

# INVESTIGATING FACTORS AFFECTING FREQUENT CHANGES IN PROJECT: A CASE STUDY OF SAFARICOM MWEWE PROJECT

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**Abstract:** The purpose of this research study was to investigate factor affecting frequent changes in project in Safaricom Mwewe project. The specific objectives were to establish how technology affects frequent changes in project, to establish how project procedures affect frequent changes in project, to assess effect of government policy on frequent changes in project, to determine the effect of managerial skills on frequent changes in project, to assess effect of customer satisfaction on frequent changes in project management in Safaricom Mwewe project. The beneficiaries of the study include; Safaricom co. staff, government of Kenya, projects entrepreneurs, project managers and other researchers. Descriptive studies are not only restricted to fact findings, they are more than just a collection of data. They involve measurements, classification, analysis, comparison and interpretation of data. This method was preferred by the researcher since it allows in-depth study of the case under investigation. The research targeted a population of 60 staff members of Safaricom co; the population was divided into distinct characteristics groups that included managers, assistant managers and operations staff. There after the researcher gave the report on the findings and made recommendations after the investigation has been carried out. A census was used to enable the use of the entire population. Questionnaires were administered to all respondents. The data was analyzed by the use of statistical tools and presented using figures and tables. The research findings indicated the influence of technology on factor affecting frequent changes on projects at 75%, managerial skills at 90%, government policy at 78% and customer satisfaction at 60%. They all pose a threat to the factor affecting frequent changes in project in Safaricom Mwewe project, lack of them or inappropriate application results to poor service delivery, high cost of production, poor communication network, low employee morale and slow response to environmental changes. This contributed to high competition, poor growth rate and lack of proper handling of factor affecting frequent changes in project in Safaricom Mwewe. The study recommended that the project customers owners and project managers need managerial skills and knowledge on how to manage projects. This can be done through training, workshops and seminars which should be carried out frequently so as to enable them acquire job related skills; technology such as the use of computers, surveillance camera and new technological advance machine within the project management should be streamlined to facilitate efficiency in the project.

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## 1. BACKGROUND TO THE STUDY

The construction project is an important part of the economical backbone in many countries (Ngai et al., 2002), often accounting for between 7-10 percent of the Gross Domestic Product (Winch, 1996, Voordijk et al., 2000). The construction project is considered to be one of the most important industries in an economy, as it interacts with nearly all fields of human endeavor. In many countries the construction industry has, however, attracted criticism for inefficiencies in outcomes such as time and cost overruns, low productivity, poor quality and inadequate customer satisfaction (Ericsson, 2002, Chan et al., 2003).

A construction project is completed as a result of a combination of many events and interactions, planned or unplanned, over the life of a facility, with changing participants and processes in a constantly changing environment. The complexity, uncertainty and dynamics of most construction projects create difficulties for even the best project managers. Construction project has complexity in its nature because it contains large number of parties as clients, contractors, consultants, stakeholders, shareholders and regulators (Navon, 2005). Decision milestones are used to anticipate outcomes, risk management is done to prevent disasters and sequential iteration is employed to ensure that the desired facilities are available, yet projects still end up with schedule delays, budget overruns and compromised specifications (Meyer et al., 2002). Over time, projects have proved to be the drivers of business, investment and overall development.

According to Pinto (1986), the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables. In addition, projects often possess a specialized set of key success factors in which it addressed and attention given will improve the likelihood of successful implementation. Meaning certain factors are more critical to project success than others. On the other hand, if these factors are not taken seriously, might lead to the failure of the project. This has led to the birth of body of knowledge referred to as Project Management (PM). The Project Management Institute (PMI) defines as “the art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality and participant satisfaction”. Project Management as a management discipline underpins much economic activity. Project Management, therefore, is emphasized as the process of making decisions and operationalizing certain strategies and tactics to bring the project to success. With Project Management, most construction projects are successfully executed.

According to Mobey and Parker (2002), to increase the chances of a project succeeding, it is necessary for an organization to have an understanding of what are the key success factors, to systematically and quantitatively assess these key factors, anticipating possible effects and then choose appropriate methods of dealing with them. Once identified, the success of the project can be achieved.

Kenya has a dynamic economy: prior to December 2007 general elections, the economic growth rate was good, but due to political instability that started thereafter, and the current global economic recession, the Kenyan economic growth decline tremendously. As at now, the general economic outlook continues to improve although at the slow pace (Economic Survey 2015, KNBS). The construction sector is among the key agents and contributors to growth accounting for 18.8% of the economy in 2016 (Economic Survey 2016, KNBS). However the management of construction projects has faced many difficulties leading to stalled projects. The success rate of many construction projects in Kenya is not encouraging. Consequently, the effectiveness of many projects has not been “visible”. It is therefore imperative that PM should be improved in the Kenyan construction industry. In particular, the Safaricom mwewe project-for security camera installation in major cities in the countrywide, requires good project management services so as to enable the provision of efficient and effective project.

Different researchers have tried to determine the factors for a successful project for a long time while leaving out forces driving frequent changes in projects. Therefore, the challenge of how to handle a project successfully has attracted substantial research attention in the past couple of decades. Lists of variables have been bound in the literature; however, no general agreement has been made. This topic has since become a prolific research area since the study is valuable for professional, involved with project management services in general. Furthermore, because of pursuit of excellence in project delivery systems is not new, this research direction could thrive upon a rich legacy of many previous investigators. But the concept of forces driving frequent changes in project has remained ambiguously defined in the mind of the project professionals, implying no agreement has been reached on the key project success factors although some variables are common to more than one list. Consequently, this research is conducted in order to make an attempt to identify which variables influence the success of project implementation.

### **Statement of the Problem**

The management of project changes in the safaricom mwewe project faced many factors and challenges during their dissemination this was cited as a result of poor organization policies, technological changes, lack of managerial skills, customer satisfaction, and lack of government participation in project management policies. Safaricom mwewe project faced the same challenges when trying to curb the frequent changes in the project management in their company this led them not to be able to manage and monitor their frequent changes amicably. As they lacked proper knowledge on the threats that project execution effectively and efficiently to achieve their set goals and targets.

The high growth rate of frequent changes in project and other companies as currently witnessed in Kenya requires company to ensure stakeholders; management and staffs are well trained on how to deal with frequent changes in project management in order to avoid the company drain off its resources of which safaricom mwewe project is a victim.

### Scope of the Study

The scope of the study was limited to assessing the current state of Kenya’s construction projects through quantitative research with specific reference to the key success factors. The following sub-sector was chosen for the study: The study mainly focused on Safaricom Mwewe project in Nairobi County.

## 2. LITERATURE REVIEW

### Theoretical Framework

This section reviewed of three theories that are relevant to the study. These been path goal theory, institutional theory and contingency theory.

#### Path-Goal Theory

The path goal theory was developed Robert house and the essence of this theory is that the leader should guide his followers by providing information support or other resources required for the achievement of goals. Effective leader clarify the path to help their followers get from where they are to the achievement of their work goals and to make journey along the path easier by reducing road blocks (Robins, 2008).

#### Institutional Theory

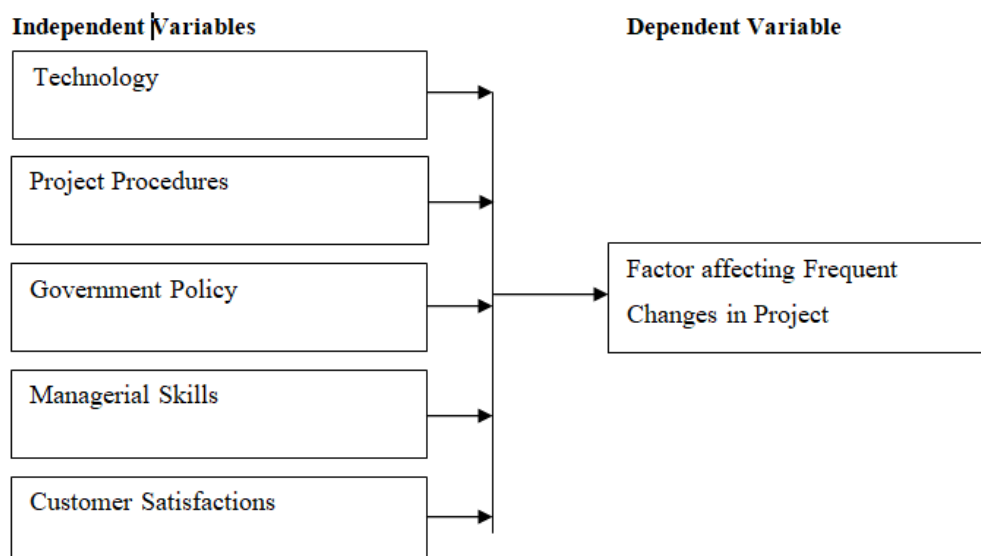
Institutional theorists contend that an organization’s legitimacy explains survival. “A institution succeeds if everyone agrees it is a health care; it fails if no one believes that it is a company regardless of its success in administration or socialization” (Meyer, Scott, & Deal, 1981).

#### Contingency theory

The contingency theory takes into account the interaction and interrelation between the organization and its environment. This includes the recognition and accommodation of those elements that can be controlled. It also involve recognizing those elements that can be controlled and influenced must be addressed in ways that vary in different situation, that the correct approach in one case is not a prescription to be applied to others (Pettinger,2007).

### Conceptual Framework

The figure below shows the relationships of the variables on the factors affecting frequent changes in project management of in Safaricom Mwewe Project.



### 3. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDING

#### Response Rate

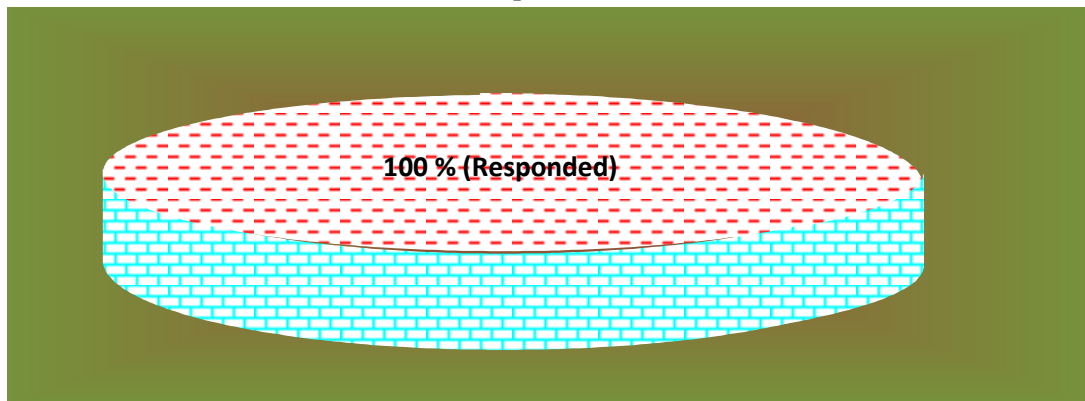
The quantitative analysis of the response rate was as follows:-

#### Respond rate

**Table: Response rate**

Category	Frequency	Percentage
Responded	60	100
Did not respond	0	00
<b>Total</b>	<b>60</b>	<b>100</b>

**Response rate**



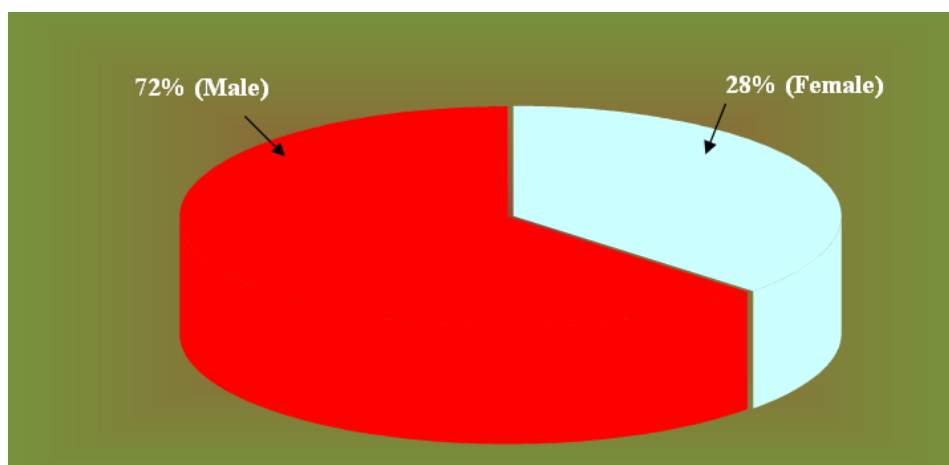
The table and figure above shows the analysis of the response rate. Basing on the analysis, 100% of the respondents dully filled and returned the questionnaires. From the analysis it can be concluded that the response rate was high.

#### Gender

The issues of gender was important in the study as it would indicate whether there was gender balance in the response given, the findings were as follows;

**Table: Gender**

Gender Category	Frequency	Percentage
Male	43	72
Female	17	28
<b>Total</b>	<b>60</b>	<b>100</b>



**Figure: Gender**

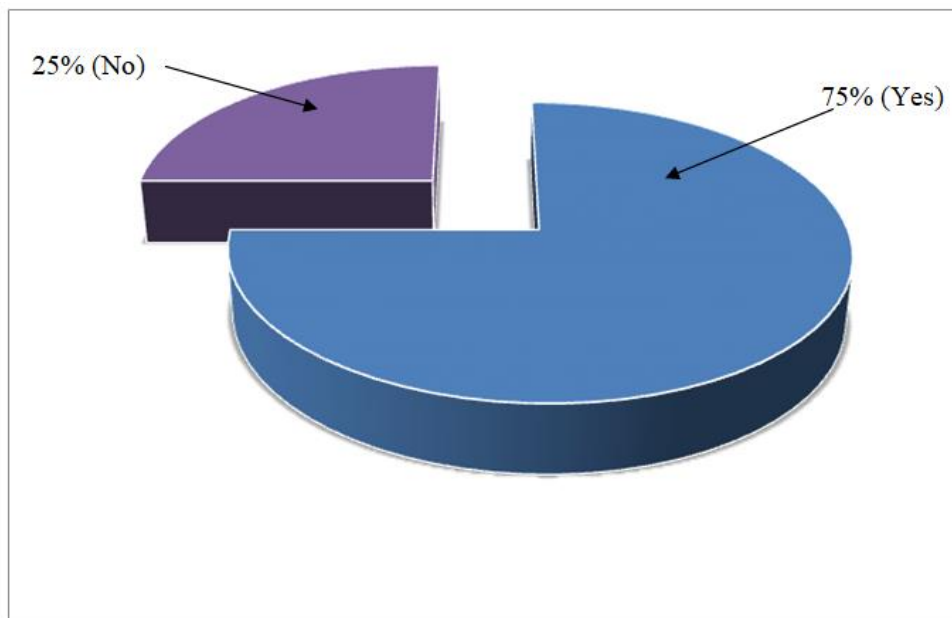
Table and figure above the total number of male who responded were 72%, while female were 28%. From the study it can be concluded that the number of male who responded were higher than the number of female in the safaricom mwewe project.

**Effect of Technology**

The table and figure below shows the effect of technology on factors affecting frequent changes in project as rated by the respondents at Safaricom Company. The effect was shown as follows:

**Table: Effect of Technology**

Effect of Technology	Frequency	Percentage
Yes	45	75
No	15	25
<b>Total</b>	<b>60</b>	<b>100</b>



**Figure: Effect of Technology**

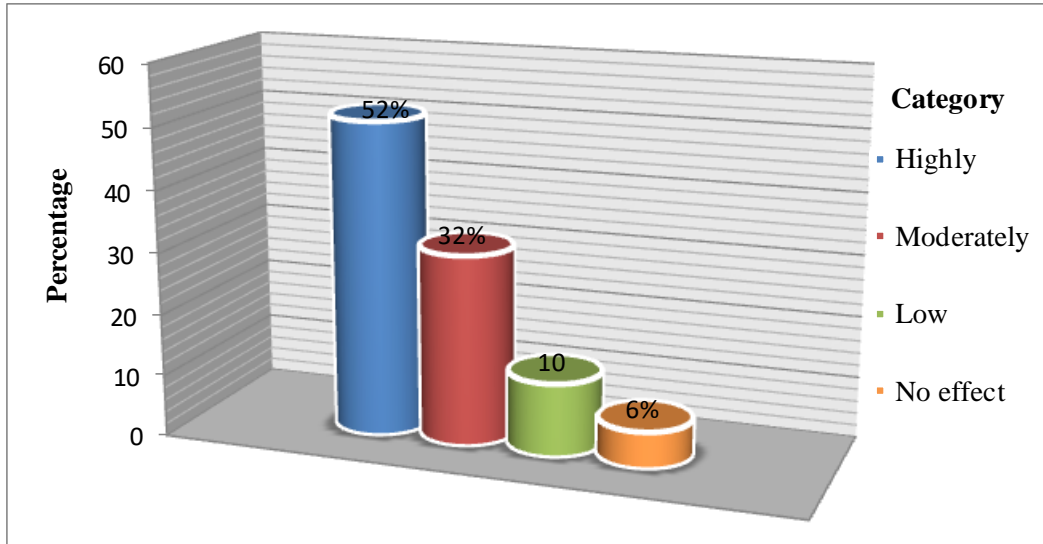
From table above, 75% of the respondents indicated technology affect management of credit sales in the mining industry, while 25% of the total respondents felt that it does not affect. Therefore, it can be concluded that technology affect management of credit sales in the mining industry.

**Technology Rating**

The table below illustrates how effect of technology on management of credit sales in the mining industry was rated. The effect was shown as follows:

**Table: Rate of Effect of Technology**

Rating of Technology	Frequency	Percentage
Highly	31	52
Moderately	19	32
Low	6	10
No effect	4	6
<b>Total</b>	<b>60</b>	<b>100</b>



**Figure: Rate of Effect of Technology**

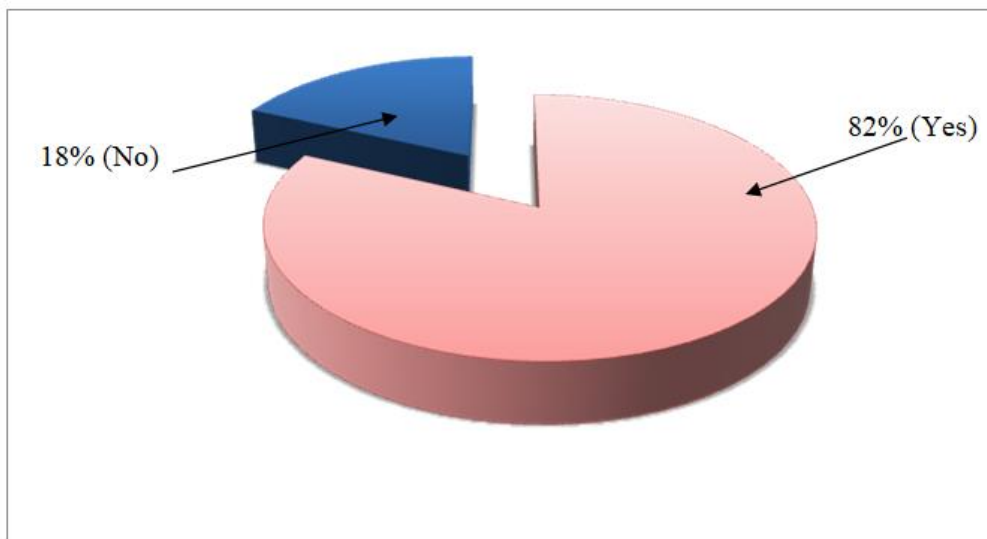
Table above shows the response rate of the effect of technology on management of credit sales in the mining industry. Basing on the study, 52% of the total respondents indicated that technology highly affect frequent changes in project, 32% stated that the effect is moderate, 10% indicated the effect to be low, 6% stated technology has no effect on frequent changes in project in safaricom mwewe project. It can be concluded that effect of technology was rated highly on frequent changes in project in safaricom mwewe project.

**Effect Project Procedures**

The table below illustrates how project procedures affect frequent changes on project in safaricom mwewe project. The effect was shown as follows:

**Table: Effect of Project Procedures**

Effect of project procedures	Frequency	Percentage
Yes	49	82
No	11	18
<b>Total</b>	<b>60</b>	<b>100</b>



**Figure: Effect of Project Procedures**

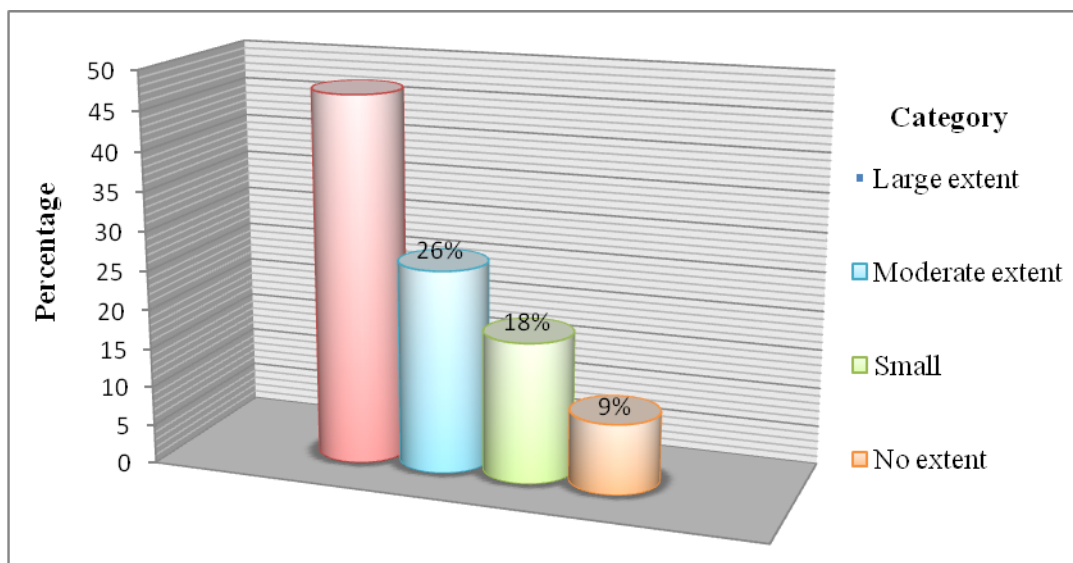
From the table above shows the effect of project procedures on frequent changes in project in safaricom mwewe project. Basing on the analysis, 82% of the total respondents indicated that project procedures had an effect on frequent changes on project in safaricom mwewe project, while 18% of the total respondents stated project procedures had an effect on frequent changes on project in safaricom mwewe project. From the study it can be concluded that project procedures had an effect on frequent changes on project in safaricom mwewe project.

**Project Procedures**

The table and figure below shows the rating of project procedures had an effect on frequent changes on project in safaricom mwewe project. The effects were shown as follows:

**Table: Rating of Project Procedures**

project procedures rating	Frequency	Percentage
Large extent	28	47
Moderate extent	16	26
Small	11	18
No extent	5	9
<b>Total</b>	<b>60</b>	<b>100</b>



**Figure: project Procedures Rating**

Table above shows the response of the project procedures rating on factor affecting frequent changes in project in safaricom mwewe project. Basing on the study, 47% of the total respondents rated effect of project procedures highly, 26% rated effects of project procedures at moderate, and 18% rated project procedures as low, while 9% rated the effect at a no extent. From the analysis it can be concluded that majority rated project procedures on as major factor affecting frequent changes in project in safaricom mwewe project.

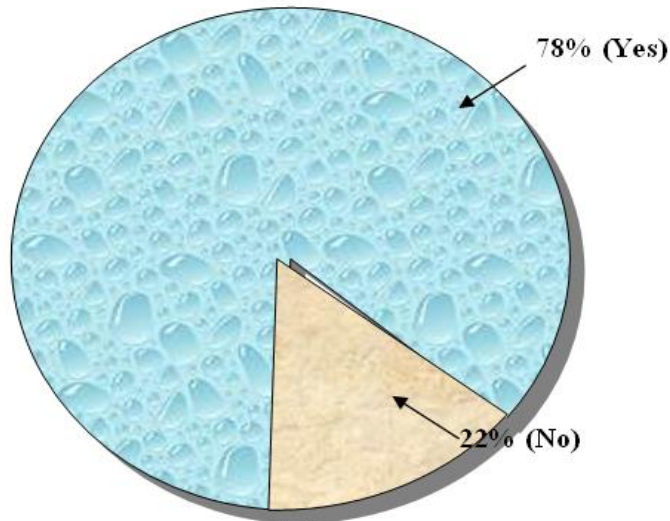
**Effect of Government Policy**

The table below illustrates how the respondents rated the effect of government policy on factor affecting frequent changes in project in safaricom mwewe project. The respondent rated government policy as follows:

**Table: Effect of Government Policy**

Effect of Government Policy	Frequency	Percentage
Yes	47	78
No	13	22
<b>Total</b>	<b>60</b>	<b>100</b>

**Effect of Government Policy**



From above shows respondents believe the government policy affects frequent changes in project in safaricom mwewe project. Basing on the analysis 78% of the respondents indicated that government policy had an effect on factor affecting frequent changes in project in safaricom mwewe project, while 22% of the total respondents felt that it had no effect on factor affecting frequent changes in project in safaricom mwewe project. From the above analysis it can be concluded that government policy affect the factor affecting frequent changes in project in safaricom mwewe project.

**Government Policy Rating**

The table below illustrates how government policy rating of frequent changes on project in safaricom mwewe project. The effect was shown as follows:

**Table: Government Policy Rating**

Government Policy Rating	Frequency	Percentage
Excellent	05	9
Good	18	30
Fair	29	48
Poor	08	13
<b>Total</b>	<b>60</b>	<b>100</b>

**Government Policy Rating**

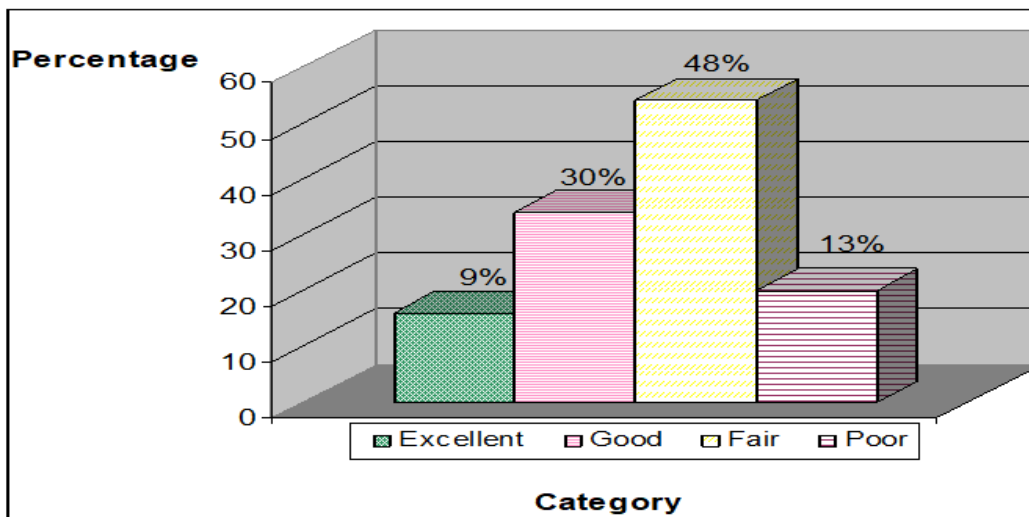




Table above shows how respondents rated the government policy factor affecting frequent changes in project in safaricom mwewe project. Basing on the analysis, 9% of the total respondents believe it was excellent, 30% believe it was good, 48% believe that it was fair while 13% believe it was poor. It can be concluded that the majority of the respondents believe that government policy is fair to the factor affecting frequent changes in project.

**Extent of Effect of Government Policy**

The table below illustrates the extent of effect of government policy on factor affecting frequent changes in project in safaricom mwewe project.

**Table: Extent of Effect of Government Policy**

Extent of Effect of Government Policy	Frequency	Percentage
Very Large Extent	16	26
Large Extent	31	52
Moderate Extent	09	15
No Extent	04	7
<b>Total</b>	<b>60</b>	<b>100</b>

**Extent of Effect of Government Policy**

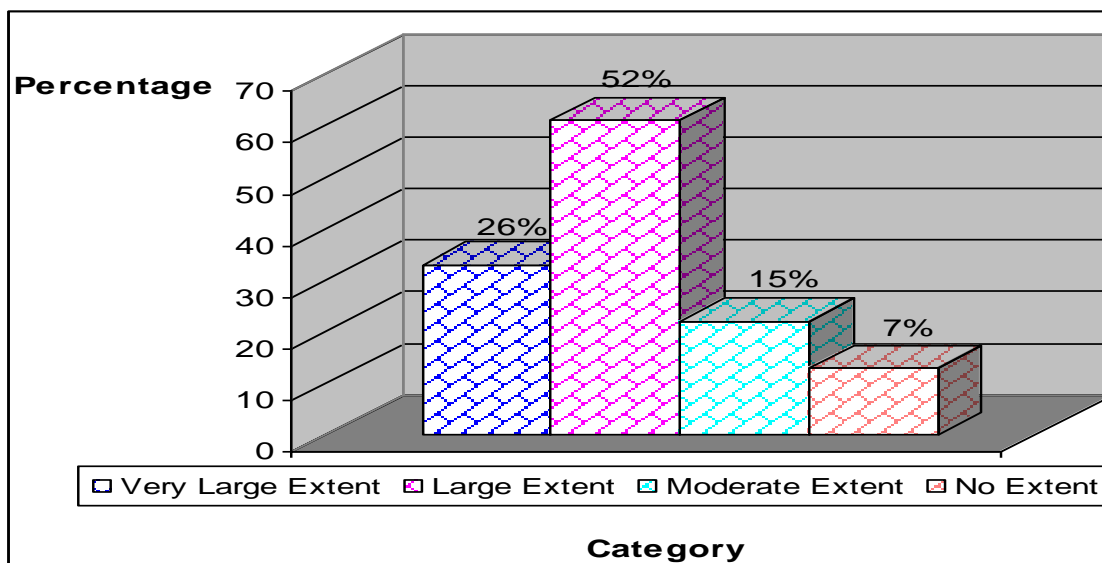


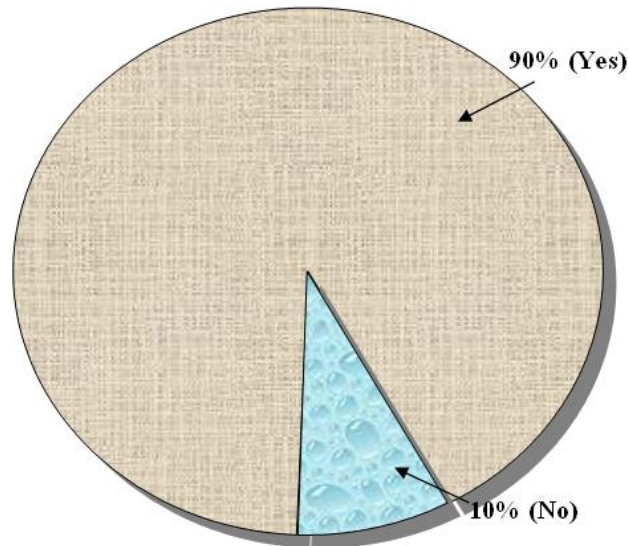
Table above indicates the extent of effect of government policy on the factor affecting frequent changes in project in safaricom mwewe project. Basing on the analysis, 26% of the total respondent rated effect of government policy as very large extent, 52% of the respondents rated the effect as at large extent, 15% stated that it affected government policy at moderate extent, while 7% indicated that it had no effect. From the analysis it can be concluded that majority of projects, are affected by government policy at a large extent.

**Effect of Managerial Skills**

The table below illustrates how managerial skills affect factor affecting frequent changes in project in safaricom mwewe project. The effect was shown as follows:

**Table: Effect of Managerial Skills**

Effect of Managerial Skills	Frequency	Percentage
Yes	54	90
No	06	10
<b>Total</b>	<b>60</b>	<b>100</b>



From above shows the effect of managerial skills on the factor affecting frequent changes on project in safaricom mwewe project. Basing on the analysis, 90% of the total respondents indicated that managerial skills had an effect on the sustainability of small scale companies in Kenya, while 10% of the total respondents stated that managerial skills did not have an effect on the factor affecting frequent changes in project in safaricom mwewe project. From the study it can be concluded that managerial skills had an effect on the factor affecting frequent changes in project in safaricom mwewe project.

**Managerial Skills Rating**

The table and figure below shows the rating of managerial skills on the factor affecting frequent changes in project in safaricom mwewe project was rated by the respondents at Safaricom Company. The effects were shown as follows:

**Managerial Skills Rating**

Managerial Skills Rating	Frequency	Percentage
Excellent	05	09
Good	38	63
Fair	14	24
Poor	3	4
<b>Total</b>	<b>60</b>	<b>100</b>

**Managerial Skills Rating**

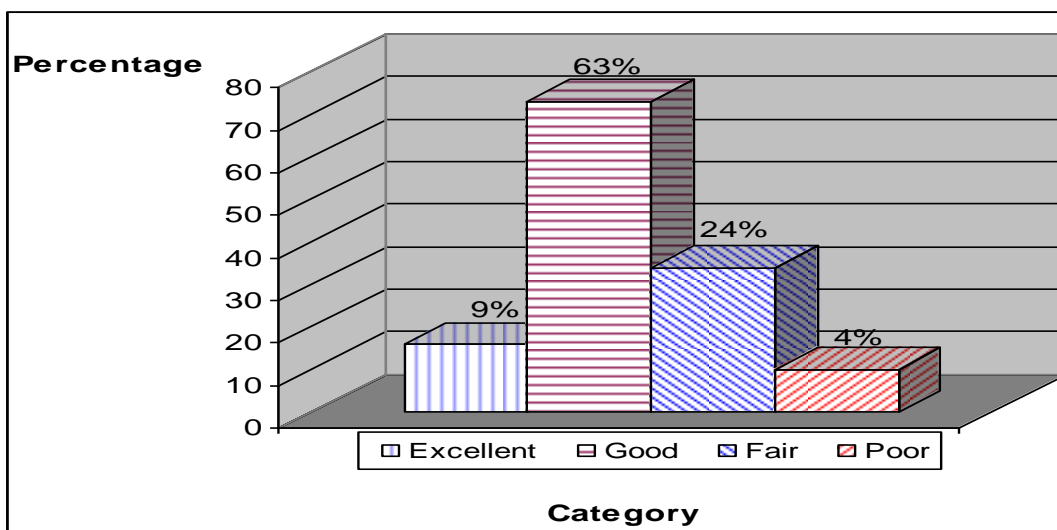


Table 4.10 and figure 4.10 above shows the response of the managerial skills rating on factor affecting frequent changes in project in safaricom mwewe project. Basing on the study, 9% of the total respondents rated managerial skills as excellent, 63% rated managerial skills as good, and 24% rated managerial skills as fair, while 4% rated it as poor. From the analysis it can be concluded that majority rated managerial skills as good.

**Effects of Customer Satisfaction**

The table and figure below illustrates the effect of customer satisfaction on management of credit sales in the mining industry.

**Effects of Customer Satisfaction**

Effects of Customer Satisfaction	Frequency	Percentage
Yes	36	60
No	24	40
<b>Total</b>	<b>60</b>	<b>100</b>

**Effect of Customer Satisfaction**

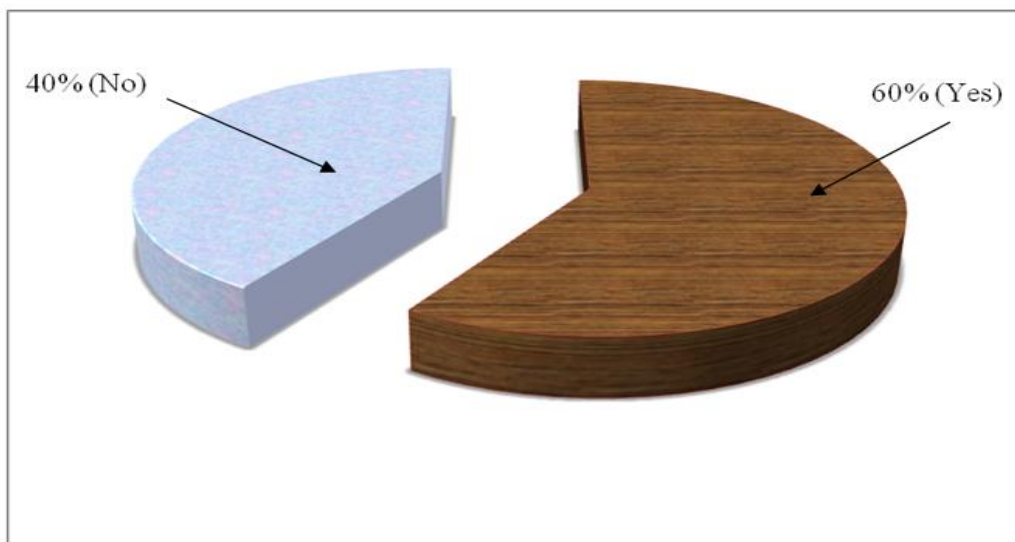


Table above show the effects of customer satisfaction on management of credit sales in the mining industry. Basing on the analysis, 60% of the respondents indicated that customer satisfaction affects factor affecting frequent changes in project in safaricom mwewe project, while 40% of the total respondents stated that customer satisfaction did not affect factor affecting frequent changes on project in safaricom mwewe. From the study it can be concluded that customer satisfaction affects factor affecting frequent changes on project in safaricom mwewe project.

**Customer Satisfaction Rating**

The table and figure below illustrates rating of effects of customer satisfaction on management of credit sales in the mining industry.

**Customer Satisfaction Rating**

Customer Satisfaction Rating	Frequency	Percentage
High	11	18
Moderate	13	22
Low	31	52
None	05	08
<b>Total</b>	<b>60</b>	<b>100</b>

### Customer Satisfaction Rating

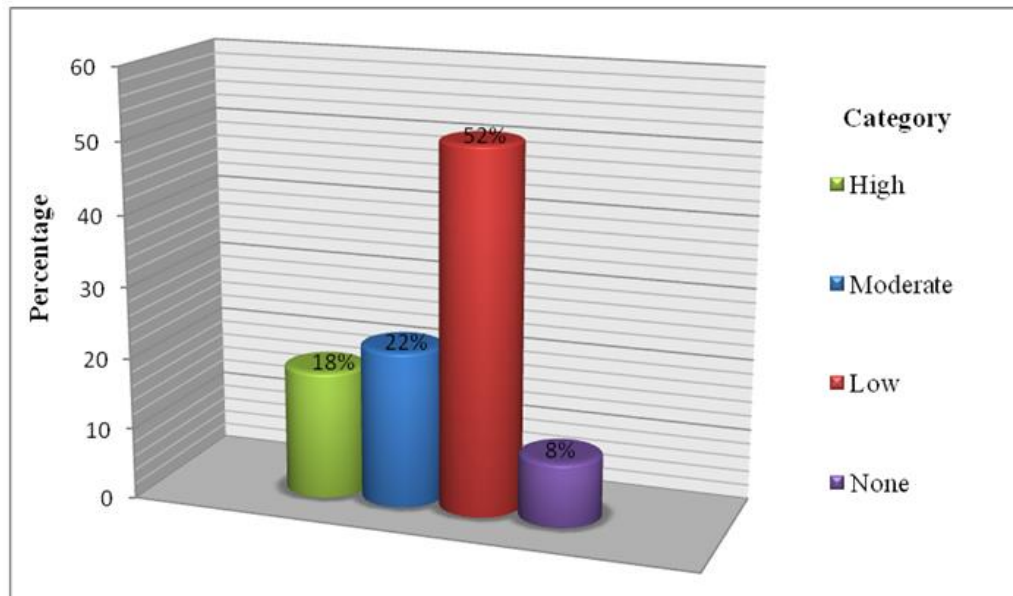


Table above indicates the effects of customer satisfaction on factor affecting frequent changes in project in safaricom mwewe project. Basing on the analysis, 18% of the total respondents rated the effects of customer satisfaction at high, 22% of the respondents rated the effects of customer satisfaction at moderate, 51% rated it at low, while 9% rated it as none. From the analysis it can be concluded that customer satisfaction on factor affecting frequent changes in project in safaricom mwewe project.

## 4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### How technologies affect frequent changes on project in safaricom mwewe project?

According to the findings 75% of the respondents were of the opinion that technology affects affecting frequent changes on project in safaricom mwewe project compared to 25% who felt that it has no affect. Majority of the respondents felt that technology has not been fully embraced or realized by most project in Kenya this is because they lack capacity and competence on how to install and use technology and even to cope with advancing technology, which resulted to less respond to market demand, poor inventory replenishment and slow stalk taking.

### To what extent does a project procedure affect frequent changes on project in safaricom mwewe project?

Basing on the findings 82% of the respondents were of the opinion that project procedures factors affecting frequent changes on project in safaricom mwewe project as compare to 18% who felt that project a procedures factor does not affect. The respondents indicated that lack of proper managerial skills; experience and knowledge affect management of forces driving frequent changes in project in the safaricom mwewe project hence low employee morale and high turnover.

### In what ways does government policy affect frequent changes on project in safaricom mwewe project?

From the finding 78% of the respondents were of the opinion that government policies affected factors affecting frequent changes on project in safaricom mwewe project as compared to 22% who were of the opinion that it did not. They indicated that government policy contributed to slow project growth, establishment, slow and tedious registration process, high costs of surveys and inspection which are caused by high government stringent policies.

### To what extent does the management skill affect frequent changes on project in safaricom mwewe project?

According to the findings 90% of the respondents were of the opinion that managerial skills affected frequent changes on project in safaricom mwewe project as compare to 10% who felt that managerial skills does not affect. The respondents indicated that lack of proper management knowledge, skills and experience effects on the factors affecting frequent changes on project in safaricom mwewe project, hence low employee morale and high turnover.

### To what extent does customer satisfaction affect frequent changes on project in safaricom mwewe project?

According to the findings 60% of the respondents were of the opinion that customer satisfaction effects on the factors affecting frequent changes on project as compare to 40% who felt that customer satisfaction does not affect. Majority of the respondents felt that customer satisfaction has not been fully embraced by many project, this is because majority lack capacity and managerial skills on how to embrace internal and external customers which resulted to lack of customer satisfaction.

## 5. CONCLUSIONS

Technology is the discipline dealing with the art of applying scientific knowledge to practical problems. Previous studies did not provide the policies and strategies that can be adopted by the government and projects to ensure that technology is fully embraced and utilized by project management. This study sought to analyze the effects of technology on the factors affecting frequent changes on project in safaricom mwewe project and come up with the best measures to be followed by the government and project management in order to ensure technology is embraced by all new and existing projects in Kenya

Project procedures are the outlines rules to follow when undertaking any project by the project management field regulation. The process need to be systematically followed by project managers while on duty to adhere to scope, quality, time and budget. Probability of loss due to a risk should be also put in place and mechanism to handle risk well known to project team in case it arises. This study sought to analyze the effects of project procedures factor on management of in the safaricom mwewe project and come up with the best strategies to be followed by the government and safaricom mwewe project when offering project procedures for the purpose of managing factors affecting frequent changes in project in the safaricom mwewe project. The government should come up with by-laws and project field enforced penalties to protect business owner's defaulters.

The government policies are laws, governmental agencies and pressure groups that influences and limits various organizations and individuals of a given society. Previous studies did not provide ways by which government can regulate or manage the factors affecting frequent changes on project and how they can be made to manage their operations. This study sought to analyze the effects of government policies on the factors affecting frequent changes on project and come up with policies and strategies that will assist the government to ensure that project management are sustained and protected from the scrupulous business operations. This is because projects are affected by government policies, the policies are not gazetted, made available to all.

Managerial skills means sets of qualities and attributes in the personality of managers that enables him to effectively manage the working of a project. Previous studies did not provide the ways by which project entrepreneurs can acquire managerial skills on how to manage their projects. This study sought to analyze the effects of managerial skills on sustainability and factor affecting frequent changes in projects and come up with the best strategies to be followed by the government and project entrepreneurs to acquire managerial skills for proper management of projects. Project entrepreneurs and project managers who are trained should be provided by refresher course to learn new techniques of managing the projects and embrace the spirit of project entrepreneurship.

Customer satisfaction is important if an organization is going to prosper in its area of business and increase its sales volume and productivity. Customer service is a series of activities designed to enhance the level of customer satisfaction. Customer satisfaction concept is needed so as employee's are viewed as the internal customers, jobs as internal products and then endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization. The study has shown that project management has not put much efforts on satisfying the internal customers who are their employees neither have they contacted a survey to find out if the external customers are satisfied with their products.

### **Suggestions for Further Studies**

This study was based on one Safaricom at Westland Nairobi County, Kenya. The study recommended that research to be carried out on the variables that has not been used by the researcher to find out the factors affecting frequent changes in project in the safaricom mwewe project. If the study was done among all project in Nairobi, it would be more substantive, as for the researcher, certain underlying factors that could have caused an effect on forces driving frequent changes in project in the safaricom mwewe project could not have been studied.

A part from this, a study of intervening development factors outside the scope of the study should be investigated. The study could also be replicated at a different level in different counties, in rural and other urban centers by using different research tools such as observations or interviews. A study recommended the study to be carried out to investigate the forces driving frequent changes in project in the safaricom mwewe project in Kenya.

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