

**ORGANIZATIONALASPECTS AND IMPLEMENTATION OF COMMUNITY-  
BASED PROJECTS IN KWALE COUNTY, KENYA**

**ODHIAMBO BONDO GEORGE**

**D53/CE/27993/2013**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,  
ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY**

**NOVEMBER, 2022**

## DECLARATION

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

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

**Odhiambo Bondo George.**

**D53/CE/27993/2013.**

This project has been submitted for examination with my approval as the University Supervisor

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

**Dr. David Nzuki**

Lecturer, Department of Management Science.

Kenyatta University.

## DEDICATION

My project's dedication is to my parents- Ruth Bondo and late Phillip Bondo, lovely wife Gertina and daughter Ruth for their continuous care and determination. The family tolerated so much as course work robbed them a big part of their valuable time all through that instance of my study.

## **ACKNOWLEDGEMENT**

I recognize Dr. David Nzuki, my supervisor, for valued assistance and counsel I needed to make this study possible. I appreciate my friend Josephat Orina and Osker Kodeny for their suggestions.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>DEDICATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>OPERATIONAL DEFINITION OF TERMS.....</b>	<b>v</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>vi</b>
<b>ABSTRACT.....</b>	<b>ix</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Organizational Aspects.....	2
1.1.2 Project Implementation.....	2
1.1.3 Community-based Projects in Kwale County.....	6
1.2 Statement of the Problem.....	7
1.3 General Objective.....	9
1.3.1 Specific Objectives.....	9
1.3.2 Research Questions.....	9
1.4 Significance of the Study.....	10
1.5 Scope of the Study.....	10
1.6 Limitation of the Study.....	16

1.7 Organization of the Study.....	16
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>13</b>
2.0 Introduction.....	13
2.1 Theoretical Review.....	13
2.1.1 Resource Based View Theory .....	13
2.1.2 Stakeholder Theory.....	13
2.1.3 Theory of Planned Behaviour.....	13
2.2 Empirical Literature Review.....	14
2.2.1 Resource Availability and Project Implementation.....	14
2.2.2 Organization Culture and Project Implementation.....	15
2.2.3 Mnagement Capabiity and Project Implementation.....	16
2.3 Summary of Literature and Research Gaps.....	17
2.4 Conceptual Framework.....	18
<b>CHAPTER THREE: METHODOLOGY.....</b>	<b>20</b>
3.0 Introduction.....	20
3.1 Research Design.....	20
3.2 Operationalization and Measurement of Variables.....	23
3.3 Sampling Design.....	21
3.3.1. Sample Size.....	23

3.4 Data Collection Instruments and Procedures.....	23
3.5 Pilot Study.....	23
3.5.1 Validity of the Instrument.....	24
3.5.2 Reliability of the Instrument.....	24
3.7 Operationalization and Measurement of Variables.....	24
3.8 Data Analysis and Presentation.....	25
3.9. Ethical Consideration.....	26
<b>CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION .....</b>	<b>28</b>
4.1 Introduction.....	28
4.2 Response Rate.....	28
4.3 Demographic Information.....	29
4.3.1 Length of Service.....	29
4.3.2 Level of Education.....	30
4.4 Descriptive Results.....	31
4.4.1 Organization Culture.....	31
4.4.2 Management Capabilities.....	33
4.4.3 Resource Availability.....	35
4.4.4 Project Implementation.....	37

4.5 Regression Results.....	38
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION.....</b>	<b>39</b>
5.1 Introduction.....	39
5.2 Summary of the Study.....	40
5.2.1 Organization Culture and Project Implementation.....	40
5.2.2 Management Capabilities and Project Implementation.....	40
5.2.3 Resource Availability and Project Implementation.....	40
5.3 Conclusion.....	41
5.4 Recommendation.....	41
5.5 Suggestion for Further Studies.....	42
<b>REFERENCES .....</b>	<b>39</b>
<b>APPENDICES.....</b>	<b>41</b>
Appendix i: Introductory Letter.....	41
Appendix ii:Research Questionnaire.....	42

## **ABBREVIATIONS AND ACRONYMS**

**CBO**            Community Based Organization

**CBPs**            Community-based Projects

**CDF**            Constituency Development Fund

**NACOSTI**        National Commission for Science, Technology and Innovation

**PICs**            Project Implementation Committees

**SPSS**            Statistical Package for Social Sciences

**TTB**            Tanzania Tourism Board

**TTISR**            Tanzania Tourism Industry Sector Report

## OPERATIONAL DEFINITION OF TERMS

- Management Capability** the management expertise, skills and in charge of firms designed to perform activities in achieving significant performance. Includes people management, problem solving, strategic thinking and embracing new technology in management
- Organizational Aspects** factors within the organization that are to be considered in influencing the project implementation, normally driven by the administrators of the organization. The factors include management capabilities, organization culture and resource availability.
- Organization Culture** joint arrangements of behaviours, mental constructs learned through socialization. The norms and beliefs recognize the culture group and organization.
- Project Implementation** the execution of interrelated activities during a period of time, put cost as per the clients' requirements.
- Resource Availability** resources that can be used in the project, when available and the conditions of their availability. It include people for team management, funding for budget management and material assets.
- Top management capability** the ability to handle roles on establishing policies, guidelines and strategic objectives.
- Staff involvement** getting to include the employees in general decision making

programmes.

## ABSTRACT

Thirty-three per cent of the Community-Based Projects in Kwale County in the year 2016 had delayed their completion due to controversies occasioned by failure to adhere to clients' requirements. Fifty per cent of the projects registered between 2016 and 2017 did not meet the quality tests as it is believed there were involvement of less informed individual in organizations with little knowhow of project management practices. Sixty per cent of the projects in 2018 had problems at implementation stage as they lacked resources for their completion. This unending failure witnessed by escalating percentages pause a bleak future in projects' proper completion. Project implementation in projects is a function of various characteristics including organizational aspects like organization culture, management capabilities, staff involvement and resources availability. The individual and collective influence of these factors on project implementation however remains unknown. The study focused to examine effect of organizational aspects on implementation of CBPs. The specific objectives were: To determine effect of organization culture, management capabilities and resource availability on implementation of CBPs. The study was grounded in theories of stakeholder theory, theory of planned behaviour and resource-based view theory and adopted descriptive and explanatory research design. The target population was 35 CBPs comprising 35 project managers and 265 project team members. The unit of analysis was 35 community-based projects and unit of observations; stakeholders. A sample of 59 respondents was selected through stratified random method. Collecting data practised by semi-structured questionnaires and analysed by descriptive statistics and multiple linear regression model. Findings of the study informed decisions and policies on selection of implementation committees for local community-based projects and contributed to theory on marginal influences of various organizational aspects on implementation of a project. It was evident that the sources of project implementation were not dependent on a singular independent variable as a multifaceted approach is therefore recommended to attain a proper project implementation process. The study further recommended concern of a strong organization culture responsive to accountability, costs and right use of employees. The organizations should adapt to have the correct project management skill for a proper command of resource and time management. The organizations should keep recruiting the personnel with high level of professionalism and academic background. In addition, the organization should at all-time be ready to mobilise funds for the project implementation. The study also did make recommendations for policy making in project management, management practices and further studies for management scholars.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Central point in project attainment or letdown is project implementation. Success or collapse in various projects is ascribed to lack implementation requirements (Baker & Sherrif, 2016). Although, Galaz, (2015) expresses the way decisions that were made in which Swedish water pool got stalled by tactical conduct, amongst of them involved resource consumers that required to evade expensive methods.

Mpofu, (2017) opines that a project is an impermanent undertaking carried out to generate an exclusive produce or provision or outcome. The study argues that, this happens inside time borders with a conception and completion duration as specified in PMBOK' Guide, (2019).Management procedure includes a strategy affected so as to realize the project objectives. Project management then is underscored as a progression of constructing decisions and operationalizing some strategies thereby enabling success. Mobey and Parker, (2018) suggests that to upsurge the possibilities of a project to be well implemented, the organization is required of an understanding of what the organizational aspects are, to methodically and qualitatively analyze them, expecting conceivable effects and pick out suitable devices of handling them. When recognized, proper implementation in the projects can be realized in order to produce improved projects that are accepted by the intended users.

Community-based projects that are registered all over Kenya particularly aim to wipe out underdevelopment (Kenya Tourism Board, 2016). Implementation of projects in the county has been lagging behind due to various obstacles. This has made the projects lag behind. Significance of project implementation works in pushing the CBPs to realize its planned goals through swaying external and internal environs further building warm rapport with stakeholders.

The importance of effective implementation of projects leads to involvement of organizational aspects including organization culture, management capabilities and resource availability. This if not checked, may lead to over cost and failing to meet client's requirement due to delays. The study was to seek to examine effects of organizational aspects on implementation of CBPs.

### **1.1.1 Project Implementation**

Central part of the project realization or let-down is indeed the project implementation. Organizational aspects bring a broad range of culture, management capabilities and resources, if well practised can help to make the projects' implementation more successful. Business today is running under uncertainties, projects are not getting accepted by intended users as they are open to external influence, unexpected events and ever-growing requirements. This undoubtedly exhibits that if projects are assumed without proper arrangement of organizational aspects, then the chances of disapproval are high. However, critique not in favour of project implementation has increased. According to (Silva, 2016), taking part in implementation of community-based project is difficult; it usually involves unlimited with

group consideration to a comprehensive aspect of organization culture, management capabilities and resource availability. Such outcome and challenge might eat into social capital to a certain extent than constructing it (Conley, 2016). Proper project implementation will therefore lead to projects completion on time, completion with regard to budget allocation and projects that satisfy the stakeholders.

### **1.1.2 Organizational Aspects**

Cultural characteristics are critical in enabling participation in implementation of community-based projects (Saxena, 2014). Culture comprises assumptions, values, norms, traditions and tangible signs (artefacts) and their behaviours. (Mohamud, 2017)) opines that the manifestation and effects of organization culture on project implementation are many and varied. Automatically, the effects of a community's culture on the implementation of CBPs have a strong culture or a weak culture. Cultural capital is a useful resource as individuals use symbols and traditions to make decisions and to pass on inheritance to their children, which is especially important for the reason that it directly affects the choices and opportunities that are accessible to youth in the organization community. This may enable individuals to focus on positive contributions in their communities like participating in implementation of local projects (Flora& Flora, 2018).

Zitcer et al (2016) emphasized prospective of social action enhancing togetherness in building long-term projects in the organization. Tanzania Tourism Board (2015) reveals that cross cultural exchange happening between the visitors and the local residents promotes business interests leading to initiation of CBPs. Cultural mixture therefore, has an effect on creativity. According to Tanzania Tourism Industry Sector Report (2015), there are proposal strategies and interventions that would be implemented in collaboration with other sectors of which touch on improvement of project quality with regard to culture. Vigorous people involvement and group inclusion remain important since they shape neighbourhood self-importance, venture and action leading to progressive implementation of community-based projects (Bless et al, 2017). However, the modern-day life style, trendy fashions, lesser homes negates the connection among persons and characteristics (Zitcer, et al, 2016). Also, certain beliefs associated with religion against the CBPs may alter the community's and organization's focus in engaging in opportunities like participating in implementation of CBPs.

Poor economic position of the organizations obstructs them from meaningful participation in implementation in projects (Kakumba, 2016). The poor organization is associated with poor access to resources. Resource availability comprises funding, material assets and human resources and their behaviours in implementation of projects. Obegi and Kimutai (2017) study on project performance recognized that there appears interrupted budget monitoring to investigate expenses against budget; employees finish their roles as due. For organizations to play an active role in the projects in their midst, of importance is access to resources. Poor endowment in finances not only decreases the capability to participate in implementation of CBPs, but also affect the whole process of the project life cycle (Nsingo, 2017).

Insufficient resources slow the effectiveness in formulating policy with respect to other actors in policy formulation. Studies by Kimani, et al, (2018) found that poor organizations' participation in implementation of CBPs have been very limited. However, (Mbaiwa, 2018) expresses that whereas there is involvements of community in CBPs and being that few disposable income have been at their disposal, signs are most of the CBPs are below par. Management capabilities have contributed to successful implementation of CBPs (Orlandi, 2017). Management trainings promote positive problem cracking, people management and embracing of technology, financial management, top management capabilities, strategic capabilities and project management. (Schwartz, 2017) on stakeholder involvement realized that improper management skills become a challenge that is hard to overcome in various organizations as quorum of senior management team is automatically restricted.

According to Orlandi (2017), knowing who the key actors are, their management capabilities allow them to steer the teams for proper implementation of CBPs. Team involvement in projects are introduced and led by professionals (Kimenyi, 2015). Professionals can hence determine the areas of service improvements as involvement tend to be most vigorous in the least technical areas and areas with little contribution from engineers especially for constructive projects. Lytras et al, (2017) suggests that in project management, the goal of training, raising the project managers' competencies. The trainings reside within the institution of higher learning and will be necessary for the improvement of know-how of the staffs working in the projects.

Necessary training and sensitization in marked organizations to accomplish project success (Lock, 2016). However, a number of firms engage more time and finances on sensitizing of management skills and becomes fruitless as the manager may not have grown much after training to the firm's particular expectation (Schwalbe, 2016). As a result, organizations advance own internal methodologies in project management.

Organization aspects mention a big section of culture, management capabilities and resources, when considered, may be of assistance for a successful project. (Nur, 2018) establishes that community awareness, culture and level of education affect active community participation. However, this and most other studies do not demonstrate the extent to which organization culture, management capabilities and resource availability affect the active project implementation. This creates a knowledge gap that needs to be filled by seeking to examine effect of organizational aspects on implementation of community-based projects in Kenya.

### **1.1.3 Community-based Projects in Kwale County**

Kwale county in Kenya is facing an increasing growth rate in stalled projects that are mainly community-based. Chan, (2016) discovered that organizational aspects is a rather a new idea for community-based projects in Kwale. The research furthermore discovered that money and physical belongings continue to be the primary attention of most community –based projects, while still the function of organizational aspects as a strategic asset has not been absolutely been recognized. Very few systemic management skills, realizing resource availabilities and organization culture had been used to influence the project implementation. Therefore, these organizational aspects in their experiences had failed to be successfully netted and re-used (Fog, 2015).

Community –based projects investments in Kenya is a key enabler on financial improvements. They consist of welfare projects, education projects, cultural development programmes, healthcare projects, orphanage projects and as well as medium term companies. They also capture multiple sectors like hospitality, food, craft and transport. Their economic contributions cannot be emphasized more in their ability to generate employment and foreign exchange (Ng, 2016). Kenyan vision 2030 blue prints, a significant incentive in realization of the community project’s goal is need for construction of the projects to provide proper livelihood and welfare for at the rate of 10 in every currency in a period of 10 years (Haron, 2017).

This should be realized when growth of returns of a region as it will depend on consideration of all of the organizational aspects including management capabilities, resource availability and organization culture. Implementation of these projects has been influenced by a wide range of factors. Project implementation’s influence with respect to organizational aspects was still unknown.

## **1.2. Statement of the Problem**

Implementation of projects is ultimate for project success, facilitating project manager to find problems in financial plan, clients’ requirements and duration period to develop suitable tools tackling those problems (Kumaraswamy, 2018). Conversely, for Turner and Muller (2015) individuals in the project managing, fail to advance to overcoming the uncertainties. Consequently, project delays, failure in clients’ requirement and budget overlap are often witnessed because of overlook of possible peril. Inadequate facts followed by ineffectual managing of project contributed to project cost overrun, finishing point suspensions and close before completion. Tahir and Harun (2017) established that fresh developing principles such

as client fulfilment, capability in project group, and growth in supplies is an indicator of success, in addition on range, plan and value, even though, the study was applicable in construction industry. Alqahtaniand Oloke (2015) study determined characteristics influencing project performance and realized that, the organizational culture influence performance. Even though, the study was made on project performance and not on project implementation. Thus, chances of project slowing and budget overruns are often witnessed.

Thirty three per cent of the CBOs in Kwale County in the year 2016 had delayed their completion due to conflict and controversies occasioned by failure to adhere to clients' requirements (NCA, 2016). Fifty per cent of the projects registered between 2016 and 2017 did not meet the quality tests, as it is believed there were involvement of less informed individual in the organization with little knowhow of project management practices (NCA, 2017)). Sixty per cent of the projects in 2018 had problems at implementation stage as they lacked resources for their completion (NCA, 2018).

### **1.3 General Objective**

This study was to examine the influence of organizational aspects on implementation of community-based projects in Kenya.

#### **1.3.1 Specific Objectives**

The study sought to:

- i) Determine the effect of organization culture on implementation of community-based projects in Kenya.

- ii) Find out the influence of management capabilities on the implementation of community-based projects in Kenya.
- iii) Establish the relationship between resource availability and implementation of community-based projects in Kenya.
- iv) Determine the influence of employee organization's involvement on the implementation of community-based projects in Kenya.

### **1.3.2 Research Questions**

- i) What was the level of influence of organization culture on the implementation of community-based projects in Kwale County, Kenya?
- ii) What was the influence of management capabilities on the implementation of community-based projects in Kwale county, Kenya?
- iii) What was the relationship between resource availability and the implementation of CBPs in Kwale county, Kenya?
- iv) What was the influence of employee organization's involvement on the implementation of CBPs in Kwale county, Kenya?

#### **1.4 Significance of the Study**

Study informed decisions and policies on selection of implementation committees for local community-based projects. It was significant to guiding principle and decision makers in the area of project management body of knowledge in identifying measures to improve on enabling project implementation. The study filled a gap on allied field for certain scholars.

#### **1.5 Scope of the Study**

Even though, there were various organizational aspects, this study restricted itself to three variables; effect of organizational culture, management capabilities and resource availability on project implementation. Collection and analysis were carried out in three weeks.

#### **1.6 Limitation of the Study**

This study faced a drawback in response rate of the sampled respondents as they feared disclosure of delicate information. Instead, they were issued with questions during working hours and assured of the information being kept confidential, and that their details would not be registered to preserve confidentiality. Questionnaires played part in collection of data in which respondents got restricted to questions posed that could enable them exploit their information about the research. But the questions concerning the objectives would be fully taken of. The study could also face a limitation of Covid- 19 pandemic. General containment protocols were observed.

#### **1.7 Organization of Study**

Study remains designed in three chapters. First is an introduction that comprises background information, statement of the problem, the significance and objectives of study. Research questions are also highlighted. Second one is literature review that includes various reviews. Third one defines methodology employed for the study. It has captured the research design,

target population, procedure, sample size and data gathering instruments, data collection method and data analysis procedures. Chapter four provides data analysis, results, explanation and discussion. The fifth chapter gives an outline of key findings from data analysis.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

The section centered in principles anchoring the study under the theoretical and empirical literature, research gaps and conceptual framework.

### **2.1 Theoretical Review**

Theoretical review in hereby context consisted of models and theories and relevance of research findings which are related to project implementation in community-based projects. The theories contain the concepts of organizational aspects and project implementation hence suitable to guide the study.

#### **2.1.1 Resource Based View Theory**

Study was led by Resource Based View theory proposed by Penrose (1959). The theory suggested that resources that are valuable lead to long term success as the calculated assets enable the basis that grow firm capabilities leading to greater implementation realization. Barney (1991) revealed that a firm compiles physical capital, social capital and managerial resources. The key emphasis was that organizational capitals and capabilities may diverge considerably transversely and that the dissimilarities may be solid. Barney (1991) opined that, “proper implementation to a maintainable competitive advantage emanating after valuable resources are improperly repeated and non-substitutable”. The theory accepted that elements on earlier involvements, organizational culture and proficiencies remain key to ensure survival in the organization.

It was applicable for the study since it demonstrated that firms manage the implementation of the projects relying on their resources and capabilities. An organization's resource ought to be, besides being precious, exceptional and improperly imitable and non-substitutable so as to realize quality projects in line with the clients' requirements. Resources can improve a company's capacity in ensuring management of projects properly as a result; add to project implementation in assisting an organization in appropriating the value.

### **2.1.2 Stakeholder theory**

The research was led by this theory proposed by (Freeman, 1994). Freeman, (1994), opined that management of business with moral concerns demonstrates organization's culture in the running of the firms. It shows the involvement of specific matters and clusters influencing tasks on making decisions. Stakeholder theory thus reports ways the organization's micro and macro factors relating and the significant consequences of the organization's tasks carried out. It sought to optimize relations with stakeholders thereby improving efficiencies throughout the project and can also lead a business to a more engaged workforce. The theory was appropriate in that it enabled the researcher to make decisions that can impact on the organization's actions. The decisions may be, to comply to legal contracts, or deal with grievances raised. This theory informed decisions and policies on selection of a project implementation committee.

### **2.1.3 Theory of Planned Behaviour**

Ajzen, (1991) brought a protracted model within the principle along logical motion and is possibly the most prominent and the famous social-mental form for elucidating and predicting human conduct in precise contexts. According to Chennamaneni (2019) the theory of deliberate conduct point out that human conduct directed by way of three kinds of thoughts:

opinions approximately in all possibility effects of the conduct (behavioural philosophies), and approximately the normative expectancies of others (normative opinions), and beliefs approximately the existence of facilitators or obstruction of overall performance of the conduct (manipulate ideals). As additional constructive attitude and biased norm, and the superior the expected control, the dire need to be the individual's purpose to execute the behaviour therein. Lin and Lee (2017) posted a paper on the usage of the TPB model to explain factors that affect project implementation. They determined that the encouraging goal of senior managers changed into the primary determinants of a company behaviour in culture. Because of these managerial interventions (governance mechanisms) have to be taken into consideration in order that top managers can affect positive organizational aspects like organization culture, resource mobilization and management capabilities amongst individuals (Minbaeva, 2016).

## **2.2. Empirical Literature Review**

Empirical literature review here in the context comprised presentations of review of literature related to the organizational aspects on project implementation.

### **2.2.1 Resource Availability and Project Implementation**

Umulisa and Shukla (2015) study found that financial resource planning practices affected the project performance. Aspects like planning and projecting and were found to be present in the project. Wambua, (2018) established that human resources management practices has an influence on project performance. Obegi and Kimutai (2017) study recognized that there appeared interrupted budget monitoring to measure expenses contrary to financial plan; employees would accomplice their roles as due. Without necessary arrangement of resources,

the project managers may carry themselves with slight determination of suggesting estimates. Thus project managers may miss targets or surpassing budget costing the organization finances thereby hurt their reputations amongst clients, customers and stakeholders.

### **2.2.2 Organization Culture and Project Implementation**

Culture comprises assumptions, values, norms, traditions and tangible signs (artefacts) and their behaviours. You can tell the culture of an individual or an organization by looking at what they brag about, what members wear, etc., similar to what you can use to get someone's personality (MaCathy, 2017). (Mohamud, 2017)) opines that the manifestation and effects of organization culture on project implementation are many and varied. Automatically, the effects of a community's culture on the implementation of CBPs have a strong culture or a weak culture. According to (TTISR, 2015) there are recommendations that would be implemented in collaboration with other sectors of which touch on improvement of product preference project development facilities mainly based on culture.

(Mbaiwa, 2017) opines that cultural happenings affirm cultural character thereby preserving local customs for youth whereas swaying participation in implementation of CBPs.

Alfa (2015) opines that the manifestation and effects of organizational culture on project implementation are many and varied. Obviously the effects of organization culture on project implementation differ subject to whether the organization involved in the implementation of CBPs has a strong culture or a weak culture as some project team members devote a lot of time at work. According to Chapman (2018), project team members want to enjoy their participation in implementation; getting excited in the happenings or on permanent goals. This creates familiarity in taking part in implementation better, which will make them more productive.

### **2.2.3 Management Capabilities and Project Implementation**

(Nur, 2018) while studying about implementation of local development projects establishes that community awareness and level of education affect active community participation in project implementation. Level of education would aid in community awareness thereby bringing an outcome of informed individuals. (Schwartz, 2012) in the study on the effect on management on stakeholder involvement realized that absence of these skills is a challenge hard to overcome in various organizations as the size of senior management team is automatically constrained. Where present management lacks expertise to tackle issues, there exist challenges. (Morris, 2018) suggests transformative learning nurtures persons: never the same after, how they and others spot. The learning may be continuing or abrupt and can ensue in a designed educational setting.

The procedure of knowledge grows on a social basis embedded and encourages lifelong changes in behaviour which improves participation in implementation of project development within the community (Grenmer, 2017). Management trainings promote positive problem cracking, people management and embracing of technology and project management. Management training cultivates skills required in knowledge- severe project management practice. Trainings world over equip individuals with skills and competencies thereby enabling their competencies to produce. Most organizations use education as an indicator of person's skills and level of productivity (Gilbreath & Benson, 2016). In both labour economics and organization's science literature, appears sufficient evidence as a person's educational realizations get linked to outstanding career endings containing development opportunities and management in decision making (Ng & Tang, 2019).

### 2.3 Summary of Literature and Research Gaps

Author	Focus of the study	Findings	Research gaps	Focus of current study
Mohamud, (2017)	Factors Influencing Stakeholder Involvement.	Manifestation and effects of community culture are many and varied on stakeholder participation.	The study did not demonstrate the extent to which culture affect stakeholder involvement. ; a knowledge gap that the study seeks.	Centres on the impact of organization culture on project implementation.
Nur, (2018)	Influence of Community involvement.	Established that community awareness and level of education affect active participation.	The study did not demonstrate degree the community awareness, and level of education affect the active participation; a knowledge gap the study seeks to solve	centres on the extent to which management capabilities affect project implementation
Umulisa, (2015)	Influence of resource planning characteristics on performance.	Financial resource planning practices affect performance	The study was on project performance	Focus on implementing project.

Source: (Researcher, 2021) and Literature Reviewed.

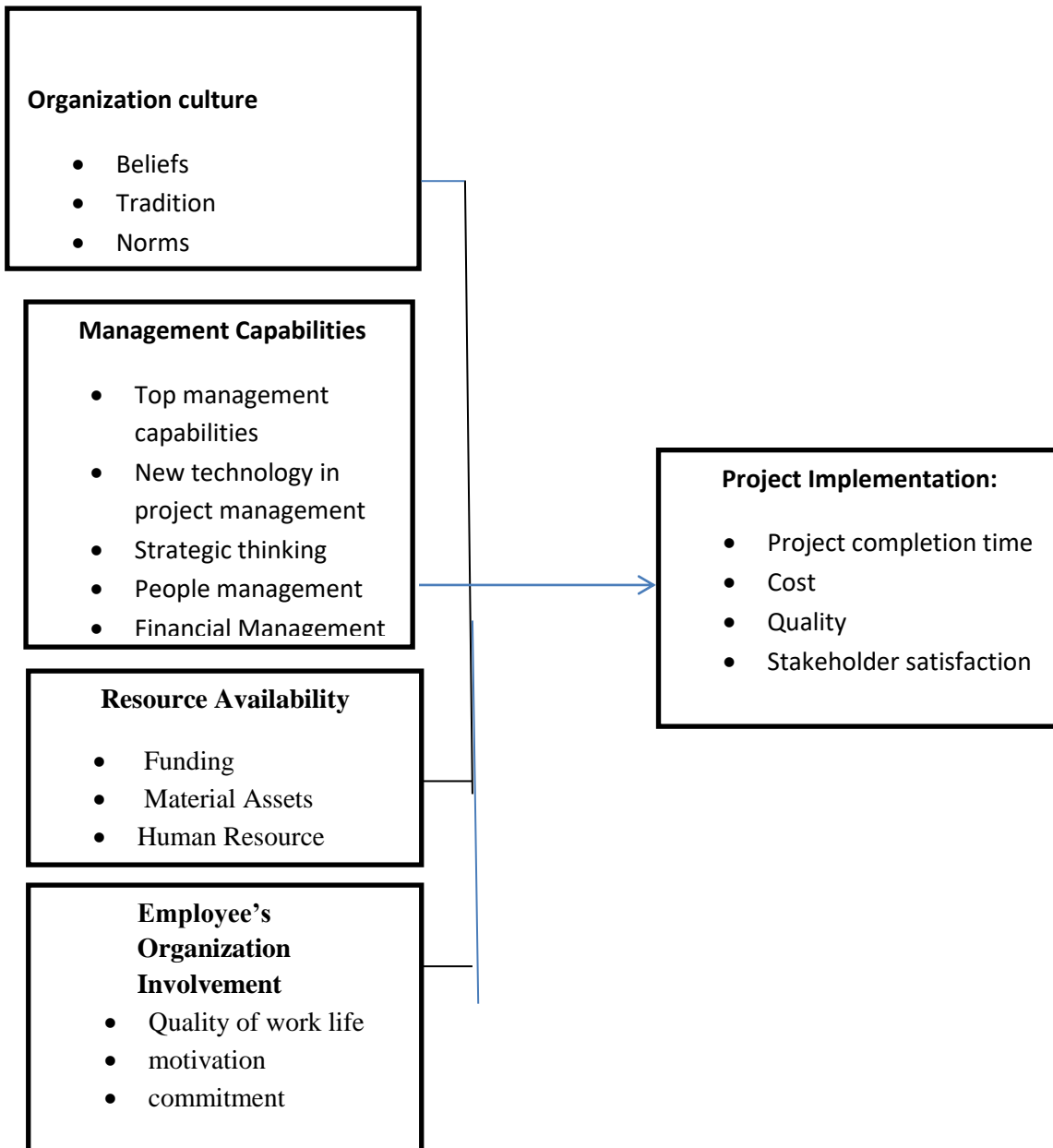
## **2.4 Conceptual Framework**

Project implementation of community- based projects depends on several factors. In this research, project implementation in the CBPs is hypothesized to be related to organizational aspects; the organization culture, management capabilities and resource availability. This is demonstrated asunder.

## Independent Variable

## Dependent Variable

### ORGANIZATIONAL ASPECTS



Source: (Researcher, 2021)

Figure 2.1 gives the linkages. Independent ones comprise organization culture, management capabilities and resource availability and the dependent one is the project implementation of the projects.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

The part provides the research approach being engaged in this study. The research methodology is explained and as well elaborated on and as to how it applies towards the realization of the study objectives. The areas where these are to be carried out are provided; the study population, research design, data collection processes, data analysis, sample and sampling techniques.

### **3.1 Research Design**

Research used a descriptive and explanatory research design. Descriptive in attempting to describe or defined frequently crafting a set of problems or event gathering data and presenting the frequencies on research variables. (Cooper and Schindler, 2018). Focus was on discussing characteristics of study comprehensively by specifying the nature of relationship among the variables being studied (Cooper and Schindler, 2018) thus explanatory too. This design is desired since it creates adequate delivery for safeguard against bias and makes best use of reliability (Kothari, 2017). Hence, the method is suitable as the researcher anticipates gathering detailed data through description and it will be important for finding variables and supposed constructs.

### **3.2. Target Population**

Population means all-inclusive cluster of populaces and happenings of interests that the researcher needs to study. The target population was 35 projects from Kwale County. The

target respondents were 300 comprising 35 managers and 265 team members. The unit of analysis was 35 community-based projects and unit of observations; stakeholders.

**Table 3.1: Target Population**

<b>Grouping</b>	<b>Population</b>	<b>Percentage</b>
Project managers	35	11.7
Project Team Members	265	88.3
Total	300	100.0

Source: (CBPs, 2020).

### **3.3. Sampling Design**

An optimal sample satisfies the requirement of efficacy, consistency and elasticity (Mathenge, 2018). The 60 stakeholders were taken from the 35 organizations within the offices of projects, finance and liaison using proportional stratified random sampling in which 20 per cent of the subjects in every stratum were selected.

**Table 3.2 Sample Frame.**

<b>Category</b>	<b>Population</b>	<b>Sample</b>
Project managers	35	7
Project Team Members	265	53
Total	300	60

Source: (CBPs, 2020).

Sample is normally used in research and then the findings generalized to the entire population (Mugenda & Mugenda, 2018). The sample size was realized through an approach based on precision rate and confidence levels; this is recommended by (Kothari, 2017). Kothari, (2017) states that a sample is any not less than 10% of population concern.

$$n = \frac{z^2 p.q.N}{e^2 (N - 1) + z^2 p.q}$$

Thus

$$n = \left( \frac{(1.96 \times 1.96)(0.05)(1 - 0.05)(300)}{(0.05 \times 0.05)(300 - 1) + (1.96 \times 1.96)(0.05)(1 - 0.05)} \right) = 59$$

### **3.4 Data Collection Instruments**

Leading instrument for collection of data involved semi-structured questionnaires containing open and closed questions. The semi-structured questionnaire encouraged shared information, providing chance in that interviewers can learn responses to problems and the justifications for the responses. The semi –structured interview is a qualitative data collection strategy.

### **3.5 Pilot Study**

A slight test carried out in slight part to support the researcher to determine quality of the questionnaires to reveal limitations prior to data collections (Orodho, 2018). Pilot study involved two projects. Questionnaires piloted 17 respondents. However, the respondents would not be involved in the last process. Purpose was to be assured that misplaced items get recognized and corrected to ensure validity and reliability. Pilot study was done in nearing Kilifi county.

#### **3.5.1 Validity of the Instrument**

Level to which results are found from investigation of data truly characterizes the occurrences studied (Mugenda and Mugenda, 2017).It requires that an instrument is accurate, but (Winterstein and Kimberlin, 2017) argue that an instrument can be valid but not reliable. It is therefore important to check both validity and reliability of the instrument used for study. For validity of questionnaire, pilot testing was necessary in advance after which questionnaire would come in real data gathering. Prior to using questionnaire, content validity was determined by consulting the supervisor, an expert in area of project management. This was used in inspecting jargon, language proficiency and correctness of questions for good understanding. To attain construct validity, the questionnaire needed to embrace simply

related questions measuring known pointers of organizational aspects on one side and project implementation on the other.

### **3.5.2. Reliability of the Instrument**

Mugenda and Mugenda, (2018) opines that reliability can be looked at like a measure of level a study tool harvests reliable results with repeated measurements. Cronbach's alpha coefficient became appropriate as it would deal with tests of reliability in items with multiple responses with no clear specified rank such as strongly disagree to strongly agree (Cronbach, 1951). The instrument would be deemed to be reliable if the coefficient value is 0.70 or more (Mugenda and Mugenda, 2019).

### **3.6 Data collection Procedure**

Researcher issued questionnaire to the right respondents for them to reach required material. The questionnaires were administered on the sampled cases. Managed by drop-and-pick –later technique since target respondents might have been engaged in other assignment schedules. It would lessen attitude of intrusions on their daily tasks of the organizations. In addition, follow ups carried out by telephone, emails and individual interviews enabling a feasible reply percentage.

### **3.7 Operationalization and Measurement of Variables**

The independent variables were organization culture which is a categorical variable, management capabilities which are categorical variables and Resource availabilities like funding and human resources as categorical variables. The dependent variable was project implementation; projects acceptability by intended users which is a categorical variable, project completion in time and according to budget are all categorical variables. The

instrument of analysis engaged was questionnaire. Type of analyses was averages. Categorical variables yield data in categories. The possible values of measurement were done with a scale of 1-5 placing 5 as the most influencing extent compared to 1.

### **3.7.1 Data Analysis and Presentation**

Data analysis mentions handling data in acquiring feedback for research questions (Mugenda & Mugenda, 2018). Extensiveness of questionnaires and interviews were accomplished. It led to revealing of abnormalities and modification. Afterwards, the questionnaires got revised then coded and re-edited to find logical contradictions and omissions. An error noted would be verified from the mother questionnaire then basic corrections done.

Analysis involved scrutinizing coded data thereby deducing inferences as well as quantitative analysis. This would require the use of SPSS (version 25). The study proposed descriptive statistics and a multiple linear regression model for inferential statistical analysis. Quantitative analysis consisting measurements of mathematical values from the descriptive statistics involved percentages and averages then presented in terms of tables and explanations. To test the correlation amongst variables with the amount of extent of affecting each other, the researcher used inferential statistical technique involving Multiple Linear regression analysis. It was used in order to gain information about the connection between the variables. Multiple linear regression was involved to make up a forecast on the dependent variable based on independent variable as the focus was to examine the significant effect of cumulative independent variables on the dependent variable (Cooper and Schindler, 2018). If a  $\beta$  coefficient is positive, then the relationship is significant and if the coefficient is Zero, then there is no relationship. The model adopted:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e.$$

Being; Y = (Project Implementation i.e. project completion in time, project completion according to budget and projects readily accepted by intended users), that is being predicted.

$\beta_0$  = constant;  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are Regression model parameters explaining effect of unit change in explanatory variables on the dependent variable

$X_1$  = Organization culture.

$X_2$  = Management Capabilities.

$X_3$  = Resource Availability.

$X_4$  = Employee Involvement

e = error term.

### **3.8. Ethical Consideration**

Ethical concerns contain substances of right of entry, “privacy and concealment of the participants, the participants’ consent and lawful issues like intellectual ownership, nondisclosure and secrecy” (Johnson and Christensen, 2018). They involve appropriate demeanour by the researcher warranting concealment and privacy about data from the respondents. The university issued an introductory letter and a study licence issued by NACOSTI presenting researcher to the relevant authorities concerned. The researcher made sure there is open and uncontrolled involvement and knowledgeable approval by respondents.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

Covers the response rate, demographic and background information then descriptive statistics, together with the inferential statistics. It also reflects the results of the data analysis with the explanation. The section provides the discussion with respect to the specific objectives aligned with the literature review done in chapter two of the study. The presentation and analysis of data is organized alongside the objectives of the study using both inferential and descriptive statistics. Frequency, per cent, means and standard deviation were used to explain the responses for the questionnaire.

### 4.2 Sample Characteristics

#### 4.2.1 Response Rate

Targeted a sample of 60 respondents and of the 60 administered questionnaires, 54 filled then returned contributing to a response rate of 90 per cent. Results are as shown below.

**Table 4.1 Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Response	54	90.00
Non-response	6	10.00
<b>Total</b>	<b>60</b>	<b>100.00</b>

Table 4.1 shows that 90 per cent of respondents (54) filled and returned their questionnaires while 6 failed to react leading to 10 per cent. Mugenda and Mugenda, (2019) demonstrates a response rate of 50 per cent is sufficient for study and a response rate of 60 per cent is good

while 70 per cent and above is very good. For that reason, taken as a whole response rate of 90 per cent was suitable for the study and therefore adequate in providing data that would address the concerns.

### 4.3 Demographic Information

The section gives the demographic features of the sample analyzed. The information sought was the level of education and level of the duration of stay in the establishment. This is important because demographic characteristics of individuals have been shown to influence the level of activities and quality of engagement which means that they could affect the project implementation. To explore these factors, a descriptive analysis is undertaken after which output is realized.

#### 4.3.1: Length of Service

This study required to determine the length of service the respondents got involved with the organizations. Table 4.2 below gives the information about the length of service of the respondents.

**Table 4.2: Length of Service**

Length of Service	Frequency	Percentage
Less than 4 years	16	29.63
5-7 years	21	38.89
8 - 10 years	10	18.52
Above 10 years	7	12.96
Total	54	100.00

Sources: Survey Data (2021)

Table 4.3 reveals that 29.63 per cent of the respondents had been hired for less than 4 years, 38.89 per cent of respondents had been hired for 5-7 years, and 18.52 per cent had been hired for 8-10 years and 12.96 per cent above 10 years. It can be revealed that bulk of the staff had been with the organization for a period between 5-7 years. Therefore, the results imply that the respondents had the appropriate work experience in order to contribute to the study effectively. The results of the study agreed with the findings of Meredith and Mantel, (2016) that reveals that successful project managers were seen as having relevant experience about handling the projects, especially in technology. However, Posner, H.,(2015) disagrees and argues that over reliance on work experience was often found to be detrimental as there emerged reduced flexibility and willingness to consider alternative perspectives.

#### 4.3.2: Level of Education

Table 4.3 below shows the information about the length of service of the respondents.

Table 4.3: Level of Education of the Respondents

Category	Frequency	Percentage
Certificate	8	14.81
Diploma	7	12.96
Bachelors	34	62.96
Masters	5	9.26
<b>Total</b>	<b>54</b>	<b>100.00</b>

Result above indicated that 62.96 per cent were bachelors' degree holders, 12.96 per cent had diploma, and 14.81 per cent were certificate holders and 9.26 per cent masters' holders. It is an

indication, most of the respondents were well-read, thereby well well-versed with the management practices as stakeholders of the organization. The results of the study agreed with the findings of (Nur, 2018) that identifies factors influencing active community participation in implementation of local development projects and establishes that community awareness and level of education affect active community participation in project implementation. Level of education would aid in community awareness thereby bringing an outcome of informed individuals.

#### **4.4: Descriptive Results**

To examine association involving organizational aspects and project implementation of CBPs in Kwale county, Kenya, appropriate information was gathered for every variable. The variables were organizational culture, management capabilities and resource availability. A 5-point Likert Scale got involved where 1 signalled strongly disagree, 2 signalled disagree, 3 showed neutral, 4 showed agree and 5 represented strongly agree.

##### **4.4.1 : Organization Culture**

The aspects of organizations addressed were beliefs, tradition and norms. The table beneath gives the descriptive results for organization culture.

**Table 4.4 : Organization Culture**

<b>Organization Culture</b>	<b>Mean</b>	<b>Standard Deviation</b>
The effect of organization culture differs subject to whether the organization characteristics a strong culture or a weak culture.	4.38	0.1641
Concentrating on structuring and nurturing organization culture	4.18	0.1701

demonstrates its importance in project implementation.		
Culture swing and transformation and norms exist in expressing relations among various project teams.	4.20	0.1525
Cultural values attributed by the organization affect project implementation positively.	4.04	0.1917
<b>Cumulative score</b>	<b>4.20</b>	<b>0.1696</b>

Source: Survey Data (2021)

Going by the table, organization culture influence project implementation with an indication of a mean of 4.20 and standard deviation of 0.1696. It therefore implied that the majority of the respondents agreed.

From the results, organization culture effect differs subject to whether the organization characteristics have a strong culture affect project implementation of CBPs in Kenya to a moderate extent with an average and standard deviation of 4.38 and 0.1641 correspondingly.

In addition, it can be deduced that concentrating on structuring and nurturing organization culture demonstrates its importance in the project implementation thereby affecting project implementation in Kwale county, Kenya to a moderate extent with an average and standard deviation of 4.18 and 0.1701 in that order. Culture swing, transformations and norms exist in expressing relations among various teams hence affects project implementation in Kwale county, Kenya to a moderate extent with an average and standard deviation of 4.20 and 0.1525 correspondingly. In addition, cultural values attributed by the organization affect project implementation in Kwale county, Kenya positively to a moderate extent with an average and a standard deviation of 4.04 and 0.1917 in that order.

The results of the study agreed with the findings of Kleinbaum, (2017) that observed that establishments with no correct project management practice appears to have a counterproductive view of funds, costs, good employee management, etc. The study also put a consideration to a finding by Huntington, S., (2017) that observed that firms with no culture of such as gathering information on resource expenditure will not be able to estimate a project. This discourages accountability and costs connected to undertakings in the projects.

#### 4.4.2: Management Capabilities

The aspects of management capabilities addressed were top management capabilities, new technology in project management, strategic thinking, people management and financial management. The table under gives the descriptive results for management capabilities.

**Table 4.5: Management Capabilities**

<b>Management capabilities</b>	<b>mean</b>	<b>Standard Deviation</b>
Without very diligent cash flow management skills, the operations in projects are affected greatly which trickles down to running of projects	3.80	0.1960
Understanding of new technology in management adapts new developments into projects thereby improving the quality.	3.75	0.1994
People management and strategic thinking are driving engines when it comes to running of organization” s operations.	3.64	0.1832
Problem solving as a management capability steers a team towards implementation.	3.71	0.1920
Top management’s role in controlling and overseeing the entire organization and mobilization of external resources influence the	3.85	0.264

project implementation		
<b>Aggregate score</b>	<b>3.75</b>	<b>0.1998</b>

**Source: Survey Data (2021)**

Going by the table, management capabilities influence project implementation with an average of 3.75 and standard deviation of 0.1998. It therefore implied that the majority of the respondents agreed that management capabilities indeed influence project implementation in Kwale County, Kenya. From the results, a diligent cash flow management skills influence project implementation in Kwale, county, Kenya positively to a moderate extent as indicated by a mean and standard deviation of 3.80 and 0.1960 correspondingly. Understanding of new technology in management positively influences project implementation in Kwale county, Kenya to a moderate extent as indicated by an average and standard deviation of 3.75 and 0.1994 correspondingly. Popular respondents agreed that people management and strategic thinking influence project implementation in Kwale county, Kenya with a mean and standard deviation of 3.64 and 0.1832 correspondingly. The respondents also agreed that problem solving skills influence project implementation in Kwale county, Kenya with an average and standard deviation of 3.71 and 0.1920 correspondingly. Top management's role in controlling and overseeing the entire organization to influence project implementation was agreed by majority of the respondents with an average and standard deviation of 3.85 and 0.264 correspondingly.

The results of the study agreed with the findings of FAO, (2017), which observes that most of the existing community-based projects are usually developed using a top-down approach with limited participation in project implementation from lower cadre with tendency to dwell on resource and knowledge transfer to beneficiary communities. From the study, it was therefore

established that there was involvement of a top management role in decision making for a proper project implementation. The study also considered the impression of Mosse, (2018) who observed that sensitizing human resource helps to promote participatory approaches as people formulate their interests, knowledge and understanding as being a pre-condition of true participation in project management cycle. These findings are in line with the World Bank Report of 2015, which observed that a participatory process in project implementation is easily built where participations have a high level of education and information about the issue(s).

#### **4.4.3: Resource Availability**

Aspects of organizations addressed were funding, material assets such as equipment and machinery and human resources. Table underneath gives the descriptive results for resource availability.

**Table 4.6: Resource Availability**

<b>Resource Availability</b>	<b>Mean</b>	<b>Standard Deviation</b>
Reliable and stable sources of funding positively affect smooth operations of project implementation.	4.60	0.1852
Availability of material assets such as equipment and machinery is a resource in project implementation success.	4.61	0.1944
A good human resource provides labour in project implementation towards its success.	4.32	0.1748
<b>Aggregate score</b>	<b>4.51</b>	<b>0.1848</b>

Going by above, resource availability influences project implementation with an average of 4.51 and standard deviation of 0.1848. An implication that majority of the respondents strongly agreed that management capabilities indeed influence project implementation in Kwale County, Kenya. Going by the results, the respondents strongly agreed that reliable and stable sources of funding positively affect smooth operations of project implementation in Kwale County, Kenya going by a mean and standard deviation of 4.60 and 0.1852 in that order. They strongly agreed that availability of material assets such as equipment and machinery is a resource in project implementation success in Kwale county, Kenya with a mean and standard deviation of 4.61 and 0.1944 correspondingly. The respondents did agree that a good human resource provides labour in project implementation towards its success, this in Kwale county, Kenya with a mean and standard deviation of 4.32 and 0.1748 correspondingly.

Results of the study agreed with findings of Muller and Jugdev, (2017) that observed that an establishment lacking important resource funding and capabilities would call for external sources to conquer that limitation. The stakeholders will get engaged in projects with resource. The results also agreed with Mugo, (2017) who indicated that resource accessibility was positively linked with project implementation.

#### **4.4.4: Employee’s Organization Involvement**

Aspects of organizations addressed were quality of work life, employee’s motivation and commitment. Table underneath gives the descriptive results for employee involvement.

**Table 4.7: Employee Organization’s Involvement**

Employee Organization’s involvement	Mean	Standard
-------------------------------------	------	----------

		<b>Deviation</b>
Quality of work life influence smooth operations of project implementation.	4.50	0.1842
Motivation of employees of an organization provide improved project implementation	4.71	0.1954
Commitment of employees is key in encouraging project implementation	4.31	0.1745
<b>Aggregate score</b>	<b>4.51</b>	<b>0.1847</b>

Going by above, employee involvement influences project implementation with an average of 4.51 and standard deviation of 0.1847. An implication that majority of the respondents strongly agreed that employee involvement indeed influence project implementation in Kwale County, Kenya.

Going by the results, the respondents strongly agreed that quality of work life influence smooth operations of project implementation in Kwale County, Kenya going by a mean and standard deviation of 4.50 and 0.1842 in that order. They strongly agreed that motivation of employees in organization provides improved project implementation in Kwale county, Kenya with a mean and standard deviation of 4.71 and 0.1954 correspondingly. The respondents did agree that commitment of employees is key in encouragement of project implementation in Kwale county, Kenya with a mean and standard deviation of 4.31 and 0.1745 correspondingly. Results of the study agreed with findings of Lazar, Osoian and Ratiu, (2017) observed that leave provisions and general quality work life improve project implementation.

#### 4.4.5: Project Implementation

The study required to examine the effect of organization aspects and in project implementation in Kwale County, Kenya. The aspects of project implementation addressed were project completion time, cost, and quality and stakeholder satisfaction. The table underneath gives the descriptive results for project implementation.

**Table 4.8: Project Implementation**

<b>Project Implementation</b>	<b>Mean</b>	<b>Standard Deviation</b>
Organizations projects get delivered within a specified period	4.23	0.185
Organizations projects get implemented within the set budget	4.12	0.167
The projects outcome passes the quality test	4.20	0.176
The stakeholders are satisfied with the set-out projects	4.04	0.175
Implementation of projects has reduced cost to the firm.	4.16	0.175
<b>Aggregate score</b>	<b>4.15</b>	<b>0.175</b>

**Source: Survey, (2021)**

Going by above, the effect on project implementation in Kwale County, Kenya was to a moderate extent with an average and standard deviation of 4.15 and 0.175 in that order. This implied that highest number of the respondents agreed about the effects on project implementation in Kwale County, Kenya.

The respondents approved that the organization's project get delivered within a specified period during implementation as indicated by an average of 4.23 and standard deviation of 0.185. They also agreed that organization's projects get implemented within the set budget during the project implementation of CBPs in Kwale county, Kenya with a mean and standard

deviation of 4.12 and 0.167 correspondingly. The respondents agreed that the project's outcome pass the quality test during the project implementation of the CBPs in Kwale county, Kenya with an average and standard deviation of 4.20 and 0.176. They did agree that the stakeholders are satisfied with the set-out projects during project implementation of CBPs in Kwale county, Kenya with a mean and standard deviation of 4.04 and 0.179 correspondingly. Also, the respondents agreed that implementation of projects have minimized costs with a mean and standard deviation of 4.16 and 0.175 correspondingly. The results of the study agreed with the findings of Zuleyha Cdav, (2020) that opines that involving cost estimating in implementation evaluation can slow the challenges linked to economic evaluation in implementation. The results also agree with the findings of Jason Westland, (2019) that states that cost estimates give the base when planning the work schedule and budgeting the exactness in estimate can be determined should the project meet its objectives. In fact, estimating cost recorded in an expected and unexpected cost lead to protection of profit margin.

#### 4.5 Regression Results

Multiple regression analysis was carried out to test relationship amongst variables using SPSS version 27.0.

**Table 4.8: Model Summary**

Model	<b>R.</b>	<b>R. Square</b>	<b>Adjusted R. Square</b>	<b>Std. Error of Estimate</b>	<b>Overall p-value</b>
	0.643	0.413	0.3778	0.2235	0.0002

Source: Survey Data (2021).

Adjusted (R) square settled at 0. 3778 which implied that the independent variables explained a variation of 37.78 per cent of the project implementation of CBPs in Kwale county, Kenya. Lewis-Beck, (2017) suggests that this value must be equal to or greater than 0.19. This means that the characteristics that were not taken care of in this research contributed 62.22 per cent of project implementation; hence an additional study should be carried out examining other characteristics adding to this gap.

**Table 4.9: Coefficients**

<b>Predictor</b>	<b>Coefficient</b>	<b>Estimate</b>	<b>Standard error</b>	<b>t-statistic</b>	<b>p-value</b>
Constant	$\beta_0$	0.4668	0.3012	0.1414	0.2888
Organization culture	$\beta_1$	0.2364	0.1696	1.9589	0.0170
Management capabilities	$\beta_2$	0.2225	0.1998	1.9635	0.0271
Resource availability	$\beta_3$	0.3633	0.1848	1.9658	0.0549
Employee Involvement	$\beta_4$	0.350	0.1845	1.957	0.0455

Source: Survey Data (2021).

The organization culture’s significance settled at p value=0.0170, supported by Hambrick and Conella, (2016) that revealed that involving organization culture is dependent on successful project implementation. The management capabilities was found to be significant (p=0.0271). According to Kim, (2015), top management roles were significant to project implementation as they were associated with the organization’s projects implementation. Technology was

mentioned by the respondents and had also shown to push project implementation (Kiiyuru, 2014). The resource availability ( $p=0.0549$ ) was also found to be significant. The finding agreed with the findings of Ogunsiji and Akambi, (2013) that opined that resource fluidity had a significant effect on project implementation in the Nigerian case study. Employee involvement ( $p= 0.0455$ ) was found to be significant, as supported by RBV theory that argued that human capital input vital stake in the realization of organization goals.. All the predictor variables were significant with  $p$  less or equal to 5.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

Chapter reviews research results recognized via data analysis in section four. It further gives a close emanating from findings in every research objectives. The chapter as well mentions policy and suggestions enabling advance study.

### **5.2 Summary of the Study**

Development was with an objective of examining influence by organizational aspects on project implementation of CBPs in Kwale County, Kenya. Three predictor variables were examined for connection with project implementation.

#### **5.2.1 Organization Culture and Project Implementation**

It was found that, organization culture effect varies subject to whether the organization characteristics have a strong culture or a weak one and therefore strong culture encourage project implementation. The study demonstrated a significant relationship ( $p=0.0170$ ) between organization culture's characteristics with project implementation with the regression coefficient of 0.2364. The results established there was statistically significant effect of organization culture and project implementation of CBPs.

#### **5.2.2 Management Capability and Project Implementation**

From the results, a diligent cash flow management skills influence project implementation in Kwale, county, Kenya. There existed a statistically significant relationship ( $p=0.0271$ ) between management capabilities and implementation of project with a regression coefficient

of 0.225. As indicated in the results, it was concluded that, statistically significant effect arose on management capabilities and project implementation of CBPs.

### **5.2.3 Resource Availability and Project Implementation**

From the results, the respondents strongly agreed that reliable and stable sources of funding positively affect smooth operations of project implementation in Kwale County, Kenya. Resource availability had a significant relationship ( $p=0.0549$ ) with implementation of project with a regression coefficient of 0.3633. Therefore, the study revealed statistically significant association between resource availability and project implementation in community-based projects.

### **5.3 Conclusion**

All the three variables were factored in a multivariate analysis to examine their effect on project implementation. The success of project implementation did not depend on a singular independent variable; hence a multifarious approach was required in achieving a successful implementation of project process. The study in its conclusion called for a cultural change that would enable accountability, improvement of management skills by training and the need to have a proper mobilization skill for the fund's availability.

### **5.4 Recommendations**

This study did recommend the importance of a versatile strategy of improving implementation of project. All the three predictor variables' effect on project implementation was found to be statistically significant ( $p \leq 0.05$ ). The study emphasized concern of a strong organization culture responsive to accountability, costs and right use of employees. To ensure time estimate, the organizations should adapt to have the correct project management skill for a proper command of resource and time management. Regarding management capabilities, the

study noted that, the organizations should keep recruiting the personnel with high level of professionalism and academic background. Concerning resource availability, the study noted that organization should at all-time be ready to mobilise funds for the project implementation.

### **5.5 Suggestions for Further Studies.**

The adjusted R. Square was 0.3778 hence other unknown factors contributed for the 62.2 per cent of the variation of the dependent variables hence recommended for further studies. It would be prudent to examine what other factors have effect on project implementation as well as interaction among these factors.

## REFERENCES

- Akama, J. S. (2015). The evolution of tourism in Kenya. *Journal of Sustainable Tourism*, 7, 6–24.
- Arttacharia P, (2018). A handbook on Thesis Writing, MBA Program: A publication of the Graduate School of Business, Assumption University, Bangkok, Thailand.
- Beeton, S.(2016). Community development, through tourism. Landlink Press, Australia.
- Bryman, A. (2018). *Social Research Method* (3<sup>rd</sup> Ed): Oxford University Press, New York
- Bazeley, P. (2018). *Qualitative Data Analysis: Practical Strategies*, London: Sage.
- Carnaffan J. (2015). *Peruvian Experiences on Community-based tourism: Getting down to the grassroots*:Newcastle University, Uk.
- Connell & Walter D. (2017). *Designing and Management, a Research Project, A business Studies Guide*.Sage Publisher.
- Cooper, A. and Schindler, (2018). *Business Research Methods*, 8<sup>th</sup> Edition, McGraw-Hill, Boston
- Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*.
- George Ritzer, *The MacDonalidization of Society* rev.ed. (Thousand Oaks, C.A: Pine Forge Press, 2004.
- Government of Kenya, (2002). *Economic recovery strategy for wealth and employment creation, 2003–2007*. Nairobi: Government Press.
- Japan Tourism White Paper, 2019. *The Future of Project Management*.
- Jugdev K, Muller R (2017), ‘A retrospective look at our evolving understanding of project success’, *Project Management Journal*, 36 (4):19-31
- Juul, (2015). *Tourism and European Union*, European Parliament.
- Kenya Government, (2010) *Economic Survey*: Nairobi, Government printers, Kenya.

Kenya, National Bureau of Statistics, (2010). Population and Housing Census Volume, I A, Population Distribution by Administration: Ministry of Planning and National Development; Government Printer, Kenya.

Kenya National Tourism Policy (2009) Final Draft. Ministry of Tourism and Wildlife: Available at [www.tourism.go.ke](http://www.tourism.go.ke).

Kerzner, (2019).Future Trends in Project Management.

Kimberlin C.L. and Winterstein A.G., (2017) Validity and Reliability of Measurement of Instruments used in Research: Research Fundamentals: American Society of Health System Pharmacists volume 65

Kothari, C. (2017). Research Methodology; Method and Technique, 2nd edition. New age International Publishers, New Delhi, India.

Lock, D. (2016). The Essentials of Project Management, Gower Publishing, 4<sup>th</sup>edition.

Maliene, (2018). Challenges and Opportunities in Developing Sustainable Communities in the North West of England.

Mathenge, (2018). Challenges Facing Project Implementation in Selected Public Sector Organization in Kenya.

Mbaiwa J. E ,(2018).The socio-economic and environmental impacts of tourism development on the Okavango Delta, north-western Botswana: Harry Oppenheimer Okavango Research Centre, University of Botswana

Mobey, A. and Parker, D., (2018), ‘‘Risks Evaluation and its Importance to Project Implementation’’, International Journal for Productivity and Performance Manage. 51(4): 202-208).

Morris, N (2018). A comparative Analysis of the Diffusion and Participatory Models in Development Communication Theory, Oxford University Press.

Mpofu, N., (2017), Strategic Leadership Challenges in the Management of Project in the Parastatals, P.H.D. Thesis, University of Witwatersrand, Johannesburg.

Mugenda & Mugenda, (2018). Research Methods; Quantitative and Qualitative approaches. Thompson Publishers, University of Toronto.

Mugenda O.M. & Mugenda A.G. (2018). Research Methods; Quantitative and Qualitative Approaches.

Musesengwa, R, 2018. A Framework for Community and Stakeholder Engagement. Research at Grassroots: A primer for the caring professions. Pretoria. Advantage. Hellum Publicity Group.

Nur, A, (2018). Factors Influencing Active Community Participation in Local Development Projects.

Nyabera, T.M, (2015). Effects of Stakeholder Participation on Project Participation.

Odege, (2014). Factors influencing Community Participation in Cultural Tourism.

PMI (2019). A guide to the Project Management Body of Knowledge, 6<sup>th</sup> edition: Project Management Institute.

Republic of Kenya (2007) Ministry for State for Planning, National development and Vision 2030: ‘A Globally competitive and prosperous Kenya’. Nairobi, Kenya.

Silva, S.K., (2016). EnRoute for Construction Projects. International Journal of Business and Social Science.

Sipitiek, J. and Kimiti, S., (2019). Variability and Change in Maasai Views of Wildlife and the Implication for Conservation.

Tanzania Tourism Board, (2015).

Tanzania Tourism Industry Sector Report, (2015). Tourism expected to blossom next year-tourism annual report available: <http://www.tanzaniatouristboard.com>

United Nations Education Program/World Bank 2002. Draft Report on Socio-Economic Benefits of Management.

Wacuka. L, (2015). Factors Influencing Stakeholder Participation on Constituency Development Fund.

## **APPENDICES**

### **APPENDIX I: INTRODUCTORY LETTER**

Bond George,  
Box- 9, KINANGO.

Dear Respondent,

RE: APPEAL FOR STUDY DATA

I am a post grad learner at Kenyatta University pursuing a management research project on Effect of Organizational Aspects and In Implementation of Community based Projects in Kwale County, Kenya. The study is a prerequisite task for honor of a Degree of MBA (Project Management).

This is to humbly appeal to you to join in the study to allow gathering information necessary for the research procedure through writing a complimentary questionnaire to be gathered by this organization. Confidentiality of your organization will be maintained.

Yours Faithfully,  
Bondo George.

**APPENDIX II: RESEARCH QUESTIONNAIRE**

This questionnaire is distributed to 3 measures. Part A is to find over-all information for the respondents. Part B and C is to produce info of organizational aspects on implementation of community-based project (CBP). NB. The data found will be firmly treated in confidence. The identity of the interviewee will be strictly confidential. Your help in filling it, is to be greatly valued.

Please react to subsequent questionnaire by marking and filling in.

**SECTION A: RESPONDENT’S OWN INFO**

1. Title (Optional).....

2. Establishment.....

3. Section

a) Financial records  b) Projects  c) Liaison

4. Exactly what duration of stay in this establishment?

Less than 4 year  5-7 years  8-10 years  Above 10 years

5. The level of training attained?

a). Certificate / Diploma  b). Bachelor’s Degree

c). Post grad

**SECTION B: PROJECT IMPLEMENTATION IN ORGANIZATION**

6. Within a measure of 1-5, in which 1 denotes Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree, show level to which project implementation has succeeded.

	<b>Statement on Project Implementation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>a.</b>	Organization’s projects get delivered within a specified period					
<b>b.</b>	Organization’s projects get implemented within the set budget.					
<b>c.</b>	The projects outcome passes the quality test					
<b>d.</b>	The stakeholders are satisfied with the set-out projects.					
<b>e.</b>	Implementing projects carry limited expenditure to the establishments					

**SECTION C: ORGANIZATION CULTURE**

7. Does organization culture influence project implementation in CBPs?

8. If yes, to what extent does organization culture influence implementation of CBPs?

9. What level you AGREE or DISAGREE with subsequent texts with respect to organization culture and project implementation of CBPs in Kwale County?

Great extent=5; Moderate extent=4; Non-committal=3; Small extent=2; No extent=1

**(Kindly tick the right box)**

	<b>Statements on Organization Culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

a.	The effect of organization culture differs subject to whether the organization characterises a strong culture or a weak culture					
b.	Concentrating on structuring and nurturing organizational culture demonstrates its importance in the project implementation					
c.	Culture swing and transformation, and norms exist in expressing relations among various project teams.					
d.	Cultural values attributed by the organization affect project implementation positively.					

10. Does management capabilities influence project implementation in CBPs?

11. If yes, to what extent does management capabilities influence project implementation in CBPs?

Great extent=5; Moderate extent=4; Non-committal=3; Small extent=2; No extent=1

12. What level you AGREE or DISAGREE with subsequent texts with respect to management capabilities in implementation of CBPs in Kwale County?

Great extent=5; Moderate extent=4; Non-committal=3; Small extent=2; No extent=1

**(Kindly tick the right box)**

	<b>Statements on Management Capabilities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	Without very diligent cash flow management skills, the operations of in projects is affected greatly which trickles down to the running of projects.					
b.	Understanding of new technology in management adapts new developments into projects thereby improving the quality.					
c.	People management and strategic thinking are the driving engines when it comes to running of organization's operations.					
d.	Problem solving as a management capability steers a team towards implementation.					
e.	Top management's role in controlling and overseeing the entire organization and mobilization of external resources influence the project implementation.					

**SECTION E: RESOURCE AVAILABILITY**

13. Describe how funding, material assets and human resources have affected implementation of CBPs?

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

14. To what extent does lack of funding influence implementation of CBPs?

Great extent=5; Moderate extent=4; Non-committal=3; Small extent=2; No extent=1

15. To what level you AGREE or DISAGREE with subsequent texts with respect to availability of resources in implementing community-based projects in Kwale County, Kenya?

Strongly agree=5 Agree=4; Not sure=3; Disagree=2; strongly disagree=1

**(Kindly tick the right box)**

No.	Statements on Resource Availability	1	2	3	4	5
a.	Reliable and stable sources of funding positively affect smooth operations of project implementation.					
b.	Availability of material assets such as equipment and machinery is a resource in project implementation success.					
c.	A good human resource provides labour in project implementation towards it success.					

**SECTION D: EMPLOYEE ORGANIZATION’S INVOLVEMENT**

16. Describe how employee’s quality work life, motivation and commitment have affected implementation of CBPs?

.....

.....

.....

.....

17. To what extent does quality of work life influence implementation of CBPs?

Great extent=5; Moderate extent=4; Non-committal=3; Small extent=2; No extent=1

18. To what level do you AGREE or DISAGREE with subsequent texts with respect to employee involvement in implementing community-based projects in Kwale County, Kenya?

Strongly agree=5 Agree=4; Not sure=3; Disagree=2; strongly disagree=1

**(Kindly tick the right box)**

No.	Statements on Employee Involvement	1	2	3	4	5
a.	Quality of work life influence smooth operations of project implementation.					
b.	Motivation of employees of organization provides improved project implementation success.					
c.	Commitment of employees is key in project implementation towards					

	enabling its success.					
--	-----------------------	--	--	--	--	--



REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

**Ref No: 131935**

**Date of Issue: 14/October/2021**

**RESEARCH LICENSE**



**This is to Certify that Mr.. George ODHIAMBO Bondo of Kenyatta University, has been licensed to conduct research in Kwale on the topic: Organizational aspect and in implementation of community - based project in Kwale county, Kenya for the period ending : 14/October/2022.**

**License No: NACOSTI/P/21/13371**

**131935**

**Applicant Identification Number**

**Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

**Verification QR Code**



**NOTE: This is a computer generated License. To verify the authenticity of this document,**

**Scan the QR Code using QR scanner application.**



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 2<sup>nd</sup> September, 2021

TO: Odhiambo Bondo George  
C/o Management Science Dept.

REF: D53/CE/27993/2013

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting 25<sup>th</sup> August, 2021 approved your Research Project Proposal for the M,BA Degree Entitled, "Organizational Aspects and in Implementation of Community-Based Projects in Kwale County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI  
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. David Nzuki  
C/o Department of Management Science  
Kenyatta University

AM/tra



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: D53/CE/27993/2013

DATE: 2<sup>nd</sup> September, 2021

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ODHIAMBO BONDO GEORGE – REG. NO. D53/CE/27993/2013.

I write to introduce Odhiambo Bondo George who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Management Science.

Odhiambo intends to conduct research for a M.B.A Project Proposal entitled, “Organizational Aspects and in Implementation of Community-Based Projects in Kwale County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
PROF. ELISHIBA KIMANI  
DEAN, GRADUATE SCHOOL

AM/inn

Thank you.