

EFFECT OF PROJECT MANAGEMENT DRIVERS ON IMPLEMENTATION OF KENYA URBAN ROADS AUTHORITY PROJECTS IN THE COASTAL REGION

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Abstract: The purpose of this study was to determine the effect of project management drivers on the implementation of Kenya Urban Roads Authority (KURA) projects in the coastal region, Kenya

Methodology: The research design adopted was descriptive research design. The target population was all 5 lot heads, 40 cluster heads and 132 section heads of 66 KURA projects in coastal region, Kenya. A sample size of 63 was arrived at using Fisher's Formula. Primary data was acquired by use of self-administered questionnaires. For analysis, descriptive statistics such as frequencies, percentages, means and standard deviation and inferential statistics such as correlation, regression and Analysis of Variance (ANOVA) was used. The p-value for the F-statistic was applied in testing the hypotheses.

Results: Correlation results indicated there was a positive and significant correlation between project resources, project leadership, project contractors competence, stakeholder participation and project implementation. Regression analysis also showed that project resources, project leadership, project contractor's competence and project stakeholder's participation have a positive and significant effect on implementation of projects.

Recommendations: The study recommended the government to always ensure it allocates enough money of doing the projects so as to enhance their implementation. In addition, project managers should always ensure that plans and records of income and expenditure are updated on weekly basis. The study also recommends that project managers should always ensure their communication with the junior staff is clear. The study also recommends for the establishment of appropriate project organization structures and formulation of policy in KURA and high involvement of stakeholders in project implementation.

Keywords: Project resources, project leadership, project contractors competence, stakeholder participation and project implementation.

1. INTRODUCTION

1.1 Background of the Study

Mwangunya (2016) defined a project to be a temporary attempt by a group of people that they commence to work together and within a set timeline, budget and delivering distinguishable products or services. A project consists of three main pillars namely; cost, quality and time. Therefore, for a project to be considered successful, it must be delivered within the set time limit, be within the budget and acceptable quality (Kirui, 2016). In addition, project success is considered if it meets the schedule, budget, quality expected, and the achievement of the deliverables that were originally intended and the acceptance by the target beneficiary or the project client (Wong, Cheung & Leung, 2008). Project success is determined by project management skills.

According to Daft (2017), project management challenges that may affect project implementation includes; lack of enough resources, lack of or poor monitoring and evaluation, non-alignment of project strategy and the organizational structure and culture, staff demotivation, unhealthy organization politics, noninvolvement of organization stakeholders and negativity in terms of perception of the project by staff and stakeholders (Okumus, 2014). For a project to create value, it must be fully implemented. For effectiveness in implementation to be achieved, formulation is the first stage. Effective implementation results when the resources in an organization and its actions are in line with the strategic priorities, the key success factors identified, reporting and measures of performance are aligned (Deloitte & Touche, 2016).

Worldwide, the time frame between the time setting and actual start of road projects is between 10-30 years as reported by Seboru (2015). Battaineh (2016) observed that in Jordan, the average ratio of completion time to planned timelines was 160.5% for road projects. Similarly, the challenges identified that affected projects in Jordan, ranged from project delays that were costly, failure to finish the projects on time, cost and quality performance (United Nations Commission for Trade and Development (UNCTAD), 2017). In the United States, a report by Standish Group (2014) reported that sixty six percent of road projects do not meet their objective. UNRWA (2017) reports that in Palestine the national economy is highly supported by the road construction companies. In Saudi Arabia, as reported by Sambasivan and Soon (2017) and in Hong Kong as reported by Chan and Kumaraswamy (2017), the rate of completion of road projects was 30% with average budget overruns of 10-30%. In an examination conducted in Florida State Ahmed, Azhar, Castillo and Kapagantulla (2016) express that delays of construction development projects are without a doubt a general wonder.

In Africa, the major means of transport is by road, this owing to the disconnection in the railway system and effect of geographical factors on inland water transport (Waihenya, 2017). Further, in Africa, paved roads have been seen to account for 50% and indeed, this was less than 17% in 1996 and many of these countries were below the average. North African countries accounted for the most of these paved roads with about 57% while South African Countries accounted for 25% and Central Africa 10.2. The density of the roads also is very low compared to countries in Asia and Latin America (ADB, 1999).

In Kenya, the government through its vision 2010 goals has realized the need for quality road network since the road transport is very important in the transportation sector as it carters for over 93% of all freight and passenger traffic in the country. Therefore, Kenya stands to reap a lot of benefits if it has high quality road networks (Ministry of Roads, 2016). Construction projects delays additionally bring about an incapacitating impact on all groups (proprietor, contractual worker, and specialist). It is thusly effectively reasoned that components influencing construction projects consummation is an investigation important to all gatherings.

1.2 Statement of the Problem

Success in projects is indicated by its performance in the achievement of project time, cost, quality, safety and environmental sustainability objectives (Gitau, 2015). Mostly, any project failure is related to the management of which many other reasons may contribute to these management problems. According to Okuwoga (2018) the project management problem is related to poor budgetary and time control. Samson and Lama (2017) also remarked that performance arises in large projects due to many reasons such as: incompetent designers/contractors, poor estimation and change management, social and technological issues, site related issues and improper techniques and tools.

Infrastructure in Kenya is being identified as necessity in improving the living conditions of both farming and pastoralists' communities, it is also necessary for improving security and to contribute significantly to the reduction of cost of doing business. The responsibility of the Kenya Urban Roads Authority (KURA) is to manage, develop maintain and rehabilitate all the roads that are public and which are found in towns and cities. KURA does not have a role for those roads that are national. However, KURA has faced challenges that range from the changes that emanate from the new constitution, road reserves being taken over, lack of enough funds to carry out road projects, changes in climate and lack of adequate capacity both external and internal that are required to undertake these projects (Ministry of Roads, 2016). Therefore, there is need to address the problem of unpredictable successful road project completion in terms of time of delivery, the cost, and the expected quality.

Ngetich (2017) conducted a study on influence of implementation of devolution on performance of road construction projects in Kericho County, Kenya. Hassan (2017) conducted a study on evaluation of the performance of donor funded road construction projects in Kenya. Kirui (2016) conducted a study on factors influencing project implementation in

construction Industry: a case of road construction in Elgeyo Marakwet County. Kimanthi (2016) studied implementation of infrastructural using a case of road construction in Machakos county, Kenya. The current study sought to determine the effect of project management drivers on the implementation of Kenya Urban Roads Authority (KURA) projects, Kenya.

1.3 Specific Objectives

The specific objectives of the study were:

1. To assess how project resources affect the implementation of KURA projects in the coastal region, Kenya
2. To determine how project leadership affect the implementation of KURA projects in the coastal region, Kenya
3. To determine how project contractors competence affect implementation of KURA projects in the coastal region, Kenya
4. To examine the effect of project stakeholders participation on the implementation of KURA projects in the coastal region, Kenya

1.4 Research Hypotheses

The research hypotheses adopted for the study were:

H₀₁: Project resources do not significantly affect implementation of KURA projects in the coastal region, Kenya.

H₀₂: Project leadership does not significantly affect implementation of KURA projects in the coastal region, Kenya

H₀₃: Project contractors' competence does not significantly affect and implementation of KURA projects in the coastal region, Kenya

H₀₄: Project stakeholders' participation does not significantly affect implementation of KURA projects in the coastal region, Kenya

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Project Resource Based View (RBV)

This theory was proposed by Pearce (2004). According to the resource-based view (RBV) resources are key to superior firm performance. For strategy implementation, resources should have the right quantity and quality (Aosa, 2011). Sustainable competitive advantage (SCA) is the desired outcome for the effort of the manager within a firm. The RBV contents that in order to achieve a SCA a firm must possess unique resources. A firm then must deploy the resources effectively in its product-markets to achieve SCA. Therefore, according to the RBV a firm's management ought to identify, develop and deploy the key resources in order to maximize return.

2.1.2 Project Trait Theory

This theory was proposed by Goff (2003). The trait theory of leadership is an early assumption that leaders are born and due to this belief, those that possess the correct qualities and traits are better suited to leadership. Trait theories assume that people inherit certain qualities and traits that make them better suited to leadership. The theory often identifies particular personality or behavioral characteristics shared by leaders.

2.1.3 Project Contingency Theory

This theory is about effective leadership and was proposed by Fiedler in the 1960's. Burnes (2000), in reference to the Contingency Theory, argues that there is no best way of managing organizations. This is because organizations operate in diverse context with factors such as structure, culture, size, type and complexity via the organization's external environment determining what strategy would lead to organizational success. The theory contends that there is no universal way to manage and design an organization and its subsystems must 'fit' with the environment (Awino & Karuiki, 2012). This is because the organization depends on the environment for resource inputs and produces goods and services for consumption by the environment. The theory affirms the complexity dynamism and unpredictable nature of the environment which suggest that traditional approaches to strategic Management may not always work.

2.1.4 Project Stakeholder's Theory

This theory was proposed by Phillips, Freeman and Wicks (2003). Stakeholders are a group of individuals to whom the effect of the organizational objectives affect and or who affect the objectives (Phillips, Freeman & Wicks, 2003). Managers therefore have the duty to identify the types of stakeholders in order to be able to recognize them and respond to them in their different personalities understanding that all of them can affect or be affected by the firm's decisions (Mitchell, Agle & Wood, (1997). It is therefore important to manage stakeholders for purposes of firm survival, its economic well-being, control of damage, to take advantage of opportunities, to have competitive advantage and to influence policy formulation and building coalition. In contrast managers might want an exhaustive list of all stakeholders in order to participate in a fair balancing of various claims and interest within the firm's social system.

2.2 Empirical review

Enshassi *et al.* (2016) in their study on project performance in Gaza air strips. A questionnaire was used to collect data whereby the respondents were developers, consultants and contractors. The study found that project performance is affected by delays, unavailability of resources; low level of project leadership skills; escalation of material prices; unavailability of highly experienced and qualified personnel; and poor quality of available equipment and raw materials they also noted financial resources scheduling, availability and optimization are considered key to successful project management. The above study contextualizes the pure theory of capital and its relevance to the current study. This study therefore recommends costs of the project must be given priority when setting up a project to ensure high performance.

Mwangi and Ngugi (2014) assessed the determinants of regulations on electricity projects growth in Kenya. The target population was 450 respondents and simple random sampling was applied to select 45 respondents out of the 450. Both quantitative and qualitative data were gathered and analyzed using descriptive statistics. The study identified such factors of electricity projects growth as top management practices, policy planning and execution.

Okweto (2012) conducted a study on organization structure and leadership effects on construction projects' performance in Kenya: a case study of public building projects within Nairobi region. The study adopted descriptive survey techniques to examine the performance of the public building construction in Kenya with particular focus on the project management organization structures, project management functions, effect of leadership in terms of competency characteristics, behavioral styles and emotional stability, culture of the organization and its influence on the internal and external environment. The study covered projects within Nairobi Region with contract figures of Kshs. 100,000,000 and above, completed or being implemented between the years 2000 and 2010. In addition the study assessed the risks inherent on construction projects in Kenya and their impact on projects' performance. Both primary and secondary data were sought and analyzed in an attempt to predict the cause of poor performance in the building sub-sector. The study was based on the Null Hypothesis (Ho) that 'inappropriate project organization structures and ineffective leadership are the root causes of poor project performance'.

Nyaga (2014) conducted a study on role of project management skills on performance of construction projects: a case of selected construction firms in Mombasa County, Kenya. The study adopted a descriptive research design with a target population of 111 staffs working at the construction firms in Mombasa which generated a sample of 33 respondents. Questionnaires were the main data collection instruments. The study employed both quantitative and qualitative research in its data analysis. Data was presented using tables. The study found out that Projects are constrained by inadequate planning skills that are required for effective planning for project success; Project planning is complicated and risky, hence requires varying skills sets for successful project implementation and management; Increasing complexity in the projects with pressure of time and costs has led to the introduction of high quality software and hardware which requires skilled planning.

3. RESEARCH METHODOLOGY

The research design adopted was descriptive research design. The target population was all 5 lot heads, 40 cluster heads and 132 section heads of 66 KURA projects in coastal region, Kenya. A sample size of 63 was arrived at using Fisher's Formula. Primary data was acquired by use of self-administered questionnaires. For analysis, descriptive statistics such as frequencies, percentages, means and standard deviation and inferential statistics such as correlation, regression and Analysis of Variance (ANOVA) was used. The p-value for the F-statistic was applied in testing the hypotheses.

4. FINDINGS AND DISCUSSION

4.1 Descriptive Statistics Results

The respondents were asked to indicate their level of agreement to the statements on the study variables. A likert scale of 1- strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree was used.

Key: SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree

4.1.1 Project Resources

Table 1 presents results for the descriptive statistics for project resources.

Table 1: Descriptive Statistics Results for Project Resources

Statement	N	SD %	D %	N %	A %	SA %	Mean	SD
There is availability of fund necessary for the implementation of the KURA projects	48	14.6	2.1	2.1	70.8	10.4	3.60	1.18
There is accessibility of fund necessary for the implementation of the KURA projects	48	14.6	12.5	16.7	45.8	10.4	3.25	1.25
Money allocated for project implementation is enough	48	10.4	6.2	2.1	41.7	39.6	3.94	1.28
We update plans and records of income and expenditure on a weekly basis	48	6.2	6.2	20.8	52.1	14.6	3.62	1.02
Resource mobilization affects the project implementation	48	6.2	4.2	16.7	56.2	16.7	3.73	1.01
Overall mean 3.63								

The overall mean of the findings on descriptive statistics for the statements on project resources was 3.63 which indicated that majority of the respondents agreed to the statements.

4.1.2 Project Leadership

The descriptive results were presented in Table 2.

Table 2: Project Leadership

Statement	N	SD %	D %	N %	A %	SA %	Mean	Std.Dev
The level of project managers communication affects project implementation	48	4.2	22.9	8.3	29.2	35.4	3.7	1.3
Management supervision affects project implementation	48	10.4	8.3	12.5	47.9	20.8	3.6	1.2
Traits of project managers affects project implementation	48	2.1	12.5	6.2	35.4	43.8	4.1	1.1
Regular management in meetings affects project implementation	48	8.3	6.2	4.2	47.9	33.3	3.9	1.2
The design of project organizational structure affects project implementation	48	14.6	16.7	18.8	41.7	8.3	3.1	1.2
Overall mean 3.68								

The overall mean of the findings on descriptive statistics for the statements on project leadership was 3.68 which indicated that majority of the respondents agreed to the statements.

4.1.3 Project Contractors Competence

The descriptive results were presented in Table 3.

Table 3: Project Contractors Competence

Statement	N	SD %	D %	N %	A %	SA %	Mean	Std.Dev
Contractors in KURA projects exhibit competence in accounts of producing high quality work within budget and time	48	12.5	14.6	8.3	56.2	8.3	3.3	1.2
Contractors deliver projects and shape the implementation of the project	48	14.6	16.7	16.7	39.6	12.5	3.2	1.3
Project contractors have adequate cash flow vital for implementation of the KURA projects	48	2.1	6.2	8.3	60.4	22.9	4.0	0.9
Contractors in KURA project are competent in site management	48	14.6	0.0	22.9	41.7	20.8	3.5	1.3
Contractors ensures effectiveness to cost control	48	20.8	12.5	2.1	39.6	25.0	3.4	1.5
There is high speed of information flow among the contractors and the management	48	16.7	8.3	18.8	27.1	29.2	3.4	1.4
Overall Mean = 3.50								

The overall mean of the findings on descriptive statistics for the statements on project contractor's competence was 3.50 which indicated that majority of the respondents agreed to the statements.

4.1.4 Project Stakeholders Participation

The descriptive results were presented in Table 4.

Table 4: Project Stakeholders Participation

Statement	N	SD %	D %	N %	A %	SA %	Mean	Std.Dev
All the stakeholders are highly involved in KURA projects	48	16.7	12.5	27.1	27.1	16.7	3.2	1.3
There is involvement of external financiers in the implementation of projects	48	10.4	2.1	20.8	45.8	20.8	3.7	1.2
Lack of uncertainty among the project stakeholders boosts the project success	48	25.0	12.5	8.3	35.4	18.8	3.1	1.5
The stakeholders avails funds for project implementation on time.	48	4.2	14.6	12.5	41.7	27.1	3.7	1.1
Successful project implementation depends on the level of stakeholder involvement	48	2.1	2.1	16.7	47.9	31.2	4.0	0.9
Participation in public forums is high	48	14.6	8.3	10.4	37.5	29.2	3.6	1.4
Overall mean=3.62								

The overall mean of the findings on descriptive statistics for the statements on project stakeholder's participation was 3.50 which indicated that majority of the respondents agreed to the statements.

4.1.5 Implementation of KURA Projects

Descriptive for implementation of KURA projects were presented in Table 5.

Table 5: Implementation of KURA Projects

Statement	N	SD %	D %	N %	A %	SA %	Mean	Std.Dev
Projects are done within the approved cost	48	2.1	8.3	18.8	45.8	25.0	3.8	1.0
Projects are completed within the contract duration	48	2.1	8.3	16.7	56.2	16.7	3.8	0.9
Projects executed conform to specifications	48	10.4	4.2	27.1	33.3	25.0	3.6	1.2
Projects are completed within the set time	48	4.2	10.0	10.8	52.1	22.9	3.9	0.9
Overall Mean=3.77								

The overall mean of the findings on descriptive statistics for the statements on implementation of KURA projects was 3.50 which indicated that majority of the respondents agreed to the statements.

4.2 Correlations Analysis Results

Correlation analysis was done to test the correlation coefficient in order to determine the strength of relationship between independent and dependent variable. Correlation results were presented in Table 6.

Table 6: Correlation Results

		Project Implementation	Project Resources	Project leadership	Project Contactors Competence	Stakeholders Participation
Project Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
Project Resources	Pearson Correlation	.703**	1			
	Sig. (2-tailed)	0.00				
Project leadership	Pearson Correlation	.441**	0.255	1		
	Sig. (2-tailed)	0.002	0.081			
Project Contactors Competence	Pearson Correlation	.646**	.488**	0.258	1	
	Sig. (2-tailed)	0.000	0	0.077		
Stakeholders Participation	Pearson Correlation	.613**	.462**	0.266	.450**	1
	Sig. (2-tailed)	0.00	0.001	0.068	0.001	

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

Results revealed that there was a positive and significant correlation between project resources and project implementation ($r=0.703$, $p=0.000$). This implied that an increase in project resources would lead to an improvement in project implementation. Results further showed that there was a positive and significant correlation between project leadership and project implementation ($r=0.441$, $p=0.002$). This implied that an improvement in project leadership would lead to an improvement in project implementation. In addition, there was a positive and significant correlation between project contractors competence and project implementation ($r=0.646$, $p=0.000$). This implied that an increase in project contractors competence would lead to an improvement in project implementation. Results further showed that there was a positive and significant correlation between stakeholder participation and project implementation ($r=0.613$, $p=0.000$). This implied that an improvement in project stakeholders participation would lead to an improvement in project implementation.

4.3 Regression Analysis Results

Regression analysis was conducted to test the relationship between the independent variables and the dependent variable.

Table 7: Model of Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840a	0.705	0.678	0.38654

Project resources, project leadership, project contractors' competence, project stakeholders' participation were found to be satisfactory variables in the project implementation. This was supported by coefficient of determination i.e. the R square of 70.5% which shows that the variables explain 70.5% of the project implementation. Therefore, this meant that the model was applicable in linking the relationship of the variables and was satisfactory.

Table 8: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	15.374	4	3.843	25.723	.000
Residual	6.425	43	0.149		
Total	21.799	47			

Analysis of Variance (ANOVA) results indicated that the overall model was statistically significant, giving credence that project performance is well predicted by the independent variables which was supported by F statistic of 25.723 and a p value (0.000) being less than the conventional probability of 0.05 significance level.

Table 9: Regression of Coefficient

	B	Std. Error	t	Sig.
(Constant)	0.948	0.475	-1.997	0.05
Project Resources	0.471	0.119	3.958	0.000
Project leadership	0.167	0.073	2.287	0.027
Project contractors competence	0.390	0.134	2.905	0.006
Stakeholders participation	0.258	0.103	2.492	0.017

The results revealed that project resources have a positive and significant effect on implementation of projects ($\beta=0.471$, $p=0.000$). This implied that a unit increase in project resources would lead to an improvement in implementation of projects by 0.471 units. These results agreed with that of Opiyo (2014) who argued that resources are the most important factor in implementation of projects.

Results further revealed that project leadership have a positive and significant effect on implementation of projects ($\beta=0.167$, $p=0.027$). This implied that a unit increase in project leadership would lead to an improvement in implementation of projects by 0.167 units. These findings agreed with that of Gesche and Medcof (2016) reported that the success of a project depended more on human factors, such as project leadership, top management support, and project team, rather than on technical factors.

Results further showed that project contractors competence have a positive and significant effect on implementation of projects ($\beta=0.390$, $p=0.006$). This implied that a unit increase in project contractors competence would lead to an improvement in implementation of projects by 0.390 units. These findings agreed with that of Howell (2016) who argued that contractors selected on the basis of price, experience in undertaking particular types of construction project facilitate implementation of good and quality projects.

In addition, results indicated that stakeholders participation have a positive and significant effect on implementation of projects ($\beta=0.258$, $p=0.017$). This implied that a unit increase in stakeholders participation would lead to an improvement in implementation of projects. These findings agreed with that of Odoyo (2014) who found that stakeholders participation had a positive impact on implementation of community projects.

4.4 Test of Hypotheses

Table 10 presents the results of the hypotheses testing.

Table 10: Summary of Hypotheses

Objective No	Objective	Hypothesis	Rule	p-value	Comment
Objective 1	To establish the effect of project resources on the implementation of KURA projects in the coastal region, Kenya	H ₀₁ : Project resources do not significantly affect implementation of KURA projects in the coastal region, Kenya.	Reject H ₀ if p value <0.05	p<0.05	The null hypothesis was rejected; therefore H ₀₁ : Project resources significantly affect implementation of KURA projects in the coastal region, Kenya.
Objective 2	To determine the effect of project leadership on the implementation of KURA projects in the coastal region, Kenya	H ₀₂ : Project leadership does not significantly affect implementation of KURA projects in the coastal region, Kenya.	Reject H ₀ if p value <0.05	p<0.05	The null hypothesis was rejected; therefore H ₀₂ : Project leadership significantly affect implementation of KURA projects in the coastal region, Kenya.
Objective 3	To determine the effect of project contractors competence on the implementation of KURA projects in the coastal region, Kenya	H ₀₃ : Project contractors' competence does not significantly affect and implementation of KURA projects in the coastal region, Kenya.	Reject H ₀ if p value <0.05	p<0.05	The null hypothesis was rejected; therefore H ₀₃ : Project contractors' competence significantly affect and implementation of KURA projects in the coastal region, Kenya
Objective 4	4.To examine the effect of project stakeholders participation on the implementation of KURA projects in the coastal region, Kenya	H ₀₄ : Project stakeholders' participation does not significantly affect implementation of KURA projects in the coastal region, Kenya	Reject H ₀ if p value <0.05	p<0.05	The null hypothesis was rejected; therefore H ₀₄ : Project stakeholders' participation significantly affect implementation of KURA projects in the coastal region, Kenya.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

On the effect of project resources on the implementation of KURA projects in the coastal region, Kenya the study made the following findings. Descriptive results found that there is availability of fund necessary for the implementation of the KURA projects, there is accessibility of fund necessary for the implementation of the KURA projects, money allocated for project implementation is and that they update plans and records of income and expenditure on a weekly basis.

Correlation results revealed that project resources had a positive and significant correlation on the implementation of KURA projects in the coastal region, Kenya. Regression results revealed that of project resources and implementation of KURA projects in are positively and significantly related. This implied that an increase in project resources would lead to an improvement in project implementation. Hypothesis results showed that there was a significant relationship between project resources and implementation of KURA projects in the coastal region, Kenya.

Secondly, on the effect of project leadership on the implementation of KURA projects in the coastal region, Kenya, descriptive results revealed that level of project managers' communication affects project implementation, management supervision affects project implementation, traits of project managers affect project implementation, regular management in meetings affects project implementation and that design of project organizational structure affects project implementation.

Correlation results revealed that project leadership had a positive correlation with implementation of KURA projects in the coastal region, Kenya. Regression results revealed that of project leadership and implementation of KURA projects in are positively and significantly related. This implied that an increase in project leadership would lead to an improvement in project implementation. Hypothesis results revealed that project leadership had a significant effect on implementation of KURA projects in the coastal region, Kenya.

On the effect of project contractors competence on the implementation of KURA projects in the coastal region, Kenya, descriptive results indicated that contractors in KURA projects exhibit competence in accounts of producing high quality work within budget and time, contractors deliver projects and shape the implementation of the project, project contractors have adequate cash flow vital for implementation of the KURA projects, contractors in KURA project are competent in site management, contractors ensure effectiveness to cost control and that there is high speed of information flow among the contractors and the management.

Correlation results revealed project contractors competence have a positive correlation with implementation of KURA projects. Regression results revealed that of project contractors competence and implementation of KURA projects in are positively and significantly related. This implied that an increase in project contractors competence would lead to an improvement in project implementation. Hypothesis results indicated that project contractors competence had a significant effect on implementation of KURA projects.

The fourth objective was to establish the effect of project stakeholders participation on the implementation of KURA projects in the coastal region, Kenya. Descriptive results revealed that majority of the respondents agreed with the statement that all the stakeholders are highly involved in KURA projects, there is involvement of external financiers in the implementation of projects, lack of uncertainty among the project stakeholders boosts the project success, stakeholders avails funds for project implementation on time, successful project implementation depends on the level of stakeholder involvement and that participation in public forums is high.

Correlation results revealed that project stakeholders participation had a positive correlation with implementation of KURA projects. Regression results revealed that of project stakeholders participation and implementation of KURA projects in are positively and significantly related. This implied that an increase in project stakeholders participation would lead to an improvement in project implementation. Hypothesis results revealed that project stakeholders participation had a significant effect on implementation of KURA projects.

5.2 Conclusions

The study found that project resources and implementation of projects had a positive and significant effect. The study therefore concluded that project resources have a positive and significant relationship with implementation of KURA projects. In addition, availability of funds determines the level of the project implementation.

The study found that project leadership and implementation of projects had a positive and significant effect. The study therefore made the conclusion that project leadership have a positive and significant effect on implementation of KURA projects. In addition, level of project managers' communication affects project implementation. Traits of project managers also affect project implementation.

The study found that project contractors competence and implementation of projects had a positive and significant effect. Based on the study findings, the study made the conclusion that project contractors competence have a positive and significant relationship with implementation of KURA projects. The study also concludes that lack of trainings of staff is likely to lead to project failure. In addition lack on involvement of experts can also lead to poor performance of projects.

The study found that project stakeholders participation and implementation of projects had a positive and significant effect. The study therefore made the conclusion that project stakeholders participation have a positive and significant effect on implementation of KURA projects. In addition, involvement of external financiers in the implementation of project leads to faster completion of projects. The study finally concluded that most KURA projects are done within the approved cost and also completed within the contract duration.

5.3 Recommendations

From the conclusions of the study, it is recommended that the government should always ensure it allocates enough money of doing the projects so as to enhance their implementation. In addition, project managers should always ensure that plans and records of income and expenditure are updated on weekly basis. This will improve the level of project implementation.

The study recommends that project managers should always ensure their communication with the junior staff is clear. They should also ensure that they are keen in supervising projects. This will help to reduce the time taken on particular projects.

The study also recommends for the establishment of appropriate project organization structures and formulation of policy in KURA. The organizations should also ensure that the employees running the project are competent. This will help to improve the performance of the projects.

Based on the findings, the study recommend for high involvement of stakeholders in project implementation. Stakeholders are vital as they monitor the progress of the projects to ensure that their investments are not wasted. Moreover, the stakeholder's check up on the status of the new location and pressure in the project to make progress.

5.4 Areas for Further Studies

The study sought to determine the effect of project management drivers on the implementation of Kenya Urban Roads Authority (KURA) projects in the coastal region, Kenya. The study focused on only four project management drivers. Other studies can include other project management drivers like training and development, monitoring and evaluation. In addition the study focused on KURA projects done in the coastal region. Further studies should focus on KURA projects in other regions in Kenya for example central and eastern regions.

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