# CRITICAL SUCCESS FACTORS AND IMPLEMENTATION OF CAPITAL EXPENDITURE PROJECTS OF TELKOM KENYA LIMITED WITHIN NAIROBI CITY COUNTY, KENYA

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

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## DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.

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## DEDICATION

I dedicate this research project to my family and friends.

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **ANOVA** | Analysis of Variance |
| **BOT** | Build-Operate-Transfer |
| **CAPEX** | Capital Expenditure |
| **CSFs** | Critical success factors |
| **ICT** | Information Communication and Technology |
| **ISPs** | Internet Service Provider |
| **KDN** | Kenya Data Networks |
| **KFC** | Kentucky Fried Chicken |
| **NACOSTI** | National Commission for Science, Technology and Innovation |
| **PMC** | Project Management Consultancy |
| **PPP** | Public-Private Partnership |
| **RBV** | Resource Based View |
| **SPSS** | Statistical Package for Social Sciences |

## OPERATIONAL DEFINITION OF TERMS

| | |
|---|---|
| **Capital Expenditure** | Money used by the organization to obtain or for upgrading activities within the organization |
| **Communication** | Refers to the transfer of project related information amongst parties concerned in the implementation of the project. |
| **Critical Success Factor** | Factors that lead to the proper execution of a project within organizational project mission and set objectives. These factors are considered in the study as project manager competency, communication, resource allocation and top management support |
| **Project** | A set of interrelated tasks to be achieved over a period of time and within certain cost and different limitations |
| **Project Implementation** | Refers to the execution of capital expenditure project by Telkom Kenya through a certain period of time, set cost and according to their clients' requirements. |
| **Project Manager Competence** | Refer to the senior person leading a team of project members in the implementation of capital expenditure projects. This person offers supervisory activities within the project team. |
| **Resource Allocation** | Refers to the distribution critical components required in the execution of a projects which include money, material, labour etc |
| **Top Management Support** | Refers to the commitment of senior most executives in an organization in the implementation of capital expenditure projects. |

## ABSTRACT

The telecommunications industry is in a point of transformation and turning into ever more complex. Speedy changes in the communication scenery, as a consequence of technological trade and the development of latest offerings, are affecting the core commercial companies operating in the telecommunication sector. Capital expenditure project performance remains well below par. How to improve capital expenditure projects through better planning and more effective frameworks has been a major challenge in Telkom Kenya. This study investigated the influence of critical success factors in the implementation of capital expenditure projects in the Telkom Kenya. This study was guided by the following specific objectives: to examine the influence of resource allocation, communication, top management support and project manager in the implementation of capital expenditure projects in the industry in Kenya. This study employed a descriptive survey research design. The target population comprised of 65 respondents from the 4 Departments which included Technology, Mobile, Support and Enterprise departments in Telkom Kenya Limited. A census of 65 respondents was carried out. The data collection instrument was a semi structured questionnaire. Data obtained from the field was analyzed using both descriptive statistics and inferential statistics. The study established that resource allocation, communication, top management support and project manager competence have a positive and significant influence on project implementation. The study concludes that allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Top management support is considered one of the critical success factors in project management, effective executive involvement can significantly improve project success. The project manager competence plays a vital role in the success of a project as they oversee specific projects ultimately designed to make progress toward strategic planning objectives. The study recommends that project managers competence should identify the right resources towards effective implementation of capital expenditure project. Project activities should be communicated to every party concerned during implementation of capital expenditure projects and the organization should establish the right channels of delivery messages and feedback in both top-down and bottom-up communication. The top managers in Telkom Kenya should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of capital expenditure projects. project manager should make sure they control risk and minimize uncertainty, maximize the effectiveness of communication within the team by being prepared to lead.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background to the Study

Project is a set of multifaceted activities which are constrained by cost, time and set requirements to satisfy clients' needs (Bakar, 2011). According to Pinto and Slevin (2012) the success in project is achieving the requisite prospect of the stakeholders and accomplishing its projected motive. The success in projects can be attributed to a multifaceted and repeatedly deceptive construct. However, it's of essential importance to successful implementation of the project. Pinto and Slevin (2012) further indicate that project success requires creating a proper planned project schedule as well as acknowledging factors which are key to project success. It helps the project manager and other concerned parties to make decisions right towards project success.

Sanvido (2010) argue that in order for the project to be successful positive expectations for those participating the project must be met, whether or not owner, planner, engineer, contractor or operator. Nevertheless, these expectations are unique to every party concerned. A wonderful wide variety of choices need to be taken in the course of the project control process and as traditional, the decisions at the earlier phases of the design have a larger effect on the project control exercise. CSFs enable the company to put into effect general organizational control abilities to improve the employer and the performance of the project. Rockart (2012) observed that to guarantee success of a project in the future, an enterprise and its industry ought to identify its CSFs.

### 1.1.1 Project Implementation

Project implementation consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan (Alinaitwe & Ayesiga, 2013). Lee, Hong, Katerattanakul and Kim (2012) show that to implement a project means to carry out

activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. The project management has to have an efficient management system and always has to be flexible to current needs and changed situations, as the project is rarely implemented exactly according to the initial plan.

Kerzner (2009) asserts that the phases of project implementation take between 80-85% of the whole project events and utilization of the required resources. The success in projects requires a combination of product and project management fulfillment that is the product (services, outcomes or outcome) of the project if it is well executed and properly managed. Though not all of the project will adopt the 5 steps as a few may be terminated earlier than closure. Typically, the cycles of a project encompass the subsequent degrees: identity, training and appraisal which are related to pre-implementation, implementation and tracking and assessment. In all the above stages there exist determinants at every step that might substantially affect the overall performance of the project.

Belassi and Tukel (2010) claim that in terms of project implementation issues, the literature in project control clearly emphasizes much on enhancing equipment and techniques consisting of scheduling, or task failure, rather than on success. However, such function is comprehensible, as to discover the fulfillment elements of a project is a greater complicated venture than identifying failure elements, in particular due to the reasons given as observed by Fowler and Walsh (2014) who argue that events involved in any project assignment generally tend to look project achievement otherwise and consequently, each concerned individual may allocate unique fulfillment criteria to every phase and that CSFs may not directly affect the outcome of the

project. It is the mixture of these elements at different life-cycle tiers of the project that affects its achievement.

According to Pinto (2011), method of implementing projects is complicated, typically requires great and collective interest to a large aspect of human, budgetary and technical variables. Further, projects frequently possess a specialized set of vital achievement factors wherein if addressed and interest given will enhance the chance of a success implementation. Consequently, if these elements are no longer taken critically, they may lead to project failure.

### 1.1.2 Critical Success Factors in Projects

In a competitive business environment, the use of project management can allow organizations to strategically structure themselves to achieve their business goals and needs. In this way, organizations can invest in more effective project management that is aimed at achieving better performance, maximizing the possibility of success, and minimizing the chance of failure. Within this context, organizations must know which critical factors are most responsible for the success of a project to manage these factors in the best possible manner. Critical Success Factors could have a significant impact that supplies quantifiable improvements to the achievement of a project.

According to Milosevic and Patanakul (2012) CSFs are traits, situations, or variables that can have a substantial impact on the success of the project whilst accurately sustained, maintained, or controlled. Chan, Scott and Chan (2014) relate CSFs under five main factors namely human related, project procedures, project related, external environment and actions related to project management. According to Pinto and Slevin (2012) the factors considered critical for the success of a project are different for different types of projects and industries. The implementation of

capital expenditure projects influenced by the following selected critical success factors namely resource allocation, communication, top management support and project manager competence.

According to Jared (2011), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion. Project implementation success is not only determined by other factors of production, but with sound resource base, an organization can launch the project. Kabuga (2012) mentioned that successful project implementation is attainable through utmost stakeholders' involvement, provision of adequate resources, leadership by careful project team and awareness in the project environment.

Tushman and Katz (2010) observe that projects entails proper communication, and departmental heads responsibility is key in order to embrace the position in their hands in internally related factors that entails ensuring efficiency in operations and externally related factors by ensuring that customer requirements are met. Pinto and Pinto (2011) on the other hand emphasize that to make sure the success of a project enough records, which include expectations, goals, desires, assets, status reviews, budgets and requests for purchases, desires to be communicated on a regular basis to all of the foremost stakeholders.

Yang, Huang and Wu (2011) pointed out the key role of the project manager to achieve success on projects. Besides the leadership style, the project manager's individual traits are also particularly essential from the factor of view of contribution to the success of the project. Since project management is different from other management areas project managers should possess unique characteristics. Gorog (2013) on the view on project manager's personal characteristics

on project implementation success summarizes these characteristics as optimism, team-building ability, motivational ability, trust building ability, emotional intelligence, improvisation etc.

Top management support as Johnson, Karen, Boucher and Robinson (2011) study is seen as one of the most essential factors in the success of any project amongst other CSFs. This mean that the more management control tactics are practiced in corporations, the higher the extent of project achievement is. However, within the management restrained time and assets, it is also critical to discover the only support procedures for different project scenarios. Kandelousi, Ooi and Abdollahi (2011) show that top management support may be considered in numerous bureaucracies, as an instance, assisting teams in managing hurdles, exhibiting commitment to the work and inspiring the subordinates.

The study of project success and critical success factors is regularly considered as one of the vital methods to enhance the effectiveness of project undertakings (Chan, Scott & Chan, 2012). Many studies of this nature have been conducted in developing countries (Pinto & Slevin, 2013; Rockart, 2016). However, the findings in these studies may not apply in understanding critical success factors in the Kenyan context which is the focus of this study.

### 1.1.3 Telecommunication Industry in Kenya

Kenya has experienced a tremendous noteworthy growth in the telecommunications sector as evidenced by the increase in number of mobile cell phone subscribers, the number of Internet users and broadcasting stations, since the advent of its liberalization in the 1990s (CAK, 2017). The industry consists of a number of companies that include Safaricom Kenya Limited, Airtel Kenya Limited, Telkom Kenya (Orange) and Essar Telcom Kenya (Yu). Telkom Kenya and Popote wireless are the fixed services category. Services offered through internet and data

consists of the market four mobile operators, ISPs and the two fixed operators in networks comprises of Kenya Data Networks (KDN), Jamii Telecom, Access Kenya and Wananchi Online (Waema, 2015).

Telecommunications plays a large responsibility in people's daily lives, addressing general challenges encountered by Kenyans. Certain sectors like finance, health, education, agriculture and the government are fast embracing generation for dissemination of information, enhancement of service delivery and to reach their clients more effectively and efficiently (Agyei & Kilika, 2013). Nevertheless, Ogutu (2013) argue that telecommunication development is in one way or the other faced by quite a number of challenges, consisting of inadequate infrastructure and excessive pricing, loss of skills, inadequate financing and dealing with global rivalry.

### 1.2 Statement of the Problem

Project implementation phases relate to the success development and creation of projects within the company that presents continuous complexities for managers. The process of implementing a project is multifaceted, usually requiring simultaneous interest to a number of variables that comprises of human, budgetary, and technical aspects. Turner and Muller (2015) observe that those that are involved in the project handling, fail to take a proactive approach to overcoming the uncertainties. As a result of this, project delays and budget overruns are usually encountered. Rockart (2012) also observe that six out of 10 projects are either over budget or behind schedule.

ICT has been one of the major drivers of this complexity and acceleration. However, research continually shows that companies have difficulty in the implementation of ICT projects. According to Whittaker (2014), most ICT projects fail due to lack of structural problems along

with poor planning, vulnerable business cases and a lack of commitment from the top executives. Most of the capital expenditure projects in the Telkom Kenya in Kenya experience major hurdles in their life cycle and barely overcome the implementation stage. The major factors contributing to this trend have not been clearly understood. How to improve capital expenditure projects through better planning and more effective frameworks has been a major challenge in Telkom Kenya. This is because of lack of cross-functional communication, commitment from the project leaders and lack of knowledge in managing a portfolio of projects and risk management.

Ndemo (2012) carried out a study which assessed factors affecting implementation of ICT projects in Telkom Kenya Limited, Nairobi County, Kenya and found that most ICT projects were undertaken for the right reasons and produced significant benefits in the organization to a very high extent. However, the study used cross-sectional research design. Alajoutsijarvi (2011) focused on the time and cost overruns associated with power projects in Kenya and linked failure in projects to issue spanning from payments delayed to contractors, client, late fund disbursement from financiers to technical staff approval of the project.

Summer (2013) studied project failure in the context of cost and attributed it to inadequate financial resources, tendering methods and lack of proper project definition and infrastructure. Arrowsmith (2014) in analyzing project failure factors for Kenya Railways projects, identified late procurement of equipment, lack of training of project managers and slow project selection methods has being the major causes of project failure. Therefore, this study will investigate critical success factors and implementation of capital expenditure projects in Telkom Kenya limited, Kenya.

## 1.3 Objectives of the Study

### 1.3.1 General Objective

The general objective of the study was to investigate the influence of critical success factors and implementation of capital expenditure projects in Telkom Kenya limited.

### 1.3.2 Specific Objectives

i. To examine how resource allocation, influence the implementation of capital expenditure projects in Telkom Kenya limited.

ii. To establish how communication influences the implementation of capital expenditure projects in Telkom Kenya limited.

iii. To establish the effect of top management support in the implementation of capital expenditure projects in Telkom Kenya limited.

iv. To investigate the effect of project manager competence in the implementation of capital expenditure projects in Telkom Kenya limited.

## 1.4 Research Questions

i. How does resource allocation influence to the implementation of capital expenditure projects in Telkom Kenya limited?

ii. What is the influence of communication in the implementation of capital expenditure projects in Telkom Kenya limited?

iii. How does top management support influence the implementation of capital expenditure projects in Telkom Kenya limited?

iv. How does project manager competence influence the implementation of capital expenditure projects in Telkom Kenya limited?

## 1.5 Significance of the Study

The findings of this study would bring insight to Telkom Kenya management in Kenya because the findings will help the future design and implementation of projects. The findings of this study would be of use to departmental heads and project team members in project implementing organizations as they would understand the success/failure factors associated with projects. The study would be of great contribution to the Ministry of Information Communication and Technology (ICT) for it would inform them the factors that need to be closely monitored during the implementation of their projects. The research would add more information in the existing knowledge and would stimulate further research in this area of study to other scholars.

## 1.6 Scope of the Study

Employees of Telkom Kenya Limited in Nairobi County, Kenya formed the target population. The study focused on how resource allocation, communication, top management support and project manager competence on the implementation of capital expenditure projects. The respondents were Project managers and project team members. Questionnaires were used as a data collection instrument. The study focused on the implementation of capital expenditure projects from the between 2012 to 2016.

## 1.7 Limitations of the Study

The respondents were hesitant to respond as some of them could fear victimized by disclosing relevant information for the study. Some officials could over rate their competence in project management. To overcome these, the researcher assured the respondents any information disclosed by them would not be shared to any other party and make clear to the respondents' the study purpose. The study could also be limited to cover the whole population due to the size of

the study population. To overcome this, a sample design was done to obtain a sample size that represented the whole population.

### 1.8 Organization of the Study

This study was organized in five chapters. Chapter one constitutes the background of the study, statement of the problem, objectives, significance, scope, limitations and organization of the study. Chapter two comprises of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three encompasses the methodology which presents the research design, target population, sampling design, research instrument, data collection procedure, data analysis and ethical considerations. Chapter four constitutes the research findings and discussion which presents the response rate, background information, descriptive statistics, inferential statistics and analysis of qualitative data. Chapter five presents the summary, conclusion, recommendations for policy and practice, and recommendations for further study.

# CHAPTER TWO: LITERATURE REVIEW

## 2.1 Introduction

This chapter comprises of the following sections; Theoretical review, empirical review, summary of the reviewed literature and research gaps and conceptual framework.

## 2.2 Theoretical Review

### 2.2.1 Resource Based View Theory

Resource Based View (RBV) theory by Grant (1991) was used to guide the study. According to Grant (1991) the RBV theory approach to competitive gain contends that internal sources are extra important for a firm than external factors in achieving and maintaining organizational competitive gain. In this regard, organizational performance is frequently determined with the aid of internal sources which include physical resources, human resources and organizational resources. The mix, kind and amount and nature of a firm's internal assets must be taken into consideration first in devising techniques that may lead to sustainable competitive advantage. Dealing with strategically in step with RBV includes growing and exploiting a firm's specific assets and skills and constantly maintaining and strengthening the assets (Barney, 1991).

Based on RBV, companies are essentially composed of a fixed of unique assets and the capacity of a company's control in combining the assets permits it to make the most market opportunities which make contributions to the performance of the company (Penrose, 2009). Furthermore, it is also regarded that resources are the maximum essential unit of analysis within the corporation system. In addition, a firm may be regarded through a set of resources and abilities allowing the firm to continue its existence. The RBV argues that a firm possesses a collection of resources which may lead the firm to enhance its cost advantage, depending on the characteristics of resources.

This theory is relevant to the study because it shows that effective and efficient implementation of a project depends on organizational resource capabilities in terms of labour, materials, funds and equipment. A firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of effective implementation of the project. The theory explains the variable on resource allocation.

### 2.2.2 McClelland's Achievement Theory

This study was grounded on McClelland's achievement theory by McClelland (1980) who based the theory which classified humans' desires inside the company in three categories which he called motivational needs; desire for affiliation, success and authority. Desire for affiliation is associated with workers on the lower stage of the organizational hierarchy and meant that people want meaningful relationships and workplaces are considered to provide the floor upon which workers are trying to find to strike worthy relationships. Desire for fulfillment was associated with center-degree people and involve people desire to be visible as attaining more to the business enterprise. Desire for authority was related to the top management and was observed that employees at this level are pushed with the aid of sturdy preference to adjust the course of events or make robust effect on others and events hence want to be in control of conditions and human being.

This theory is appropriate to the study because study is based on reasons that the intention that Project Management Consultancy (PMC) is carried out to perform tasks in sure ways which is also McClelland's essential preoccupation within the theory. In order to increase employee productivity in organizations, employees at any level of organization hierarchy should be made to feel that their needs are catered for with the intention to get inspired for higher productivity. The senior managers within the organization should also negotiate that workers must be handled

on the premise of their needs as opposed to universally to boost their performance. The theory explains the variable on communication.

### 2.2.3 The Cybernetics theory

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

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

### 2.2.4 Leadership Contingency Model Theory

Fiedler (1964) presents the theory of Fiedler leadership contingency model theory in which he proposed that effective employees performance depended upon the proper match between a

leaders' ability to lead is contingent upon situational factors that include the leaders' capabilities, preferred style, and behavior, competency of employees. This theory propounded that leaders should adopt that style which best to the situation and immediately stimulate the employee performance.

This theory is relevant to the study as it shows that an effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality of work during project implementation process and providing necessary support to project team members is such a great responsibility. The introduction of clear standards of leadership promotes the core values and maturity on their role and responsibility thus effective and efficient project implementation. The theory explains top management support variable.

## 2.3 Empirical Review

### 2.3.1 Resource Allocation and Project Implementation

Askar and Gab-Allah (2012) examined the potential for implementing the Build-Operate-Transfer (BOT) system in the Egyptian environment. The study used descriptive design and stratified random sampling method. The study established that choosing the proper task, competitive monetary idea, and unique functions of bid are important for the fulfillment of BOT projects in Egypt. They also found that there are four risks namely Political Risks, Construction Risks, Operating Risks and Market and Revenue Risks. Their study concluded that the risk factors should be minimized to ensure successful implementation of BOT projects.

Santoso, Joewono, Wibowo, Sinaga and Santosa (2012) studied the key risk events for public-private partnerships in Indonesian toll way construction and operation. The study used a cross-sectional design and interview guides to collect data. Simple random sampling method was used

to select the respondents. The study revealed that land acquisition problems, which represent the major risks in the top-ranked risk event list, lie mainly under the control of the government. They also observed that land acquisition is still a major problem in terms of time and money. The delays and budget overruns in land acquisition are not only the first two risk events with the highest risk index, but they are also the first- and second-ranked items for degrees of risk impact and occurrence.

Cheung, Chan, Lam, Chan and Ke (2012) investigated the Critical Success Factors (CSFs) required for implementing Public Private Partnerships (PPP) in both mainland China and Hong Kong. Explanatory research design was used and a census of all the respondents was carried out. The study found that both mainland China and Hong Kong have been eager to present further infrastructure service projects via PPP mode, with the former aspiring to cope it's hastily growing infrastructure demand and the latter elevating its efficacy further. They also found that Hong Kong does not perceive multi-benefit objectives as substantially as mainland China. Mainland China, on the other hand, was more interested with an impartial risk sharing mechanism, which is apprehensible given the issues influencing the financial market in mainland China.

Alinaitwe and Ayesiga (2013) used questionnaire surveys to explore the success factors for PPP projects in Uganda. They discovered 5 factors apparent to utmost significance to the public sector are a well-organized public agency, a competitive procurement process, project financial achievability, devotion of all the events, and a company monitoring and evaluation system for the projects applied. The study recommended that the 5 factors were applicable to the achievement of PPP production projects and their relative significance to the contractors and financial institutions running in Uganda and to the developing countries in general.

### 2.3.2 Communication and Project Implementation

According to the study of how employee communication affects the performance of an organization carried out by Bery, Otieno, Waiganjo and Njeru (2015) in the sector of horticulture in Naivasha, Kenya, which was done in flower farms in Kenya comprising of the 14 registered flower farms in Kenya according to Kentucky Fried Chicken (KFC) directory (2013). Using correlation and regression analysis it was established that communication enhances information transfer and belief within the organization, that communication aids in advancing efficiency of operations within the organization consequently leading to better organization performance. It was concluded that communication is critical towards better project implementation. The study recommended that businesses must expand effective communication strategies considering that it will facilitate passing of statistics each within and outside the employer for that reason improving performance.

Elving and Hansma (2014) did a study that involved interviewing management of the organization and their junior staff on the effects of change in an organization. The study found that the achievement of the diffusion and adjustment of organizational change drastically relies most on managers skills in communication and information at any given levels. The study further established that although leaders seem like being aware about rapid alternate within the enterprise, speaking that trade is hard, at the side of the function of control at the contribution of the personnel to the impending change, distribution of records and actual communication concerning the need for the exchange and the targets of the amendment in enterprise are also vital.

Kibe (2014) study on how communication strategies affect the performance of an organization using descriptive research design and a target population of 132 employees established that the

significance of both the theoretical stage and realistic level. It was concluded that for any organizational overall performance to be effective, an open conversation environment should be advocated. Once participants of the company experience unfastened to percentage comments, ideas and even complaint at each level it increases project performance.

Weimann, Hinz, Scott and Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings display that ordinary face-to-face conferences, electronic mail and cell phones nevertheless play a pivotal function in team communications, even though a selection of conversation gear is available. The study concluded that group member satisfaction and team success can handiest be performed if the communication lifestyle within the organization takes into account the technology used and the allotted work setting.

### 2.3.3 Top Management Support and Project Implementation

Rehman, Khan, and Khan (2013) in their study established that the performance of projects in public sector organizations of Pakistan is comparatively poor due to unsupportive top management throughout the implementation of projects which is declining for last many years but no research has yet been conducted to identify the factors involved in the success or failure of projects. There are several problems in the management of projects including lack of support from top management in the public sector. The study concluded that project performance cannot be improved without an excellent or good level of support from top management.

Turner and Muller (2012) study on how project leader's leadership styles affect the success of project established previous related studies carried out for years on how several factors influences project success have not addressed how project leaders or managers leadership styles and their skill capability influences the project success. The study established a direct association between project manager's leadership style and capability with the success in the implementation in projects within an organization.

Tyssen (2014) in their study on transactional and transformational leadership challenges in the success of projects implementation found that because of their transient and precise nature, projects are characterized by means of irregular non-public constellations and work contents. The study also established that, the transformational leadership style of being an instance to a team and person orientated is at once linked to the fulfillment of tasks. The authors additionally placed out that transformational leaders who enlivens and motivates their project participants by way of challenging them have a high chance of project fulfillment. Transformational leadership ends in the arousing of the team's spirit while vigor and positive significance is confirmed. It may then be deduced that there may be an excessive relationship among transformational management and success in projects.

Pinto and Slevin (2010) study on how Critical success factors determine the implementation of Research and Development (R&D) projects involving 159 Research and Development (R&D) projects aimed at recognizing critical factors that are vital to the success of those projects. in their study, they found out that essential fulfillment factors modifications all through the existence cycle of a project. At each precise degree of the project be it the defining, planning, executing and final stages, there are new units of factors which are most vital for the fulfillment of the project.

### 2.3.4 Project Manager Competence and Project Implementation

Brill, Bishop and Walker (2015) carried out a study on project manager skills for improving project performance. The target population was 107 project managers and data was obtained from the field using a questionnaire. The findings of the study indicated that project managers interpersonal skills had significant association with the implementation of a project. The performance of project in regard to assigned cost was found to be much influenced by project manager's emotional intellect, interpersonal ability, noticeable honesty, and budgeting. The study also found that project managers have complex roles that drastically influence the success of the project. As such, project managers should focus on the development of these skills so that they are better equipped to meet project objectives.

Verma (2012) study located that managing conflicts in a project surroundings is as inevitable as change. The study recommended that project managers want to remember the fact that there are a number of conflict levels at each project level. For example, requires a special method to remedy it. Project managers want to adapt their behaviours, relying on the kind and stage of battle they are coping with. It was further recommended that effective project managers have to be people-oriented with sturdy leadership and remarkable communication competencies. They should be flexible, creative, inventive and adaptable to address a myriad of sudden problems, project managers want suitable and effective humans abilities in preference to technical talents to manipulate people directly involved in the projects.

Thamhain (2010) study found that project leaders inspire their people and make every person experience proud to be a part of the project management and its intended goal. Simplicity, reason and alignment of personal and organizational goals are essential for a unified team lifestyle to emerge. The study advised that effective project managers must inspire their workforce, display

non-public popularity for work achievements and make the information of contributions pretty seen to others within the business enterprise. This refuels and sustains people's commitments and unites the team behind its assignment.

Kadefors (2009) study found that developing trust with is vital for people competence for project managers to have. The study considers that project managers want to construct tiers of loyalty with team members in one of these ways that each parties display recognize for each different and what they stand for. They need to reveal high ranges of being concerned and display this in an open and authentic manner. The study concluded that project managers are more likely to accomplish their responsibilities in the event that they win the respect in their group participants by displaying behaviours including being respectful and rational.

### 2.4 Summary of the Literature Reviewed and Research Gaps

**Table 2.1: Summary of the Reviewed Literature and Research Gaps**

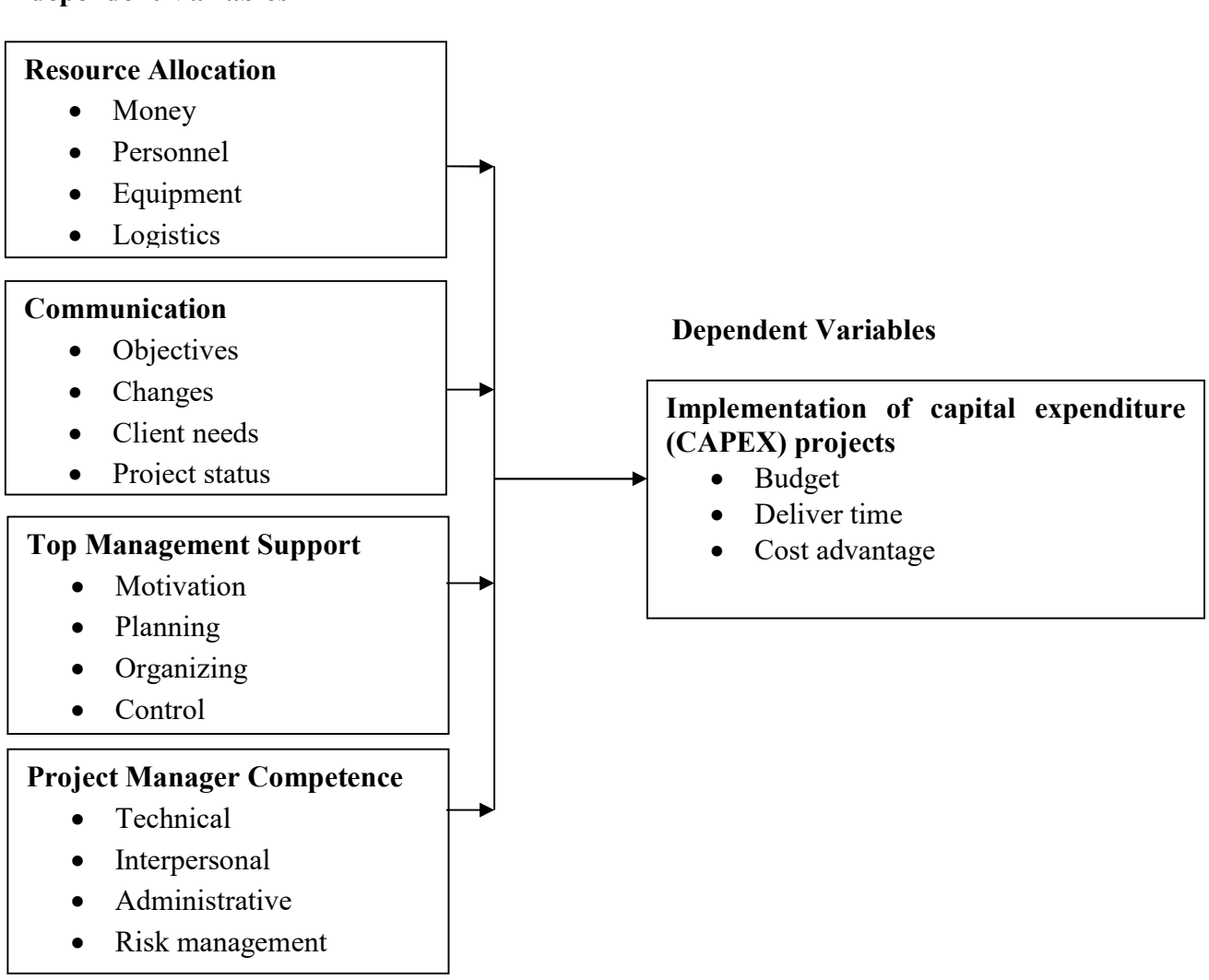
| Author | Focus of the Study | Findings | Knowledge gap | Focus of the current study |
|---|---|---|---|---|
| Tyssen (2014) | Transactional and transformational leadership challenges in the success of projects implementation | The transformational leadership style of being an instance to a team and person orientated is at once linked to the fulfillment of tasks | Project implementation | Project performance |
| Rehman *et al.* (2013) | Performance of projects in public sector organizations of Pakistan | There are several problems in the management of projects including lack of personnel, troubleshooting, mission in the public sector | The study did not focus on how leadership support influence project implementation | Top Management support on project implementation |

| | | | | |
|---|---|---|---|---|
| Fadly and Mohd (2013) | Critical success factors (CSFs) for Lean Six Sigma (LSS) in the Malaysian automotive industry | Leadership and customer focus have been shown to be the extremely important factors for LSS implementation in the Malaysian automotive industry | There may be other CSFs for LSS such as culture change, project management skill, and employee involvement, which were not included in this study. | Project manager and project implementation |
| Rehman *et al.* (2013) | Top management support and project performance | Project performance cannot be improved without an excellent or good level of support from top management | Qualitative data | Quantitative data |
| Lee *et al*. (2012) | Factors that affect the successful implementation of the Manufacturing Execution Systems (MES) in small and medium manufacturing enterprises (SMME) | top management support, sufficiency of investment, and user participation were critical factors for successful MES implementation in SMME | The study did not focus on the influence of resources on successful MES implementation in SMME | Resource allocation on project implementation |
| Turner and Muller (2012) | Project leader's leadership styles and project implementation | A direct association between project manager's leadership style and capability with the success in the implementation in projects within an organization | Project implementation | Project performance |

| | | | | |
|---|---|---|---|---|
| Nangoli (2010) | Project communication, individual commitment, social networks and perceived project performance: A study of citizenship projects in selected Commercial Banks | Positive relationship between project communication, social networks and perceived project performance | Further research should also be undertaken to explore the concept of project communication in other areas of study | Communicatio n and project implementation |

**Source: Researcher (2018)**

## 2.5 Conceptual Framework




**Source: Researcher (2018)**

**Figure 2.1: Conceptual Framework**

Figure 2.1 shows resource allocation, communication, top management support and project manager as the independent variables and the implementation of capital expenditure projects as the dependent variable.

# CHAPTER THREE: RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter explains the methodology used in the study which entails research design, target population, sampling design and sample, data collection instruments, pilot study, data collection procedure, data analysis and presentation and ethical consideration.

## 3.2 Research Design

Descriptive survey research design was used. Descriptive survey research designs are used in introduction and examining studies that enable the study to obtain data from the field, organize, present and analyze the data for explanation (Orodho, 2005). On the other hand, Mugenda and Mugenda (2003) present the aim of descriptive survey research design as obtaining data and analyzing according to the observation made from the field without any alterations. This therefore, enabled the researcher collect information from field and analyze it according to the respondents view so as to give a clear picture of the study objectives.

## 3.3 Target Population

The target population comprised of 65 respondents who were obtained from Technology, Mobile, Support and Enterprise departments in Telkom Kenya Limited. Table 3.1 show the number of respondents per department in Telkom Kenya who participated in the study

**Table 3.1: Target Population**

| Department | Population |
|---|---|
| Technology Department | 15 |
| Mobile Department | 25 |
| Support Department | 17 |
| Enterprise Department | 8 |
| **Total** | **65** |

**Source: Telkom Kenya HRM Department (2018)**

### 3.4 Sampling Design and Sample Size

A sample is selected which can be representative of the total population because of various constraints that may face the researcher in accessing the whole population (Gay, 2002). On the other hand, Mugenda and Mugenda, (2003), observe that in a situation where the study population there is no need to sample otherwise the total population should be studied. Therefore, census of 65 respondents was carried out.

### 3.5 Data Collection Instrument

Semi-Structured Questionnaires were used to obtain data from the field. This was possible because the sampled respondents are considered to understand that study questions which minimizes interpretations of the questions thus making it cheaper and faster to collect data. The questionnaires were divided into different sections covering the objectives of the study. Likert scale was used to allow the respondents to express their level of agreement to listed questions pertaining to each study objective. Questionnaires were administered to all the respondents.

### 3.6 Pilot Study

Pilot study is a small test involving a small number of respondents to assists the researcher in determining if there are flaws, barriers, or other weaknesses in the studies instrument layout and permits her or him to make important revisions before embarking on the actual study (Orodho, 2005). Questionnaires were piloted to 10 respondents within Telkom Kenya and were not included in the final study.

#### 3.6.1 Validity of the Instruments

According to Orodho (2005), Validity entails the extent to which instruments used to collect data will be meant to measure what the researcher wants to measure from the study objectives. In this case, to ensure that the instruments are valid three validity tests were tested. First, content validity was done to ensure that the research instruments are clear and expressed in simple language. Construct validity was ensured by ensuring that the study is tied within the specific objectives and criterion validity was done to ensure that all the questions address the specific objectives of the study in a systematic manner.

#### 3.6.2 Reliability of the Instruments

Cronbach's alpha test was used to measure the internal consistency of the research instrument by obtaining a correlation coefficient. It also allows measurement of reliability of every statement used to measure an objective under different categories and estimates the extent to which scores vary in different variables attributed chance or random errors (Reid, 2006). The author further shows that for the instruments to be reliable the correlation coefficient must be greater than 0.7. This study obtained a coefficient of 0.8 which showed that the questionnaires were valid as recommended by Mugenda and Mugenda (2003). The results of reliability are shown in Table 3.2.

**Table 3.2: Reliability Tests**

| Research Variable | Cronbach's Alpha Index (α) | Number of Items | Comment |
|---|---|---|---|
| Resource Allocation | 0.802 | 6 | Reliable |
| Communication | 0.765 | 5 | Reliable |
| Top Management Support | 0.863 | 6 | Reliable |
| Project Manager | 0.696 | 5 | Reliable |
| Project Implementation | 0.799 | 3 | Reliable |
| **Aggregate** | **0.773** | **25** | Reliable |

**Source: Pilot Data (2018)**

The results in Table 3.2 showed that the indicators of top management support had the highest reliability (α= 0.863), followed by resource allocation (α=0.0.802), project implementation (α=0.799), communication (α=0.765) and project manager (α=0.696).

### 3.7 Data Collection Procedures

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

### 3.8 Data Analysis and Presentation

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

#### 3.8.1 Empirical Model

Multiple regression analysis was used to determine whether a combined group of independent variables predicts a given dependent variable (Cooper & Schindler, 2011). The regression equation was: $\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$

Whereby **Y** =Implementation of Capital Expenditure projects

$\mathbf{X_1}$= Resource Allocation

$\mathbf{X_2}$= Communication

$\mathbf{X_3}$= Top Management Support

$\mathbf{X_2}$= Project Manager Competence

$\boldsymbol{\beta_1, \beta_2, \beta_3}$ are coefficients of determination

$\boldsymbol{\varepsilon}$ is the error term.

### 3.9 Ethical Consideration

To maintain ethics during the data collection period, the researcher first obtained an introductory letter from the University and a research permit from National Commission for Science,

Technology and Innovation (NACOSTI) in order to introduce himself to the relevant authorities concerned. The respondents were requested to participate in the study by first explaining to them the intended purpose of the study and assured them that none of the third party will access the information they disclose to the study. The respondents neither were allowed to write their names nor the department they work with.

# CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

## 4.1 Introduction

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

## 4.2 Response Rate

The study targeted a sample size of 65 respondents who were obtained from 4 departments namely technology department, business units-mobile department, pre-sales and post-sales department, and support department in Telkom Kenya Limited. Their response rate is shown in Table 4.1.

**Table 4.1: Response Rate**

| **Category** | **Frequency** | **Percentage** |
|---|---|---|
| Response | 64 | 98.5 |
| Non-response | 1 | 1.5 |
| **Total** | **65** | **100** |

**Source: Research Data (2018)**

Table 4.1 shows that 98.5% of the respondents filled and returned their questionnaire while only one (1) did not respond accounting for 1.5%. Mugenda and Mugenda (2003) show that a response rate of 50% is adequate for analysis and reporting, a response rate of 60% is good and that of 70% and above is very good. This therefore meant that the overall response rate of 88.2% was appropriate for the study.

### 4.3 Demographic Data

On the demographic data of the respondents, the researcher was interested in knowing the gender, work experience, level of education and certification on project management.

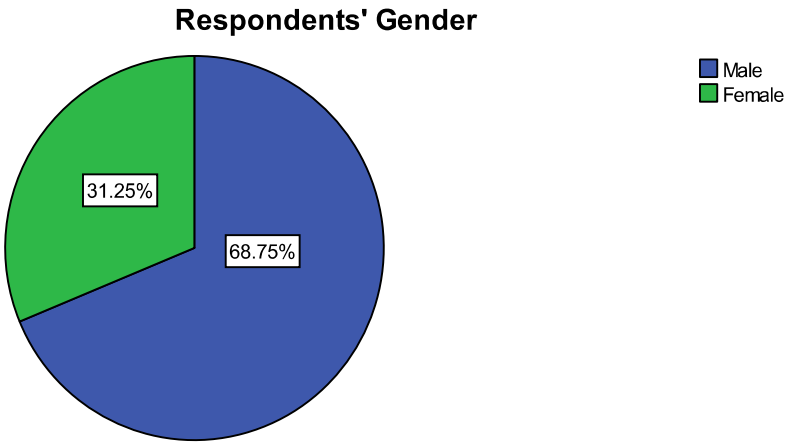



**Figure 4.1: Distribution of the Respondents' Gender**

**Source: Research Data (2018)**

Figure 4.1 shows that majority of the respondents were male at 68.75% and female respondents accounted for 31.25%. This shows that both genders were well represented and the study could not suffer from gender bias.

**Table 4.2: Distribution of the Respondents Work Experience**

| | | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|---|
| Valid | Less than 2 years | 15 | 23.4 | 23.4 |
| | 2 - 5 years | 17 | 26.6 | 50.0 |
| | 6 - 9 years | 13 | 20.3 | 70.3 |
| | 10 and above | 19 | 29.7 | 100.0 |
| | **Total** | **64** | **100.0** | |

**Source: Research Data (2018)**

Table 4.2 shows that majority (29.7%) of the respondents had worked for 10 years and above, this was followed by 26.6% of the respondents who had a work experience of between 2 to 5 years, 23.4% less than 2 years and 20.3% between 6 to 9 years. These findings show that majority of respondents had worked for more than 6 years as indicated by cumulative percentage of 70.3% and therefore the respondents were able to respond to the research questions adequately.

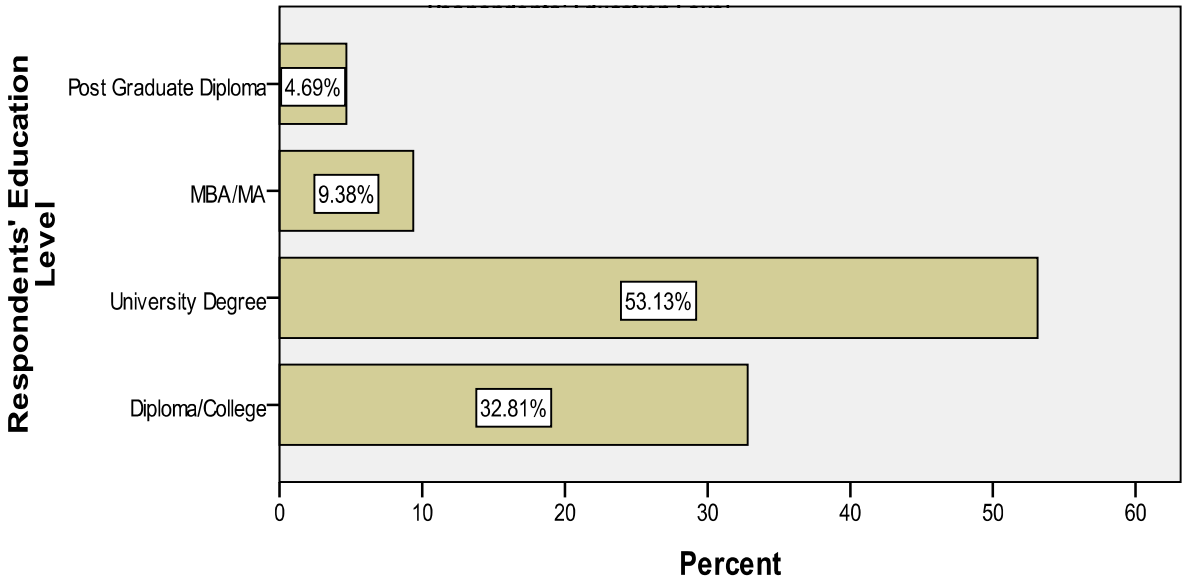



**Figure 4.2: Distribution of the Respondents Level of Education**

**Source: Research Data (2018)**

Figure 4.2 shows that majority (53.13%) of the respondents had attained a University Degree level of education, this was followed by 32.81% of the respondents who had either diploma or college certificate, 9.38% Master's Degree and 4.69% post graduate diploma. These findings show that majority of the respondents had worked for a long period and so they had wealth of experience on the study's objectives. Further the study established that those respondents who

had certification on project management accounted for 35.94% and 64.06% did not have. This is shown in Figure 4.3.

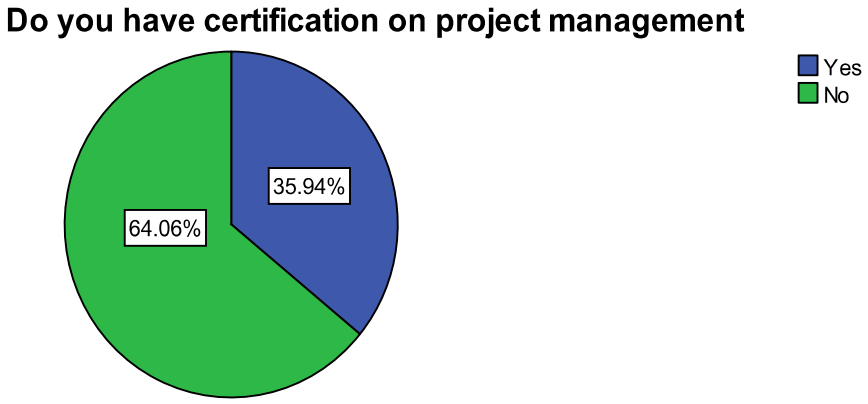



**Figure 4.3: Certification on Project Management**

**Source: Research Data (2018)**

### 4.4 Descriptive Statistics

Descriptive statistics such as means and standard deviations were used to analyze quantitative data with the use of Statistical Package for Social Sciences (SPSS) version 20.0 and the findings were presented in tabular form.

#### 4.4.1 Resource Allocation

The study sought to examine the influence of resource allocation on the implementation of Capital Expenditure Projects in Telkom Kenya. The findings are shown in Table 4.3.

**Table 4.3: Resource Allocation**

| Statement | M | SD |
|---|---|---|
| Project equipment is assigned to staff for use during project implementation | 3.89 | 0.911 |
| Project staff allocation is a prerequisite for onset of project implementation | 3.95 | 1.105 |
| The organizations have human resource management policies that measure project performance and include reward schemes for staff motivation. | 3.22 | 1.215 |
| There exists periodic budget monitoring to measure expenditures against budget | 3.70 | 1.150 |
| There is approved budget for the CAPEX project | 3.94 | 0.974 |
| The organization provide the right quantity of the right material at the right time for the implementation of CAPEX project | 3.38 | 1.189 |
| **Aggregate** | **3.68** | **1.091** |

***Key:*** **M** – Mean; **SD** – Standard Deviation

**Source: Research Data (2018)**

The results in Table 4.3 show that the respondents agreed that resource allocation influence the implementation of Capital Expenditure Projects in Telkom Kenya as shown by the aggregate mean of 3.68 with a significance variance of 1.091. Kabuga (2012) mentioned that successful project implementation is attainable through utmost stakeholders' involvement, provision of adequate resources, leadership by careful project team and awareness in the project environment.

The respondents agreed on the statements that project staff allocation is a prerequisite for onset of project implementation, there is approved budget for the capital expenditure project, project equipment is assigned to staff for use during project implementation and that there exists periodic budget monitoring to measure expenditures against budget as shown by mean of 3.95, 3.94, 3.89 and 3.70 respectively and a respective standard deviation of 1.105, 0.974, 0.911 and 1.150. These findings agree with the findings of Santoso *et al.* (2012) who observe that the delays and budget overruns in land acquisition are not only the first two risk events with the

highest risk index, but they are also the first- and second-ranked items for degrees of risk impact and occurrence.

The respondents were neutral on the statements that the organization provide the right quantity of the right material at the right time for the implementation of capital expenditure project (M=3.38, SD=1.189) and that the organizations have human resource management policies that measure project performance and include reward schemes for staff motivation (M=3.22, SD=1.215). These findings contradict with the findings of Jared (2011) who observe that proper project implementation is highly determined by resources such as material and competent staff.

### 4.4.2 Communication

The study sought to establish the influence of communication on the implementation of Capital Expenditure Projects in Telkom Kenya. The findings are shown in Table 4.4.

**Table 4.4: Communication**

| **Statement** | **M** | **SD** |
|---|---|---|
| There is effective communication of project objectives to all the stakeholders | 3.44 | 1.067 |
| Ongoing meetings between management/staff/stakeholders are carried out during project implementation | 3.45 | 1.194 |
| There is a regular review and adjustments of communication plans | 3.36 | 1.104 |
| The organization has established communication strategies to help minimize potential disputes and misunderstandings during project implementation | 3.14 | 1.067 |
| There is a clear communication giving stakeholders opportunity to comment/ cast a vote in order to identify client's needs | 3.06 | 1.052 |
| **Aggregate** | **3.29** | **1.097** |

***Key:*** **M** – Mean; **SD** – Standard Deviation

**Source: Research Data (2018)**

The results in Table 4.4 show that the respondents were neutral that communication influences the implementation of Capital Expenditure Projects in Telkom Kenya as shown by the aggregate mean of 3.29 with a significance variance of 1.097. This is in contrary to the findings of

Tushman and Katz (2010) who observe that projects entails proper communication, and departmental heads responsibility is key in order to embrace the position in their hands in internally related factors that entails ensuring efficiency in operations and externally related factors by ensuring that customer requirements are met.

The respondents agreed on the statements that ongoing meetings between management/staff/stakeholders are carried out during project implementation (M=3.45, SD=1.194) and that there is effective communication of project objectives to all the stakeholders (M=3.44, SD=1.067). These findings concur with the findings of Elving and Hansma (2014) who observe that the achievement of the diffusion and adjustment of organizational change drastically relies most on managers skills in communication and information at any given levels.

The respondents were neutral on the statements that there is a regular review and adjustments of communication plans (M=3.36, SD=1.104), the organization has established communication strategies to help minimize potential disputes and misunderstandings during project implementation (M=3.14, SD=1.067) and that there is a clear communication giving stakeholders opportunity to comment/ cast a vote in order to identify clients' needs (M=3.06, SD=1.052). These findings are in contrary to the findings of Kibe (2014) who observe that for any organizational overall performance to be effective, an open conversation environment should be advocated. Once participants of the company experience unfastened to percentage comments, ideas and even complaint at each level it increases project performance.

### 4.4.3 Top Management Support

The study sought to establish the effect of top management support on the implementation of Capital Expenditure Projects in Telkom Kenya. The findings are shown in Table 4.5.

**Table 4.5: Top Management Support**

| Statement | M | SD |
|---|---|---|
| Top management provide staff with technical know-how on matters regarding implementation of the project | 3.38 | 1.091 |
| Top management provide staff with a path of solution for technical crisis on matters regarding implementation of the project | 3.42 | 0.973 |
| Top management provide resources needed on matters regarding implementation of the project. | 3.69 | 0.957 |
| Top management settles disagreement between staff involved in the implementation of the project | 3.31 | 0.990 |
| Top management scans the environment for fresh ideas to better the project | 3.41 | 1.065 |
| Top management facilitate staff in advancing skills required on the implementation of the project | 3.30 | 1.150 |
| **Aggregate** | **3.41** | **1.038** |

***Key:*** **M** – Mean; **SD** – Standard Deviation

**Source: Research Data (2018)**

The results in Table 4.5 show that the respondents agreed that top management support influences the implementation of Capital Expenditure Projects in the Telkom Kenya as shown by the aggregate mean of 3.41 with a significance variance of 1.038. Kandelousi, Ooi and Abdollahi (2011) show that top management support may be considered in numerous bureaucracies, as an instance, assisting teams in managing hurdles, exhibiting commitment to the work and inspiring the subordinates.

The respondents agreed to the statements that top management provide resources needed on matters regarding implementation of the project (M=3.69, SD=0.957), top management provide staff with a path of solution for technical crisis on matters regarding implementation of the project (M=3.42, SD=0.973) and that top management scans the environment for fresh ideas to better the project (M=3.41, SD=1.065). These findings agree with the findings of Rehman, Khan, and Khan (2013) who observe that project performance cannot be improved without an excellent or good level of support from top management.

The respondents were neutral on the statements that top management provide staff with technical know-how on matters regarding implementation of the project (M=3.38, SD=1.091), top management settles disagreement between staff involved in the implementation of the project (M=3.31, SD=0.990) and that top management scans the environment for fresh ideas to better the project (M=3.30, SD=1.150). These findings contradict with the findings of Santoso *et al.* (2012) who observed that support from the top managers on the implementation of the project is crucial as they provide direction and motivate staff.

### 4.4.4 Project Manager Competence

The study sought to investigate the effect of project manager competence on the implementation of Capital Expenditure Projects in Telkom Kenya. The findings are shown in Table 4.6.

**Table 4.6: Project Manager Competence**

| Statement | M | SD |
|---|---|---|
| Searching in advance to implementation and figuring out the elements of the task; for each element, scheduling periods, resources, charges | 3.64 | 0.966 |
| Choosing the project team members and figuring out the team's responsibilities | 3.64 | 0.998 |
| Coordinating events of the project team members, contractors, experts, customers, and/or financing business enterprise | 3.66 | 1.089 |
| Imposing manipulate strategies for layout critiques, assessments, development conferences, and reviews, each casual and formal | 3.41 | 1.065 |
| Administering financial aspects such as invoice approvals, progress certificates, payment of accounts | 3.52 | 1.127 |
| **Aggregate** | **4.47** | **1.311** |

***Key:*** **M** – Mean; **SD** – Standard Deviation

**Source: Research Data (2018)**

The results in Table 4.6 show that the respondents strongly agreed that project manager competence influences the implementation of Capital Expenditure Projects in Telkom Kenya as shown by the aggregate mean of 4.47 with a significance variance of 1.311. Yang *et al.* (2011) pointed out the key role of the project manager to achieve success on projects. Besides the

leadership style, the project manager's individual traits are also particularly essential from the factor of view of contribution to the success of the project.

The respondents agreed on the statement that project manager influences the implementation of Capital Expenditure Projects in the Telkom Kenya (M=3.52, SD=1.127). These findings agree with the findings of Brill *et al.* (2015) who observe that project managers interpersonal skills had significant association with the implementation of a project. The performance of project in regard to assigned cost was found to be much influenced by project manager's emotional intellect, interpersonal ability, noticeable honesty, and budgeting.

The mean of 3.41 indicates that the respondents were neutral on the statement that administering financial aspects such as invoice approvals, progress certificates, payment of accounts which varied significantly as shown by standard deviation of 1.065. This is contrary to the findings of Kadefors (2009) study found that developing trust with is vital for people competence for project managers to have.

### 4.4.5 Project Implementation

**Table 4.7: Project Implementation**

| **Statement** | **M** | **SD** |
|---|---|---|
| CAPEX projects are delivered on specified time | 3.73 | 1.250 |
| CAPEX projects are implemented within the set budget | 3.28 | 0.951 |
| Implementation of CAPEX projects have minimized cost to the organization | 3.27 | 1.027 |
| **Aggregate** | **3.43** | **1.076** |

***Key:*** **M** – Mean; **SD** – Standard Deviation

**Source: Research Data (2018)**

The results in Table 4.7 indicates that the respondents agreed that implementation of CAPEX projects is influenced by the critical success factors studied as shown by the aggregate mean score of 3.43 and a standard deviation of 1.076. The respondents agreed that CAPEX projects are delivered on specified time (M=3.73, SD=1.250). Belassi and Tukel (2010) claim that in terms of

project implementation issues, the literature in project control clearly emphasizes much on enhancing equipment and techniques consisting of scheduling, or task failure, rather than on success.

The respondents were neutral on the statements that CAPEX projects are implemented within the set budget (M=3.28, SD=0.951) and that implementation of CAPEX projects have minimized cost to the organization (M=3.27, SD=1.027). According to Pinto (2011), method of implementing projects is complicated, typically requires great and collective interest to a large aspect of human, budgetary and technical variables.

### 4.5 Inferential Statistics

Inferential statistics was carried out to show the extent to which variables relate to each other through the use of correlation analysis and regression analysis.

#### 4.5.1 Correlation Analysis

**Table 4.8: Correlation Analysis**

| | | Resource Allocation | Communication | Top Management Support | Project Manager |
|---|---|---|---|---|---|
| Resource Allocation | Pearson Correlation | 1 | .155 | .840 | .627 |
| | Sig. (2-tailed) | | .259 | .000 | .002 |
| | N | 64 | 64 | 64 | 64 |
| Communication | Pearson Correlation | .155 | 1 | .614** | .295* |
| | Sig. (2-tailed) | .259 | | .000 | .029 |
| | N | 64 | 64 | 64 | 64 |
| Top Management Support | Pearson Correlation | .840 | .614** | 1 | .755** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 64 | 64 | 64 | 64 |

| | | | | | |
|---|---|---|---|---|---|
| Project Manager Competence | Pearson Correlation | .627 | .295* | .755** | 1 |
| | Sig. (2-tailed) | .002 | .029 | .000 | |
| | N | 64 | 64 | 64 | 64 |

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

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

**Source: Research Data (2018)**

The Pearson's r for the correlation between resource allocation and top management support variables is 0.840 which is close to 1 with a significant value of 0.00 which is less than 0.05 which showed a strong relationship between variables. Communication was strongly related to top management support ($r=0.614$, $p<0.05$) which means that increase in communication leads to increase in top management support. Project manager was strongly related to top management support ($r=0.755$, $p<0.05$) and resource allocation which means that increase in communication leads to increase in top management support.

### 4.5.2 Regression Analysis

**Table 4.9: Results of Multiple Regressions**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.622 | 0.756 | 0.678 | 0.598 |
| Resource Allocation | 0.654 | 0.009 | -0.10 | 0.500 |
| Communication | 0.712 | 0.20 | 0.001 | 0.498 |
| Top Management | 0.568 | 0.027 | 0.009 | 0.496 |
| Project Manager | 0.632 | 0.004 | 0.15 | 0.502 |

**Source: Research Data (2018)**

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the

dependent variable that is explained by all the four independent variables. The four independent variables that were studied, explain only 75.6% of the implementation of capital expenditure projects by the R squared. This therefore means that other factors not studied in this research contribute 24.4% of the implementation of capital expenditure projects in Telkom Kenya. Therefore, further research should be conducted to address the gap.

### 4.6 Determination of Coefficient

**Table 4.10: Determination of Coefficient**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.431 | .542 | | 4.123 | .001 |
| | Resource Allocation | .756 | .300 | 0.211 | 3.978 | .002 |
| | Communication | .841 | .399 | 0.354 | 2.745 | .000 |
| | Top Management Support | .613 | .284 | 0.362 | 3.461 | .004 |
| | Project Manager Competence | .706 | .461 | 0.245 | 2.999 | .003 |

**Source: Research Data (2018)**

As per the SPSS generated table above, the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$) becomes: $\mathbf{Y = 0.431 - 0.756\ X_1 + 0.841 X_3 - 0.613\ X_3 + 0.706 X_4}$

Where Y= Project Implementation

$X_1$= Resource Allocation

$X_2$= Communication

$X_3$= Top Management Support

$X_4$= Project Manager Competence

According to the regression equation established, taking all factors into account (Resource Allocation, Communication, Top Management Support and Project Manager Competence) constant at zero, implementation of capital expenditure projects will be at 43.1%.

The study revealed that resource allocation had a positive and significant effect on project implementation ($p = 0.002$). According to Jared (2011), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion.

The study established that communication had a positive and significant effect on the implementation of the project ($p = 0.000$). Tushman and Katz (2010) observe that projects entails proper communication, and departmental heads responsibility is key in order to embrace the position in their hands in internally related factors that entails ensuring efficiency in operations and externally related factors by ensuring that customer requirements are met.

The study revealed that top management support had a positive and significant effect on the implementation of the project as indicated by beta values ($p = 0.004$). Kabuga (2012) mentioned that successful project implementation is attainable through utmost stakeholders' involvement, provision of adequate resources, leadership by careful project team and awareness in the project environment.

The study found that project manager's competence had a positive and significant effect on the implementation of the project as indicated by beta values ($p = 0.003$). Gorog (2013) observe that project manager's personal characteristics on project implementation success summarizes these characteristics as optimism, team-building ability, motivational ability, trust building ability, emotional intelligence, improvisation etc.

# CHAPTER FIVE: SUMMARY, RECOMMENDATION AND CONCLUCSIONS

## 5.1 Introduction

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

## 5.2 Summary of the Study Findings

This study investigated the influence of critical success factors and implementation of capital expenditure projects in Telkom Kenya limited based on how resource allocation, communication, top management support and project manager influences implementation of capital expenditure projects. Sixty-five (65) employees of Telkom participated in the study and data was collected using semi structured questionnaires and analyzed using both descriptive and inferential statistics.

The study sought to examine the influence of resource allocation on the implementation of capital expenditure projects in Telkom Kenya. The study also examined that project staff allocation is a prerequisite for onset of project implementation, there is approved budget for the project, project equipment is assigned to staff for use during project implementation and that there exists periodic budget monitoring that measures expenditures against budget.

The study identified that ongoing meetings between management/staff/stakeholders are carried out during project implementation and that there is effective communication of project objectives to all the stakeholders influences implementation of projects to a great extent.

The study sought to establish the effect of top management support on the implementation of capital expenditure projects in Telkom Kenya and identified that top management support influences the implementation of capital expenditure projects in the Telkom Kenya as agreed by most of the respondents. It was established that top management provide resources needed on

matters regarding implementation of the project, provide staff with a path of solution for technical crisis on matters regarding implementation of the project and that they scan the environment for fresh ideas to better the project.

The study sought to investigate the effect of project manager competence on the implementation of capital expenditure projects in Telkom Kenya and found that project manager competence influences the implementation of capital expenditure projects in Telkom Kenya to a very great extent.

### 5.3 Conclusions

The study concludes that;

Resource allocation has a positive and significant effect on the implementation of capital expenditure projects in Telkom Kenya. Allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time.

Communication has a positive and significant effect on the implementation of capital expenditure projects in Telkom Kenya. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects.

Top management support has a positive and significant effect on the implementation of capital expenditure Projects in Telkom Kenya. Top management support is considered one of the critical success factors in project management, effective executive involvement can significantly improve project success.

Project manager competence had a positive and significant effect on the implementation of capital expenditure Projects in Telkom Kenya. The project manager plays a vital role in the

success of a project as they oversee specific projects ultimately designed to make progress toward strategic planning objectives.

### 5.4 Recommendations for Policy and Practice

The study recommends that:

Project managers should identify the right resources towards effective implementation of capital expenditure project. Frequent estimation is necessary for each assignment within the project so that utilization of resources can occur in the most effective manner possible.

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

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

The project manager should make sure they control risk and minimize uncertainty, maximize the effectiveness of communication within the team by being prepared to lead. They should always be available to face the real challenges facing the implementation of the project so as to understand the real issues within the team who must deliver the project as well as understanding the issues of the sponsors who the team delivers the project for.

### 5.5 Suggestions for Further Studies

The study focused on how resource allocation, communication, top management support and project manager influence implementation of projects in Telkom Kenya. Therefore, it is suggested that similar studies should be carried out in other telecommunication companies in

Kenya as this would help in validating the findings and conclusions of this study. Further research should be carried out to investigate the effect of other variables such as client consultation, project mission, monitoring and evaluation that have not been conceptualized in this study particularly considering the empirical implication of the coefficient of determination reported from the output of model summary.

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## APPENDICES

### Appendix I: Letter of Introduction

**CTIO**

Telkom Kenya Limited

P.O. Box 30301-00100

Nairobi

Dear Sir /Madam

**Re: Request for Participation in Research Study**

I am a Master's student from Kenyatta University carrying out a study entitled: '***Critical Success Factors and Implementation of Capital Expenditure (CAPEX) Projects in Telkom Kenya***' as a requirement for the Degree of Master's in Business Administration (Project Management).

Since you are better placed to provide information required for this study, I have selected you as my study respondent. You are kindly supposed to rate yourself as per the question items given. Please take a few minutes to respond to the questionnaire items.

Any assistance will be highly appreciated. Thank you.

Yours faithfully

Sign……Date……

**Abdulrahman Ahmed**

MBA Student- KU (City Campus)

**Appendix II: Questionnaires**

***Instructions:***

i. Do not write your name or that of your department anywhere on this questionnaire

ii. Tick [√] where appropriate or fill in the required information on the spaces provided

**Section A: Demographic Data**

1. Gender: Male [ ] Female [ ]
2. How long have you worked in the current station?

   Less than 2 years [ ] 2 – 5 years

   6– 9 years [ ] 10 and above [ ]

3. What is your level of education?

   Diploma/College [ ] University Degree [ ]

   MBA/MA [ ] Post-graduate Diploma [ ]

4. Do you have any certification on project management? Yes [ ] No [ ]

**Section B: Resource Allocation**

The statements below relate to the influence of resource allocation on the implementation of CAPEX Projects in Telkom Kenya Limited. Supplied also are five options corresponding to these statements:

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

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| Project equipment is assigned to staff for use during project implementation | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Project staff allocation is a prerequisite for onset of project implementation | | | | | |
| The organizations have human resource management policies that measure project performance and include reward schemes for staff motivation. | | | | | |
| There exists periodic budget monitoring to measure expenditures against budget | | | | | |
| There is approved budget for the CAPEX project | | | | | |
| The organization provide the right quantity of the right material at the right time for the implementation of CAPEX project | | | | | |

5. Based on your opinion, how does resource allocation influence the implementation of CAPEX Projects in Telkom Kenya Limited?

……

……

……

**Section C: Communication**

The statements below relate to the influence of communication on the implementation of CAPEX Projects in Telkom Kenya Limited. Supplied also are five options corresponding to these statements:

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| There is effective communication of project objectives to all the stakeholders | | | | | |
| Ongoing meetings between management/staff/stakeholders are carried out during project implementation | | | | | |
| There is a regular review and adjustments of communication plans | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The organization has established communication strategies to help minimize potential disputes and misunderstandings during project implementation | | | | | |
| There is a clear communication giving stakeholders opportunity to comment/ cast a vote in order to identify clients needs. | | | | | |

6. Based on your opinion, how does communication influence the implementation of CAPEX Projects in the Telkom Kenya Limited?

……

……

……

**Section D: Top Management Support**

The statements below relate to the effect of top management support on the implementation of CAPEX Projects in Telkom Kenya Limited. Supplied also are five options corresponding to these statements:

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| Top management provide staff with technical know-how on matters regarding implementation of the project | | | | | |
| Top management provide staff with a path of solution for technical crisis on matters regarding implementation of the project | | | | | |
| Top management provide resources needed on matters regarding implementation of the project | | | | | |
| Top management settles disagreement between staff involved in the implementation of the project | | | | | |
| Top management scans the environment for fresh ideas to better the project | | | | | |
| Top management facilitate staff in advancing skills required on the implementation of the project | | | | | |

7. Based on your opinion, how does top management support influence the implementation of CAPEX Projects in Telkom Kenya Limited?

……

……

……

**Section E: Project Manager Competence**

The statements below relate to the effect of project manager competence on the implementation of CAPEX Projects in Telkom Kenya Limited. Supplied also are five options corresponding to these statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Searching in advance to implementation and figuring out the elements of the task; for each element, scheduling periods, resources, charges | | | | | |
| Choosing the project team members and figuring out the team's responsibilities | | | | | |
| Coordinating events of the project team members, contractors, experts, customers, and/or financing business enterprise | | | | | |
| Imposing manipulate strategies for layout critiques, assessments, development conferences, and reviews, each casual and formal | | | | | |
| Administering financial aspects such as invoice approvals, progress certificates, payment of accounts | | | | | |

8. Based on your opinion, how does project manager influence the implementation of CAPEX Projects in Telkom Kenya Limited?

……

……

……

**Section F: Implementation of Capital Expenditure (CAPEX) Projects**

The statements below relate to the implementation of CAPEX projects in Telkom Kenya Limited: Supplied also are five options corresponding to these statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| CAPEX projects are delivered on specified time | | | | | |
| CAPEX projects are implemented within the set budget | | | | | |
| Implementation of CAPEX projects have minimized cost to the organization | | | | | |

## Appendix III: Research Authorization

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

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

Internal Memo

FROM: Dean, Graduate School

DATE: 6th September, 2018

TO: Abdulrahman Ahmed
C/o Management Science Dept.

REF: D53/CTY/PT/37387/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 22nd August, 2018 entitled **"Critical Success Factors and Implementation of Capital Expenditure Projects in Telcom Kenya Limited"**

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 Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

HARRIET ISABOKE
FOR: DEAN, GRADUATE SCHOOL

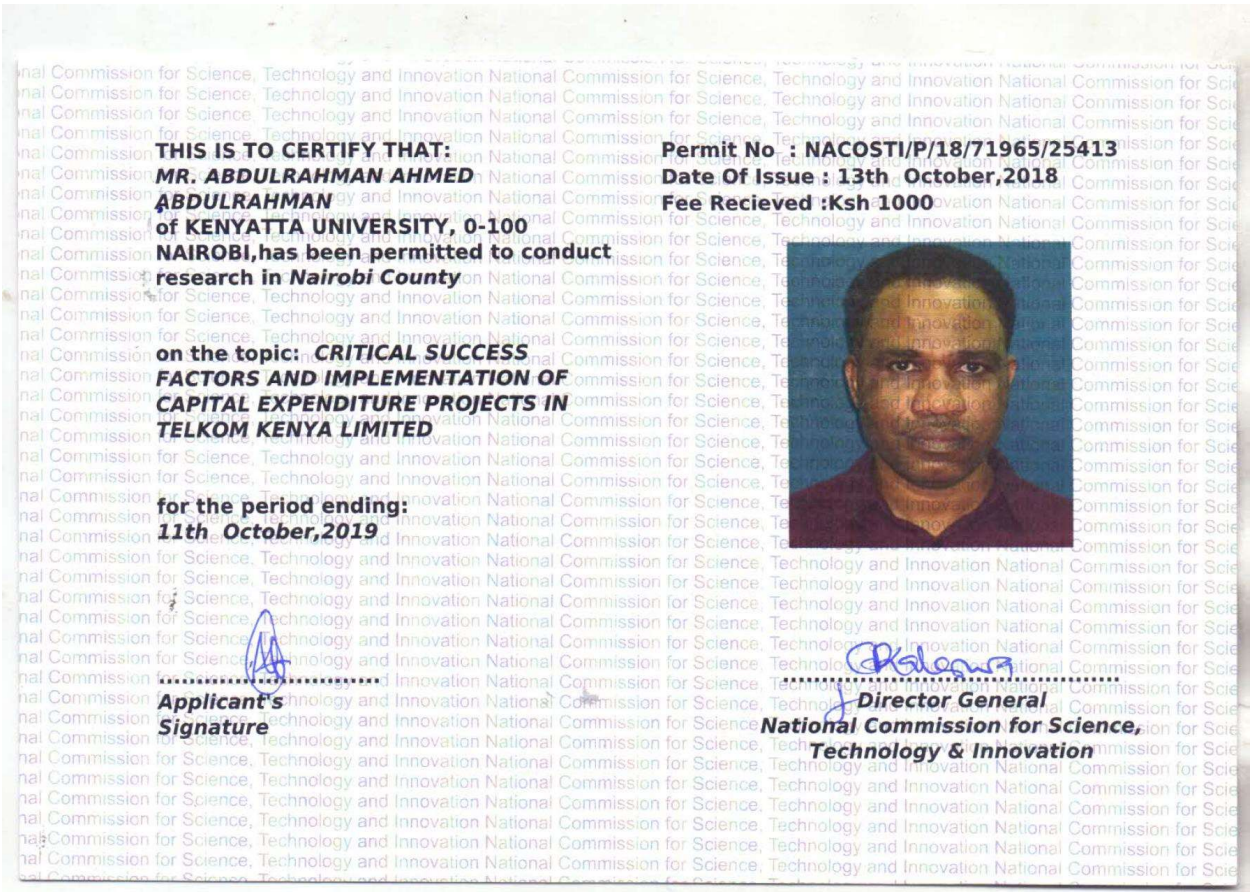
C.c. Chairman, Department of Management Science

Supervisors:

1. Franklin Kinoti
C/o Department of Management Science
Kenyatta University

*HI/lnn*

## Appendix IV: NACOSTI Permit



THIS IS TO CERTIFY THAT:
*MR. ABDULRAHMAN AHMED ABDULRAHMAN*
of KENYATTA UNIVERSITY, 0-100 NAIROBI,has been permitted to conduct research in *Nairobi County*

on the topic: *CRITICAL SUCCESS FACTORS AND IMPLEMENTATION OF CAPITAL EXPENDITURE PROJECTS IN TELKOM KENYA LIMITED*

for the period ending:
*11th October,2019*

Permit No : NACOSTI/P/18/71965/25413
Date Of Issue : 13th October,2018
Fee Recieved :Ksh 1000



.....
*Applicant's Signature*

.....
*Director General*
*National Commission for Science, Technology & Innovation*