

## **Project Planning and Implementation of Projects at Safaricom Limited in Mombasa County, Kenya**

**Mohamed Rashid Abdi<sup>1</sup>, Paul Sang<sup>2</sup>**

<sup>1</sup>*School of Business, Kenyatta University, Kenya*

<sup>2</sup>*Department of Business Administration, Kenyatta University, Kenya*

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### **ABSTRACT**

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*Project implementation has been a major concern to project teams, financiers and beneficiaries. This may be attributed to the fact that a number of projects that have been rolled out have failed to achieve the desired goals. Some have stalled at different stages of their development while others are completed but do not bring the anticipated impact whether financial, social, economic, physical or even institutional. Therefore, this study aimed to establish the effect of project planning on implementation of project in safaricom limited in Mombasa County, Kenya. The study specific objectives were to establish the effect of communication management, personnel management, stakeholder's involvement and resource planning on the implementation by safaricom projects in Mombasa County. The theories guiding the study were cybernetics Theory, Resource-Based Theory and Stakeholders Theory. The study targeted 99 Safaricom projects in Mombasa County and data was collected from 99 project managers. Questionnaires were used to collect the primary data. Majority of the project managers to a very great extent indicated that communication is an integral part in projects in their organization. It was illustrated that to a very great extent the project managers ensured effective communication in all partners and respondent further presented that to a high extent Safaricom Plc adopted both external as well as internal communication. The findings indicated that majority of the project managers to a very great extent indicated that there was competent project team, to a high extent adequate staffing was availed, to a very high extent training and development was done and adequate remuneration was done. The study findings indicated majority of the respondents indicated to a very great extent that resource identification, sharing of resources, resource budgeting and resource control was effectively done. The results indicated that to a very great extent there exist high participations of stakeholder in project delivery, to a very great extent they allocated enough funds and skills to projects, to a very great extent project managers ensured stakeholder engagement in projects to enhance project performance and that to a very great extent involvement of majority of stakeholders helps to efficiency of a project. The study concluded that most of the project managers accord communication management as an important role that aims to improve project implementation. The study concluded that competent project team, adequate staffing, training and development and adequate remuneration are significant in explaining changes in project implementation. The study concluded that resource identification, sharing of resources, resource budgeting and resource control contributes enormously to the success of the projects. The study concluded that high participations of stakeholder in project delivery, allocation of enough funds and skills to projects, ensuring stakeholder engagement in projects enhances project performance. The study recommended that Safaricom Plc should equip the project managers through appropriate and constant training programs addressing the importance and modes of communication. Estimating the costs of individual activities based on execution conditions will assist to generate correct overall cost estimation. Project personnel planning, personnel management should focus on ensuring that projects are within time and budget. Early detection of*

*deviations on resource utilization especially materials will enable necessary actions by the project team. The study recommended that project managers should encourage high participations of stakeholder in project delivery, allocation of enough funds and training.*

**Key Words:** *Project Planning, Implementation of Projects, Communication Management, Personnel Management, Resource Planning, Stakeholder Involvement*

DOI: DOI 10.35942/jbmed.v2i3.142

### **Cite this Article:**

Abdi, M., & Sang, P. (2020). Project Planning and Implementation of Projects at Safaricom Limited in Mombasa County, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 2(3), 114-127. <https://doi.org/10.35942/jbmed.v2i3.142>

## **1. Introduction**

Projects implementation has been a major concern to project teams, financiers and beneficiaries. This may be attributed to the fact that a number of projects that have been rolled out have failed to achieve the desired goals (Taherdoost, 2018). Some have stalled at different stages of their development while others are completed but do not bring the anticipated impact whether financial, social, economic, physical or even institutional. According to Oakes (2016), a project lifecycle follows a logical continuous cycle which starts with identification stage where need assessment to determine the practical problems to be solved by the project, design phase where the actual planning and design of a project takes place, the implementation stage where the project plan is implemented as planned and designed. This stage is followed by the evaluation stage which involves determining whether the project's goal and objectives were achieved. This stage helps in identification of additional or persisting problems, allowing the cycle to begin again. However, the project life cycle stages should be monitored and progress of the projects reported so that small adjustments in the project's planning, design, and implementation may be done in order to ensure the project is successful.

Serrador and Turner (2015) opined that a project is considered successful if it is delivered to the client on time, on budget and it turns out that the project reflects what the client wanted. However, Andersen (2016) concluded that only approximately 34% of all projects are delivered on time and on budget. Thus, there is every chance that a project will run into some problems irrespective of the management team. Consequently, Taherdoost (2018) alluded that to reduce problems associated with projects it is important to develop project plans. It is noted that project plans set up a project for success from the start but for it to be successful, consultation is important especially to all stakeholders should be on board during project processing stages. Badewi (2016) observed that the planning process assist in managing project team/s to achieve deadlines and be coordinated in all phases. In addition, adequate project planning keeps the project team focused and on track while at the same time keeping all the relevant stakeholders aware of project progress. Similarly, Kerzner (2012) postulated that the planning process helps the project team to identify specific problems to be addressed, create a work plan for addressing the problems, to describe measurable beneficial impacts of project to the recipients and determine the amount of support or financing needed for project implementation. Samset and Volden (2016) further illustrated that project planning requires a series of measures that decide how to accomplish a specific objective or set of similar goals defined in a community plan or strategic plan. As such, Oakes (2016) concluded that

for a project to achieve the desired goals the planning process must be undertaken carefully and articulately.

However, Andersen (2016) showed even with the most elaborate plans, project may fail if the implementation process is not well handled. In view of Kliem and Ludin (2019), the project implementation phase, which is the third phase of the project management life cycle, involves putting the project plan into action. To his end, the project team should coordinate and direct project resources to meet the objectives of the project plan. During this phase, the project team actually do the project work to produce the deliverables. For effective project implementation, Bursto (2015), recommended the use of project implementation schedule that clearly lists all the tasks necessary to complete the project and related deadlines. The schedule is particularly important during planning because it will be the default tool for monitoring and evaluation of the project. The implementation stage validates the planning process and therefore becomes equally critical for project success. This is because the stage allows the planned strategy to be executed (Yamin & Sim, 2016). They further outlined that the primary benefits to implementation is the ability to outline the tasks needed to complete the project, identify the personnel and resources needed, and document the timeline for project completion to ensure you're meeting the strategic goals. Moreover, projects fail to succeed not for lack of insight or necessary resources but because of missing or poor implementation (Netland, 2016). Reasons fronted as responsible for project failure include unclear vision, unachievable goals, task unpleasant, indecision, lack of confidence, poor planning, in adequate time, and distractions.

Project success and the specific desires that are given by the specific stakeholders which must be met and whether the proprietor, organiser, temporary worker, designer or administrator should ensure that these minimum requirements are met. This implies that the expected and the minimum requirements by the stakeholders that includes the costs, the quality, the time, the security and members preferred fulfillment are met by the company (Ashley, 2007). Success of the project objectives and the desires of the stakeholders is what contributes to the success of the project the project desires and objectives include specialised equipment, instruction and procedures, adhering to social responsibilities, having an expert angle and considering the financial constraints (Sanvido, 2012). The reviews from numerous sources project that anticipation of project success should involve every member of the group and that planning process should be done by making every target procedures and objectives more vital to bring the project to the success and ensuring that the management and the process are legitimate for the purposes of execution of all the project life cycle stages (Othwell et al., 2014). According to Cleland and Ireland (2016) project planning processes should involve every member interested in the process and progress of the project.

The various researchers who have explored the possibilities of anticipating project success. According to Zwikael et al., (2014) determination and planning of a Project Life Cycle for the project should be impressed by organisation and can significantly affect the project success. According to Rahrovani, Chan, and Pinsonneault (2014) the project process planning entails deciding ideal strategies, exercising timing of the project and arrangement of proper Asset management to boost the possibilities of project success. According to Galvin, Gibbs Sullivan and Williams (2014) Planning viability can also be agreed and conceptualized a degree to which accomplishing of a project should be arranged to achieve the set target. According to ardit (2005); Clinton (2009) and Syal et al., (2002) choices in project planning procedures are found to significantly affect the plausible project results. Planning in a project can be used to device or to develop new items, develop operation within the organisation, advance administrations functions

and develop their actual strategies (Nutt, 2003). It is extremely tiresome and troublesome or even difficult to exactly know what is underlying in the planning stages of a project. Planning should entail in the exercise and the strategy of every member in the project in ensuring that the project finishes successfully and the costs and the lengthy parameters are taken care of (Anderson, 2016).

Safaricom limited remains the market leader controlling about 65.4 percent of the market followed by Airtel with 21.4 percent market shares respectively as per (CCK, 2010). Safaricom public limited company has over the last two decades implemented a number of projects aimed at improving their market share, increasing competitiveness and improving the welfare of the society as part of its corporate social responsibility call. These projects include the provision of medical services through mobile medical camps, the establishment of schools for over 680,000 children, especially disabled children, economic empowerment programs by community-based income generation projects, and the provision of household water clean and healthy by Community water projects. Moreover, in community nurseries and in major conservation initiatives, Safaricom has grown more than 5.6 million trees. Safaricom has worked to leverage financial resources and skills for Rotary volunteers and Safaricom workers to introduce Community projects in the education, sanitation, maternal and pediatric health and economic empowerment through the M-PESA foundation and in partnership with the Safaricom Foundation and Rotary Club. As a result, in Kajiado, the coast, Rift Valley, Nyancia and the west regions more than 3,000 boreholes have been sunk. Additional programs include educational bursaries throughout the world.

## **2. Statement of the Problem**

Notwithstanding the time spent by the project managers of safaricom Plc and faster reaction to the expected changes and problems there was failure of products and services such as M-PESA 1Tap and Masoko to take off as Planned (Safaricom Report, 2018). One of Safaricom's flagship products is the world acclaimed M-pesa which was the world's first ever mobile money transfer service. Even with heavy investment in very costly hardware and software; the M-pesa project went through many iterations to become the success it is today (Korngold, 2014). In spite of the number of projects sponsored by safaricom in Kenya there is dearth of studies on project planning on the implementation by safaricom Ltd. Many projects worldwide continue to fail, causing organizations to lose millions of dollars. Many project managers try to define the driving factors that have to be figured out specifically to bring about the good outcomes of project management (Mortensen, 2013). The telecommunications market is in an increasingly dynamic state of transition. The core business of telecommunications operators is influenced by the rapid changes in the communication environment resulting from technological developments and emerging new technologies. The industry will concentrate again on emerging value-added services, which often require substantial investment in new network technology, while at the same time concentrating on short-term success by shareholders. Literature is available on essential success factors for particular operating units or nations, although very little empirical literature on factors affecting specific industries, such as telecommunications ventures.

An empirical review by economist intelligence unit's (2013) presented that 80per-cent of top world managers presented that project planning is vital in ensuring that there is a project success and effective implementation of projects. A study by longman and Mullins (2014); Shawlbe (2011); Oliomogbe and Smith (2013) presented that project planning leads to better results an increase in value of the business in the long-term. Emmanuel (2013) studied the project strategy dynamics and innovation of enterprises in the banking sector the study found that the stakeholders

contribution and the autonomy of the project and answers the competitive advantage. Mukhwana (2013) study aimed to establish the challenges that face-implementation of telehealth projects in Kenya. The study found that project management approach contributes significantly to the project success. The studies reviewed presents a conceptual contextual and geographical gap in that majority of the study described the relationship between variables without presenting the inferential statistics, majority of the studies were done in the Western countries and none of the reviewed the studies have been presented on the effect of project planning and implementation of projects. Therefore, the current study sought to establish the effect of project planning on successful implementation of safaricom Plc projects in Mombasa County, Kenya.

### **3. Objectives of the Study**

The general objective of the study was to establish the effect of project planning on the implementation of Safaricom projects in Mombasa County, Kenya.

The study was guided by the following specific objectives:

- i. To evaluate the effect of communication management on implementation of Safaricom projects in Mombasa County, Kenya.
- ii. To determine the effects of personnel management on implementation of Safaricom dealers' projects in Mombasa County, Kenya.
- iii. To examine the effect of resource planning on implementation of Safaricom projects in Mombasa County, Kenya.
- iv. To investigate the effect of stakeholder involvement on implementation of Safaricom projects in Mombasa County, Kenya.

### **4. Theoretical Review**

Stakeholder Theory, the Cybernetics Theory and Resource Based View Theory underpinned the study.

#### **4.1 Stakeholder Theory**

Freeman (1999) supported the argument. The theory touches upon the management of stakeholders with respect to the project and its results. The theory discusses the human desires and aims to satisfy as much as possible of those desires. Stakeholder theory typically suggests that each person or community participating in a project does so in order to safeguard their interests. Stakeholders are individuals or organizations who have interests in the project being pursued. The theory describes model groups that identify and suggest methods such as stakeholders in a organization or project by which managers should give due consideration to the interests of such groups. Traditionally, only the company's owners or shareholders were essential, and the organization would have an obligation to put its needs first in order to increase value for them. It has been strengthened where stakeholder theory suggests that other actors, including workers, vendors, consumers, financiers, governments, government officials, societies, political organizations, and labor unions, are also involved (Friedman & Miles, 2002).

Stakeholder theory has been criticized. Blattberg (2004) criticized the theory of stakeholders for believing that the interests of the various stakeholders may be undermined or balanced against each other at best. The researcher proceeded to argue that this is a result of their focus on negotiation as the chief mode of dialog to resolve differences between stakeholder interests. Alternatively, Blattberg suggested dialogue and this prompted him to support what he terms the corporation's 'patriotic' conception as an alternative to stakeholder theory. By extending the

political idea of a 'social contract' to the business, stakeholder theory contradicts the values upon which a free economy is based, according to Laplume, Sonpar and Litz (2008). This theory applies to this study, as it identifies all the stakeholders involved in a particular project and attempts to explain their roles. The idea discusses who usually takes part in a project. The theory of stakeholders aims to identify the particular stakeholders of a project and then analyze the conditions under which managers regard these parties as stakeholders. In this theory, it helps to understand each and every stakeholder involved in a project, their positions and impact, and the effects they have on a project if they engage adequately in the definition, preparation, execution and eventually monitoring and assessment of the project.

#### **4.2 Resource Based View Theory**

Barney (1991 ) proposed Resource Based View Theory. Barney (1991) notes that a firm is a set of resources for physical capital , human capital, and organizational resources. The resource-based view's central concept is that organizational resources and skills can vary substantially across companies, and those disparities can be stable. The theory focuses on the concept of the company's costly to replicate characteristics as sources of market profits and the means for achieving superior efficiency and competitive advantage. Chandler (1990) states that organizational skills are obtained from the lower, middle and top management and that organizations can gain competitive advantage by using their resources and capacities correctly. He further notes that if such organizational capabilities were carefully coordinated and assimilated, the economies of scale and reach required to succeed in domestic and foreign markets could be achieved. Barney (1991) notes that sustainable competitive advantage is derived from important, unusual, imperfectly imitative resources (due to path-dependence, causal uncertainty, and social complexity) and not replaceable resources. A resource-based view of the enterprise recognizes that qualities linked to previous experiences, corporate culture and expertise are essential to the company's success. This hypothesis is applicable to the study because it demonstrates that companies handle their waste based on their resources and capabilities. In addition, a firm resource must be essential, unique, and imperfectly imitative and replaceable in order to be a source of efficient management of building waste. Assets will improve the capacity of the client to better manage projects and thereby contribute to project success by helping the company change the value. Furthermore, resources may be used to erect entry barriers and so increase performance at the industry level.

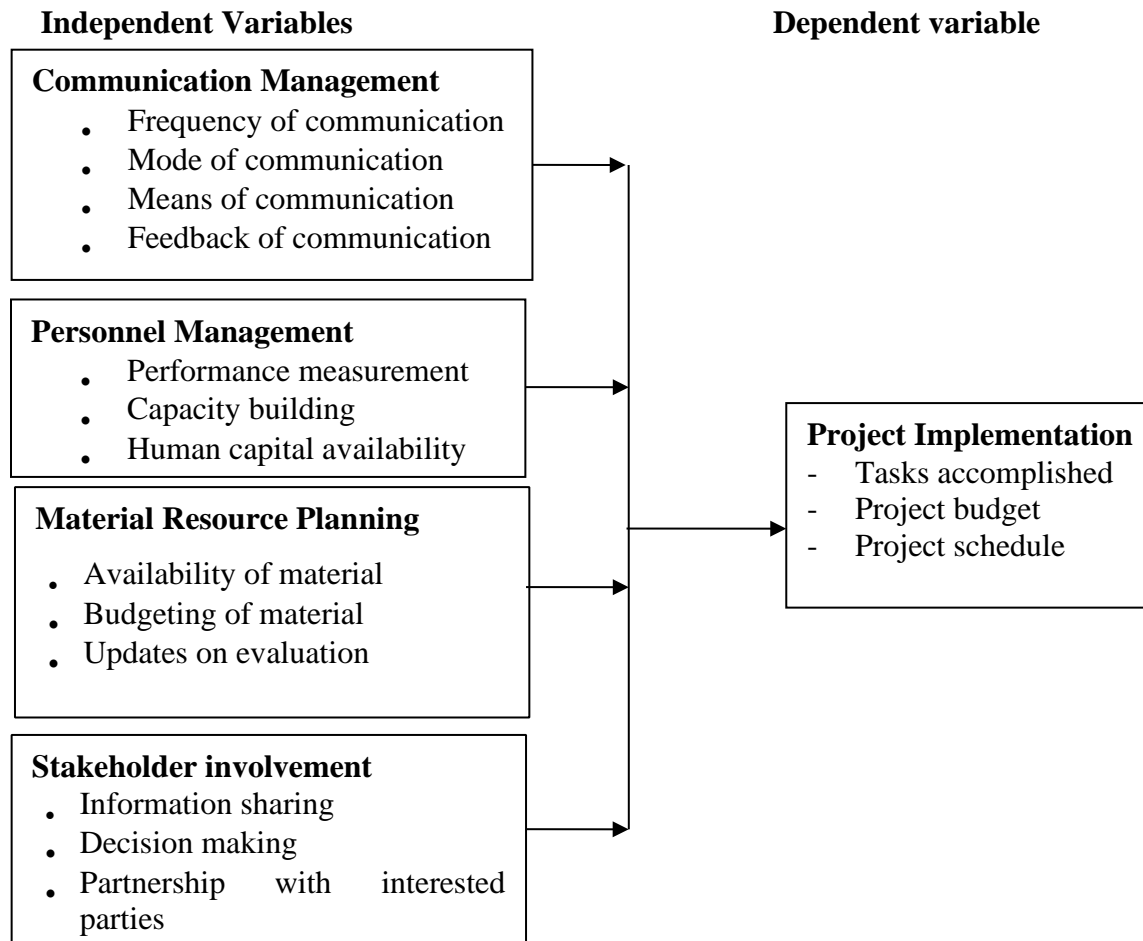
#### **4.3 Cybernetics Theory**

The Cybernetics Theory promoting the information and control systems mathematics using regulatory feedback was emphasized by Ross Ashby and Norbert Wiener in 1960. If the desired outcome is obtained or may be detrimental whether an immediate reaction happens or it is postponed, positive feedback is received. Feedback may also be used to determine the effectiveness of a specific contact source in an already developing situation. The key theme is how elements such as digital, mechanical or biological perform their actions, relay, respond to and modify information or can be altered to efficiently accomplish these primary tasks. This hypothesis is important to the study as it demonstrates that project managers need to inform staff separately about new legislation and changes within the company's processes to allow employees to be aware of and engage effectively in to them related issues. Therefore, they must not forget that their primary aim is to gain gains from the team of staff as they adopt structured or sometimes forms of communication. In addition , it is useful to use the cybernetics theory "to ensure the feedback

mechanism is appropriate for any organization which aims to harvest the employee's overall performance within its approach to work, productivity and improved project execution.

## 5. Conceptual Framework

A conceptual framework presents a pictorial arrangement and relationship between variables. The predicted variable was Safaricom project implementation while the independent variable were communication management, personnel management, material resource management and stakeholders involvement.



**Figure 1 Conceptual-Framework**

**Source: Author (2020)**

## 6. Research Methodology

Descriptive research design was used to describe project planning used by Safaricom Plc and their effect on project implementation. The study targeted water security, education, health, disaster response, economic empowerment and environment project started in the year 2014 to 2018 in Mombasa County, Kenya. The total number of 11 water security, 47 education, 21 health, 5 disaster response, 12 economic empowerment and 3 environment projects started in the year 2014 to 2018 in Mombasa County, Kenya was targeted. The researcher collected data from 99 project managers. The target population was a small manageable size and therefore the researcher used census. Census study involves collecting data from all the members in the target population. The

study used primary data and therefore questionnaires were appropriate tools for collecting data. Questionnaires included both open and close ended questions. Open ended questions allowed all the respondents to openly respond to the questions raised without any limits while closed-ended questions limited the respondents to respond to the statements. Questionnaires were edited encoded into the SPSS for data analysis. The statistical package of social sciences (SPSS) was used to analyse both qualitative and quantitative data. The package generated both descriptive and inferential statistics. Descriptive statistics values such as mean, standard deviation, minimum and maximum. Inferential statistics used the coefficients, P values and the adjusted r-squared. The interpretation of data was based on the statistics generated. Data was presented through the use of figures and tables. The model presented below presents the relationship between the dependent variable and the predictor variables.

### 7. Data Analysis Results

The study sought to determine the correlation between the independent variables (communication management, personnel management, resource planning, stakeholder involvement) and the dependent variable (project implementation). To calculate the correlation (strength) between the study variables and their findings the survey data used Karl Pearson’s coefficient of correlation (r). The findings are presented in table 1.

**Table 1 Correlation Results**

		Communication Management	Personnel management	Resource planning	Stakeholders Involvement	Project Implementation
Communication Management	Pearson Correlation	1				
	Sig. (2-tailed)					
Personnel Management	N	99				
	Pearson Correlation		1			
Resource Planning	Sig. (2-tailed)	-.032				
	N	55	99			
Stakeholders Involvement	Pearson Correlation			1		
	Sig. (2-tailed)	.039	-.105			
Project Implementation	N	.704	.299			
	Pearson Correlation	.99	.99	.99		
Project Implementation	Sig. (2-tailed)	.038	-.131	-.011	1	
	N	.708	.197	.914		
		99	99	99	99	

		Communication Management	Personnel management	Resource planning	Stakeholders Involvement	Project Implementation
Project Implementation	Pearson Correlation	.685**	.646*	.723**	.679**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	99	99	99	99	99

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

\**. Correlation is significant at the 0.05 level (2-tailed).*

**Source: Researcher (2020)**

From the study findings in table 1, the relationship between projects implementation and Communication Management was positive and significant ( $r=0.685$ ,  $sig=0.000$ ). It was evident that there was a positive significant correlation between projects implementation and Personnel management ( $r=0.646$ ,  $sig=0.000$ ). The relationship between projects implementation and Resource planning was positive and significant ( $r=0.723$ ,  $sig =0.000$ ) and that there was a positive and significant correlation between projects implementation and Stakeholders Involvement ( $r=0.679$ ,  $sig=0.000$ ) The study findings agree with Kihuha (2018) findings that the relationship between communication management, personnel management, resource planning, stakeholder involvement and project implementation was positive and significant. The researcher performed a multiple regression analysis to assess the change in project execution (dependent variable) as a result of a change in the four independent variables (communication management, staff management, resource planning, participation of stakeholders). The model description used the determination coefficient to illustrate the extent to which differences in the dependent variable can be explained by differences in the independent variables. It can also be defined as a percentage of variance in the dependent variable (project implementation) mentioned by predictor variables (communication management, personnel management, resource planning, stakeholder involvement). Table 2 presented the findings.

**Table 2 Model Summary**

R	R Square	Adjusted R Square	Std.Error of the Estimate
.874 <sup>a</sup>	.763	.753	1.61942

*a. Predictors: (Constant), Stakeholders Involvement, Resource planning, Communication\_ Management, Personnel management*

The four independent variables (communication management, personnel management, resource planning, stakeholder involvement) contributes to 75.3% on project implementation as represented by the adjusted  $R^2$  of 0.753. Consequently, the other factors not considered in this research contribute to 24.7% on project implementation. The coefficient of correlation value of 0.874 indicates that there was a strong positive correlation between independent and dependent variables. This indicates that a positive change in Stakeholders Involvement, Resource planning,

Communication Management and Personnel management results to strong and positive change in project implementation. The study sought to establish the overall significance. The results were presented in the table 3.

**Table 3 Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	794.230	4	198.557	75.712	.000 <sup>b</sup>
Residual	246.517	94	2.623		
Total	1040.747	98			

a. *Dependent Variable: Project Implementation*

b. *Predictors: (Constant), Stakeholders Involvement, Resource planning, Communication Management, Personnel management*

**Source: Researcher (2020)**

The findings indicate that the variables were significant in explaining changes in the project implementation. The overall model was significant as shown by a calculated F statistic of 75.712 (p value 0.000). The calculated F statistics was large than the critical F statistic. The findings indicated that the variables: communication management, personnel management, resource planning, stakeholder involvement are good predictors of project implementation.

#### 4.5.3.3 Regression Coefficients

The study coefficients of independent variables are presented in table 4. The coefficients indicate the direction and change of dependent variable as a result of change in the independent variables.

**Table 4 Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	17.305	4.334		3.993	.000
Communication Management	.906	.081	.564	11.212	.000
Personnel management	.923	.129	.365	7.160	.000
Resource planning	.953	.108	.445	8.797	.000
Stakeholders Involvement	.927	.115	.410	8.088	.000

a. *Dependent Variable: Project Implementation*

**Source: Researcher (2020)**

As per the SPSS generated table 4, the equation  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$  becomes:  $Y = 17.305 + 0.906X_1 + 0.923X_2 + 0.953X_3 + 0.927X_4$ . Using the regression equation above and holding all factors constant (communication management, personnel management, resource planning and stakeholder's involvement) project performance was 17.305 units. The findings in table 4.20 indicate a positive change in communication management significantly results to positive change in project implementation ( $\beta_1=0.906$ , sig=0.000). A positive unit change in

communication management resulted to 0.906 positive unit changes in project implementation. The relationship between communication management and project implementation was positive and significant. The findings were supported by Afroze and Khan (2017) on a study on the effect of communication practices on project performance. The findings of the study demonstrated that communication practices have significant and positive effect on performance of projects. The results further indicate that a positive change in personnel management significantly results to a positive change in project implementation. A positive unit change in personnel management resulted to 0.923 positive unit changes in project implementation. The relationship between personnel management and project implementation was positive and significant. The study was supported by Njogu (2016) that the relationship between personnel management and implementation of projects was positive and significant. Yang, Huang and Wu (2011) contradicted the findings in that leadership by supervisor, personnel management plan and adoption of technology does not significantly affect project implementation.

The findings show that a positive unit change in resource planning causes a positive unit change in project implementation. A positive unit change in resource planning resulted to 0.953 unit changes in implementation of projects. The relationship between resource planning and project implementation was positive and significant. The study was supported by Umulisa, Mbabzize and Shula (2015) study on the examination on the impacts of project resource planning on project performance of Agaseke Project in Kigali, Rwanda. Resource planning that the relationship between resource planning and project performance was positive and significant. Obegi and Kimutai (2017) study contradicted the results that resource planning insignificantly affects implementation of projects. The results also indicate that a positive unit change in stakeholder's involvement causes a positive unit change in implementation of projects. A positive unit change stakeholders involvement resulted 0.927 unit changes in project implementation. The relationship between stakeholder's involvement and project implementation was positive and significant. The study findings were supported by Kihuha (2018) that the stakeholder's involvement significantly determine project success. However, the study contradicted Mburu (2018) that the relationship between stakeholder's involvement and project success was positive and insignificant.

## **8. Conclusion**

The study concluded that most of the project accord communication management as an important role that aims to improve project implementation. It was concluded that effective communication to all partners both external as well as internal communication is paramount to project success. The study concluded that communication management positively and significantly contributes to project implementation. The study concludes that personnel management has a positive and significant effect on project implementation. The study concludes that competent project team, adequate staffing, training and development and adequate remuneration are significant in explaining changes in project implementation. The study also concluded that adapting innovation in projects is a major challenge in project implementation. The study concludes that resource identification, sharing of resources, resource budgeting and resource control contributes enormously to the success of the projects. The study concluded that keeping a central schedule along with your pool of resources and a master schedule helps in resource planning. The study concluded that use of technology and giant resource pool was the solution to resource planning challenges. The study concludes that material resource planning has a positive and significant effect on project implementation. Stakeholders involvement significantly influences on project implementation The study concluded that high participations of stakeholder in project delivery,

allocation of enough funds and skills to projects, ensuring stakeholder engagement in projects enhances project performance. The study concluded that the opinion of the stakeholders in the implementation of projects is critical for the project success.

## 9. Recommendation

Based on the conclusion that communication management positively affects projects implementation, Safaricom Plc should ensure there is a policy on equipping the project managers through appropriate and constant training programs addressing the importance and modes of communication. The study also recommends that there is need for Safaricom Plc to understand the challenges facing project team members, partners and sponsors in order to address them. Additionally, it is recommended that projects forecast the level of performance of a project before it is inaugurated. Concerning personnel management, the study notes that project budget is a critical part of the budget and it has a major influence on both the planning and execution parts of a project. For efficient utilization of the human resource, a policy should ensure that total costs and individual costs of the diverse work packages in the project should be kept track of. Estimating the costs of individual activities based on execution conditions will assist to generate correct overall cost estimation. On project personnel planning, Safaricom should have a policy on ensuring that that projects are within time and budget.

Based on material resource planning results, the study recommended development of time schedules based on the formerly developed WBS. Likewise, to develop accurate and attainable schedules. A policy on accurate sequencing of activities should be followed. Early detection of deviations on resource utilization especially materials will enable necessary actions by the project team. A project team should be selected to manage resources especially material resources at all times. The study recommended that for a successful project implementation, material usage planning should be a focus. Study recommended that all stakeholders should be consulted at all levels of project implementation in Safaricom Plc. The study recommended that project managers should encourage high participations of stakeholder in project delivery, allocation of enough funds and training. The relevance, costs and benefits and sustainability plans related to projects should be taken serious by every stakeholder involved in project implementation.

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