelbessa, 2016). However their setting is different from the local context in terms of governance, cultural and social settings. Locally, project performance and stakeholder participation has been explored by studies including Agyei, (2014) and Njogu, (2016). These studies focus was on participation of stakeholders. However no sufficient evidence exists to describe the influence that stakeholder management has in regards to performance of County Government financed projects in Nyeri County. Thus, the current study dwelled on stakeholder management and performance of County Government financed projects in Nyeri County.
1.3 Research objectives

1.3.1 General Objective.

To evaluate the effect that management of stakeholders has on the performance of County Government financed projects in Nyeri County.

1.3.2 Specific Objectives

i. To assess the effect that contract management experts on performance of projects financed by County Government in Nyeri County.

ii. To evaluate the effect of communication management on performance of projects financed by County Government in Nyeri County.

iii. To analyse the effect that conflict management wields on performance of projects financed by County Government in Nyeri County.

1.4 Research Question

i. Does contract management affect performance of projects financed by County Government in Nyeri County?

ii. Does communication management affect performance of projects financed by County Government in Nyeri County?

iii. Does conflict management affect performance of projects financed by County Government in Nyeri County?

1.5 Significance of the Study

Findings will be useful to the county governments for improving the existing policy to ensure high performance in public projects. The study will also be helpful to Nyeri County project stakeholders and policy makers as it will recommend ways of establishing project stakeholders needs, conflict management and operative
communication approaches. Finally, scholars and other researchers would benefit from this research as a result of addition to the existing body of knowledge.

1.6 Scope of the study

The study geographical scope was Nyeri County. The predictor variables under focus were contract management, communication management and conflict management with the period being financial years 2017/2018 and 2018/2019.

This scope of Nyeri County was justified on the grounds of existence of considerable County Government financed projects in Nyeri County. For the years 2016/2017 and 2017/2018, County Government financed projects in Nyeri County totaled to 53 according to data from County Government of Nyeri (RoK, 2018).

1.7 Limitation of the study

One shortcoming was in data collection owing to a huge number of spread respondents. This was overcome by using two research assistants. Secondly, there was hesitation from some respondent due to victimization fear. The researcher overcame this by assuring the participants that the replies were confidential.

1.8 Organization of the proposed study

This project has been organized into the following chapters. Chapter one addresses background information, the problem statement, study purpose, objectives, research questions, significance, scope as well as the limitation and assumptions. Second chapter covers literature review theoretically and empirically and conceptual framework. The final chapter is concerned with research design, population targeted, the sampling design, procedures and instruments for collection of data, techniques for analyzing data as well as ethical considerations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In the chapter it is presented empirical literature regarding stakeholder’s management and project performance, review of the theories concerned with how stakeholder’s management is related to project performance, critique of other researchers work, the existing gap and also the conceptual framework.

2.2 Theoretical Review

2.2.1 Theory of Performance

Don Elger (2011) proposed this theory. According to this theory, performance is viewed as a journey whereas level of performance is the location. The player can either be specific or can be group of different entities involved in a collective effort (Elger, 2011). Additionally, this theory outlines the indicators of greater performance levels as Quality increment, Extent of skills and knowledge, Capacity, Motivation and Identity, Capability and also Cost effectiveness.

The theory additionally stresses that certain elements affecting performance cannot be influenced while others could be influenced, for example by involving stakeholders in negotiation and implementation so as to produce favorable results. Moreover, according to this the theory, performance at high level yields quality results which effectively meets or surpasses the stakeholders’ needs and expectations. Supporting this theory, (Neu, 2013) offer that human beings have capability of achieving extraordinary accomplishments by way of high-level of performance and thus the need for stakeholders involvement. With higher performance levels cost decreases due to
wastage reduction and also reduction in resources required for production of a product. Also, at high performance level, firm’s capability and capacity to produce extra output is increased (Neu, 2013). With regards to current study, this theory applies in that involving stakeholders in contract management, that is, negotiation, decision making and implementation, project performance will be enhanced through higher level performance.

2.2.2 Expectancy Theory

Theory of Expectancy was proposed by Victor Vroom (1964). According to the theory, people choose how to behave on the basis of their estimation regarding how the behaviour will affect their cherished outcomes. This motivational theory explains that it is possible to motivate people to select some behavioural choice when the perceived consequence is worth the effort. Vroom expectancy theory advances three main motivation components namely expectancy, valence and instrumentality.

Expectancy means conviction that the effort devoted to some involvement would lead to some desired performance. Instrumentality refers to believing that there will be a reward on achievement of desired performance. Valence means the worth attached to the reward for desired result. Supporting this theory, Elger (2011) offer that expectations about the future influence performance. In relation to this study, the project stakeholders such as project officers, staff and contractors’ efforts must be commensurate to their desired performance and the desired performance must be seen to relate to their gains. Thus there is need for communication management in form of information sharing and informed decisions so that the stakeholders can belief their efforts will lead to desired performance and desired performance result into rewards.
2.2.3 Stakeholder Theory

This theory of Stakeholder progressed from the work of Freeman known as a stakeholder approach (Freeman, 1984). This theory, according to Donaldson (1995) has developed to various groupings namely normative, instrumental and descriptive stakeholder theory. Normative theory of stakeholders comprises the ideologies regarding stakeholder model and highlights the way stakeholders and managers should look at the aim of organization existence guided by certain ethics. Instrumental theory consists of theories on how managers ought to act when they need to pursue organization interest. Descriptive theory is concerned with the actual managers’ behaviour in addition to the way they take their actions and roles (Mahmoud, 2014).

The motive of every intervention is benefit delivery to its stakeholders (Freeman, 1984). This theory thus explains that stakeholders are instrumental to the project performance as they are the main purpose of the projects and hence stakeholder management will affect project performance.

2.3 Empirical Review

There are several studies conducted and they have acknowledged the indicators of project performance to include time, quality and cost (Institute, 2008; Alsulamy, 2015; Njogu 2016). The other pointers identified comprises management style, benefit payment and salary package.

2.3.1 Contract management and Project Performance

Researchers have recognized the participation of stakeholders in any project as vital in achievement of sustainable developments, positive impact and project success. Njogu (2016) studied the influence which stakeholder’s participation had on performance National Environment Management Authority automobile discharge projects in Kenya.
He observed that the participation of stakeholders in a project can be of various forms ranging from identification, sharing of information, contribution of inputs, making decision making, partnership and consultation. This participation of stakeholder occurs during different stages of the project lifecycle. The results of that study were that stakeholder management wielded great influence on projects performance. Thus stakeholder management in projects was recommended.

Alsulamy (2015) who investigated the several performance measurement methods and frameworks which support the direction of project performance to success in Saudi Arabia viewed participation as being primary in supporting projects.

Emilie (2014) on investigation regarding participation of stakeholders and knowledge in the Seychelles Eco-School programme, posits that participation of citizens could be classified into eight levels namely manipulation, informing, therapy, consultation, partnership, Placation, citizen control and delegated power. These levels can further be grouped into three classes namely non-participation, middle class or tokenism and citizen power category. In the non-participation group comprising the therapy and manipulation level, the citizens are instructed by dominant authorities and have tiny impact on decision making. The tokenism category composed of the consultation, informing and placation levels, the less influential get involved though their views are ignored. In the citizen power class which carries the citizen power, partnership and delegated power the citizens negotiate with power holders and influence decisions making.

Komalawati (2013) in a study on participation and project sustainability in East Java Indonesia offers that participation could be classified as manipulative, consultative, passive, interactive, material incentives, self-mobilization and functional. In manipulative Participation, there is no election of people representatives and hence
those representatives carry no power. For passive participation, citizens are only informed on decisions made and their views disregarded. In participation by consultation, citizens are consulted nonetheless the external agents define the problem. In material incentives participation, people participate by resource contribution towards the project and in return they get monetary incentive. Functional participation occur after professionals have already made the main decisions. In Interactive participation, people participate in main intervention plans by way of joint analysis involvement. For self-mobilization, participation is by way of taking initiatives autonomous of the external agents.

2.3.2 Communication management and project Performance

Wang and Qiang (2012) on a study regarding Project Communication and Project Performance in China present that the failure of projects happens in the planning stage and execution stage but not during last stage. Further, communication has the effect of either saving or ruining a project. The managers of projects thus have a key role regarding communication. The management of project succeeds due to team work among different stakeholders. The research found out that communication exerted great impact on project calendar and various project communication issues impacted differently on project performance.

Alatalo (2012) who carried out a study on strategy of communication in projects HAMK University offer that projects are all about communication. The utilised methodology was qualitative research with interviews being chosen for examining the diverse aspects of communication practices. He observed that project supplies various types of information to various stakeholders and that communication ought to be adequate. Additionally, the process of communication involves both the sender and the receiver where the message is transmitted through a communication channel. The
message only adds value when the receiver decodes and understands the intended meaning.

Affare (2012) assessed management of communication in Ghanaian construction projects using a sample of 97 professionals comprising consultants and contractors. He presents that communication is a dynamic and continuous process. According to that research, poor communication had brought about delays in projects and cost overrun.

2.3.3 Conflict management and Project Performance

Normally, conflict involving projects is inevitable. Conflicts are caused by the difference expectations levels, perceptions, needs, personalities, values and attitudes. Kinnander (2011) in a study on managing functional conflicts in project teams in Sweden offer that constructive conflict can help in the individual development thus enhancing the project organization. Due to constructive conflicts, people could be forced to seek better solutions to their issues and can also make people learn and grow from the conflict. Certain extent of conflict is thus necessary in an environment of project so as to improve performance. Kinnander (2011) present that performance initially improves with conflict then declines with unsolved conflict. Where management of conflict is not well done, it threatens the attainment of the project objectives thereby becoming destructive.

Wang (2015) employed a qualitative phenomenological method to study interpersonal conflict among managers and employees who were Chinese immigrants. The study present that an extra conflict in project involves disagreements on the administration procedures. These disagreements if not well handled may intensify and threaten project management. Clarifying roles, responsibilities and hierarchy can help avoid conflict on administration procedures.
Uju (2014) studied management of conflict in Nigerian banks and presented another possible conflict in a project as emanating from technical issues, performance specifications and technical trade-offs. Using steering committees in reviewing specifications and design can help tackle this conflict.

Mahmoud (2015) in a study on stakeholder management role in success of projects offer that conflict regarding human resources is usually prompted by concerns regarding staffing issues as pertaining to allocation procedures, recruitment and selection of project staff. If unresolved, this conflict may jeopardise the project team work hence affecting project performance. To resolve this conflict, the management should prepare project work breakdown and specify the project responsibility matrix.

Conflict over schedules according to Verma (2014) results from differences on project activities sequencing, scheduling of project tasks and monitoring of project schedules. To solve this conflict, development of schedules which match different project tasks are necessary. Conflicts over budgets and costs usually result from cost estimates and estimating budgets. Development of project budget reinforced by complete sub-budgets for each activity can help solve this conflict.

2.4 Summary

Studies have examined the influence that management of stakeholders has on performance of projects (Ayatah, 2012; Zakharova & Jäger, 2013; Hammad, 2013; Kelbessa, 2016). There is an agreement that stakeholder management is instrumental in performance of projects (Ayatah, 2012; Mahmoud R., 2014). Research on stakeholder involvement in enhancing acceptance of jumbo projects by Zakharova et al. (2013) presented that involvement of stakeholder influenced acceptance of projects. The focus was on super projects unlike in the current study which is concerned with smaller
projects having diverse management structure and variance in stakeholders’ environment.

Njogu (2016) studied the influence that stakeholder participation had on the performance of projects in National Environment Management Authority automobile discharge in Kenya and analyzed stakeholder involvement in various stages of project lifecycle. That assessment however failed to sufficiently address other critical issues in management of stakeholders including conflict, contract and communication which were the focus of this present study.

2.5 Conceptual framework

This study’s conceptual framework depicts the association between predictor variables and response variable. Contract management, communication management and conflict management process are the independent variables in this study.
Figure 2.1 The Conceptual Framework

Source: Researcher (2020)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Contained in this part is research design, the population targeted, sampling procedures, methods of collecting data, the analysis of data and ethical considerations.

3.2 Research design

Leedy (2010) offer that research design is a program which guides the course of collection of data, data analysis and data interpretation. For this current study, a cross-sectional survey was used for collection of both quantitative and qualitative data. The researcher adopted descriptive research design.

Descriptive research in accordance with Kothari (2005) is a scientific technique of investigation whereby data is collected and then analysed so as to describe present conditions, positions or relationship regarding a problem (Kothari 2005). It was appropriate as the researcher was seeking to analyze the relationship concerning management of stakeholders and performance of County Government financed projects. Data was gathered by use of self-administered questionnaires. Collected data was then organized and frequencies tabulated on the research variables. This data was then analysed and interpreted.

3.3 Target population

Target population comprise the whole collection of people or objects of whom study findings will be generalized (Leedy, 2010). This study’s target population comprised
entirely the County Government financed projects in Nyeri County for the years 2017/2018 and 2018/2019. These projects include markets, street lights, educational centres, water projects, roads and hospitals. Statistics from County Government of Nyeri indicate that the number of these projects in Nyeri County were 53. The unit of observation included project stakeholders, that is, project staffs, project officers, contractors and the members of general public.

3.4 Sampling design

The study employed cluster sampling. This sampling frame provided a neutral estimate of the whole population. The researcher selected a sample of 212 respondents comprising 53 members of general public, 53 project officers, 53 project staffs and 53 contractors.

<table>
<thead>
<tr>
<th>Sub-group</th>
<th>Members</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public members</td>
<td>53</td>
<td>25</td>
</tr>
<tr>
<td>Project officers</td>
<td>53</td>
<td>25</td>
</tr>
<tr>
<td>Project staff</td>
<td>53</td>
<td>25</td>
</tr>
<tr>
<td>Contractors</td>
<td>53</td>
<td>25</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>212</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2020)

3.5 Data collection Procedure

First, researcher authorization letter was obtained from Kenyatta University and subsequently sought a permit to conduct research from NACOSTI. Further, County Government permission was sought. Open and close ended questionnaires were used.
3.5.1 Validity Test

Validity of the questionnaire is its ability to gathers data which is expected to be collected. Content validity for this research was done by my supervisor opinion and enhanced by conducting a pilot test on 22 respondents selected randomly. The 22 respondents were drawn from the neighboring Kirinyaga County as this was regarded to have comparable features with the study population.

3.5.2 Reliability Test

Reliability, according to Rimui (2011) is the level of consistency of results over time. Cronbach’s alpha was conducted for testing internal consistency with an alpha of 0.7 being an acceptable threshold. Sang, 2015 offer that an alpha lying in the range of 0.7 to 1.00 portrays a high degree of internal consistency. All the variables as indicated in Table 3.2 were acceptable as their Cronbach's alpha coefficient exceeded 0.7.

Table 3.2: Reliability Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's Alpha</th>
<th>No. of Items</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Management</td>
<td>0.704</td>
<td>3</td>
<td>Accepted</td>
</tr>
<tr>
<td>Communication Management</td>
<td>0.937</td>
<td>4</td>
<td>Accepted</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>0.862</td>
<td>3</td>
<td>Accepted</td>
</tr>
<tr>
<td>Project Performance</td>
<td>0.741</td>
<td>5</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

3.6 Data analysis and presentation

Qualitative data analysis and also quantitative analysis were conducted. Editing of all the data was done, then data coded and analyzed through SPSS computer package. Inferential analysis were through multiple regression models and yielded multiple regression model in form of Performance (Y) = αi + β1X1 + β2X2 + β3X3 + μi will
Where: \( X_1 = \) contract management, \( X_2 = \) Communication management, \( \alpha_i = \) Constant, \( \beta_n = \) Coefficient of predictor variables explaining the variation in Performance resulting from unit change in predictor variable and \( \mu_i \) the error term. Descriptive statistics generated frequency distribution, percentages, mean, mode and median. Tables and graphs were used to present data.

**3.7 Ethical considerations**

Kothari (2011), offer that research ethics are undertaken to ensure that the research is conducted in a way that respects the confidentiality, privacy and the rights of others. To assure study participants that ethics would be observed, the researcher assured respondents of the confidentiality being accorded as regards the information obtained. Additionally, the researcher acquired research permits from NACOSTI and an authorisation letter from Kenyatta University.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains data analysis, presentation and interpretation of the findings of the study.

4.2 Response Rate

The researcher distributed 212 questionnaires to 53 members of general public, 53 project officers, 53 project staffs and 53 contractors. The response rate was as follows.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Members</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public members</td>
<td>179</td>
<td>84.43</td>
</tr>
<tr>
<td>No response</td>
<td>33</td>
<td>15.57</td>
</tr>
<tr>
<td>Totals</td>
<td>212</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1 shows that Out of the 212 questionnaires that were distributed to the respondents, 179 were filled, returned and the response was analyzed. The response rate was 84.43% which according to Mugenda & Mugenda (2003) a response rate of 70% and above is very good. Therefore, the response rate was acceptable and credible.
4.3 Demographic Data

4.3.1 Respondents’ Gender

Figure 4.1 below reveals the gender representation in this study.

Figure 4.1: Respondents’ Gender
From the findings as per Figure 4.1, majority of the respondents were male as indicated by 60.34% while female respondents were 39.66%. Respondent’s gender was necessary to show the true representation of both women and men in the study.

4.3.2 Residence

The researcher sought the residencies of the respondents in Nyeri County. The findings are as shown in the figure 4.2.

![Figure 4.2: Respondents’ Residence](image)

**Figure 4.2: Respondents’ Residence**

Majority (91.62%) of the respondents are residents of Nyeri County and therefore they would give reliable and valid information about the County Government funded projects.
4.4 Descriptive Analysis

The results of the quantitative data were presented with the use of Mean (M) and Standard Deviation (SD). The findings are presented in the sections below.

4.4.1 Contract Management

Contract Management was assessed using three different parameters namely project management involving stakeholders in negotiations, stakeholder being involved in decision making before the project begins and involvement of stakeholders during project implementation. These descriptive statistics are provided in Table 4.2

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management involving stakeholders in negotiations</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5196</td>
<td>1.33804</td>
</tr>
<tr>
<td>Stakeholder are involved in decision making before the project begins</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5866</td>
<td>1.18371</td>
</tr>
<tr>
<td>There is involvement of stakeholders during project implementation</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0335</td>
<td>1.33197</td>
</tr>
<tr>
<td>Aggregate</td>
<td>179</td>
<td></td>
<td></td>
<td>3.3799</td>
<td></td>
</tr>
</tbody>
</table>

The results in Table 4.2 indicates that stakeholders being involved in decision making before the project begins recorded the highest mean score (3.5866) with a standard deviation of 1.18371. This implies that most of the respondents were in agreement that they involved in decision making. The low standard deviation (1.18371) indicates that
the respondents views were homogeneous with regard to involvement in decision making.

Regarding management involving stakeholders in negotiations, the mean score was 3.5196 implying that majority of the respondents were in agreement that involvement of stakeholders in negotiations was high. Finally involvement of stakeholders during project implementation was rated moderate with a mean score of 3.0335. Overall mean score was 3.3799 implying a moderate agreement of the stakeholders regarding contract management.

4.4.2 Communication Management

Communication Management was evaluated using four different parameters namely stakeholders having access to project progress reports, stakeholders meeting frequently, feedback methods used being suitable and stakeholders getting updated on the project progress. These descriptive statistics are provided in Table 4.3

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress report access</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.4782</td>
<td>.99059</td>
</tr>
<tr>
<td>Frequent meeting for</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.3106</td>
<td>1.15673</td>
</tr>
<tr>
<td>stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback reliable</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5140</td>
<td>1.07765</td>
</tr>
<tr>
<td>Project progress updates</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5084</td>
<td>1.41568</td>
</tr>
<tr>
<td>Aggregate</td>
<td>179</td>
<td></td>
<td></td>
<td>3.4528</td>
<td></td>
</tr>
</tbody>
</table>
As indicated in Table 4.3, reliability of feedback recorded the highest mean score (3.5140) with a standard deviation of 1.07765. This implies that most of the respondents were in agreement that they received reliable feedback. The low standard deviation (1.07765) indicates that the respondents views were homogeneous with regard to reliability of feedback.

Stakeholders getting updated on the project progress was also rated high with a mean of 3.5084 implying that majority of the respondents were in agreement that they get updated on project progress. Access to project progress reports and frequency of stakeholder’s meetings were moderately rated with a mean of 3.4782 and 3.3106 respectively. Finally the overall mean score was 3.4528. This mean score implies a moderate agreement of the stakeholders regarding communication management.

**4.4.3 Conflict Management**

Conflict Management was evaluated using three different parameters namely committee normally resolving disagreements in the project, a board which resolve disagreements in the project and disagreements being resolved by courts of law. These descriptive statistics are provided in Table 4.4
Table 4.4: Conflict Management

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.1844</td>
<td>1.36759</td>
</tr>
<tr>
<td>Resolving disagreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board resolving</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.3631</td>
<td>1.29258</td>
</tr>
<tr>
<td>disagreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Court of Law resolving</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>2.6089</td>
<td>1.21004</td>
</tr>
<tr>
<td>disagreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregate</td>
<td>179</td>
<td></td>
<td></td>
<td>3.0521</td>
<td></td>
</tr>
</tbody>
</table>

The results in Table 4.4 shows that board resolving disagreements was rated highest with mean score (3.3631) with a standard deviation of 1.29258. This implies that most of the respondents were in agreement that the board resolved projects disagreements. The low standard deviation (1.07765) indicates that the respondents views were homogeneous with regard to disagreements resolution by the board.

Asked whether a committee resolved project disagreements, majority of the respondents agreed with the statement with a mean ratings of 3.1844. Further, the respondents were asked whether conflicts escalated to court cases and there was moderate agreement, with a mean of 2.6089. The overall mean score was 3.0521 implying a moderate agreement of the stakeholders regarding conflict management.
4.4.4 Project Performance

Project performance was appraised using four different parameters namely the project completion was as scheduled, project completion was within the budget, the project scope was met and that the project output quality was acceptable by the stakeholders.

These descriptive statistics are provided in Table 4.5

Table 4.5: Project Performance

<table>
<thead>
<tr>
<th>Parameter Description</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project completion was on time</td>
<td>179</td>
<td>1.00</td>
<td>4.00</td>
<td>1.8883</td>
<td>.77084</td>
</tr>
<tr>
<td>Project completion within the budget</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5866</td>
<td>1.51288</td>
</tr>
<tr>
<td>The project scope was met</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>2.5028</td>
<td>1.27805</td>
</tr>
<tr>
<td>Quality of project acceptable</td>
<td>179</td>
<td>1.00</td>
<td>5.00</td>
<td>3.4804</td>
<td>1.54462</td>
</tr>
<tr>
<td>Aggregate</td>
<td>179</td>
<td></td>
<td></td>
<td>2.8645</td>
<td></td>
</tr>
</tbody>
</table>

Most respondents as indicated in Table 4.5 opined that project completion was within the budget (Mean 3.5866) and that Quality of project acceptable (Mean 3.4804).

However the respondents rated lowly on project scope being met (Mean 2.5028) and also project completion being on time was rated lowly (Mean 1.8883). The overall
mean score was 2,8645 implying a moderate agreement of the stakeholders regarding project performance.

4.5 Inferential Statistics

4.5.1 Correlation Analysis

Correlation analysis is concerned with measuring the magnitude and direction of relationship between variables (Lucy, 1996). Variables are related when a variation in one variable leads to a change in another. Analysis was conducted to establish whether significant associations existed between contract management, communication management and conflict management and project performance. The study used Karl Pearson’s product-moment correlation coefficient ($r$) to evaluate the association between variables where $r$ of at least 0.7 indicate a strong relationship; $r$ of between 0.5 and 0.7 a moderate relationship; $r$ of below 0.49 a weak relationship and $r=0$ is an indicator of no relationship between the variables (Esther- Smith, Thorge and Love, 1999). Table 4.6 below presents the correlation analysis results.

Correlation results revealed $r= .723$ indicating a strong positive relationship between contract management and project performance. Also $r=0.804$ was obtained indicating a strong positive relationship between communication management and project performance. In addition $r=-0.711$ indicating a strong negative relationship between conflict management and project performance.
Table 4.6: Correlations

<table>
<thead>
<tr>
<th></th>
<th>CONTRACT MANAGEMENT</th>
<th>COMMUNICATION MANAGEMENT</th>
<th>CONFLICT MANAGEMENT</th>
<th>PROJECT PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACT</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>179</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td>Pearson Correlation</td>
<td>.519**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>179</td>
<td>179</td>
<td></td>
</tr>
<tr>
<td>CONFLICT</td>
<td>Pearson Correlation</td>
<td>.499**</td>
<td>.452**</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>179</td>
<td>179</td>
<td>179</td>
</tr>
<tr>
<td>PROJECT</td>
<td>Pearson Correlation</td>
<td>.723**</td>
<td>.804**</td>
<td>.711**</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>179</td>
<td>179</td>
<td>179</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.5.2 Regression model

The influence of independent variables on the dependent variable was determined by use of regression analysis. Table 4.7 summarises the findings.

Table 4.7: 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>.821a</td>
<td>.674</td>
<td>.668</td>
<td>.56089</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Contract management, Conflict management, Communication management
Table 4.7 displays that the adjusted coefficient of correlation was 0.668, showing that 66.8% of the variation in performance of county Government funded projects in Nyeri County was explained by independent variables namely Contract management, Conflict management, Communication management. The remaining 33.2% change in project performance is thus explained by factors outside this model.

The ANOVA results are as demonstrated in Table 4.8.

### Table 4.8: ANOVAa

<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>113.722</td>
<td>3</td>
<td>37.907</td>
<td>120.494</td>
<td>.000a</td>
</tr>
<tr>
<td>1 Residual</td>
<td>55.055</td>
<td>175</td>
<td>.315</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>168.777</td>
<td>178</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

  a. Dependent Variable: PROJECT PERFORMANCE  
  b. Predictors: (Constant), CONTRACT MGT, CONFLICT MGT, COMMUNICATION MGT

Table 4.8 displays significance value of 0.000 < 0.05. This implies that the model was significant in determining project performance of County Government funded projects in Nyeri County.

### Table 4.9: Coefficientsa

<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>.063</td>
<td>.156</td>
<td>.406</td>
<td>.686</td>
</tr>
<tr>
<td>CONFLICTMGT</td>
<td>.184</td>
<td>.065</td>
<td>.213</td>
<td>2.844</td>
</tr>
<tr>
<td>1 COMMUNICATIONMGT</td>
<td>.583</td>
<td>.079</td>
<td>.58t</td>
<td>7.409</td>
</tr>
<tr>
<td>T CONTRACTMGT</td>
<td>.067</td>
<td>.026</td>
<td>.026</td>
<td>2.577</td>
</tr>
</tbody>
</table>

  a. Dependent Variable: PROJECTPERFORMANCE
The results as shown in Table 4.9 indicate that 0.063 was the constant value representing how project performance changes when contract management, communication management and conflict management are kept at constant.

\[ Y = 0.063 + 0.067X_1 + 0.583X_2 + 0.184X_3 + \varepsilon \]

\(Y\) = Project Performance

\(X_1\) = Contract Management

\(X_2\) = Communication Management

\(X_3\) = Conflict Management

From the above regression results, a positively statistically significant relationship of contract management, communication management and conflict management on one hand and project performance of County Government funded projects on the other hand was established. Specifically it was determined that a unit change in contract management leads to a change of 0.067 units in project performance of County Government funded projects in Nyeri County. These results confirms that contract management influence project performance of County Government funded projects in Nyeri County, Kenya. The findings are in line with those of Njogu (2016) who studied the influence stakeholder’s participation had on performance of NEMA automobile discharge projects in Kenya and asserted that stakeholder management such as contract management wielded great influence on projects performance.

The communication management coefficient (0.583) was also positive and statistically significant. The result specifies that a unit change in communication management results in project performance change of 0.583. The results of the current study are
consistent with the results of Affare (2012) who established that effective project communication enhanced construction projects performance in Ghana and also the results agree with Wang et al., (2012) findings that project communication had a positive relationship with project performance.

Additionally, coefficient of conflict management (0.184) was also positive and significant. This indicates that a unit change in conflict management leads to a change in project performance by 0.184 units. The finding agrees with Verma, (2014) that conflicts if not amicably resolved affects project performance. Further, the findings concur with Uju (2014) who found out a positive association between conflict management and project performance Nigeria.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is concerned with the summary of research findings, the conclusions and recommendations resulting from the study.

5.2 Summary

5.2.1 Contract Management and project performance

The study sought to determine how contract management influences project performance of County Government funded projects in Nyeri County. The study found out that stakeholders being involved in decision making before the project begins was high with a mean score (3.5866). This implies that most of the respondents were in agreement that they were involved in decision making. Regarding management involving stakeholders in negotiations, the mean score was 3.5196 implying that management involved stakeholders in negotiations to a great extent. Additionally, involvement of stakeholders during project implementation was rated moderate with a mean score of 3.0335. Overall mean score was 3.3799 implying a moderate agreement of the stakeholders regarding contract management.

This highly explains why project performance in County Government funded projects in Nyeri County was moderate. The findings are in line with those of Njogu (2016) who studied the influence stakeholder’s participation had on performance of NEMA automobile discharge projects in Kenya and asserted that stakeholder management such as contract management wielded great influence on projects performance.
5.2.2 Communication Management and project performance

The study also sought to determine how communication management influences project performance of County Government funded projects in Nyeri County. According to the study, reliability of feedback recorded a high mean score (3.5140) which implies that most of the respondents were in agreement that they received reliable feedback. Stakeholders getting updated on the project progress was also rated high with a mean of 3.5084 implying that majority of the respondents were in agreement that they get updated on project progress. Access to project progress reports and frequency of stakeholder’s meetings were moderately rated with a mean of 3.4782 and 3.3106 respectively. Finally the overall mean score was 3.4528. This mean score implies a moderate agreement of the stakeholders regarding communication management. This partially explains why project performance in County Government funded projects in Nyeri County was moderate. The findings are in line with the results of Affare (2012) who established that effective project communication enhanced construction projects performance in Ghana and also the results agree with Wang et al., (2012) findings that project communication had a positive relationship with project performance.

5.2.3 Conflict Management and project performance

The study further sought to determine how conflict management influences project performance of County Government funded projects in Nyeri County. According to the study, board resolving disagreements was rated high with mean score (3.3631) implying that most of the respondents were in agreement that the board resolved projects disagreements. On committee resolving project disagreements, majority of the respondents agreed with the statement with a mean ratings of 3.1844. Further, the respondents agreement on whether conflicts escalated to court cases was moderate with a mean of 2.6089. The overall mean score was 3.0521 implying a moderate agreement
of the stakeholders regarding conflict management. The finding agrees with Verma, (2014) that conflicts if not amicably resolved affects project performance. Further, the findings concur with Uju (2014) who found out a positive association between conflict management and project performance Nigeria.

5.3 Conclusion

Stakeholder management was found as being critical in project performance of County Government funded projects in Nyeri County. Stakeholder management in the project improved decision making, timely completion, ownership and better conflict management. In County Government funded projects in Nyeri County, stakeholders were actively involved in negotiations, implementation, decision making and in conflict resolution.

County Government funded projects stakeholders are many and their interests and needs varies. Identification of stakeholder should be followed by an analysis and documentation of information covering their interests in the project; their interdependencies; their involvement in the project and their potential impact on the performance of the project. The study concludes that stakeholder contract management should be an integral part of the preliminary stages of County Government funded projects in Nyeri County.

Conflicts can either be constructive or destructive. To ensure that the performance of the projects is not affected; the project management should focus on the needs and expectation of each category of stakeholders then adopt an appropriate conflict management strategy to avoid destructive effect of negative conflict and diisagreement.
The findings of the study have shown that for County Government funded projects in to be successful appropriate measures must be put in place to address stakeholder management issues adequately. Communication plays a vital role towards the success of any project. An improvement on the number and the frequency of stakeholders’ meetings would improve the stakeholders perspective of adequacy of communication strategy employed.

5.4 Recommendations

The role of stakeholder management on project success cannot be over emphasized. From the findings of the study stakeholder management is key and hence the government must ensure the aspect of stakeholder involvement is covered during the feasibility study of the intervention. Relevant project stakeholders, their needs and their roles must be well defined in the project documentation before the project begins.

According to the findings of this study; the importance of effective communication cannot be ignored. The channels, format, frequency and responsibility of sharing of the progress report to the stakeholders should be well defined during the conception stages of the intervention. This will boost transparency and accountability of the project management. Measures must be put in place to ensure that the reports shared are in agreement with the status of the project. This will ensure that the community gains value for the resources utilized.

Conflicts and disagreement cannot be avoided entirely. In light of this fact the project management of these County Government funded projects must change their reactive approach on occurrence of conflict but rather adopt a proactive approach in determining the highly susceptible issues and identify possible solution.
5.5 Recommendations of further research

The researcher recommends for more studies on influence of stakeholder management on performance of County Government funded projects in other counties in Kenya. This will provide baseline data in providing a clear picture of performance of County Government funded projects in the Country.
REFERENCES


Republic of Kenya. Report of the auditor-general on the financial statements of County executive of Nyeri for the year ended 30 June 2017


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Esther Mugure Gichimu

P.O Box 1275, Karatina

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FOR MASTER DEGREE THESIS.

I am Esther Gichimu conducting research titled “stakeholder management and performance of County Government funded projects” a case of Nyeri County, Kenya. You have been selected for the study. I am kindly requesting your assistance in collection of data for the purpose of this study.

____________________________

Yours faithfully

Esther Mugure Gichimu
Dear Respondent,

I am Esther Gichimu carrying out research on stakeholder management and performance of County Government funded projects: a case of Nyeri County, Kenya. I humbly request you to fill the questionnaires and provide any other appropriate information. Your accurate and frank response will be appreciated and treated with utmost confidentiality.

Thank you.

SECTION A: GENERAL INFORMATION

1) Gender 
   a) Male [ ]  
   b) Female [ ]

2) Do you reside in Nyeri County? 
   a) Yes [ ]  
   b) No [ ]
   If yes, which ward? 
   a) Karatina [ ]  
   b) Magutu [ ]  
   c) Iriaini [ ]  
   d) Konyu [ ]

SECTION B: CONTRACT MANAGEMENT

Kindly mark (x) for the extent you are in agreement with the statement.

<table>
<thead>
<tr>
<th>Key component</th>
<th>Very Low</th>
<th>Low</th>
<th>Modest</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
</table>

46
Project management involves stakeholders in negotiations over the project.

Stakeholder are involved in decision making before the project begins.

There is involvement of stakeholders during project implementation

<table>
<thead>
<tr>
<th>Do you feel part of the contract?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Yes [ ]</td>
</tr>
<tr>
<td>b) No [ ]</td>
</tr>
</tbody>
</table>

b) If NO, kindly expound

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

SECTION C: COMMUNICATION MANAGEMENT

Kindly mark (x) for the extent you are in agreement with the statement.

<table>
<thead>
<tr>
<th>Key component</th>
<th>Very Low</th>
<th>Low</th>
<th>Modest</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders have access to Project progress reports.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Stakeholders meet frequently.

Feedback methods used are suitable.

Stakeholders are updated on the project progress.

In your opinion, is the method of communication used satisfactory?

a) Yes [ ] b) No [ ]

Clarify……………………………………………………………………………………………………………………

……………

SECTION D: CONFLICT MANAGEMENT

Kindly mark (x) for the extent you are in agreement with the statement.

<table>
<thead>
<tr>
<th>Key component</th>
<th>Very Low</th>
<th>Low</th>
<th>Modest</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee normally resolves disagreements in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There is a board which resolve disagreements and conflict in the project.

Conflict and disagreement are resolved by courts of law.

In your opinion, are the conflict management strategies appropriate?

a) Yes [ ] b) No [ ]

Kindly explain if no

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

PART 5: PROJECT PERFORMANCE

Kindly mark (x) for the extent you are in agreement with the statement.

<table>
<thead>
<tr>
<th>Key component</th>
<th>Very Low</th>
<th>Low</th>
<th>Modest</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project completion was as scheduled.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The project completion was within its budget.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The scope of the project was met.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project output quality is acceptable.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project performance is affected by Stakeholder management</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

In your opinion, what improvement are in order regarding improvement on performance of County Government funded projects in Nyeri County? Briefly explain

_____________________________________________________________________
_____________________________________________________________________
### APPENDIX III: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Costs Kshs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport</td>
<td>20,000</td>
</tr>
<tr>
<td>Stationery</td>
<td>10,000</td>
</tr>
<tr>
<td>Data analysis</td>
<td>15,000</td>
</tr>
<tr>
<td>Typing/photocopy</td>
<td>5,000</td>
</tr>
<tr>
<td>Printing/binding</td>
<td>10,000</td>
</tr>
<tr>
<td>Two research assistants</td>
<td>20,000</td>
</tr>
<tr>
<td>Production of final Thesis</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>95,000</strong></td>
</tr>
<tr>
<td>Overhead at 10%</td>
<td>9,500</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td><strong>104,500</strong></td>
</tr>
</tbody>
</table>

Source: Self-sponsored
## APPENDIX IV: TIME FRAME

<table>
<thead>
<tr>
<th>TASK</th>
<th>JUL 2019</th>
<th>AUG 2019 TO DEC 2019</th>
<th>FEB 2020</th>
<th>AUG-NOV 2020</th>
<th>MARC H 2021 TO NOV 2021</th>
<th>MARC H 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing Research Problem</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation of Research Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presenting Concept Paper and corrections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presenting Research proposal and doing corrections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection, Analysis and submission for marking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thesis Defence, Final corrections, Binding and submitting Thesis report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2021)
APPENDIX V: LIST OF PROJECTS TARGETED

1 Renovations and walling of Karatina Children home Karatina complete
2 Karatina open air market karatina ongoing
3 Marigiti Market karatina complete
4 Waihara Market Iria-ni complete
5 Kiamabara Market Konyu complete
6 Kangocho Market Iriani complete
7 ECDE Toilet Karatina Urban Karatina Town complete
8 Kariko W/P Iria-ini ongoing
9 Kahara W/P Konyu ongoing
10 Lower Magutu I/P Iria-ini ongoing
11 Ihwagi Gachau Kahachu W/P Iria-ini ongoing
12 Kairia W/P Iria-ini ongoing ongoing
13 Upper Magutu W/P Iria-ini ongoing
14 Kihuri W/P Iria-ini ongoing
15 Iria-ini W/P Iria-ini complete
16 Mundaini Junction Lucky Apartments road Karatina complete
17 Gwa Gateru Jamaica Kirigu River Safaricom Booster road Karatina complete
18 Icuga CatholicKianguru road Karatina complete
19 Unjiru Pry-Ngandu Tarmac-Giakomu road Karatina complete
20 Antioch Baptist Mortury Junction road Karatina complete
21 Nduriri JunctionKimathi/Ragati Junction-Karura Junction road Karatina complete
22 Kianjuu road Iria-ini (Mathira) ongoing
23 Mortury junction- Nyana Hill-Gachucha- Silver Wind- Muraguri Junction road-Karatina complete
24 Ngamate to Kihuro Primary road Karatina complete
25 Kiamabara mkt Konyu complete
26 Kihari electricity project Magutu ongoing
27 Classroom Block- Konyu ECDE Centre- Konyu ongoing
28 Renovation works- Kiamigwi ECDE Centre-Magutu ongoing
29 Renovation works- Gathugu ECDE Centre- Konyu complete
30 Renovation works- Kiamabara ECDE Centre-Konyu ongoing
31 Renovation works- Ndimaini ECDE Centre- Mathira East ongoing
32 Renovation works- Mathaithi ECDE Centre- Karatina ongoing
33 Renovation works- Karura ECDE Cente- Karatina ongoing
34 Pit latrine- Gikumbo ECDE Centre- Magutu complete
35 Workshop at Kianduga YP Iriaini (Mathira) ongoing
36 Proposed Construction of Perimeter at Karatina Stadium Karatina ongoing
37 Improvement of Ihwagi Market Mathira/Iriaini (Mathira) 944,646.00 ongoing
38 Selected roads in Karatina 11,102,070 ongoing
39 Street lighting- Karatina General Hospital Road- Karatina Town ongoing
40 Kiambara mkt –Konyu ongoing
41 Maintainance on existing street lights Karatina Karatina bus park and mutumba complete
42 Water tanks- Kanjuri Irrigation Project- Iriaini complete
43 Iriaini Water Project (150m3) Iriaini (Kangiri area) ongoing
44 Kairia Water Project- Ihwagi Primary-Iriaini complete
45 Karembu Water Project -Karembu area-Konyu complete
46 Borehole Ndimaini Konyu not drilled
47 Gakuyu Konyu not drilled
48 Giakagina Magutu not drilled
49 School greening programme Konyu Ward 198 Grafted Avocado-Hass ongoing
50 Iria-ini Ward-(Mathira East 56 Grafted Avocado-Hass ongoing
51 Karatina Ward- 30 Grafted Avocado- Hass Ongoing
52 RIPARIAN CONSERVATION  
Karatina Ward-Ragati River- 550 Indigenous trees seedlings
ongoing

53 Agriculture  Installation of Milk Coolers Kiamwangi in Magutu ongoing
APPENDIX VI: RESEARCH PERMIT

This is to certify that Miss. Esther Muguru Gichina of Kenyatta University, has been licensed to conduct research in Nyeri on the topic: Stakeholder Management and Performance of County Government Funded Projects in Nyeri County for the period ending 10/05/2023.

License No. NACOST/1/P/22/1737
Applicant Identification Number: 844653

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Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION