INFLUENCE OF MANAGING PROJECT QUALITY ON PERFORMANCE OF NAROK COUNTY GOVERNMENT PROJECTS.

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DECLARATION AND APPROVAL

Declaration by student

This project is my original work and has never been presented for any academic award in any institution.

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Approval by Supervisor

This project is being submitted for examination with our approval as University supervisors.

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Signature: **Date: 9TH NOVEMBER 2024**

DEDICATION

This research project is dedicated to my family and my siblings for the humble time and whose support both informational and emotional ensured that this project is successful.

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ABSTRACT

Since the inception of devolved governance in Kenya in 2013, county governments, including Narok County, have undertaken diverse projects. However, reports indicate numerous projects facing delays, budget overruns, and quality deficiencies. Challenges such as resource constraints, governance deficiencies, and socio-economic disparities hinder effective project implementation. Notably, a significant portion of infrastructure projects in Narok County suffers from substandard materials and workmanship, impacting durability and functionality. Addressing these issues requires an examination of how managing project quality influences County Government Projects' performance. Understanding this relationship is crucial for improving project outcomes and enhancing service delivery to Narok County residents. This study therefore seeks to analyze the influence of managing project quality on performance of Narok County Government Projects. The study was guided by the following specific research objectives; to assess the influence of quality-based requirements on Performance of Narok County Government Projects; to establish the influence value-added requirements on Performance of Narok County Government Projects; and to examine the influence of product and process on Performance of Narok County Government Projects. The study was grounded on total quality management theory and theory of constraints. The study employed a descriptive research design, chosen for its ability to portray accurately the characteristics of individuals, situations, or groups. Descriptive design allows for generalizing findings to a broader population, presenting facts about the existing situation and providing insights into ongoing practices, beliefs, and trends. The study targeted 182 projects funded by the County Government of Narok while the unit of observation included 528 project managers, project supervisors, contractors and the members of general public. Yamane formula is utilized to obtain a sample size of 142 respondents. This study employed stratified random sampling to ensure proportional representation from distinct categories within the target population. Data was gathered through semi-structured questionnaires. The study assessed validity using content validity, ensuring accuracy and meaningful inferences. Instrument reliability was assessed by calculating the Cronbach's alpha value, aiming for a threshold of 0.7 or higher. Data analysis methods

included frequencies, percentages, means, standard deviations, correlation analysis, and regression analysis. The study's significance level is set at 95% confidence with two-tailed analysis. The findings were presented through figures and tables. The findings revealed that Narok County Government projects exhibited a strong adherence to quality-based requirements, with high compliance rates (mean of 4.69), accurate and precise deliverables (mean of 4.36), and reliable project outcomes (mean of 4.28). Stakeholder satisfaction, however, showed more variability (mean of 3.77), indicating room for improvement. The study concluded that adherence to defined product and process requirements is vital for successful project implementation, and value-added features substantially improve user satisfaction. Recommendations included improving clarity in product requirements, focusing on value-added services, strengthening quality control, engaging stakeholders, and investing in capacity building to enhance project outcomes.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIDP	County Integrated Development Plan
ISO	International Organization for Standardization
QMS	Quality Management System
SPSS	Statistical Package for Social Sciences
TOC	Theory of Constraints
TQM	Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Successful government project execution is vital for societal well-being. In similar vein, quality assurance is key for stakeholder satisfaction, overall performance, and long-term success. Managing project quality significantly influences efficiency, public trust, and resource utilization (Mohsen-Alawag et al., 2023). Government projects, encompassing infrastructure and public services, are complex, requiring systematic planning and control to meet standards. Effective quality management, influencing key indicators, therefore aids in risk mitigation by identifying and addressing potential issues early on. Consistently meeting or exceeding quality standards enhances stakeholder satisfaction and public perception, fostering trust in government institutions and their ability to deliver projects they embark on. Financially, quality control practices lead to cost savings, contributing directly to project performance and resource allocation for community needs (Magoola et al., 2021).

Effective project management is a multifaceted endeavor, where success hinges not only on meeting deadlines and budgetary constraints but also on delivering outcomes that meet or exceed quality standards. The influence of managing project quality on project performance is paramount, as it directly impacts the overall success and reputation of a project. Quality management encompasses a range of processes and methodologies aimed at ensuring that project deliverables meet predefined standards and stakeholder expectations (Maveza, 2022). From inception to completion, maintaining a focus on quality ensures that resources are utilized efficiently, risks are mitigated, and client satisfaction is achieved. At the heart of quality management lies the concept of continuous improvement. By implementing robust quality control measures, project

managers can identify and rectify issues early in the project lifecycle, preventing costly rework and delays downstream. This proactive approach not only enhances the quality of deliverables but also fosters a culture of accountability and excellence within project teams (Guo & Zhang, 2022). Moreover, effective quality management enables project managers to anticipate potential challenges and adapt their strategies accordingly, thereby enhancing project resilience and agility in the face of uncertainty.

Furthermore, managing project quality is intricately linked to stakeholder engagement and satisfaction. By actively involving stakeholders in the quality assurance process, project managers can align expectations, foster transparency, and build trust (Maveza, 2022). Clear communication channels and regular progress updates are essential for soliciting feedback and addressing concerns promptly, thereby ensuring that the final deliverables meet stakeholders' needs and preferences. Additionally, by prioritizing quality, project managers can cultivate long-term relationships with clients and stakeholders, paving the way for future collaborations and referrals (Larsson & Larsson, 2020). In today's competitive landscape, the significance of managing project quality extends beyond meeting contractual obligations to driving organizational success and growth. Projects that consistently deliver high-quality outcomes not only enhance an organization's reputation but also serve as a testament to its commitment to excellence (Irfan et al., 2020). By leveraging quality management as a strategic differentiator, organizations can gain a competitive edge in the marketplace, attracting top talent and fostering a culture of innovation and continuous improvement. In Germany, government projects stand as a testament to the nation's commitment to quality management, reflecting meticulous planning, robust execution, and adherence to stringent standards. German government project managers prioritize quality at every stage, recognizing its pivotal role in ensuring the delivery of public services and infrastructure that meet the

needs of citizens (Wagner & Radujkovic, 2022). From large-scale transportation initiatives to social welfare programs, quality management principles guide decision-making processes, resource allocation, and risk mitigation strategies. Through a collaborative approach involving government agencies, private sector partners, and stakeholders, German government projects uphold the highest standards of quality, transparency, and accountability, fostering trust and confidence among the populace (Momen, 2019).

British government project managers adopt a data-driven approach to quality management, leveraging advanced analytics, performance metrics, and benchmarking to optimize project outcomes and deliver maximum value to taxpayers. From healthcare reforms to infrastructure investments, government projects in the UK prioritize innovation, sustainability, and stakeholder engagement, driving positive impacts on public services, economic growth, and societal well-being (Herath & Herath, 2023). Through rigorous project governance, transparency, and accountability mechanisms, British government projects ensure the effective allocation of resources, timely delivery of outcomes, and adherence to quality standards, earning the trust and confidence of citizens and stakeholders alike.

Government projects in Brazil represent a vital engine for economic growth, social progress, and environmental sustainability. Brazilian government agencies adopt a holistic approach to quality management, integrating environmental, social, and economic considerations into project planning and implementation. From infrastructure investments to environmental conservation initiatives, government projects in Brazil adhere to rigorous quality standards, regulatory frameworks, and stakeholder engagement processes (Faria et al., 2023). By promoting transparency, accountability, and citizen participation, Brazilian government projects foster trust and credibility,

empowering communities to actively contribute to decision-making processes and monitor project performance. Through effective risk management, innovation, and collaboration, government projects in Brazil drive positive change and resilience, enhancing the nation's competitiveness and resilience in a rapidly evolving global landscape (Verde Selva et al., 2020).

Government projects in Japan exemplify the transformative impact of quality management on public service delivery and infrastructure development. Japanese government agencies embrace a culture of continuous improvement, leveraging innovative methodologies and technologies to enhance project performance and outcomes (Holroyd, 2020). From urban revitalization projects to disaster recovery efforts, quality management principles inform strategic planning, resource allocation, and performance evaluation. Through rigorous quality assurance and control measures, Japanese government projects ensure the reliability, safety, and sustainability of public assets and services, safeguarding the well-being and prosperity of communities across the nation (Xia et al., 2023).

In South Africa, government projects play a crucial role in addressing socio-economic disparities and advancing inclusive growth and development. South African government project managers navigate complex challenges, including budget constraints, regulatory hurdles, and socio-political dynamics, to deliver impactful outcomes that improve the quality of life for citizens (Aiyetan & Das, 2022). Through effective stakeholder engagement, capacity-building initiatives, and transparent governance practices, government projects in South Africa prioritize quality and accountability, empowering local communities and fostering social cohesion (Aiyetan et al., 2022). By aligning project objectives with national priorities and sustainable development goals, South

African government projects contribute to building resilient and prosperous societies, where every citizen has access to essential services, infrastructure, and opportunities.

In Kenya, government projects are essential drivers of economic growth and social development, aiming to address infrastructural deficits, improve public services, and uplift the quality of life for citizens. Quality management practices are paramount in ensuring that these projects effectively utilize resources, adhere to timelines, and deliver outcomes that meet the needs of the populace. From large-scale infrastructure ventures like road construction and energy development to social welfare programs and healthcare initiatives, quality management principles guide project planning, execution, and evaluation (Muriuki & Moronge 2019). Despite facing challenges such as funding constraints, bureaucratic hurdles, and logistical complexities, Kenyan government project managers leverage innovative strategies and collaborative approaches to uphold quality standards, foster transparency, and promote accountability (Avedi et al., 2020).

Through a concerted effort to prioritize quality and efficiency, government projects in Kenya strive to foster inclusive growth, enhance accessibility to essential services, and build a more resilient and prosperous nation.

County government projects play a pivotal role in promoting inclusive growth, reducing regional disparities, and strengthening local governance structures across Kenya. By focusing on quality management principles, county governments strive to build trust, foster social cohesion, and enhance citizen satisfaction with government services (Manyala, 2021). Through initiatives like citizen feedback mechanisms, public forums, and community-driven development programs, county government projects promote ownership and empowerment, enabling communities to take charge of their own development agendas and drive positive change from the grassroots level (Mwanzia, 2023). Moreover, by leveraging partnerships with national government agencies,

development partners, and civil society organizations, county governments amplify their impact, expand their resources, and unlock new opportunities for collaborative problem-solving and innovation.

1.1.1 Project Quality Management

Project quality management encompasses a range of processes and methodologies aimed at ensuring that a project meets defined needs and specifications from the customer's perspective. This involves conformance to requirements and fitness for use, emphasizing the importance of delivering just what is needed, without excess (Wawak et al., 2020). The International Organization for Standardization (ISO) also defines project quality as the degree to which inherent characteristics fulfill requirements, underscoring the importance of adherence to specifications and fitness for use in project management (Raouf & Al-Ghamdi, 2020). Quality, cost, and time have been recognized as the main factors concerning the client, with quality being paramount for project success. Quality management in survey projects involves quality planning, assurance, and control, as defined by the Project Management Institute. Tools and techniques such as benefit-cost analysis, benchmarking, and statistical sampling are utilized to ensure the quality of project deliverables (Wawak et al., 2020).

The overall purpose of project quality management is to provide a framework for identifying quality standards, implementing quality assurance and control activities, and taking corrective actions for project improvement (Ruaa Khaled Jumaa & Areej Saeed Khaleel, 2022). This framework ensures successful project execution in line with customer needs, product specifications, and quality expectations. Stakeholders, project managers, and teams are responsible for managing quality management tools and documents to ensure project deliverables meet expected quality levels (Zid et al., 2020).

Quality management in government projects is essential for meeting expectations and ensuring project success. The implementation of a Quality Management System (QMS) at either the organizational or project level involves quality planning, control, assurance, and improvement activities. To continually improve the QMS, it is crucial for top management to provide full support and commitment to the development and implementation of survey projects. Overall, quality management is integral to project success, ensuring that projects meet defined needs, adhere to specifications, and deliver value to stakeholders (Ruaa Khaled Jumaa & Areej Saeed Khaleel, 2022). Some of the measure of project quality encompass quality-based requirements, which specify standards and criteria for deliverables; value-added requirements, enhancing customer satisfaction and product appeal; and product and process quality, ensuring deliverables meet standards and processes are efficient (Stanitsas et al., 2021).

Quality-based requirements are essential aspects of project quality management, focusing on meeting specific standards and criteria set forth by stakeholders or regulatory bodies (Wawak et al., 2020). These requirements outline the necessary characteristics, functionalities, and performance criteria that the project deliverables must meet to be considered satisfactory. Quality-based requirements are typically defined in terms of precision, accuracy, reliability, and compliance with industry standards or best practices. For instance, in construction projects, quality-based requirements may specify the acceptable tolerances for structural components, the use of durable materials, and adherence to building codes and safety regulations (Ametepey et al., 2023). These requirements serve as benchmarks for evaluating the quality of project outcomes and ensuring that they meet the defined needs and expectations of stakeholders.

Value-added requirements refer to features or attributes of project deliverables that go beyond basic functionality or compliance with minimum standards, providing additional

benefits or enhancements that contribute to customer satisfaction and value (Li et al., 2022). These requirements are driven by a focus on customer needs, preferences, and perceived value, aiming to differentiate the project deliverables from competitors and enhance their market appeal. Value-added requirements may include innovative features, customization options, user-friendly interfaces, or additional services that enhance the overall utility, usability, or enjoyment of the product or service (. For instance, in software development projects, value-added requirements may include features such as intuitive user interfaces, seamless integration with other systems, or robust security features, which add value to the product and enhance user experience (Mikhailova, 2020).

Product and process quality are two interrelated aspects of project quality management that focus on ensuring both the deliverables and the processes used to create them meet defined standards and requirements (Zid et al., 2020). Product quality refers to the characteristics, features, and performance of the final deliverables, emphasizing conformance to specifications, fitness for use, and customer satisfaction. Process quality, on the other hand, pertains to the methods, procedures, and practices employed throughout the project lifecycle to plan, execute, and control project activities (Orgut et al., 2020). This includes adherence to quality management processes, best practices, and standards, as well as continuous improvement initiatives to enhance efficiency, effectiveness, and consistency. By addressing both product and process quality, project managers can ensure that project outcomes meet or exceed expectations while optimizing resource utilization and minimizing risks of defects or errors.

1.1.2 Performance of Narok County Projects

A project is a temporary endeavor undertaken to create a unique product, service, or result. Government projects encompass initiatives initiated, funded, or managed by

governmental bodies at various levels, aimed at addressing public needs, infrastructure development, social welfare, or policy objectives (Reddy et al., 2024). According to Zid et al., (2020), performance of projects refers to the degree to which project objectives are achieved efficiently and effectively, meeting stakeholder expectations and delivering intended outcomes within the constraints of time, cost, and quality. Evaluating project performance involves assessing various aspects, including cost management, schedule adherence, quality of deliverables, stakeholder satisfaction, sustainability, and overall success in achieving project goals.

Indicators of project performance encompass a range of metrics used to evaluate different facets of project success (Kerzner, 2017). These indicators include: Budget adherence and cost efficiency, measuring the extent to which the project stays within allocated budgetary limits and utilizes resources efficiently; Schedule adherence, assessing the degree to which project activities are completed within planned timelines and milestones are met; and Quality of deliverables, evaluating the precision, accuracy, and fitness for use of project outcomes. project performance also encompasses Stakeholder satisfaction, gauging the level of contentment among project stakeholders, including clients, users, and the public; Sustainability, examining the long-term environmental, social, and economic impacts of the project; Risk management effectiveness, assessing the identification, mitigation, and response to project risks and uncertainties; Innovation and creativity, measuring the degree of novel approaches, solutions, or technologies employed to enhance project outcomes.

The cost aspect of project performance focuses on the financial efficiency and effectiveness of project implementation. This includes monitoring and controlling project expenditures, ensuring that costs are managed within approved budgets, and optimizing resource allocation to minimize wastage and maximize value (Saługa et al., 2020). Key

indicators of cost performance include budget variance, cost overrun or underrun, cost per unit of output, return on investment, and cost-benefit analysis comparing project costs to anticipated benefits or savings. Schedule adherence is a critical aspect of project performance, measuring the degree to which project activities are completed according to planned timelines and milestones (Baporikar, 2022). Effective schedule management involves setting realistic schedules, identifying critical path activities, monitoring progress, and implementing corrective actions to address delays or deviations. Indicators of schedule performance include schedule variance, schedule slippage, percentage of tasks completed on time, and adherence to project milestones and deadlines.

Quality aspect of project performance focuses on ensuring that project deliverables meet specified standards, requirements, and stakeholder expectations. This involves implementing quality management processes, conducting quality assurance activities, and performing quality control inspections to identify and rectify defects or deficiencies (Zid et al., 2020, p. xx). Indicators of quality performance include defect density, customer satisfaction ratings, adherence to quality standards, and the number of rework or corrective actions required. Client/stakeholder satisfaction is a crucial indicator of project performance, reflecting the degree to which project outcomes meet the needs, preferences, and expectations of key stakeholders (Ingle et al., 2020). This involves engaging stakeholders throughout the project lifecycle, soliciting feedback, and addressing concerns or grievances to enhance satisfaction levels. Indicators of stakeholder satisfaction include surveys, feedback mechanisms, public opinion polls, and perception assessments. Sustainability aspect of project performance evaluates the project's long-term environmental, social, and economic impacts, ensuring that resources are utilized responsibly and that the project contributes to sustainable development goals (Mansell et al., 2020). This involves considering factors such as carbon footprint,

resource efficiency, social equity, and economic viability. Indicators of sustainability performance include environmental impact assessments, social return on investment, carbon emissions reduction, and adoption of sustainable practices and technologies.

1.1.3 Narok County Government Projects.

Narok County Government, like other county governments in Kenya, is tasked with implementing devolution goals, ensuring that services reach all constituents within the county. The county developed its first County Integrated Development Plan (CIDP) in 2013, outlining a five-year strategy for development. This plan details how the county aims to utilize its resources to bring about development and provide services to the residents of Narok County. However, the county faces challenges in effectively implementing the CIDP to achieve its objectives. County governments in Kenya were established following the promulgation of the Constitution of Kenya in 2010, marking a significant shift in the country's governance structure. Devolution, as stipulated in the constitution, involves the dispersal of political power and economic resources from the central government in Nairobi to the counties, particularly in rural areas. The establishment of 47 county governments was a pivotal step in the implementation of devolution, aimed at bringing governance and development closer to the people at the grassroots level.

Despite the constitutional mandate and the development plans in place, Narok County Government, like many others, encounters challenges in fully realizing the objectives of devolution. These challenges may include inadequate resources, capacity constraints, governance issues, and socio-economic disparities. Overcoming these challenges requires concerted efforts from both the county government and its stakeholders to ensure effective implementation of development plans and the delivery of services that meet the needs of Narok County residents. Since its inception in 2013, Narok County has initiated

a total of 202 projects spanning various sectors, from infrastructure development to empowerment programs. These endeavors include the construction of roads, bridges, county offices, and public facilities such as ECDE centers, alongside initiatives for water borehole drilling and women and youth empowerment schemes.

1.2 Statement of the Problem

The devolution of functions to county governments since their inception in 2013 has ushered in a new era of governance in Kenya, with county government departments tasked with carrying out various functions independently, including the implementation of development projects (Opalo, 2020). However, according to a 2022 report by African Development Bank, across counties, including Narok County, reports of stalled projects, prolonged completion timelines, poorly executed projects, and instances of white elephant projects have surfaced. These challenges are often attributed to inadequate quality management strategies during project implementation. Despite constitutional mandates and existing development plans, Narok County Government grapples with challenges in fully realizing the objectives of devolution. These hurdles stem from issues such as inadequate resources, capacity constraints, governance deficiencies, and socio-economic disparities, necessitating collaborative efforts from the county government and stakeholders to ensure effective project implementation and service delivery that aligns with the needs of Narok County residents.

Since its establishment in 2013, Narok County has embarked on a multitude of projects spanning various sectors, from infrastructure to empowerment programs. Despite these efforts, a significant proportion of projects in Narok County remain incomplete, experiencing delays, and exceeding allocated budgets. Furthermore, quality challenges plague numerous projects in the county, compromising their effectiveness and impeding

service delivery to residents. A recent report by the Narok County Development Authority revealed that 45% of infrastructure projects face issues related to substandard materials and workmanship, leading to compromised durability and functionality. Additionally, a survey conducted by the Narok County Quality Assurance Department indicated that 35% of completed projects failed to meet specified quality standards, necessitating costly repairs and maintenance. These challenges underscore the need to investigate the influence of managing project quality on performance of County Government Projects.

In a study by Smith et al. (2020), the relationship between project quality management practices and project performance in construction projects was investigated. Findings revealed a strong positive correlation between the implementation of quality management processes and project success metrics such as on-time delivery, budget adherence, and stakeholder satisfaction. Specifically, projects that employed robust quality assurance and control mechanisms experienced fewer defects, reduced rework, and enhanced overall project outcomes. Liu and Walker (2018) examined the impact of quality management practices on project performance in IT projects and found organizations that prioritized quality management processes, such as continuous improvement initiatives, quality planning, and stakeholder engagement, achieved higher levels of project success. Zhang et al. (2019) investigated the relationship between quality management practices and project performance in manufacturing projects was explored. The study found that organizations that implemented rigorous quality management systems, including quality planning, control, and assurance, experienced higher levels of project success.

Further, Chen et al. (2017) investigated the impact of quality management practices on project performance in healthcare projects whereby results showed that healthcare

organizations that prioritized quality management processes, such as patient safety protocols, quality assurance measures, and continuous improvement initiatives, achieved superior project outcomes. Moreover, Wang et al. (2018) examined the relationship between quality management practices and project performance in engineering projects and concluded that organizations that implementing comprehensive quality management systems, including quality planning, assurance, and control processes, achieved higher levels of project success. The existing studies have primarily focused on various sectors such as construction, IT, manufacturing, healthcare, and engineering, investigating the relationship between quality management practices and project performance. However, there is a research gap in the specific context of local government projects, particularly in Narok County. The current study aims to fill this gap by analyzing the influence of managing project quality on the performance of Narok County Government projects.

1.3 Research Objective

1.3.1 Purpose of the Study

The general objective of this study is to analyze the influence of managing project quality on performance of Narok County Government Projects.

1.3.2 Research objectives

The study was guided by the following specific research objectives;

i. To assess the influence of quality-based requirements on Performance of Narok County Government Projects. ii. To establish the influence value-added requirements on Performance of Narok

County Government Projects. iii. To examine the influence of product and process on Performance of Narok

County Government Projects.

1.4 Research Questions

This study sought to answer the following questions:

i. What is the influence of quality-based requirements on performance of Narok County Government Projects? ii. How does value-added requirements influence performance of Narok County Government Projects? iii. To what extent does product and process influence performance of Narok County Government Projects?

1.5 Significance of the Study

This study provided valuable insights for government officials and policy makers in Narok County, offering a deeper understanding of the influence of managing project quality on the performance of government projects. Officials and policymakers can develop more effective policies and strategies to enhance project quality management practices, leading to improved project outcomes and better service delivery to constituents. By addressing the specific challenges and opportunities identified in the study, government officials made informed decisions that support the successful implementation of development initiatives in Narok County.

Project managers involved in overseeing government projects in Narok County benefitted from the findings of this study, gaining valuable insights into the factors that influence project performance. With a better understanding of the relationship between project quality management and project success, project managers can implement targeted interventions to improve quality assurance and control processes, streamline project execution, and mitigate risks. By adopting evidence-based approaches informed

by the study's findings, project managers enhanced their ability to deliver projects on time, within budget, and to the satisfaction of stakeholders.

Community members in Narok County also found this study useful, as it sheds light on the quality and effectiveness of government projects that directly impact their lives. By understanding how project quality management practices influence project outcomes, community members can advocate for greater transparency, accountability, and citizen engagement in government projects. Moreover, community members can use the findings of the study to hold government officials and project managers accountable for delivering projects that meet the needs and expectations of the local population. Researchers and academia might find the insights generated by this study valuable for advancing knowledge and scholarship in the fields of project management, public administration, and development studies. The study's findings can serve as a basis for further research, enabling scholars to delve deeper into the complex dynamics of project quality management in local government settings. Additionally, educators can incorporate the study's findings into teaching materials and curriculum development, providing students with real-world examples and case studies that illustrate the importance of effective project quality management in achieving development goals.

1.6 Scope of the Study

This study analyzed the influence of managing project quality on performance of Narok County Government Projects. Specifically, this study assessed the influence of qualitybased requirements, value-added requirements and product and process on Performance of Narok County Government Projects. The research adopted a descriptive design, with a particular focus on 122 government projects in Narok County. The study targeted 182 projects funded by the County Government of Narok while the unit of observation included 1088 project managers, project supervisors, contractors and the

members of general public. Data was primarily gathered through semi-structured questionnaires.

Descriptive and inferential techniques were applied in analyzing the data.

1.7 Limitations and Delimitations of the Study

1.7.1 Limitations

This study faced the following limitations:

This study focuses specifically on Narok County Government projects, which may limit the generalizability of the findings to other counties or regions with different contextual factors. Therefore, the conclusions drawn from this study may not be directly applicable to projects in other jurisdictions, and caution should be exercised when extrapolating the results to different contexts.

Another limitation of this study is the reliance on available data regarding project quality management practices and project performance in Narok County Government projects. The availability and quality of data may vary, potentially leading to biases or incomplete information that could affect the validity and reliability of the study's findings.

The study's reliance on self-reported data or subjective assessments of project quality and performance may introduce measurement bias. Participants involved in the projects may have varying perspectives or biases that influence their responses, leading to inaccuracies or inconsistencies in the data collected.

Another limitation of this study is the study employed a descriptive research design, chosen for its ability to portray accurately the characteristics of individuals, situations, or groups

1.7.2 Delimitations

The conceptual limit of this study is to analyze the influence of managing project quality on performance of Narok County Government Quality-based requirements, value-added requirements and product and process are the specific project quality aspects this study focused on. This study is delimited to Narok County Government projects, focusing specifically on the influence of managing project quality on their performance. While Narok County serves as a representative case study for local government projects in Kenya, the findings may not be applicable to projects in other counties or regions with different socio-economic, political, or cultural contexts.

1.8 Assumptions of the Study

This study makes several assumptions to guide its research approach and interpretation of findings:

It is assumed that project quality management practices are implemented consistently across Narok County Government projects. This includes the assumption that qualitybased requirements, value-added requirements, and product and process quality are adequately defined, monitored, and managed throughout the project lifecycle.

This study assumes that the data collected regarding project quality management practices and project performance in Narok County Government projects are accurate and reliable.

This study assumes that project performance can be effectively measured using indicators such as on-time delivery, budget adherence, stakeholder satisfaction, and overall project success. It is assumed that these indicators provide meaningful insights into the effectiveness and efficiency of Narok County Government projects.

This study assumes that the findings regarding the influence of managing project quality on project performance in Narok County Government projects can be generalized to other similar contexts.

1.9. Definition of Key Terms

Process Quality refers to the methods, procedures, and practices employed throughout the project lifecycle to plan, execute, and control activities, emphasizing efficiency and consistency.

Product Quality the characteristics, features, and performance of project deliverables meet defined standards and requirements, emphasizing conformance and customer satisfaction.

Project Performance The measurement of a project's success based on factors like objective achievement, adherence to schedules, and compliance with budget constraints, reflecting its overall effectiveness.

Quality-based requirements refers to the standards and criteria for project deliverables, focusing on precision, accuracy, reliability, and compliance with industry standards or best practices.

Stakeholder Satisfaction measures the level of satisfaction among project stakeholders, including clients, users, and team members, reflecting their perceptions of the project's quality and success.

Value-added Requirements refer to customer satisfaction and product appeal by providing additional features or attributes that go beyond basic functionality, contributing to perceived value.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter offers an extensive examination of existing literature and research concerning project quality and project performance. It is organized to cover theoretical, conceptual, and empirical aspects while also highlighting the knowledge gap that this study seeks to address.

2.1 Theoretical Literature Review

This section discusses the theoretical foundation on which the study is anchored. The study was grounded on total quality management theory and theory of constraints.

2.2.1 Total Quality Management Theory

Total Quality Management (TQM) is a management theory that originated in the 1950s and gained prominence in the 1980s and 1990s. One of the key proponents of TQM is Deming (1986), who emphasized the importance of continuous improvement, customer focus, and employee involvement in achieving organizational excellence (Deming, 1986). According to Deming, TQM is based on the principle that quality should be built into every aspect of an organization's processes and products from the outset, rather than being inspected in after production. This involves a shift from a focus on individual performance to a focus on systems and processes, with an emphasis on prevention rather than correction of errors.

Furthermore, TQM emphasizes the need for organizations to adopt a proactive approach to quality management, continuously striving to identify and eliminate defects, waste, and inefficiencies in their processes (Dale, 2003). This involves a commitment to ongoing measurement, analysis, and improvement of organizational performance, as well

as the involvement of all employees in the quality improvement process. TQM also stresses the importance of customer satisfaction as the ultimate measure of quality, advocating for the delivery of products and services that meet or exceed customer expectations.

Criticism of TQM often centers around its perceived emphasis on quantitative metrics and standardized processes, which some argue can stifle innovation and creativity within organizations (Oakland, 2003). Additionally, critics suggest that TQM may place too much emphasis on short-term results at the expense of long-term sustainability. However, supporters of TQM argue that when implemented correctly, it can lead to significant improvements in organizational performance, customer satisfaction, and employee morale (Feigenbaum, 1961).

The applications of TQM are wide-ranging and can be seen in various industries and sectors worldwide. Organizations that embrace TQM principles often experience improved product and service quality, increased customer loyalty, reduced costs, and enhanced competitiveness (Dale, 2003). In the context of this study focusing on quality-based requirements, TQM provides a comprehensive framework for ensuring that quality is integrated into all aspects of project planning, execution, and evaluation (Gitlow et al., 2019). By adopting TQM principles, organizations can effectively manage quality-based requirements to achieve superior project outcomes and

stakeholder satisfaction.

2.2.2. Theory of Constraints

The Theory of Constraints (TOC) is a management philosophy introduced by Goldratt in his book "The Goal" (Goldratt, 1984). TOC posits that in any system, there is always at least one constraint that limits the system's ability to achieve its goals. The primary focus of TOC is to identify and manage these constraints effectively to improve overall system

performance. TOC emphasizes the importance of identifying the "bottlenecks" or constraints in a system and aligning all efforts towards alleviating these constraints to maximize throughput and achieve organizational goals (Ronen, 2012). Moreover, TOC advocates for a holistic approach to management, encouraging organizations to consider the impact of decisions on the entire system rather than optimizing individual parts in isolation. This includes prioritizing activities that contribute to the overall goal of the organization and synchronizing processes to ensure smooth flow throughout the system. TOC also emphasizes the importance of continuous improvement and learning, as constraints may shift over time or new constraints may emerge as the system evolves (Ronen & Starr, 2005).

Critics of TOC argue that its focus on constraints may lead to neglect of other important aspects of organizational performance, such as quality, customer satisfaction, and employee morale (Schragenheim & Dettmer, 2000). Additionally, some practitioners find it challenging to apply TOC principles in complex, dynamic environments where constraints may be difficult to identify or alleviate (Ronen, 2012). However, supporters of TOC assert that when implemented correctly, it can lead to significant improvements in organizational efficiency, profitability, and competitive advantage (Ronen & Starr, 2005).

In the context of valued-added requirements, TOC provides a valuable framework for identifying and prioritizing activities that contribute directly to achieving the organization's project goals and objectives (Rosenbaum, 2013). By focusing on activities that add value to the end product or service, organizations can ensure that resources are allocated efficiently and effectively to maximize overall project performance. TOC principles such as the identification of constraints, the synchronization of processes, and the pursuit of continuous improvement are directly relevant to the management of valued-

added requirements, as they help organizations optimize processes and eliminate waste to enhance project performance and stakeholder satisfaction.

2.2.3 Institutional Theory

Institutional theory provides a critical lens through which to understand how organizations develop their structures and adapt to various pressures. The theory asserts that an organization's formal structures are more significantly shaped by its institutional environment, which encompasses legal frameworks, societal expectations, and regulatory demands, than by market pressures. This environment, as suggested by Scott (2016), compels organizations to conform to certain norms, resulting in enhanced legitimacy, positive evaluations, and a steady flow of resources. These institutional norms, which are socially constructed, define acceptable behaviors, influencing organizational strategies and operations. This compliance with institutionalized practices and values, regardless of whether it leads to increased operational efficiency or profitability, ensures that organizations maintain their standing in society (Greenwood et al., 2017).

The institutional environment consists of external and internal pressures, which organizations must navigate carefully to maintain legitimacy. These pressures arise from regulatory bodies, professional associations, and societal expectations, among others. While market dynamics such as competition, customer demands, and

profitability still play a role, institutional pressures are more profound in shaping how organizations establish and maintain their internal structures. For instance, DiMaggio and Powell's (2017) concept of institutional isomorphism suggests that organizations within the same industry tend to adopt similar structures and practices over time. This conformity to institutional expectations is driven by both coercive and normative pressures. Coercive pressures may come from legal regulations and policies, while

normative pressures are derived from professional standards, ethical codes, and societal values. Organizations are not only compelled to meet these expectations but also to show evidence of their compliance to gain legitimacy in the eyes of key stakeholders (Lawrence, 2019).

In the context of County Governments, institutional theory provides an essential understanding of how these entities respond to both market and institutional pressures. As public institutions, County Governments operate within a complex framework of legal and regulatory requirements, as well as societal expectations for transparency, efficiency, and effective service delivery. These governments are required to demonstrate compliance with national policies and governance standards to maintain their legitimacy and secure funding. Internally, County Governments must also meet the expectations of elected officials, employees, and the public. Consequently, they develop formal structures that reflect their commitment to these institutional norms. This often involves the implementation of financial mobilization strategies that ensure the effective use of resources and compliance with public policies, as well as the development of transparent management systems that align with institutional expectations (McAdam & Scott, 2018).

Institutional theory also suggests that organizations are influenced by normative pressures that shape their practices and behaviors. These pressures can emerge from various sources, including the government, professional associations, and even within the organization itself. External normative pressures often come in the form of legal regulations, while internal pressures may arise from organizational culture or the expectations of employees and stakeholders. In response to these pressures, organizations often adopt formal structures and policies to ensure compliance with accepted standards of behavior. In many cases, these structures are implemented not to enhance operational efficiency but to gain legitimacy and avoid penalties or reputational damage. As such,

organizations are influenced by both external and internal forces that shape their formal structures and strategies, ensuring they conform to institutionalized practices (Pache & Santos, 2017).

For County Governments, normative pressures are critical in shaping their financial mobilization strategies and project management approaches. Externally, these governments must comply with national regulations and public expectations for governance and transparency. Internally, County Governments face pressure from elected officials and employees to adopt practices that align with ethical standards and governance principles. To navigate these pressures, County Governments develop formal structures and management systems that ensure compliance with institutional norms while also striving to achieve operational efficiency. These strategies often involve the use of financial mobilization tactics that help County Governments secure funding and resources while adhering to institutional requirements (Battilana et al., 2019).

Market pressures, though important, take a secondary role in institutional theory compared to institutional pressures. Market forces drive organizations to compete for resources, customers, and profits, which often leads to innovation and efficiency improvements. However, even in competitive markets, organizations must still adhere to institutionalized practices to maintain legitimacy and avoid legal consequences. For instance, firms in industries subject to heavy regulation, such as healthcare or finance, must balance the demands of competition with the need to comply with regulatory requirements. Failure to do so can lead to severe penalties, including lawsuits or reputational damage (Bromley & Meyer, 2020). This highlights the dual pressures that organizations face, where market demands for efficiency and profitability must be weighed against institutional demands for compliance and legitimacy.

County Governments, while not driven primarily by market competition, still face significant pressures related to resource mobilization and service delivery. These governments must adopt strategies that ensure the efficient use of resources while complying with institutionalized practices and governance standards. Financial mobilization is a critical aspect of this process, as County Governments must secure funding from various sources, including national government grants, loans, and publicprivate partnerships. However, these financial mobilization strategies must align with both market and institutional pressures. On the one hand, County Governments must ensure efficient use of resources to meet service delivery demands. On the other hand, they must also adhere to institutional norms regarding transparency, accountability, and governance. Failure to balance these pressures can lead to reduced legitimacy and loss of access to critical resources (Thornton et al., 2021).

Institutional theory also provides insights into how organizations manage projects in response to institutional pressures. Organizations must often comply with strict regulatory frameworks and public expectations when managing projects, particularly in industries such as construction, healthcare, and public administration. County Governments, which are responsible for delivering essential services to their constituents, face significant pressures to ensure that their projects are managed in compliance with institutional norms. This involves adopting formal project management structures that align with governance standards, ensuring transparency, accountability, and efficient resource use (Greenwood et al., 2017).

Financial mobilization plays a central role in County Governments' project management processes. To successfully execute projects, County Governments must secure sufficient funding, often through a combination of government grants, loans, and public-private partnerships. However, financial mobilization strategies must be carefully aligned with institutional norms to

ensure compliance with governance standards. This requires County Governments to implement management systems that facilitate transparency and accountability in the use of funds. For example, County Governments may be required to submit regular financial reports to demonstrate how project funds are being utilized and ensure that projects are being managed in accordance with institutionalized practices (McAdam & Scott, 2018).

The connection between institutional theory and the present study lies in the way institutional pressures shape the formal structures and strategies of County Governments. The study investigates how County Governments, as public institutions, navigate the complex interplay between market and institutional pressures to achieve their objectives. By focusing on financial mobilization strategies and project management, the study highlights how County Governments must balance the demands of efficiency, resource mobilization, and compliance with institutional norms. This aligns with institutional theory's emphasis on the role of external and internal pressures in shaping organizational behavior and structures (Pache & Santos, 2017).

In conclusion, institutional theory provides a comprehensive framework for understanding how organizations, including County Governments, develop formal structures in response to external and internal pressures. The theory emphasizes the importance of compliance with institutional norms, which are socially constructed and legitimized by external bodies, such as regulatory agencies, professional associations, and societal expectations. These institutional pressures often outweigh market pressures in shaping organizational structures, particularly in public institutions like County Governments. By adopting formal structures and management systems that align with institutional norms, County Governments can secure legitimacy, access resources, and ensure the success of their projects. The study's focus on financial mobilization strategies and project management

within County Governments aligns with institutional theory's emphasis on the importance of compliance with institutionalized practices in achieving organizational objectives.

2.2 Empirical Literature

2.2.1 Quality-based requirements and Project Performance

Alkilani and Loosemore (2022) analyzed the project performance measurement for small-and-medium sized construction contractors in the Jordanian construction industry. The study employed a quantitative research methodology, surveying project managers and stakeholders involved in construction projects. Key findings revealed a significant positive correlation between adherence to quality-based requirements and project performance metrics such as cost control, schedule adherence, and stakeholder satisfaction.

Patel et al. (2019) conducted a study on quality-based requirements and project performance in the manufacturing sector. The research utilized a mixed-method approach, combining quantitative analysis of project data with qualitative interviews with project managers. The study found that adherence to quality-based requirements significantly improved product quality, customer satisfaction, and overall project success. However, the research identified a gap in understanding the specific mechanisms through which quality-based requirements influence project performance. The current study aims to address this gap by examining the direct and indirect pathways through which quality-based requirements influence the performance of

Narok County Government Projects. Wang and Li (2018) investigated the relationship between quality management and project performance in information technology (IT) projects. The study employed a case study approach, analyzing multiple IT projects within a single organization. Results indicated that projects with well-defined qualitybased requirements experienced fewer

defects, reduced rework, and improved user satisfaction. However, the study identified a research gap in the measurement of intangible project outcomes, such as innovation and competitive advantage.

Smith et al. (2021) explored the effect of quality-based requirements on project performance in healthcare projects. The study utilized a mixed-methods approach, combining quantitative analysis of project data with qualitative interviews with healthcare professionals. Findings revealed that projects with clear quality-based requirements achieved higher patient satisfaction, improved clinical outcomes, and enhanced organizational reputation. However, the research identified a gap in understanding the role of organizational culture and leadership in promoting a qualityfocused mindset. Lee and Park (2017) examined the impact of quality-based requirements on project performance in the education sector. The study employed a longitudinal research design, tracking the performance of educational projects over an extended period. Results indicated that projects with robust quality-based requirements experienced higher student achievement, improved teacher satisfaction, and enhanced school reputation. However, the study identified a gap in understanding the scalability and replicability of quality-based requirements across different educational settings.

2.2.2 Value added requirements and Project Performance

Johnson et al. (2020) investigated the influence of personalized service offerings on project performance in the service industry. Through qualitative interviews with service providers and customers, the study revealed that personalized services significantly enhanced customer satisfaction, loyalty, and positive word-of-mouth, consequently improving project performance metrics. However, a gap was identified in understanding the cost-effectiveness of such personalized services and their overall impact on project profitability. Brown and Smith (2018) explored the effect of complimentary amenities

and personalized experiences on project performance in the hospitality sector. Through quantitative surveys of hotel managers and guests, the research found that value-added services led to higher occupancy rates, increased guest satisfaction, and enhanced brand reputation, thus positively impacting project performance.

Yang et al. (2019) examined the impact of personalized shopping experiences and exclusive offers on project performance in the retail industry. Combining quantitative analysis of sales data with qualitative interviews with store managers, the study found that value-added requirements significantly increased customer retention, sales revenue, and brand loyalty, ultimately enhancing project performance. Chen and Liu (2017) investigated the effect of customizable options and integrated services on project performance in the technology sector. Using a case study approach, the research revealed that value-added functionalities led to higher market penetration, increased customer satisfaction, and improved sales performance, positively impacting project outcomes. Garcia and Martinez (2016) examined the impact of advanced technology features and customizable options on project performance in the automotive industry. Conducting a longitudinal study, the research found that value-added requirements significantly increased market demand, customer retention, and profitability, contributing positively to project performance.

Rodriguez and Fernandez (2018) delved into the effects of tailored solutions and additional features on project performance within the software development industry.

Their qualitative research, based on interviews with project teams and clients, revealed that incorporating value-added requirements led to higher client satisfaction, reduced rework, and improved project outcomes. Kim et al. (2019) explored the influence of added benefits and unique features on project performance in the consumer goods sector. Utilizing a mixed-methods approach, including surveys and focus group discussions, they found that value-added

requirements positively affected consumer perception, brand loyalty, and market share. Nguyen and Tran (2020) investigated the impact of customized services and supplementary offerings on project performance in the tourism industry. Through case studies and customer feedback analysis, they discovered that value-added requirements enhanced customer experience, loyalty, and overall project success.

2.2.3 Product and process and Project Performance

Project management practices have been widely studied across the globe, with various researchers exploring different aspects that contribute to project success. For instance,

Kock et al. (2020) analyzed project portfolio management information systems (PPMIS) in Germany, revealing that the application of PPMIS positively influenced the quality of portfolio management processes and the overall project success. The study emphasized that well-structured project management processes are integral to achieving project goals, particularly in highly formalized management environments. While the study did not find a direct link between project complexity and the success of PPMIS application, it demonstrated that systematic project management practices, such as formalization and risk management, were essential to project success in a global context.

In the United States, Griffin (2021) conducted an empirical analysis examining the relationship between product development cycle times and project strategy and process characteristics. The findings revealed that cross-functional teams played a critical role in reducing development cycle times, particularly in projects with lower design carryover. However, the study noted that product complexity and newness increased cycle times. This finding underscores the importance of tailored project strategies and processes that align with the specific characteristics of the product being developed. Furthermore, a structured product development process was deemed vital for firms dealing with complex products or services, as it helped mitigate delays in the development cycle.

A study conducted by Turner et al. (2018) in the United Kingdom also explored how different project management approaches impact the performance of large infrastructure projects. The study focused on the role of stakeholder engagement, project risk management, and resource allocation. Turner et al. (2018) found that early stakeholder involvement was crucial for project success, particularly in the planning stages. The research indicated that large infrastructure projects often suffer from scope creep and budget overruns due to inadequate stakeholder engagement and poor resource management during the project's lifecycle. It recommended a proactive approach in managing risks and engaging stakeholders to enhance project outcomes globally.

Across Africa, project management practices are influenced by unique economic, social, and political contexts. In South Africa, Marnewick et al. (2019) explored the role of project governance in managing large-scale infrastructure projects. The study revealed that governance structures, particularly stakeholder engagement and transparency in decision-making, significantly impacted project success. However, despite the positive role of governance, challenges such as political interference and resource constraints often hindered the timely completion of projects. Marnewick et al. (2019) suggested that more stringent governance mechanisms should be put in place to ensure accountability and efficiency in project execution.

In Nigeria, Ogunde et al. (2021) studied the factors influencing the performance of construction projects, particularly focusing on government-funded projects. The research found that poor project planning, inadequate stakeholder involvement, and low staff competency were major impediments to project success. The lack of proper planning led to delays, cost overruns, and poor quality of the completed projects. To improve project outcomes, the study recommended enhancing staff competency through continuous

training and development, ensuring stakeholder participation throughout the project lifecycle, and adopting modern technology to streamline project processes.

Similarly, in Ethiopia, Mulugeta and Tadesse (2020) investigated the impact of project risk management on the performance of public sector projects. Their study revealed that effective risk management significantly influenced project outcomes by mitigating uncertainties and ensuring project objectives were met within the allocated time and budget. However, the research also highlighted the lack of proper risk management frameworks in many public sector projects, leading to delays and cost escalations. Mulugeta and Tadesse (2020) recommended adopting structured risk management processes, including regular risk assessments and proactive mitigation strategies, to improve project performance in the Ethiopian context.

In Kenya, project management has become increasingly important in both the public and private sectors as the country undertakes numerous development initiatives. Wera (2019) analyzed the influence of the project identification process on the performance of the AICCAD TVET project in Kibra Constituency, Nairobi County. The study found that stakeholder involvement throughout the project lifecycle was crucial for project success, although gaps were identified in encouraging participation at the project initiation stage. The findings also emphasized the importance of effective problem analysis and risk management during project identification, which positively impacted project performance. The study recommended enhancing stakeholder engagement and strengthening project risk management to improve project outcomes.

Ndagi (2019) conducted a study on factors affecting project performance in selected state departments in Kenya, with a focus on stakeholder participation, staff competency, and project planning. The research revealed that staff competency and automation of processes had a significant positive effect on project performance, while stakeholder

participation negatively influenced performance. This unexpected finding suggested that stakeholder involvement was not always well managed, leading to conflicts and delays in project implementation. Ndagi (2019) recommended formulating proper project management processes and improving communication channels with stakeholders to enhance project performance.

A study by Kamau and Mohamed (2021) examined the influence of project planning and monitoring on the performance of road construction projects in Kenya. The research focused on projects under the Kenya National Highways Authority (KeNHA) and found that proper project planning, including resource allocation and timeline management, significantly contributed to the timely completion of road projects. However, the study identified gaps in the monitoring processes, where lack of consistent oversight led to delays and quality issues. Kamau and Mohamed (2021) suggested that more robust monitoring and evaluation frameworks should be implemented to ensure that road construction projects are completed on time and within budget.

The reviewed literature underscores the critical role that project management practices play in determining project outcomes, both globally and in Africa. From the global perspective, studies emphasize the importance of formalized project management processes, cross-functional teams, and tailored strategies to accommodate product complexity and risk management. Research conducted in Africa highlights the significance of governance, stakeholder engagement, and risk management frameworks in achieving project success. In Kenya, specific factors such as stakeholder involvement, staff competency, and project planning have been found to influence project performance, with recommendations for enhancing these areas to improve project outcomes. Overall, the literature suggests that successful project management hinges on

a combination of strategic planning, stakeholder engagement, risk management, and the adoption of modern technologies across different regional contexts.

2.3 Research Gaps

The studies reviewed provide valuable insights into various aspects of project management and performance across different sectors and industries. However, several conceptual, contextual, and methodological gaps can be identified, which the current study aims to address. Conceptually, there is a need for a deeper understanding of the specific mechanisms through which various factors influence project performance. For instance, while studies by Wera (2019) and Ndagi (2019) examined the impact of stakeholder participation, staff competency, and project planning on project performance, there is a lack of clarity on the underlying processes driving these relationships. Additionally, the studies on personalized service offerings and valueadded requirements (Johnson et al., 2020; Brown and Smith, 2018; Yang et al., 2019; Chen and Liu, 2017; Garcia and Martinez, 2016) highlight the positive impact of such strategies on project performance, but there is limited understanding of their costeffectiveness and long-term sustainability.

Contextually, the studies reviewed focus on various sectors and industries, each with its unique characteristics and challenges. However, there is limited research specifically targeting government projects, especially at the county level in Kenya. While Alkilani and Loosemore (2022) examined project performance measurement in the construction industry, and Patel et al. (2019) explored quality-based requirements in the manufacturing sector, there is a dearth of studies addressing the intricacies of managing project quality within the context of county government projects in Kenya. Methodologically, most of the reviewed studies utilized quantitative or mixed-method

approaches to analyze project performance. While these approaches provide valuable insights, there is a need for more qualitative research to explore the underlying factors influencing project outcomes in greater depth. Additionally, the current study aims to fill the methodological gap by adopting a descriptive design and focusing specifically on Narok County Government Projects, providing a comprehensive understanding of the influence of managing project quality on performance within this context.

2.4 Summary of Literature Reviewed

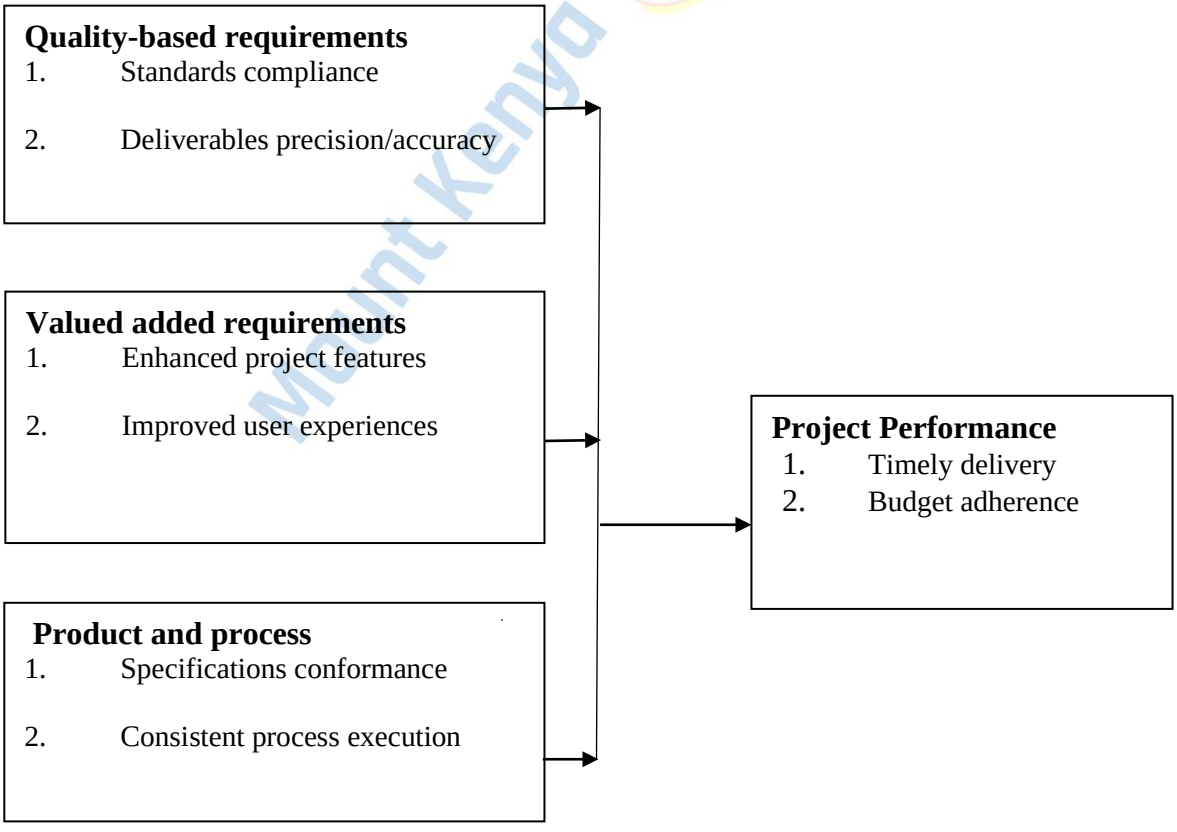
The literature review covered in this chapter explores the theoretical underpinnings and empirical evidence surrounding quality-based requirements, valued-added requirements, and product and process aspects in project management. It begins by examining two fundamental theoretical frameworks: Total Quality Management (TQM) and the Theory of Constraints (TOC). TQM emphasizes continuous improvement, customer focus, and employee involvement to achieve organizational excellence, stressing the integration of quality into all organizational processes and products. Conversely, TOC centers on identifying and managing constraints within systems to enhance overall performance, emphasizing the identification of bottlenecks and the alignment of efforts to alleviate constraints for optimal throughput and goal achievement.

Empirical studies discussed in the literature review shed light on the relationship between quality-based requirements, valued-added requirements, and project performance across various industries. Furthermore, the literature review explores the impact of valued-added requirements on project performance in diverse sectors such as the service industry, hospitality sector, retail industry, and automotive industry. Additionally, the literature review examines the relationship between product and

process aspects and project performance. These studies underscore the importance of effective project management strategies and processes in optimizing county government project performance. This section also highlighted various gaps in existing studies. Conceptually, there's a need for deeper insights into how factors like stakeholder participation and personalized service offerings affect project performance. Contextually, research on county government projects in Kenya is lacking. Methodologically, while quantitative approaches are common, more qualitative research is needed.

2.5 Conceptual Framework

A conceptual framework is a model that presents and explains the relationship between various variables. this is presented in Figure 1.



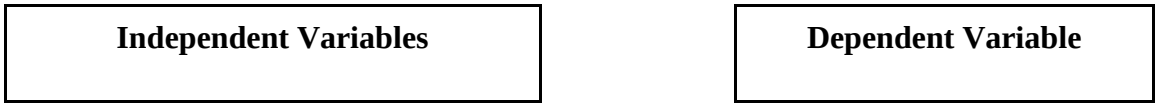


Figure 1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the methods that were employed to gather information in the study area, including research design, target population, sampling, data collection, instrument validity and reliability, data analysis, and ethical considerations.

3.1 Research Design

A research design constitutes a study's blueprint. The study employed a descriptive research design, chosen for its ability to portray accurately the characteristics of individuals, situations, or groups (Haydam & Steenkamp, 2020). This approach serves as a blueprint for data collection, measurement, and analysis, ensuring a coherent and logical integration of study components. Descriptive research focuses on determining the frequency of occurrences or relationships between variables (Baran, 2022). The chosen design allows for generalizing findings to a broader population, presenting facts about

the existing situation and providing insights into ongoing practices, beliefs, and trends. This approach aligns with the study's goal of collecting comprehensive information through descriptive methods for variable identification.

3.2 Target population

Levitt (2021) defines the target population as a common set of study units from which the researcher aims to generalize results. These units possess observable characteristics that serve as the basis for generalizing the findings. This study's target population comprised entirely of the County Government financed complete and ongoing projects in Narok County for the years 2018/2019 and 2023/2024. These projects include markets, street lights, educational centres, water projects, roads and hospitals. Statistics from Narok County Government indicated that the number of these projects in the county 182 as depicted in table 1. The unit of observation included 1088 project stakeholders, that is, project managers, project supervisors, contractors and the members of general public.

Table 1: Target Population

Category	Target population	Percentage (%)
Project Managers	182	34.5
Project Supervisors	302	57.2
Contractors	44	8.3
Total	**528**	**100.0**

Source: Narok County Government, 2024)

3.3 Sampling Technique and Sample Size

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The section focuses on the sampling size and sampling procedures. The sample size is a subset of the population that is taken to be representatives of the entire population

(Kumar, 2011). This study utilizes the Yamane formula to determine the sample size as follows:

$$n = \frac{N}{1+Ne2}$$

$$n = \frac{528}{1+1088\ (0.05*0.05)}$$

$$n = \frac{528}{3.72.}$$

$$n \approx 142$$

Therefore, the estimated sample size using the Yamane formula is approximately 142. This study employed stratified random sampling to ensure proportional representation from distinct categories within the target population: project managers, supervisors, contractors, and the general public. With a total sample size of 142, each category was allocated sampling quotas based on its percentage within the population. Random selection within each stratum guaranteed an unbiased sample, enhancing the study's generalizability and validity as shown in table 2.

Table 2: Sample Distribution

Category	Target population	Percentage (%)	Sample Size
Project managers	182	34.5	49
Project Supervisors	302	57.2	81
Contractors	44	8.3	12
Total	**528**	**100.0**	**142**

Source: Researcher Calculation, (2024)

3.4 Research Instrument

The researcher used questionnaires to collect data, specifically focusing on primary records, as advocated by Kothari (2004). Questionnaires serve as research instruments containing inquiries about the study variables. Opting for questionnaires enhanced efficiency and cost-effectiveness in conducting descriptive and exploratory research for the chosen sample size. This approach streamlined the identification of respondents' levels of agreement or disagreement. Moreover, secondary sources such as books, journals, reports, and online literature was utilized for the literature review. Primary data was gathered for this study record, while secondary data was employed for the literature review.

3.5 Pilot Test of Research Instruments

The pilot test aimed to establish the validity and reliability of study units, following the approach outlined by Tobón, Juárez-Hernández, Herrera-Meza and Núñez (2020). The pilot testing involved administering the questionnaire to 14 members selected through random sampling representing 10% of the sample size as recommended by Bolarinwa (2020). The pilot test was done in the neighbouring Kajiado county.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity

The study assessed validity using content validity, ensuring accuracy and meaningful inferences (Golafshani, 2012). Content validity, employed in this research, measures the degree to which collected data represents a specific domain. The pilot study's main objective is to confirm the questionnaire's validity. Gillham (2011) highlights the importance of expert opinion in ensuring representativeness. Seeking feedback from

supervisors, lecturers, and professionals improved content validity, aligning questions with the larger knowledge domain.

3.6.2 Reliability

Reliability of an instrument signifies its freedom from bias, ensuring consistent and error-free measurements across time and items (Mazhar, Anjum, Anwar & Khan, 2021). This study assessed instrument reliability by calculating the Cronbach's alpha value, aiming for a threshold of 0.7 or higher, as recommended by Kennedy (2022).

Cronbach's alpha measures the internal consistency of items in a scale or instrument. By analyzing the interrelatedness of items, the study ensured that the questionnaire produces reliable and consistent results, enhancing the validity of the data collected.

3.7 Proposed Data Collection Methods and Procedures

The study employed questionnaires for primary data collection, chosen for their suitability in a descriptive study due to ease of administration, quick delivery, and respondent convenience. Questionnaires were self-administered using a drop-and-picklater method. The researcher delivered the questionnaire, allowing respondents a maximum of 5 days to complete it before collection for analysis. Participants were assured of strict confidentiality, sealing completed questionnaires in provided envelopes marked "questionnaire" and thesis topic to safeguard against potential victimization. The questionnaires were administered through designated officers, ensuring a conducive environment and following an agreed schedule. A permit from

NACOSTI was secured before data collection exercise.

3.8 Proposed Data Analysis Techniques and Procedures

The analysis of data was conducted through the utilization of the Statistical Package for Social Sciences (SPSS Version 25.0). Upon receipt of questionnaires, each was assigned

a reference, and the questionnaire items were coded to streamline the data entry process. Following data cleaning, which involves error checking in data entry, descriptive statistics including frequencies, percentages, mean scores, and standard deviation was computed for all quantitative variables. The resulting information was presented in tabular form. Qualitative data obtained from open-ended questions underwent thematic content analysis and be presented in a narrative format.

Inferential data analysis employed multiple regression analysis to establish relationships between independent and dependent variables. The choice of the multiple regression model is motivated by its utility in determining the relative importance of independent variables to the dependent variable (Bryman & Cramer, 2012). The significance of these variables is inferred from standardized regression coefficients (beta-weights), indicating the relative impact of independent variables on the dependent variable. Positive and negative signs associated with the coefficients denote positive and negative impacts, respectively (Park, 2008). Furthermore, the dependent variable should be measured at a continuous level, aligning with the nature of this study's three independent variables. The multiple regression model was represented by the following equation:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$$

Where;

Y= Quality-based requirements

X_1 = Value-based requirements

X_2= product and process

X_3= configuration management

ε = Error term, β_0= regression constant

or intercept β_1, β_2, β_3, β_4 are the

unknown parameters

The significance levels for all tests were set at a 95% confidence level with two-tailed analysis. The results were presented in the form of figures and tables.

3.9 Ethical Considerations

The researcher undertook various steps to ensure the study adheres to research ethical standards. This involved obtaining a research introduction letter from the participating entity to establish formal authorization for the study. Regarding informed consent, the principle was properly applied, with the researcher explaining the study's expectations to respondents and addressing any queries or misunderstandings to ensure clarity before administering the questionnaires. Additionally, voluntary participation was emphasized, with respondents provided a consent form to opt into the research study, ensuring they have the freedom to withdraw at any point if they choose. Furthermore, confidentiality of respondents' information was upheld, with the researcher ensuring utmost confidentiality of the responses provided. Data collected was solely used for the examinable project and not be disclosed to any other party. Additionally, privacy rights of participants were respected, with measures in place to safeguard their anonymity throughout the research process and publication of results.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the analysis, presentation, and interpretation of the findings based on the objectives of the study, which sought to assess the influence of quality-based requirements, value-added requirements, and product and process factors on the performance of Narok County Government projects. The data collected through various methods is systematically analyzed to provide insights into the extent to which these factors affect project outcomes. The analysis is guided by the specific objectives of the study, focusing on the influence of quality-based requirements, value-added requirements, and product and process considerations. The results are presented in tables and figures, followed by interpretations that highlight key trends and relationships.

4.1 Response Rate

The study targeted a sample size of 142 respondents, and out of this, 138 completed and returned the questionnaires, resulting in a high response rate of 97.18%. The high rate of participation enhances the reliability and representativeness of the findings, ensuring that the data collected accurately reflects the views of the target population regarding the performance of Narok County Government projects.

4.2 Demographic Study

This section highlights age, gender and education level.

4.2.1 Gender

The table below presents the gender distribution of the respondents. The majority, (78) 56.5%, were male, while (60) 43.5% were female. This indicates a slightly higher representation of males in the study.

Table 3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	56.5	56.5	56.5
	Female	60	43.5	43.5	100.0
	Total	138	100.0	100.0	

Source: Field Data (2024)

4.2.2 Age

The age distribution of respondents, as shown in the table, indicates that the largest proportion (30.4%) falls within the 45-54 years age group, followed by 29.7% in the 35-44 years category. Respondents aged 25-34 years make up 26.8%, while those aged 55 years and above represent the smallest group at 13.0%. This distribution highlights a fairly balanced representation across different age groups, with a majority concentrated between 35 and 54 years.

Table 4: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 - 34 years	37	26.8	26.8	26.8
	35 - 44years	41	29.7	29.7	56.5
	45 - 54 Years	42	30.4	30.4	87.0
	55 and years	18	13.0	13.0	100.0
	Total	138	100.0	100.0	

Source: Field Data (2024)

4.2.3 Education Qualification

The table below presents the educational qualifications of the respondents. The majority, 62 respondents (44.9%), hold a Diploma, followed by 53 respondents (38.4%) with a Bachelor's degree. A smaller proportion, 17 respondents (12.3%), have attained a Master's degree, while 6 respondents (4.3%) hold a Doctorate or PhD. This distribution indicates that most respondents have either a Diploma or Bachelor's degree, reflecting a well-educated sample involved in the performance of Narok County Government projects.

Table 5: Education Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	62	44.9	44.9	44.9
	Bachelor's degree	53	38.4	38.4	83.3
	Master's degree	17	12.3	12.3	95.7
	Doctorate or PhD	6	4.3	4.3	100.0
	Total	138	100.0	100.0	

Source: Field Data (2024)

4.2.4 For how long have you worked in the county government

Table 4 shows the distribution of respondents based on their length of service in the county government. The majority, 74 respondents (53.6%), have worked for less than 1 year. This is followed by 30 respondents (21.7%) who have served between 6 and 10 years, and 25 respondents (18.1%) who have worked between 1 and 5 years. Only 9 respondents (6.5%) have been in the county government for over 10 years. This data suggests that the majority of the workforce is relatively new, with over half having less than a year of experience.

Table 6: For how long have you worked in the county government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	74	53.6	53.6	53.6
	1 - 5 years	25	18.1	18.1	71.7
	6 - 10 years	30	21.7	21.7	93.5
	above 10 years	9	6.5	6.5	100.0
	Total	138	100.0	100.0	

Source: Field Data (2024)

4.3 Influence of Quality-Based Requirements

The study sought to assess the influence of quality-based requirements on the performance of Narok County Government projects. The table below presents the findings, including both the mean and standard deviation for each statement related to quality-based requirements. The study found out that respondents strongly agree that projects strictly adhere to the required standards, with a mean of 4.69 and a standard deviation of 0.93. Similarly, the study revealed that deliverables are considered consistently accurate and precise, as reflected by a mean of 4.36 and a standard deviation of 1.22. The study also found out that project outcomes are viewed as consistently reliable, with a mean of 4.28 and a standard deviation of 1.30. Furthermore, the study indicated that all project criteria and specifications are met, receiving a mean of 4.45 and a standard deviation of 1.15. The study further revealed that stakeholders' satisfaction with project outcomes scored a slightly lower mean of 3.77, with a higher standard deviation of 1.57, indicating more variability in responses. These findings suggest a strong emphasis on quality-based requirements in project execution, which contributes to reliable and accurate project outcomes.

7: Influence of quality-based requirements

	N	Minimum	Maximum	Mean	Std. Deviation
Projects strictly adhere to the required standards.	138	1.00	5.00	4.6884	.92650
Deliverables are consistently accurate and precise.	138	1.00	5.00	4.3623	1.21992
Project outcomes are consistently reliable.	138	1.00	5.00	4.2826	1.29564
All project criteria and specifications are met.	138	1.00	5.00	4.4493	1.14670
Stakeholders express high satisfaction with project.	138	1.00	5.00	3.7681	1.56741
Valid N (listwise)	138				

Source: Field Data (2024)

4.4 Influence Value-Added Requirements

The study sought to establish the influence of value-added requirements on the performance of Narok County Government projects. Table 6 presents the findings, detailing the mean and standard deviation for each statement related to value-added requirements. The study found out that the project offers additional features for users, with a mean of 3.73 and a standard deviation of 1.71, indicating a moderate agreement among respondents. The study also revealed that users report an enhanced experience with the project, reflected by a higher mean of 4.30 and a standard deviation of 1.29, suggesting a strong positive perception. Furthermore, users have options to customize their experience, scoring a mean of 3.93 with a standard deviation of 1.62, indicating

Table

variability in responses regarding customization. The study found that the project introduces innovative features, with a mean of 4.01 and a standard deviation of 1.52, showcasing a positive assessment. Additionally, users benefit from extra functionalities provided, receiving a mean of 4.16 and a standard deviation of 1.44. The study further revealed that the project enhances user satisfaction significantly, with a mean of 4.28 and a standard deviation of 1.28, indicating strong agreement. Lastly, the project provides flexibility for customization, scoring a mean of 4.27 and a standard deviation of 1.39. These findings suggest that value-added requirements play a crucial role in enhancing the performance and user satisfaction of Narok County Government projects.

8: Influence Value-Added Requirements

	N	Minimum	Maximum	Mean	Std. Deviation
The project offers additional features for users.	138	1.00	5.00	3.7319	1.71102
Users report an enhanced experience with the project.	138	1.00	5.00	4.3043	1.29349
Users have options to customize their experience.	138	1.00	5.00	3.9275	1.61940
The project introduces innovative features.	138	1.00	5.00	4.0145	1.51867
Users benefit from extra functionalities provided.	138	1.00	5.00	4.1594	1.44104
The project enhances user satisfaction significantly.	138	1.00	5.00	4.2754	1.27736
The project provides flexibility for customization.	138	1.00	5.00	4.2681	1.38575
Valid N (listwise)	138				

Source: Field Data (2024)

4.5 Influence of product and process

The study aimed to examine the influence of product and process on the performance of Narok County Government projects. Table 7 presents the findings, which include the mean and standard deviation for each statement related to product and process influence. The study found out that deliverables meet all specified requirements, with a mean of

Table

4.39 and a standard deviation of 1.23, indicating strong agreement among respondents. Additionally, the study revealed that deliverables fulfill intended use requirements, reflected by a mean of 4.38 and a standard deviation of 1.17, suggesting that the projects are effectively addressing their purposes. The study found that project deliverables demonstrate durability, scoring a mean of 4.01 with a standard deviation of 1.46, indicating moderate confidence in the longevity of the deliverables. However, the statement that the project consistently performs as expected received a mean of 3.69 and a higher standard deviation of 1.61, suggesting more variability in perceptions about project reliability.

End-users express high satisfaction with deliverables, as indicated by a mean of 4.24 and a standard deviation of 1.29, showing a generally positive outlook. The study also found that planning and execution processes are efficient, with a mean of 4.03 and a standard deviation of 1.41. Additionally, project processes are executed consistently, with a mean of 3.95 and a standard deviation of 1.47, indicating some variability in responses. The project employs effective quality management practices, receiving a mean of 3.83 and a standard deviation of 1.51. Finally, the study found that risks are identified and mitigated effectively, with a mean of 3.87 and a standard deviation of 1.50. These findings suggest that both product and process elements significantly influence the performance of Narok County Government projects, highlighting areas of strength as well as opportunities for improvement.

9: Influence of product and process

	N	Minimum	Maximum	Mean	Std. Deviation

Deliverables meet all specified requirements.	138	1.00	5.00	4.3913	1.23475
Deliverables fulfill intended use requirements.	138	1.00	5.00	4.3768	1.17270
Project deliverables demonstrate durability.	138	1.00	5.00	4.0072	1.45741
The project consistently performs as expected.	138	1.00	5.00	3.6884	1.60656
End-users express high satisfaction with deliverables.	138	1.00	5.00	4.2391	1.28753
Planning and execution processes are efficient.	138	1.00	5.00	4.0290	1.40874
Project processes are executed consistently.	138	1.00	5.00	3.9493	1.46652
The project employs effective quality management practices.	138	1.00	5.00	3.8333	1.50708
Risks are identified and mitigated effectively.	138	1.00	5.00	3.8696	1.50341
Valid N (listwise)	138				

Source: Field Data (2024)

Table

4.6 Performance

The study aimed to assess the overall performance of Narok County Government projects. Table 8 presents the findings, which include the mean and standard deviation for each statement related to project performance. The study found out that the project is delivered within scheduled deadlines, with a mean of 4.32 and a standard deviation of 1.26, indicating strong agreement among respondents regarding timely delivery. Similarly, the study revealed that the project stays within the allocated budget, reflected by a mean of 4.36 and a standard deviation of 1.23, suggesting effective financial management. The study found that project objectives and milestones are achieved, with a mean of 4.31 and a standard deviation of 1.32, indicating that most respondents perceive the projects as meeting their goals. Stakeholders express high satisfaction with project outcomes, receiving a mean of 4.36 and a standard deviation of 1.27, showing a positive perception of the results delivered by the projects. The study also indicated that the project achieves overall success and impact, scoring the highest mean of 4.43 with a standard deviation of 1.13, highlighting a strong consensus on the projects' effectiveness. These findings suggest that Narok County Government projects perform well across various dimensions, including timeliness, budget adherence, goal achievement, stakeholder satisfaction, and overall impact.

Table 10: Performance

	N	Minimum	Maximum	Mean	Std. Deviation
The project is delivered within scheduled deadlines.	138	1.00	5.00	4.3188	1.25556
The project stays within the allocated budget.	138	1.00	5.00	4.3551	1.22505
Project objectives and milestones are achieved.	138	1.00	5.00	4.3116	1.31693
Stakeholders express high satisfaction with project outcomes.	138	1.00	5.00	4.3551	1.26607
The project achieves overall success and impact.	138	1.00	5.00	4.4348	1.12669
Valid N (listwise)	138				

Source: Field Data (2024)

4.7 Inferential Statistics

4.7.1 Correlations

The study found a positive correlation between quality-based requirements and valueadded requirements, with a Pearson correlation of 0.166 and a significance level of 0.052. This suggests a marginally significant relationship, indicating that as qualitybased requirements increase, value-added requirements tend to increase as well. The study revealed no significant correlation between quality-based requirements and product and process, as evidenced by a Pearson correlation of 0.122 and a significance level of 0.154.

Similarly, the correlation between value-added requirements and product and process was negligible, with a Pearson correlation of -0.001 and a significance level of 0.992, indicating no relationship.

When examining the correlation between performance and the other variables, the study found a negative correlation with quality-based requirements (Pearson correlation of -0.064, p = 0.454) and value-added requirements (Pearson correlation of 0.048, p = 0.578), both of which were not statistically significant. The correlation between performance and product and process was also negligible (Pearson correlation of 0.002, p = 0.983).These findings suggest that while there are some correlations between quality-based and value-added requirements, overall performance does not significantly correlate with any of the examined factors. This highlights the complexity of performance dynamics within Narok County Government projects and suggests the need for further exploration to understand the underlying relationships better.

Table 11: Correlations

		quality based requirements	**value added requirements**	**product and process**
quality based requirements	Pearson Correlation	1	.166	.122
	Sig. (2-tailed)		.052	.154
	N	138	138	138
value added requirements	Pearson Correlation	.166	1	-.001
	Sig. (2-tailed)	.052		.992
	N	138	138	138
product and process	Pearson Correlation	.122	-.001	1
	Sig. (2-tailed)	.154	.992	
	N	138	138	138
Performance	Pearson Correlation	-.064	.048	-.002

	Sig. (2-tailed)	.454	.578	.983
	N	138	138	138

Source: Field Data (2024)

4.7.2 Reliability

The study found that the overall Cronbach's Alpha was 0.834, indicating a high level of internal consistency among the items in the scale. This suggests that the items effectively measure the underlying constructs they are intended to assess. Furthermore, the Cronbach's Alpha based on standardized items was slightly higher at 0.858, further confirming the reliability of the measurement tools. These findings demonstrate that the items used in the study are reliable for capturing the dimensions of quality-based requirements, value-added requirements, and product and process, contributing to the overall robustness of the research findings regarding the performance of Narok County Government projects.

Table 12: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.858	4

Source: Field Data (2024)

4.7.3 ANOVA with Friedman's Test

The study aimed to analyze the differences in perceptions regarding various factors affecting the performance of Narok County Government projects using Friedman's Test, as presented in the Table below. The results indicate that the total sum of squares for between items was 20,401.92, with 3 degrees of freedom (df). The mean square for between items was calculated to be 6,800.64, leading to a Friedman's Chi-Square statistic of 214.327, which is statistically significant ($p < 0.001$). This strong significance suggests that there are notable differences in the ratings of the items being assessed. The study also

calculated Kendall's coefficient of concordance (W), which was found to be 0.437. This value indicates a moderate level of agreement among respondents regarding the factors evaluated, highlighting that while there is variation in perceptions, there is also some consensus on the importance of the assessed items. With a grand mean of 27.0978, these findings suggest that respondents perceive the factors influencing project performance in a relatively consistent manner, underscoring the need for further investigation into which specific items contribute most significantly to performance outcomes in Narok County Government projects.

Table 13: ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's ChiSquare	Sig
Between People		7317.717	137	53.414		
Within People	Between Items	20401.920[a]	3	6800.640	214.327	.000
	Residual	19007.080	411	46.246		
	Total	39409.000	414	95.191		
Total		46726.717	551	84.803		

Grand Mean = 27.0978

a. Kendall's coefficient of co
.437.

Source: Field Data (2024)

4.7.4 Regression

The results indicate that the model's R value is 0.088, suggesting a weak positive correlation between the predictors and project performance. The R Square value of 0.008 indicates that only 0.8% of the variance in project performance can be explained by these three predictors. This low percentage suggests that these factors have minimal explanatory power regarding performance outcomes. The adjusted R Square value of 0.015 indicates that the model does not explain the variance in performance better than a

model with no predictors. The standard error of the estimate is 5.97686, reflecting the average distance that the observed values fall from the regression line. The change statistics show an R Square change of 0.008 and an F statistic of 0.347 with 3 degrees of freedom (df1). This F value indicates that the model is not statistically significant, meaning that the combination of product and process, value-added requirements, and quality-based requirements does not significantly predict the performance of Narok County Government projects.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.088[a]	.008	-.015	5.97686	.008	.347	3

a. Predictors: (Constant), product and process, value added requirements, quality based requirements

Source: Field Data (2024)

4.7.5 ANOVAa

The ANOVA results indicate that the regression model has a sum of squares of 37.176, with 3 degrees of freedom (df) for the predictors. The mean square for the regression is calculated at 12.392. However, the F statistic is 0.347, and the corresponding significance value (Sig.) is 0.791.These results suggest that the model is not statistically significant, as the significance value is much higher than the common alpha level of 0.05. This implies that the predictors quality-based requirements, value-added requirements, and product and process do not collectively have a significant effect on the performance of Narok County Government projects.

Table 15: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.176	3	12.392	.347	.791[b]
	Residual	4786.860	134	35.723		
	Total	4824.036	137			

a. Dependent Variable: Performance

b. Predictors: (Constant), product and process, value added requirements, quality based requirements

Source: Field Data (2024)

4.7.6 Coefficients

The constant term is 22.038, with a standard error of 3.455, yielding a t-value of 6.378 and a significance level (Sig.) of 0.000. This indicates that the constant is statistically significant and serves as the baseline performance level when all predictors are set to zero. For the predictor quality-based requirements, the unstandardized coefficient is 0.092, with a standard error of 0.108, resulting in a t-value of -0.855 and a significance level of 0.394. This suggests that quality-based requirements do not have a statistically significant impact on project performance. In the case of value-added requirements, the unstandardized coefficient is 0.054, with a standard error of 0.079. The t-value is 0.691, and the significance level is 0.491. These results indicate that value-added requirements also do not significantly influence performance. Finally, for product and process, the unstandardized coefficient is 0.005, with a standard error of 0.054, leading to a t-value of 0.085 and a significance level of 0.932. This suggests that product and process similarly do not have a meaningful effect on project performance.

Table 16: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.038	3.455		6.378	.000
	quality based requirements	-.092	.108	-.075	-.855	.394
	value added requirements	.054	.079	.060	.691	.491
	product and process	.005	.054	.007	.085	.932

Source: Field Data (2024)

4.8 Discussion of Findings

4.8.1 Influence of product and process

The reviewed literature on quality-based requirements and their influence on project performance aligns well with the findings from the Narok County Government projects, emphasizing the critical role of adherence to quality standards in achieving successful project outcomes across various sectors. Alkilani and Loosemore (2022) highlighted a significant positive correlation between adherence to quality-based requirements and project performance metrics such as cost control, schedule adherence, and stakeholder satisfaction in the Jordanian construction industry. This finding correlates strongly with the Narok County study, where respondents strongly agreed that projects adhere to required standards (mean of 4.69), indicating a robust commitment to quality that likely enhances overall project performance.

Patel et al. (2019) explored the impact of quality-based requirements in the manufacturing sector and found significant improvements in product quality and customer satisfaction.

Similarly, the Narok findings, which indicate that deliverables are consistently accurate and precise (mean of 4.36), suggest that adherence to quality standards directly contributes to higher satisfaction levels among stakeholders and enhances project success. Wang and Li (2018) examined the relationship between quality management and project performance in IT projects, finding that well-defined quality-based requirements lead to fewer defects and improved user satisfaction. The Narok County results, which show that project outcomes are viewed as consistently reliable (mean of 4.28), reinforce this notion that stringent quality requirements result in more dependable project results, thereby boosting user confidence and satisfaction. Smith et al. (2021) found that clear quality-based requirements in healthcare projects led to higher patient satisfaction and improved clinical outcomes. The Narok County study's finding that stakeholders' satisfaction with project outcomes has a mean of 3.77

while lower compared to other quality metrics—highlights a critical area for improvement. The variability in stakeholder satisfaction (standard deviation of 1.57) indicates that despite the emphasis on quality, there may be aspects of project execution that need further refinement to meet stakeholder expectations effectively.

Lee and Park (2017) observed that projects with robust quality-based requirements in the education sector achieved better student outcomes and enhanced school reputation. This aligns with the Narok findings that all project criteria and specifications are met (mean of 4.45), suggesting a consistent focus on quality that could similarly enhance the reputation and effectiveness of government projects. The findings from Narok County corroborate the existing literature by illustrating the importance of qualitybased requirements in enhancing project performance. The strong emphasis on adherence to standards and the reliability of project outcomes suggest that implementing quality-focused strategies can significantly contribute to successful project execution and stakeholder satisfaction.

However, the variability in stakeholder satisfaction underscores the need for further investigation into how these quality-based requirements can be more effectively communicated and implemented to ensure alignment with stakeholder expectations and enhance overall project performance.

4.8.2 Influence value-added requirements

The reviewed literature on the influence of value-added requirements across various sectors complements the findings from the Narok County Government projects, highlighting the significance of personalized and innovative services in enhancing project performance and user satisfaction. Johnson et al. (2020) emphasized that personalized service offerings improve customer satisfaction and loyalty, which resonates with the Narok County study's findings that users report enhanced experiences with the project (mean of 4.30). This suggests that the projects' ability to tailor services to user needs positively impacts user perceptions, akin to the benefits observed in the service industry. Brown and Smith (2018) explored the effect of valueadded services on project performance in the hospitality sector, finding that such services led to increased guest satisfaction and occupancy rates. This aligns with the Narok findings where users express strong satisfaction (mean of 4.28) and benefit from extra functionalities (mean of 4.16), indicating that similar value-added requirements can drive project performance by improving user engagement and satisfaction. Yang et al. (2019) highlighted the significance of exclusive offers in the retail industry, noting that they enhance customer retention and brand loyalty. In Narok County, the ability for users to customize their experiences (mean of 3.93) indicates variability in how these value-added features are perceived, mirroring Yang et al.'s emphasis on the importance of personalized experiences in retaining user engagement.

Chen and Liu (2017) and Garcia and Martinez (2016) similarly found that customizable options and advanced features led to improved market penetration and profitability in the technology and automotive sectors. The Narok County findings, which reveal that innovative features are introduced (mean of 4.01) and that the project allows flexibility for customization (mean of 4.27), suggest that these factors also contribute to project success in the public sector. Rodriguez and Fernandez (2018) noted that incorporating value-added requirements can reduce rework and improve project outcomes in software development. The Narok study's high ratings for user satisfaction and the introduction of additional features indicate that these projects not only meet user needs but also streamline project processes, thereby enhancing overall performance. Kim et al. (2019) and Nguyen and Tran (2020) both found that added benefits and tailored solutions significantly impact project success and consumer perception. The positive assessments in Narok County regarding the additional functionalities (mean of 4.16) and the strong agreement on user satisfaction (mean of 4.28) further underline the importance of value-added requirements in achieving favorable project outcomes. The findings from Narok County Government projects align well with the literature, emphasizing the critical role of value-added requirements in enhancing project performance and user satisfaction. These results suggest that incorporating personalized features, innovative solutions, and flexibility in service offerings can significantly contribute to the overall success of government projects, providing valuable insights for future initiatives aimed at improving project outcomes.

4.8.3 Influence of product and process

The studies reviewed highlight several aspects of project performance that resonate with the findings from the analysis of Narok County Government projects, particularly regarding the influence of product and process on project outcomes. Wera (2019)

emphasizes the importance of stakeholder involvement throughout the project lifecycle. This aligns with the findings from the Narok County study, where the perception that project deliverables meet specified requirements (mean of 4.39) and fulfill intended use (mean of 4.38) suggests that stakeholder needs are being adequately addressed. However, Wera also noted gaps in participation during project initiation, which could correspond with the variability observed in Narok's findings about project reliability (mean of 3.69 and a standard deviation of 1.61). This variability may indicate that not all stakeholder perspectives are fully integrated, particularly in the initial phases of project development. Kock et al. (2020) found that the application of project portfolio management information systems (PPMIS) positively impacted project portfolio success when formalized management processes were in place. The strong performance of deliverables in Narok County projects (with high means across several items) suggests that effective quality management practices may serve a similar role in ensuring project success. However, the findings indicate a need for more structured processes, as the mean scores for risk management (3.87) and quality management practices (3.83) suggest there are areas that require improvement to enhance project outcomes. Griffin (2021) highlighted that effective project strategies, particularly in product development, are crucial for optimizing cycle times and mitigating complexities. The Narok study found that planning and execution processes are generally viewed as efficient (mean of 4.03). However, the concerns regarding project consistency (mean of 3.69) reflect the complexities mentioned by Griffin, suggesting that more attention is needed to tailor strategies and processes to the unique challenges faced in Narok County projects.

Ndagi (2019) identified factors such as stakeholder participation and staff competency as critical to project performance. In contrast, the Narok study found that high satisfaction with deliverables (mean of 4.24) suggests effective staff competency and stakeholder

engagement in producing quality outcomes. However, the negative correlation found by Ndagi regarding stakeholder participation points to a potential area of concern for Narok County projects, where inconsistent engagement may detract from overall performance. The findings from Narok County Government projects reflect a combination of strengths in product delivery and planning processes, while also indicating areas for improvement, particularly in stakeholder engagement and risk management. The correlations with the reviewed literature underscore the necessity for enhancing these aspects to achieve better project performance, ultimately suggesting a holistic approach to project management that incorporates both product and process elements effectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the main findings of the research on how value-added and quality-based requirements affect the performance of Narok County Government projects. It highlights the key insights from the data analysis and relates them to previous studies. The chapter also presents conclusions based on the findings, discussing their importance for project management in the county. recommendations were provided to help improve project performance by effectively using value-added features and maintaining quality standards.

5.1 Summary of Findings

5.1.1 Influence of quality-based requirements

The study underscored the strong emphasis placed on quality-based requirements in Narok County projects. Respondents strongly agreed that the projects adhere to required standards (mean of 4.69), indicating a high level of compliance with quality expectations. The deliverables were perceived as consistently accurate and precise, with a mean score of 4.36, contributing to users' trust in the project's outcomes. Moreover, respondents viewed project outcomes as reliable (mean of 4.28), which is crucial for maintaining credibility and stakeholder trust. All project criteria and specifications were met, as reflected by a mean score of 4.45. However, stakeholder satisfaction with project outcomes revealed more variability, scoring a mean of 3.77, suggesting that while quality standards are upheld, there are areas of concern regarding how well projects meet the expectations of all stakeholders. These findings indicate that while a strong focus on quality can yield reliable outcomes, addressing stakeholder satisfaction is essential for future project improvements.

5.1.2 Influence value-added requirements

The findings emphasized the importance of value-added requirements in enhancing project performance. A notable aspect was the respondents' strong positive perception of their experiences with the project, reflected in a high mean score of 4.30. The introduction of innovative features was also well-received, with a mean score of 4.01, indicating that users value new functionalities that improve their experience. Furthermore, respondents indicated that they had options to customize their experiences, which scored a mean of 3.93; this variability suggests that while many users appreciate customization, some may feel there are limited options available. User satisfaction was significantly high, with a mean score of 4.28, indicating that valueadded requirements greatly contribute to positive

project outcomes. These results are consistent with previous research, which suggests that incorporating such features not only enhances user experience but also leads to overall project success.

5.1.3 Influence of product and process

The study assessed how well the products and processes involved in Narok County projects align with the required standards and specifications. Respondents indicated strong agreement (mean of 4.39) that the deliverables meet the specified requirements, suggesting that the projects are generally effective in delivering what they set out to achieve. Additionally, the high mean score of 4.38 regarding the fulfillment of intended use requirements indicates that users find the projects to be practically useful. However, the perception of project reliability varied, with a mean score of 3.69, highlighting some concerns among users regarding the dependability of the

deliverables over time. While user satisfaction with the deliverables was relatively high (mean of 4.24), there were notable concerns about the durability of the deliverables, which scored a mean of 4.01. These findings imply that while the projects are largely successful, improvements in reliability and durability could enhance overall project performance.

5.2 Conclusions

The study concluded that adherence to defined product and process requirements is essential for improving project performance. The high agreement among respondents regarding the projects meeting necessary standards indicates that having clear guidelines and processes greatly contributes to successful project implementation. This emphasizes the need for well-structured processes in project execution.

The study concluded that incorporating value-added requirements positively impacts user satisfaction and overall project performance. With strong agreement on the presence of additional features and innovative functionalities, it is clear that providing value-added

services plays a crucial role in addressing user needs and enhancing project effectiveness. This underscores the importance of prioritizing value-added offerings in project planning and execution.

The study concluded that strong adherence to quality-based requirements is vital for project success. The findings showed that projects characterized by consistent accuracy and reliability lead to improved outcomes. However, the variability in stakeholder satisfaction suggests that more efforts are needed to address concerns and enhance the quality of deliverables. This highlights the importance of maintaining high-quality standards throughout project execution.

5.3 Recommendations of the Study

The study recommended enhancing clarity in product/process requirements: Establishing clear and comprehensive requirements for all projects is crucial. Regular training sessions and workshops for project managers and teams should be conducted to ensure everyone understands the necessary standards and procedures. This clarity lead to better adherence and improved project outcomes.

The study recommended focusing on value-added features: It is important for the county government to prioritize the integration of value-added requirements in project planning and execution. Actively seeking input from users and stakeholders to identify desired features and services can enhance project performance. Implementing a feedback mechanism help refine these offerings, ensuring they meet user needs and improve overall satisfaction.

The study recommended strengthening quality control measures: To address variability in stakeholder satisfaction and ensure high-quality outcomes, robust quality control measures should be implemented throughout the project lifecycle. This includes regular

monitoring, evaluation, and audits to ensure that all project criteria and specifications are consistently met.

The study recommended engaging stakeholders actively: Fostering strong relationships with all stakeholders involved in projects is vital. The county government should develop platforms for continuous communication and feedback, allowing stakeholders to express their concerns and suggestions. Active engagement contribute to higher satisfaction levels and enhance the overall success of projects.

The study recommended investing in capacity building: Continuous professional development for project staff is essential. Training programs focused on best practices in project management, quality assurance, and value-added services equip teams with the necessary skills to deliver high-performing projects.

The study recommended conducting regular assessments: The county government should conduct regular assessments of project performance against established requirements. This provide insights into areas that require improvement and help identify successful strategies that can be replicated in future projects.

5.4 Recommendations for Further Study

The study recommended further investigation into the long-term impact of value-added requirements. Future research should explore how the implementation of these requirements affects project performance over extended periods. A longitudinal study could provide insights into the sustained benefits and any challenges that arise over time.

The study recommended examining the role of technology in project management. Researchers should investigate how emerging technologies, such as project management software and data analytics, can enhance project performance. Future studies could focus on the effectiveness of these tools in improving efficiency and stakeholder engagement.

The study recommended exploring stakeholder engagement strategies. Further research should look into various strategies for engaging stakeholders in project development and implementation. Understanding different engagement models can help identify best practices for fostering collaboration and improving project outcomes.

The study recommended assessing the impact of organizational culture on project performance. Future studies should investigate how the culture within the Narok County Government affects project performance. This could include examining leadership styles, communication practices, and employee morale to identify ways to create a supportive project environment.

The study recommended examining the influence of external factors. Further research could focus on how external factors, such as economic conditions, regulatory changes, and community involvement, influence project performance. This understanding could help the county government anticipate challenges and adapt its strategies accordingly.

The study recommended conducting comparative studies with other regions. Comparative research between Narok County and other regions with similar or different project management practices could yield valuable insights. Such studies could highlight effective strategies and approaches that can be adapted to improve project performance in Narok County.

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APPENDICES

Appendix I: Informed Consent Form

Dear Participant,

I invite you to participate in a research study entitled (***Influence of Managing Project Quality on Performance of Narok County Government Projects.***): I am currently enrolled in the (**MASTER OF SCIENCE IN PROJECT PLANNING & MANAGEMENT)** at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to investigate: (***Influence of Managing Project Quality on Performance of Narok County Government Projects.*)**

The enclosed questionnaire has been designed to collect information on: (***Influence of Managing Project Quality on Performance of Narok County Government Projects.***

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (10 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**James Maika Saidimu**, *and* **Dr. Appolonius Kembu, PhD** *as the supervisor*). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____Jsaidimu_____ Date 6th July 2024

Appendix II: Research Questionnaire

Section A: Background Information

1. Gender:

Male []

[]

Female **2.**

Age.

25-34 years []

35-44 years []

45-54 years []

55 and above []

3. **Educational Qualification:**

Diploma []

Bachelor's Degree []

Master's Degree []

Doctorate or Ph.D. []

Other (Please specify): _____

4. **For how long have you worked in the county government?**

Less than 1 year []

1-5 years []

6-10 years []

Over 10 years []

Section B: Quality-based requirements and Project Performance

In this section please tick (√) the most appropriate response for each of the statements in the table below. Use a key of 1-5 {Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)}.

No.	Statement	5	4	3	2	1
1	Projects strictly adhere to the required standards.					
2	Deliverables are consistently accurate and precise.					
3	Project outcomes are consistently reliable.					
4	All project criteria and specifications are met.					
5	Stakeholders express high satisfaction with project.					

Section C: Value-Added Requirements and Project Performance

Kindly, tick (√) the most appropriate response for each of the statements. Use a key of 1-5 {Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)}.

No.	Statement	5	4	3	2	1

1	The project offers additional features for users.					
2	Users report an enhanced experience with the project.					
3	Users have options to customize their experience.					
4	The project introduces innovative features.					
5	Users benefit from extra functionalities provided.					
6	The project enhances user satisfaction significantly.					
7	The project provides flexibility for customization.					
8	Innovative attributes set the project apart.					

Section D: Product and Process and Project Performance

Kindly, tick (√) the most appropriate response for each of the statements. Use a key of 1-5 {Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1)}.

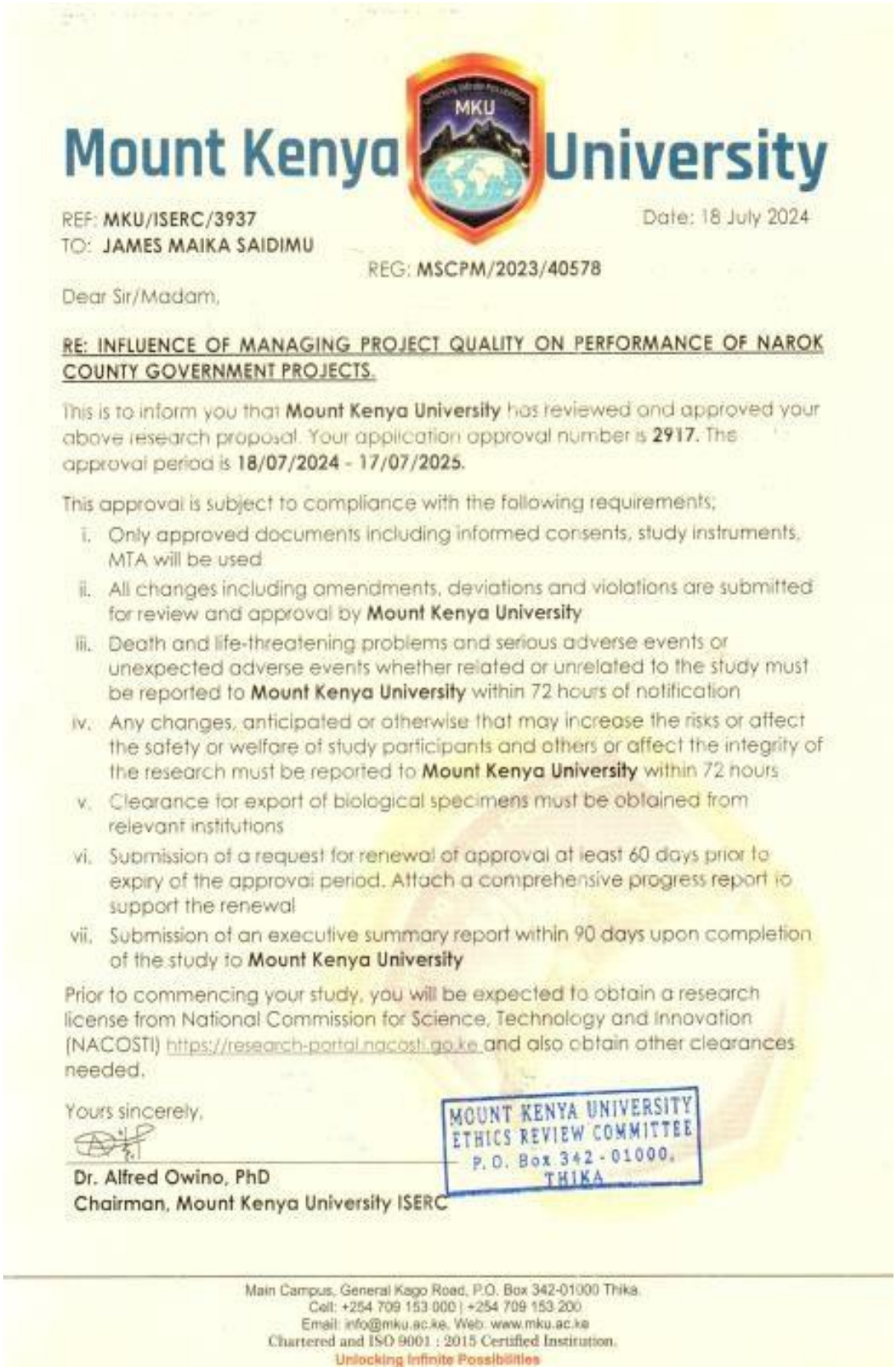
No.	**Statement**	5	4	3	2	**1**
1	Deliverables meet all specified requirements.					
2	Deliverables fulfill intended use requirements.					
3	Project deliverables demonstrate durability.					
4	The project consistently performs as expected.					
5	End-users express high satisfaction with deliverables.					
6	Planning and execution processes are efficient.					
7	Project processes are executed consistently.					
8	The project employs effective quality management practices.					
9	Risks are identified and mitigated effectively.					
10	Continuous improvement initiatives are implemented.					

Section E: Performance of County Government Projects

In this section please tick (√) the most appropriate response for each of the statements in the table below. Use a key of 1-5 where: Strongly agreed (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1).

No.	Statement	5	4	3	2	1
1	The project is delivered within scheduled deadlines.					
2	The project stays within the allocated budget.					
3	Project objectives and milestones are achieved.					
4	Stakeholders express high satisfaction with project outcomes.					
5	The project achieves overall success and impact.					

Appendix III: ERC Letter



Mount Kenya University

REF: MKU/ISERC/3937
TO: JAMES MAIKA SAIDIMU

Date: 18 July 2024

REG: MSCPM/2023/40578

Dear Sir/Madam,

RE: INFLUENCE OF MANAGING PROJECT QUALITY ON PERFORMANCE OF NAROK COUNTY GOVERNMENT PROJECTS.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2917.** The approval period is **18/07/2024 - 17/07/2025.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
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Appendix V: Introduction Letter

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/40578

19th July, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: JAMES MAIKA SAIDIMU- REGISTRATION NO. MSCPM/2023/40578

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics.**

The title of the research is **"Influence of Management Project Quality on Performance of Narok County Government Projects."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Dr. Samuel M. Kirenga, Ph.D
Director, Graduate Studies
Enc.

Appendix VI: NACOSTI Authorization

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 673387

Date of Issue: 30/July/2024

RESEARCH LICENSE

This is to Certify that Mr.. JAMES MAIKA SAIDIMU of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Narok on the topic: INFLUENCE OF MANAGING PROJECT QUALITY ON PERFOMANCE OF NAROK COUNTY GOVERNMENT PROJECTS for the period ending : 30/July/2025.

License No: NACOSTI/P/24/38350

673387

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VII: Field Authorization Letter

NAROK COUNTY GOVERNMENT
OFFICE OF THE COUNTY SECRETARY

County Headquarters
Mau-Narok Road, Narok Town
P.O.Box 898-20500
Narok,Kenya.

Tel:020-268 8929/03
Email: countysecretary@narok.go.ke
info@narok.go.ke
Website:www.narok.go.ke

When Replying Quote:
NCG/RA/VOL. I/30

27th August, 2024

TO:
SAIDIMU JAMES MAIKA

REF: AUTHORITY TO CARRY OUT RESEARCH

The above matter refers.

This is to approve your request titled **REF: REQUEST FOR DATA COLLECTION** to conduct your research on "Influence of Managing Project Quality on Performance of Narok County Government".

The research is for academic purposes only.
Upon completion kindly avail a copy for our reference to the office of the County Secretary.

Please abide by the research ethics and wish you wells you embark on your studies.

Paul Karbuali
FOR-COUNTY SECRETARY

Appendix VIII: Similarity Index

JAMES MAIKA

INFLUENCE OF MANAGING PROJECT QUALITY ON PERFORMANCE OF NAROK COUNTY GOVERNMENT PROJECTS.

PROJECT

MASTERS

Mount Kenya University

Document Details

Submission ID
trn:oid:::1:3025473489

Submission Date
Sep 30, 2024, 11:39 AM GMT+3

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Integrity Flags

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No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

Appendix IX: Geographical Map