INFLUENCE OF PROJECT MANAGEMENT PRACTICES

ON PERFORMANCE OF PROJECTS IN

KARATINA SUB COUNTY HOSPITAL, KENYA.

GICHIGI BEATRICE WANJIRU

A RESEARCH PROJECT SUBMITED IN PARTIAL FULFILLMENT OF THE

REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE

DEGREE IN PROJECT PLANNING AND MANAGEMENT OF

MOUNT KENYA UNIVERSITY.

JUNE, 2025

Mount Kenya University

DECLARATION AND APPROVAL

Declaration

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

Name: BEATRICE WANJIRU GICHIGI

Reg. No. MSCPM/2022/48823

Signature ..... Date 27/JUNE/2025

Approval

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

Name: Dr. Erastus Thoronjo

Institutional Affiliation MKU

Signature ..... Date 30/06/2025

Name:.....

Institutional Affiliation.....

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

DEDICATION

This research is wholeheartedly dedicated to my husband, Dr. Gichui Michael, in appreciation of his constant encouragement, patience, and steadfast support throughout this academic journey..

Mount Kenya University

ACKNOWLEDGEMENT

I am sincerely grateful to God for granting me the strength and opportunity to complete this research. My heartfelt appreciation goes to my academic supervisor, Dr. Erastus Thoronjo, whose thoughtful guidance and constructive feedback greatly enriched my critical thinking and the quality of this work. I also extend my sincere thanks to the leadership of Nyeri County, along with the dedicated staff and management of Karatina Sub County Hospital, for their invaluable cooperation and support throughout the research process.

Mount Kenya University

ABSTRACT

Project performance is a vital issue for all parties involved in project implementation. Despite efforts to improve, the failure rate of projects across Africa remains high, with nearly half of all initiatives not achieving their intended goals. While most projects commence with well-defined objectives and positive intentions, their success often depends on how well key project management processes such as initiating, planning, executing, monitoring and control, and closure are integrated. Over the years, project management has developed into a fundamental approach for managing change in contemporary organizations. Globally recognized project management practices have resulted from the ongoing improvement of business procedures and the practical application of project management knowledge.

This study sought to examine how project management practices affect the performance of projects at Karatina Sub County Hospital in Nyeri County, Kenya. The key objectives were to establish the influence of project risk management, project communication, stakeholder management, and leadership practices on project outcomes. The theoretical foundation of the study was built upon Systems Theory, Principal-Agent Theory, and Resource Dependency Theory. A descriptive research design was adopted to assess these relationships.

The findings revealed that risk management plays a crucial role in achieving project success. Additionally, effective communication contributes positively to the achievement of project tasks within the defined scope throughout all project phases. Strong leadership practices and active stakeholder involvement were also found to enhance the likelihood of successful project implementation. These factors work together to create a competitive environment where effective teams can thrive, regardless of geographic location.

This research provides a localized perspective that is often missing in broader international studies. It contributes deeper insight into project management within public healthcare facilities in Kenya an area with limited empirical evidence. By applying existing project management theories and frameworks in a real-world setting, this study tests their relevance and applicability to healthcare institutions in resource-constrained environments.

The study identifies persistent challenges that affect project performance, including gaps that exist despite the presence of formal project management systems. It contributes to the growing body of knowledge on project outcomes in public sector institutions, particularly where resource limitations demand strategic planning and optimal resource use. Furthermore, the study expands traditional definitions of project performance by including indicators such as improved service delivery, patient satisfaction, and regulatory compliance.

Based on its findings, the study recommends the adoption of a comprehensive risk management framework and emphasizes the importance of courtesy, competence, and responsiveness as core customer service values. These values must be consistently upheld to improve stakeholder satisfaction and ensure project success in healthcare settings.

TABLE OF CONTENTS

DECLARATION AND APPROVAL ..... **Error! Bookmark not defined.**
DEDICATION ii
ACKNOWLEDGEMENT iii
ABSTRACT v
LIST OF TABLES ix
LIST OF FIGURES x
LIST OF ABBREVIATIONS AND ACRONYMS xi
CHAPTER ONE 1
1.0 INTRODUCTION 1
1.1 Background to the study. 1
1.2 Statement of the problem. 6
1.4 Research Questions 10
1.5 Significance of the Study. 11
1.5.4 Significance of the study to the donor community. 30
1.6 Scope of the study. 36
1.7 Limitations of the study. 38
1.9 Assumptions of the study. 39
Definition of Terms. 39
CHAPTER TWO 40
LITERATURE REVIEW 40
2.1 Introduction. 40
2.3 Theoretical framework 48
2.4 Empirical Review 48
2.4.2 Communication practices and Project Performance. 49
2.5 Recap of Literature Review. 56
CHAPTER THREE 58
RESEARCH METHODOLOGY 58
3.1 Introduction 58

Mount Kenya University

3.2 Research Design. 58
3.3 Location of the study. 58
3.4 Target Population 59
3.5 Sample size and Sampling Techniques 60
3.6 Data collection instruments and procedures 60
3.7 Pilot study. 61
3.7.1 Reliability Tests 61
3.8 Data Collection Procedures. 63
3.9. Data Analysis Techniques and Procedures. 63
3.10 Ethical Considerations. 64
CHAPTER FOUR 64
ANALYZING, PRESENTING, AND INTERPRETING DATA 64
4.0 Overview 64
Response Rate 65
4.1 Risk Management Practices Ratings 65
Source: Research Data, 2019 66
Source: Research Data, 2025 67
4.3 Project Communication Practices 67
Source: Research Data, 2025 69
4.4 Project Leadership Practices 69
Project Leadership Practices and Project Performance 69
Source: Research Data, 2025 71
4.4.1. Most Common Leadership Styles 71
4.5 Project Stakeholder Management Practices 72
4.5.1 Project Stakeholder Management Practices Ratings 72
Source: Research Data, 2019 73
4.5.2 Challenges in Stakeholders Management 73
4.6 Correlation Analysis 73
4.7 Diagnostic Tests 75
4.7.1 Multi-Collinearity Test 76
Source: Research Data, 2025 77
4.8 Multiple Regression Analysis 78

CHAPTER FIVE 82
OVERVIEW, DEFINITIONS, AND RECOMMENDATIONS 82
5.0 Introduction 82
5.1 Summary of findings. 82
5.1.1 Test of Hypothesis One 82
5.1.2. Test of Hypothesis Two 83
5.1.3. Test of Hypothesis Three 84
5.1.4. Test of Hypothesis four 85
5.2 CONCLUSIONS AND RECOMMENDATIONS 86
5.2.1. Conclusions 86
5.2.2. Recommendations 86
5.2.3 Suggestions for Further Research 87
APPENDICES 89
APPENDIX I: CONSENT 89
APPENDIX II: QUESTIONNAIRE 90
COUNTY GOVERNMENT OF NYERI AUTHORIZATION 93
UNIVERSITY AUTHORIZATION ..... **Error! Bookmark not defined.**
NACOSTI 95
KARATINA SUBCOUNTY HOSPITAL MAP ..... **Error! Bookmark not defined.**
TURNITIN REPORT ..... **Error! Bookmark not defined.**
REFERENCES 100

Mount Kenya University

LIST OF TABLES

Table 1: Cronbach's Alpha Values 61

Table 2:Response Rate 65

Table 3:Project Risk Management 65

Table 4:The strategy Most Commonly Used 66

Table 5:Communication Practices Ratings 67

Table 6:Project Leadership Practices and Project Performance 69

Table 7:Stakeholder Management Practices Ratings 72

Table 8:Correlation Matrix 74

Table 9:Multi-Collinearity Test 76

Table 10:Leven Test of Homogeneity of Variances 77

Table 11:Test for normality of the Distribution 78

Table 12:Model Summary 79

Table 13:ANOVA of the Regression 79

Table 14:Regression Coefficients Results 80

Mount Kenya University

LIST OF FIGURES

Figure 1: Theoretical Framework 30

Figure 2: Conceptual Framework Error! Bookmark not defined.

Mount Kenya University

LIST OF ABBREVIATIONS AND ACRONYMS

PM **:** Project management

RFPs **:** Request for proposals

WHO : World Health Organization.

PMC **:** Project Management Committee.

PMI **:** Project Management Institute

PPOA : Public Procurement Oversight Authority

KEMSA : Kenya Medical Supplies Authority

Mount Kenya University

CHAPTER ONE

INTRODUCTION

1.1 Background to the study.

A project refers to a time-bound activity focused on meeting particular goals within a defined duration. Projects may vary widely in both length and magnitude, engaging either large or small teams from various organizational units, and may also consist of individuals working across different departments. The anticipated results are distinct and not likely to occur again, although several tasks may resemble those performed in other separate project (Young, 2013).A project is an investment that requires collaborative efforts in order to be completed within a set timeframe, aiming to achieve specific results that align with the intended objectives. (Rowe, 2020). Project management involves utilizing knowledge, skills, tools, and methods to carry out project tasks in order to fulfill specific project demands (PMI, 2021). As noted by Kerzner (2017), it is the process of planning, organizing, leading, and managing organizational resources to achieve short-term objectives aimed at accomplishing defined goals. Project Management practices refer to the standardized methods, tools, and techniques used in managing projects to ensure efficiency, effectiveness, and successful outcomes (PMI, 2021) According to (Lock, 2020) Project management practices entail a systematic method for initiating, planning, executing, monitoring, and finalizing projects, ensuring they align with both organizational objectives and stakeholder interests. The primary beneficiaries of a project are its stakeholders, particularly those directly involved, whose skills can be engaged throughout the project via participatory management to enhance success (Hillson, 2014). In today's increasingly competitive global market, organizations must deliver projects, services, and innovations on time and within budget. To achieve this, project managers play a critical role by ensuring that projects generate consistent

value. Therefore, successful project execution should be a top priority for any project manager (Cappels, 2016). As stated by Kruek et al. (2018), a high-quality health system is characterized by its consistent delivery of care that enhances or preserves health, earns public trust and appreciation, and adapts effectively to evolving population needs.

Project Management practices are essential in hospitals worldwide, influencing operational efficiency, patient care, and regulatory compliance. However, implementing standardized project management frameworks can be difficult due to financial constraints, resource limitations, and varying levels of expertise. The argument presented by (Turner and Muller, 2020), suggests that hospitals, particularly in developing regions, may struggle to adopt structured project management methodologies due to budgetary constraints, staff shortages, and the complexity of health care operations. This can hinder their ability to enhance service delivery, optimize resource allocation, and manage risks effectively.

According to (Kerzner, 2022) financial burden makes it difficult for resource tied organizations, such as public hospitals in developing countries, to fully integrate project management frameworks. A significant challenge is resistance to change, as employees and stakeholders might hesitate to embrace new project management methods due to limited understanding, concerns over job security, or doubt about the advantages of a structured management approach.. This challenge is prevalent across the global health care sector, where established routines and regulatory requirements often hinder the adoption of flexible project management approaches. (Turner &Muller, 2020).

Mount Kenya University

The complexity and bureaucracy of certain project management methodologies make them difficult to implement in dynamic industries worldwide, including healthcare, construction, and IT. Rigid frameworks often slow down decision-making processes, reducing overall efficiency (Hussain, 2019). Iqbal (2015) reports that a related global challenge is the shortage of skilled project management professionals, particularly in developing regions as many organizations lack expertise in modern project management tools methodologies, leading to inefficiencies and project failures, furthermore, global project management frameworks are often limited in customization and flexibility, failing to align with local, cultural, economic, or regulatory needs. A one size fits all approach may not be effective, especially in regions with unique operational constraints (Kerzner, 2022).

Risk management remains a persistent problem on global level. Despite being a core component of project management, many organizations struggle with anticipating and mitigating global risks such as political instability, economic fluctuations, and pandemics, which can disrupt project execution (Turner &Muller, 2020). In addition, the digital divide and limited technological infrastructure pose major challenges, particularly for organizations in low-income areas that often lack access to modern project management solutions such as AI-powered analytics and cloud-based collaboration tools. This technological gap further accentuates the disparity between large, well-resourced multinational firms and smaller enterprises in developing regions (Hussain, 2019). Moreover, there is growing demand for the integration of sustainability and environmental, social, and governance (ESG) considerations into project management. Yet, many organizations around the world face difficulties adopting sustainable practices due to insufficient knowledge and limited resources (Iqbal, 2015).

Mount Kenya University

Across Africa, project management practices are receiving growing recognition for their crucial role in enhancing the success and effectiveness of development initiatives, especially within the public health sector. Key elements of effective project management in the region include strategic planning, active stakeholder engagement, efficient resource distribution, risk mitigation, and ongoing monitoring and evaluation.

These practices are essential for ensuring that projects meet their objectives within scope, time, and budget constraints. However, many public sector projects in Africa still face challenges such as adequate planning, poor resource management, limited stakeholder participation, and corruption, which hinder their successful implementation (Nyandoro &Mubita, 2022). These challenges area particularly evident in the health sector, where projects are often large-scale, complex, and require multi-stakeholder coordination, the successful performance of health projects in African public institutions, such as Karatina sub county hospital in Kenya, is therefore largely dependent on the effective application of these project management practices to ensure timely delivery, cost control, and achievement of health outcomes.

Health projects in Africa require strong stakeholder involvement, both from government agencies and the local community, to ensure the sustainability and acceptance of project outcomes (Ofori, 2021). Inadequate stakeholder participation often results in project delays, cost overruns, and misalignment of project objectives with community needs. Additionally, effective risk management remains a significant gap in many African projects, with risks often only addressed when they materialize rather than being anticipated and mitigated in advance (Kibet et al., 2022). This scenario emphasizes the need for more proactive approaches in project management to improve project performance in public health facilities.

Mount Kenya University

In Karatina Sub County hospital, there is need for capacity building in project management skills among healthcare managers and project teams. Evidence from studies across Africa highlights that projects led by skilled project managers with strong planning, coordination, and monitoring abilities are more likely to succeed (Muriithi & Crawford, 2022). Enhancing governance frameworks, promoting accountability, and establishing robust funding and procurement mechanisms are essential aspects of project management that support better outcomes in the health sector. Overall, Africa's experience demonstrates that despite existing challenges, purposeful investment in sound project management approaches can greatly enhance the effectiveness and success of development projects.

In Kenya, project management practices have become increasingly vital, particularly within the public sector where accountability and efficient service delivery are crucial. Recent years have seen a heightened appreciation for adopting structured project management methods, especially in the implementation of health-related initiatives that are central to the country's development. Core practices such as comprehensive planning, active stakeholder participation, effective risk handling, resource mobilization, and ongoing monitoring and evaluation have been identified as key elements contributing to the success of such projects (Githenya & Ngugi, 2022).

In the context of Karatina Sub County hospital, these project management practices are crucial in ensuring that healthcare infrastructure projects and service improvement initiatives are delivered on time, within budget, and according to set quality standards. Effective planning and risk management allow the hospital to anticipate potential challenges; while stakeholder involvement ensures that the needs of the community and regulatory bodies are met, enhancing project outcomes. Kenya's public health projects often face challenges such as inadequate

funding, political interference delayed procurement processes, and poor communication among stakeholders.

These issues impact the performance of projects, leading to delays, cost overruns, and substandard outcomes (Karanja & Michelle, 2021). However, institutions that adopt best project management practices, including robust stakeholder engagement and continuous monitoring and evaluation, experience improved performance, Capacity building efforts have been increasingly emphasized in Kenya to strengthen project management skills among professionals, particularly in the health sector. Training and development of project teams in areas such as project planning, scheduling, budgeting, and risk management have been found to improve project outcomes (Mugo et Al., 2023). Furthermore, the adoption of technology in project management, including the use of project tracking systems and automated reporting, has also contributed to better project performance in Kenyan public institutions. For Karatina sub county hospital, investing in skilled project management personnel and leveraging digital tools could significantly enhance the efficiency and effectiveness of project delivery, leading to higher satisfaction among stakeholders and the local population.

1.2 Statement of the problem.

The period required to bring a project to completion is a vital factor in evaluating its success, as it relies heavily on managerial decisions related to risk handling and goal achievement (Seddon, 2014). Project success is also shaped by oversight and operational strategies applied during the planning and initial implementation phases (Chovichien & Nguyen, 2013). Still, success in managing projects remains a relative concept, assessed through numerous and complex evaluation criteria. Han et al. (2012) emphasized that a major challenge in assessing project outcomes is the lack of formal criteria to determine whether a project has been successful.

Often, project results do not effectively address the real needs of communities, and when they do, the impact is rarely long-lasting, even with billions of shillings allocated for development initiatives (Wysocki, 2011). The World Bank reported that by 2016, over half of the projects in African nations had failed (Kwak, 2015). Many of these World Bank-funded projects fall short of their intended objectives due to issues stemming from management and organizational weaknesses. Common causes include ineffective stakeholder engagement, lack of proper coordination, budget overruns, poor project planning, delays during execution, and extended lags between project identification and start-up phases (Gunawan & Ahsan, 2010).

This study has identified existing gaps in current literature, where many scholars focus broadly on project management without clearly analyzing individual practices and their distinct effects on project outcomes (Nguyen et al., 2023). In several instances, research is limited to a single element of project management, which restricts a comprehensive view of how other practices influence performance. For instance, risk management has been extensively examined, emphasizing its role in shaping decisions and project results, while the collective influence of other important practices is often ignored (Ali et al., 2023). Although there is research on communication, leadership, and stakeholder involvement, most of it centers on how deficiencies in these areas lead to failure, rather than showing how specific practices can drive project success (Osei-Kyei et al., 2023).

Effective project management practices are essential for the successful initiation, execution, and completion of projects, especially in healthcare settings where efficiency and optimal use of resources directly affect service provision. At Karatina Sub County Hospital, multiple initiatives have been implemented to enhance infrastructure and service quality, such as constructing a maternity unit, refurbishing outpatient departments, setting up a new oxygen generation system,

and acquiring advanced medical equipment. Despite these efforts, several challenges have emerged during project implementation, including extended timelines, budget excesses, poor workmanship, and unmet stakeholder expectations. For example, delays in completing the maternity unit led to interruptions in service delivery, while the outpatient facility renovation resulted in financial overruns and ongoing inconvenience for both patients and staff.

These issues highlight deficiencies in crucial project management areas such as insufficient planning, minimal stakeholder engagement, ineffective risk management, and inadequate monitoring and evaluation systems. Although hospital leadership and government support have been present, persistent execution challenges continue to prevent the achievement of the projects' full potential. While general research has explored public sector project implementation, there remains a lack of focused studies examining the effect of specific project management practices on performance outcomes at Karatina Sub County Hospital.

Project performance within Kenya's public healthcare system continues to encounter major obstacles, with a significant number of hospital-based initiatives failing to achieve essential benchmarks like timely delivery, budget compliance, and desired quality standards. The Kenya Health Sector Strategic and Investment Plan (KHSSIP) 2018–2023 reports that more than 40% of health projects in public hospitals face delays or exceed budgets due to ineffective planning, weak implementation, and insufficient monitoring and evaluation mechanisms (Ministry of Health, 2018).

At the county level, Nyeri County Government's Annual Development Plan (2022/2023) reported that several health infrastructure projects, including those in Karatina Sub County

Hospital, had experienced delays of up to 12 months, primarily due to poor coordination among stakeholders and lack of proper risk management strategies.(County Government of Nyeri, 2022)

A study by Githenya and Ngugi (2020) on project implementation in public hospitals in Kenya revealed that only 55% of health projects were completed within the planned time and budget. The study emphasizes that weak project management practices were strongly linked to poor project performance. A preliminary review of internal reports from Karatina Sub County Hospital (2021-2023) indicates that at least 30% of the projects including ward renovations, equipment procurement, and maternal health upgrades either stalled or were completed without achieving the intended service delivery impact. Key challenges noted included inadequate stakeholder involvement, poor monitoring mechanisms, and delays in resource allocation all pointing to gaps in project management practices.

Most existing studies on project management focus on general public infrastructure or national level health systems, with limited attention to sub county hospitals in rural settings like Karatina. This study fills the gap by providing localized evidence on how project management practices influence project outcomes at the hospital level.

There was limited empirical data linking specific project management practices to measurable project performance in health care facilities. Although project management frameworks are known their practical application in public hospitals remains unclear. This study investigated how well these practices are implemented on the ground, and the extent to which poor adherence affects the success of projects. There was inadequate understanding of the role and effectiveness of monitoring and evaluation systems in enhancing project performance at Karatina Sub County Hospital. This study therefore wanted to fill this gap by investigating the influence of project

management practices including- project risk management practices, project stakeholder management practices, project communication practices, and project leadership practices -on the performance of projects at Karatina Sub County Hospital.

1.3. Purpose of the study.

The aim of the study was to determine the influence of project management practices on performance of projects in Karatina Sub County Hospital.

1.3.2 Objectives of the study.

The objectives of the study were;

i. To determine the effect of project risk management practices on projects performance in Karatina Sub County Hospital.
ii. To determine the effect of project communication practices on projects performance in Karatina Sub County hospital.
iii. To determine the effect of project leadership practices on projects performance in Karatina Sub County Hospital.
iv. To determine the effect of project stakeholder management on projects performance in Karatina Sub County Hospital.

1.4 Research Questions

i. What are effects of project risk management practices on projects performance at Karatina Sub County Hospital?
ii. What are the effects of project communication practices on projects performance in Karatina Sub County Hospital?
iii. What are the effects of project leadership practices on projects performance in Karatina Sub County Hospital?

Mount Kenya University

iv. What are the effects of project stakeholder management on projects performance in Karatina Sub County Hospital?

1.5 Significance of the Study.

1.5.1 Importance of the study to the NGO.

This study on the influence of project management practices on project performance in Karatina Sub County Hospital was significant to several stakeholders, especially Non- Governmental Organizations (NGOs), hospital management, policy makers, and the broader health sector. NGOs had played a crucial role in supporting healthcare delivery through financial assistance, capacity building, infrastructure development, and provision of technical expertise (World Health Organization WHO, 2021).

At Karatina Sub County Hospital, NGOs had supported various projects such as the construction of the maternity wing, installation of an oxygen plant, donation of medical equipment, and training of healthcare workers. Despite these interventions, several of the projects had experienced delays, budget overruns, and quality issues, which could be attributed to weaknesses in project management practices. The study focused on four key objectives; the effect of project risk management practices, project communication practices, project leadership practices, and project stakeholder management on project performance. Each of these aspects was critical in addressing challenges that had previously been observed in projects implemented at the hospital.

The study was significant to NGOs as it addressed the first objective-determining the effect of project risk management practices on project performance at Karatina Sub County Hospital. Many NGO-funded projects at the hospital such as medical equipment installations and infrastructure developments, had faced delays and unforeseen issues due to poor risk identification and lack of mitigation plans. Some projects exceeded budgets or experienced

Mount Kenya University

interruptions caused by regulatory barriers and logistical constraints. By investigating these challenges, the study provided NGOs with evidence-based insights that emphasized the need to develop robust risk management frameworks (Zwikael &Ahn, 2011) NGOs were guided on the importance of proactively identifying project risks, assessing their impact, and formulating contingency plans to ensure smooth project implementation and successful outcomes.

The study addressed the second objective-determining the effect of project communication practices on project performance. Communication breakdowns had contributed to confusion, delay, and conflict in previous projects at Karatina Sub County Hospital. In particular projects such as ward renovations and equipment donations had suffered from unclear communication between NGOs, hospital management, contractors, and county authorities. This resulted in scope changes and delayed project completions. The study helped NGOs recognize that effective and transparent communication was essential for aligning project goals, managing expectations, and fostering cooperation among all stakeholders (PMI, 2021). By adopting structured communication strategies, NGOs could improve clarity, reduce misunderstanding, and enhance performance in similar future projects.

The study addressed the third objective- determining the effect of project leadership practices on project performance. Strong leadership was found to be a critical factor in project success, but previous projects at Karatina Sub County Hospital had sometimes lacked effective leadership nd coordination. This was evident in projects where roles and responsibilities were not clearly defined, resulting in slow decision making and inefficiencies. The study provided insights for NGOs on importance of appointing competent project leaders who could inspire teams, resolve conflicts, and ensure timely decision making (Kerzner, 2017). Additionally, it emphasized the role of adaptive leadership that could navigate changing project environments, particularly in

complex healthcare projects. NGOs were encouraged to invest in leadership training and mentorship for project managers to enhance project outcomes.

The study addressed the effect of project stakeholder management on project performance at Karatina Sub County Hospital. In previous projects, such as the construction of the maternity wing and the expansion of the outpatient block, insufficient stakeholder engagement had resulted in lack of ownership, delays in approvals, and resistance to change. The study provided valuable insights into how NGOs could better map stakeholders, understand their needs and expectations, and engage them throughout the project lifecycle (Kusek & Rist, 2004) through effective stakeholder management; NGOs are able to enhance trust, secure support, and foster a collaborative environment, leading to more successful and sustainable projects.

The findings of the study were also significant in helping NGOs design projects that were more sustainable. By linking project management practices to project performance outcomes, the study encouraged NGOs to integrate risk management, communication, leadership, and stakeholder engagement into every stage of project design and execution. This holistic approach addressed previously observed challenges and ensured that projects would not only be completed on time and within budget but also deliver long term benefits to the hospital and the surrounding community.

The study informed NGOs on the importance of monitoring and evaluation practices aligned with these four project management aspects. Inadequate monitoring had contributed to poor quality outcomes in some projects at Karatina Sub County Hospital. By demonstrating the value of continuous progress tracking, stakeholder feedback collection, and post-project evaluation, the

Mount Kenya University

study guided NGOs on how to improve accountability and promote learning for future projects (Tabish & Jha, 2011)

Policymakers also benefited from the study, as it provided evidence to support the development of policy guidelines on NGO involvement in public healthcare projects. The challenges observed in Karatina Sub County Hospital were not unique, and the study findings offered a framework that could be applied in other hospitals across the country (UNDP, 2020). The emphasis on risk management, communication, leadership, and stakeholder management contributed to the creation of best practices for healthcare project implementation in partnership with NGOs.

The significance of the study extended to hospital management and healthcare practitioners at Karatina Sub County Hospital. The study empowered them to work more effectively with NGOs by understanding the critical role that project practices played in influencing project outcomes. By participating in project planning, providing input during risk assessments, and maintaining open lines of communication, hospital leadership and staff are better positioned to support and sustain projects implemented in their institution.

Impactful Donor Investments as Donors want to ensure that their investments have a meaningful and lasting impact. Through this study, donors can be confident that their contributions directly enhance healthcare preparedness. By using this information, donors can maximize the impact of their gifts by making well-informed 0decisions about how to allocate dollars and resources to initiatives to improve healthcare procurement procedures. The study's findings, derived from a real-world case study at Karatina Sub County Hospital, can have broader implications for global health preparedness. Donors can leverage this knowledge to support similar initiatives in other

healthcare institutions and regions, strengthening the overall global response to public health emergencies.

The study's outcomes shall facilitate capacity-building efforts within healthcare institutions, helping them become more self-reliant and better prepared for future challenges. Donors can support capacity-building initiatives based on the study's recommendations to empower healthcare facilities like Karatina Sub County Hospital. Donors can promote collaborative learning by sharing the study's findings and recommendations with other donor organizations and stakeholders. This collaborative approach can lead to a collective effort to strengthen healthcare procurement practices worldwide.

1.5.2 Significance of the study to the Government.

The findings of this study on the influence of project management practices on project performance at Karatina Sub County Hospital were significant to the government at both the county and national levels. The study addressed four key areas; project risk management, project communication practices, project leadership practices and project stakeholder management-all of which provided valuable insights for government policymakers, regulatory bodies, and public administrators involved in healthcare project implementation.

The study was significant in helping the government understand the effect of project risk management practices on the performance of healthcare projects. Public projects, especially in the health sector, often experienced delays, budget overruns, and incomplete outcome due to inadequate risk planning and mitigation (Zwikael & Ahn, 2011). In projects implemented at Karatina Sub County Hospital, such as the construction of new wards and installation of critical medical equipment, unforeseen challenges had arisen from regulatory delays, contractor

inefficiencies, and logistical issues. The government, through the Ministry of Health and county departments, could use the study findings to formulate policies that required comprehensive risk management frameworks for all projects. This would help minimize wastage of public funds, ensure timely completion of projects, and improve service delivery.

The study was valuable to the government as it emphasized the critical role of effective communication practices in project implementation. Ineffective communication between government agencies, contractors, healthcare workers, and NGO partners had been a source of delays and misunderstandings in public health projects. At Karatina Sub County Hospital, some projects faced setbacks due to unclear communication policies and frameworks that promote transparency, accountability, and smooth coordination among all stakeholders in public projects. (PMI, 2021).

The study provided the government with important insights into how project leadership practices influence overall project performance.. Weak leadership had been identified as cause of inefficiencies and slow decision-making in several government-funded or government - supervised projects (Kerzner, 2017). By demonstrating how strong leadership practices positively influenced project outcomes at Karatina Sub County Hospital, the study provided a basis for the government to invest in leadership training for public sector project managers. The government could also use these findings to revise project governance structures and ensure that competent and accountable leaders appointed to oversee public projects

The research explored the impact of project risk management on project performance, an issue of major interest to the government. Numerous public health initiatives in Kenya, including those at Karatina Sub County Hospital, have faced problems like budget overruns, extended timelines,

and unfinished work—largely resulting from insufficient risk assessment and poor mitigation planning.

According to the Office of the Auditor-General (2022), several county level health projects in Kenya stalled because risks such as poor contractor performance and inadequate planning were not addressed in time. This study, therefore, provided the government with evidence on the importance of enforcing project risk management frameworks for all public projects to ensure that resources were used efficiently and that health infrastructure projects were completed on time.

The study highlighted the critical role of project communication practices in public project performance. In projects carried out at Karatina Sub County Hospital, poor communication between the county health department, contractors, hospital management, and local leaders had contributed to misunderstandings, delays, and poor alignment of project objectives. (The ministry of Health's health sector Report, 2021) underscored that ineffective communication and lack of transparency in health projects often resulted in duplication of activities and conflicts between stakeholders. The study's findings could assist the government in enhancing communication policies by promoting the adoption of formal reporting systems and well-defined communication pathways, thereby improving collaboration between national and county governments as well as other stakeholders.

The research highlighted the critical role of leadership practices in shaping the success and outcomes of projects. In previous public projects in Kenya, leadership gaps had been linked to project inefficiencies, slow decision-making, and lack of accountability (Public Procurement Regulatory Authority PPRA, 2020). At Karatina Sub County Hospital, project delays and

resource mismanagement had, in some cases, been attributed to weak leadership and poor oversight. The findings of the study encouraged the government to invest in leadership capacity building for project managers in the public sector. The government, through institutions such as the Kenya School of Government (KSG), could establish training initiatives centered on project leadership, effective decision-making, and conflict management to enhance the implementation of public projects.

The study was important in illustrating how stakeholder management influences project performance at Karatina Sub County Hospital. Projects like infrastructure upgrades and equipment acquisition occasionally encountered community resistance or apathy, often resulting from inadequate stakeholder engagement.

. (The Kenya Vision 2030 Delivery Secretariat, 2021) emphasized the importance of stakeholder engagement in achieving sustainable development goals. The study findings provided government with evidence to strengthen stakeholder management policies by making public participation mandatory in project planning, implementation, and evaluation phases. This would enhance project ownership, accountability, and sustainability at the county level.

The role of government in funding, overseeing, and implementing various projects is fundamental to the success and sustainability of societal development. Governments are responsible for a wide range of initiatives, including infrastructure development, public health campaigns, educational reforms, poverty alleviation programs, and the implementation of environmental conservation strategiesProper oversight of these projects is essential to realizing intended objectives and maximizing the efficient use of public funds. Therefore, gaining insight into how project management practices impact project performance is highly valuable to the

Mount Kenya University

government, as it influences project success, fiscal responsibility, and the overall welfare of the population.

Governments, as key stakeholders in large-scale projects, often face significant pressure to demonstrate accountability and deliver tangible results. Applying project management practices effectively can reduce risks, improve decision-making processes, and promote the efficient use of available resources. This research, which explores the connection between project management practices and project performance, offers important insights that can inform and shape government policies and implementation strategies.

By applying these insights, governments can improve their project outcomes, minimize inefficiencies, and contribute to the greater social, economic, and environmental objectives they aim to achieve. This study adds to scholarly understanding while also providing practical guidance for improving the management, evaluation, and oversight of public sector projects.

A major reason why it is important for governments to understand the impact of project management practices on project performance is their direct role in increasing the success rate of public projects. Across the globe, governments commit significant financial resources to a wide range of development initiatives, including infrastructure development, healthcare delivery, and social welfare programs. Ensuring that these projects are executed on schedule, within the allocated budget, and meet expected quality standards is critical to optimizing the value derived from public investments.

Project management practices, including detailed planning, monitoring, and control processes, play a crucial role in determining whether a project will be successful. For example, effective

Mount Kenya University

scope management ensures that projects are clearly defined and that objectives are not altered without proper evaluation, helping to avoid scope creep, which can lead to delays and cost overruns. Similarly, proper risk management practices enable project managers to anticipate potential problems and develop contingency plans, reducing the likelihood of project failure. The government benefits from such practices by being able to track progress, identify challenges early, and take corrective actions to keep projects on track.

Inadequate project management can result in costly failures, which can harm the public's trust in government institutions. By focusing on the application of best project management practices, governments can significantly increase the likelihood that their projects will meet performance expectations, thus delivering better value for taxpayers' money. Understanding how these practices influence project performance enables governments to develop more effective project management frameworks, which in turn enhances the success rates of public sector projects.

Governments often work with tight budgets and must ensure that every dollar spent on public projects is used efficiently. The efficient use of resources, whether financial, human, or material, is critical to the successful delivery of government projects. By examining how project management practices influence project performance, the government can gain valuable insights into how to optimize resource allocation and minimize waste.

Efficient project management techniques—such as cost control, resource leveling, and earned value management (EVM)—enable governments to monitor spending and maintain projects within their financial limits. With structured oversight and evaluation, it becomes easier to detect instances of resource underuse or wastage and make necessary adjustments for better utilization. For instance, applying resource leveling methods helps prevent overburdening personnel or

equipment during specific phases of a project, thereby minimizing inefficiencies and avoiding delays.

Similarly, using EVM techniques allows project managers to assess whether projects are on track financially, enabling timely interventions to avoid cost overruns. Moreover, cost management practices such as budgeting, cost forecasting, and financial reporting enable government agencies to ensure that public funds are allocated and spent appropriately. Given the political and social implications of overspending on public projects, the ability to manage costs effectively is crucial to maintaining public confidence and trust in the government. Governments that adopt proven project management practices to control costs are more likely to deliver projects that meet their financial objectives and, ultimately, contribute to the achievement of broader societal goals.

Risk management is a critical element of project management that has a direct bearing on project performance. Governments often deal with projects that involve high levels of uncertainty, complexity, and potential risks, such as environmental, political, and financial risks. These risks can negatively impact the performance of projects and, in some cases, result in project failure. Therefore, understanding how project management practices-particularly those related to risk management-affect project outcomes is of great importance to governments.

Through the adoption of strong risk management strategies, governments are able to more effectively predict, evaluate, and address potential threats at every stage of a project's lifecycle. For instance, identifying risks at the planning stage allows for the development of mitigation strategies that can prevent or minimize disruptions. In addition, employing tools like risk registers, Monte Carlo simulations, and sensitivity analysis enables governments to assess the

Mount Kenya University

likelihood and potential effects of risks on project goals, supporting more strategic decision-making.

Governments can also use risk management practices to improve their decision-making processes. By considering potential risks and their possible outcomes, decision-makers can adopt more proactive approaches, leading to better project outcomes. When unexpected risks arise, the government's capacity to effectively address and adapt to them plays a critical role in determining whether a project can be realigned or recovered. Adopting a proactive approach to risk management reduces the adverse impacts of such risks and increases the chances of successful project completion—an essential factor in sustaining public trust in government initiatives and services.

Accountability and transparency are two pillars of good governance, and they are particularly important when managing public funds. Governments are under constant scrutiny from the public, regulatory bodies, and oversight agencies, which require them to demonstrate that taxpayer money is being used effectively and efficiently. Applying effective project management practices can greatly enhance accountability and transparency within government-led initiative

By adopting standardized project management methods, governments can clearly outline project objectives, schedules, and budgets right from the beginning.Clear project documentation, including project charters, schedules, and budgets, provides transparency into how resources are being allocated and how progress is being tracked. Additionally, regular reporting and monitoring help ensure that stakeholders, including the public and oversight bodies, are kept informed about project status, potential challenges, and financial expenditures.

Mount Kenya University

Furthermore, project management practices related to stakeholder engagement are crucial for ensuring that all relevant parties have a voice in the project and are kept informed about its progress. Effective stakeholder communication fosters transparency and helps prevent misunderstandings or mismanagement. When stakeholders are engaged and informed, it not only improves the project's performance but also enhances the government's accountability in delivering the project.

By understanding the impact of project management practices on performance, the government can shape more effective policies and drive continuous improvement. Insights from such research can inform the creation or refinement of policies, resulting in stronger project management frameworks across the public sector. By understanding the impact of specific project management practices on outcomes, the government can implement policies that promote best practices across different departments and agencies. For instance, the government could implement policies requiring all public projects to adhere to a unified project management methodology, promoting uniformity and increasing the likelihood of successful outcomes. Moreover, offering training programs for public sector staff on contemporary project management tools and practices can enhance performance and encourage a culture focused on ongoing development and efficiency.

In this regard, the study of project management practices serves as a catalyst for institutional learning. Governments that use this research to continually evaluate and improve their project management approaches can become more adaptive, agile, and efficient in their execution of public projects. Ultimately, such improvements in policy and practice can contribute to more successful government initiatives, which directly benefit citizens and society as a whole.

Mount Kenya University

In summary, recognizing how project management practices affect project performance is critically important for governments, especially when it comes to managing public sector initiatives.The insights provided by such studies enable governments to improve project success rates, optimize resource allocation, mitigate risks, enhance accountability, and foster continuous improvement. As governments are responsible for managing a wide range of projects that have direct implications for the well-being of society, the effective application of project management practices is crucial for ensuring that these projects achieve their intended outcomes.

By integrating best practices into the management of public projects, governments can maximize the impact of their investments, improve the delivery of public services, and increase public trust and satisfaction. As the research on the influence of project management practices continues to evolve, governments must remain proactive in adopting evidence-based approaches to project management. This approach will enhance both the efficiency and impact of government projects while also supporting wider goals such as economic growth, social well-being, and sustainable environmental practices.

1.5.3 Significance of the study to the Scholars.

The importance of this study on how project management practices affect project performance at Karatina Sub-County Hospital extends beyond its local implications, offering valuable insights to the broader field of project management research—especially within the realm of healthcare infrastructure initiatives. In recent years, Kenya has been grappling with improving its healthcare systems, particularly in rural areas. Karatina Sub-County Hospital, located in Nyeri County, served as a critical case study for understanding how effective project management practices can enhance the performance of healthcare projects. This study, focused on key project management

areas such as risk management, communication, leadership, and stakeholder management, provides valuable insights that can advance knowledge in both academic and practical aspects of project management, particularly in healthcare projects in Kenya.

The theoretical contribution of this study to project management scholars was significant as it enhanced existing theories on project performance. Project management practices have long been a subject of interest in the academic literature, with various scholars developing models and frameworks to explain how practices such as risk management, communication, leadership, and stakeholder engagement impact project outcomes. However, these theories are often generalized and may not fully reflect the realities of healthcare projects in the Kenyan context. This study addressed this gap by applying these theoretical frameworks to a real-world project in Karatina Sub-County Hospital, providing empirical evidence of how these practices affect the performance of healthcare projects in Kenya.

By examining risk management, communication, leadership, and stakeholder engagement within Karatina Sub-County Hospital, the study provides a new viewpoint on how project management principles are applied in the healthcare environment.By specifically examining how these practices influence project performance, the study contributed to refining existing theories and may encourage scholars to explore the contextual nuances of healthcare projects in sub-Saharan Africa.

Risk management plays a vital role in project management, particularly in healthcare infrastructure projects, where potential consequences are significant. Projects often face uncertainties such as budget overruns, delays in timelines, and challenges in meeting quality standards. In the Kenyan context, where resources are often constrained, understanding how to

effectively manage project risks becomes even more crucial. This study's focused on the effect of project risk management practices on the performance of Karatina Sub-County Hospital projects significantly contribute to the body of knowledge on risk management in healthcare projects.

For scholars, this study's findings could help deepen understanding of how risk management practices in healthcare projects can be improved, particularly in a resource-limited environment like Kenya. By examining the specific challenges faced by healthcare project managers in Karatina Sub-County Hospital, scholars may be able to identify strategies that can be applied to similar contexts across Kenya and sub-Saharan Africa. Furthermore, this research could inform future studies on the adaptation of global risk management frameworks to local settings, particularly in rural healthcare infrastructure projects.

Effective communication is a cornerstone of successful project management. In healthcare projects, where multiple stakeholders—such as healthcare professionals, government officials, contractors, and local communities—are involved, clear and timely communication is critical to ensure that all parties are aligned with the project's goals and progress. The study's aim to assess the impact of communication practices on project performance at Karatina Sub-County Hospital offers important insights into the role of communication in the success of healthcare projects in Kenya.

Scholars in the field of project management can build on this study's findings to explore communication challenges unique to the healthcare sector, especially in rural areas like Karatina. The study could reveal the most effective communication strategies for managing healthcare projects, and the lessons learned could be applied to similar projects across Kenya and the wider

Mount Kenya University

East African region. Additionally, scholars could explore how digital communication tools and modern technologies, such as telemedicine and project management software, influence communication in healthcare projects. The findings may also help bridge the gap between project management practices and healthcare delivery, providing a unique lens through which scholars can analyze the intersection of management and healthcare service delivery.

Project leadership is another key area of project management that directly influences project success. In the context of Karatina Sub-County Hospital, the role of leadership in guiding healthcare infrastructure projects toward successful completion is critical. Leaders in healthcare projects are expected to navigate complex issues such as resource allocation, team dynamics, and stakeholder expectations while maintaining focus on the project's objectives. This study's examination of the effect of project leadership practices on project performance provided scholars with a better understanding of how leadership styles, decision-making processes, and managerial skills influence the outcome of healthcare projects.

Leadership in healthcare projects is distinct from leadership in other industries, as it involves a blend of technical expertise and interpersonal skills. The findings of this study may highlight the types of leadership practices that are most effective in managing healthcare infrastructure projects in rural Kenya, offering important insights for scholars interested in leadership theories. Moreover, scholars could explore how the application of transformational leadership, participative leadership, or servant leadership in healthcare projects can improve team morale, increase stakeholder engagement, and ultimately enhance project performance.

Stakeholder management is another crucial element of project management that can significantly impact project performance. In the case of Karatina Sub-County Hospital, a wide range of

stakeholders, including government officials, hospital management, healthcare workers, local communities, and contractors, play pivotal roles in the success of healthcare infrastructure projects. Effective stakeholder management ensures that the interests, concerns, and expectations of all relevant parties are addressed, thereby enhancing project performance.

Scholars focusing on stakeholder theory can benefit from this study's findings, which provided an in-depth analysis of how stakeholder management practices influence the performance of healthcare projects in Kenya. This research can help scholars understand the unique challenges faced in managing stakeholders in healthcare projects, such as balancing the needs of local communities with those of the government or contractors. Furthermore, the study could lead to the development of new models of stakeholder management that are better suited to the dynamics of healthcare projects in developing countries like Kenya.

Beyond theoretical contributions, this study has significant practical implications for project management education and practice in Kenya. As Kenyan universities and institutions offer more specialized training in project management, this study's findings will provide valuable case-based evidence that can be incorporated into academic curricula. By focusing on real-world challenges faced by healthcare projects in Karatina Sub-County Hospital, this research offers students and practitioners a comprehensive understanding of how key project management practices can impact project performance.

Furthermore, the study can provide a reference point for healthcare project managers and policymakers in Kenya. It can inform strategies for improving the management of healthcare

infrastructure projects, offering concrete recommendations on how to enhance risk management, communication, leadership, and stakeholder management. This, in turn, could lead to improved project outcomes in healthcare facilities across the country.

In summary, this study holds considerable value in contributing to both theoretical insights and practical applications within the discipline of project management, particularly in the context of healthcare initiatives in Kenya.By examining the influence of project risk management, communication, leadership, and stakeholder management practices on project performance in Karatina Sub-County Hospital; this research contributes to the ongoing conversation about improving the management of healthcare projects in resource-limited settings. Scholars will benefit from the empirical data provided, which adds to the growing body of knowledge on project management practices in healthcare, while also gaining valuable insights that can be applied to similar projects across Kenya and beyond. Ultimately, this study is poised to have lasting implications for both the academic field and the practical management of healthcare projects in Kenya.

This study contributes to the academic field by providing empirical insights into project management procurement practices. Scholars can use the findings to expand knowledge and enrich academic discourse in fields such as healthcare management, supply chain management, and public health.

The study's methodology, including data collection and analysis techniques, can serve as a reference for scholars looking to conduct similar research in healthcare procurement. It offers insights into the practical challenges of conducting research in healthcare settings.

Scholars can appreciate the practical relevance of this study as it examines procurement practices in a real-world healthcare setting, Karatina Sub County Hospital. This empirical data can serve as a valuable case study for illustrating theoretical concepts in procurement and project management. Given the multidisciplinary nature of the study, scholars from various disciplines, such as healthcare management, economics, and public policy, can find value in the study's findings and collaborate on interdisciplinary research projects.

Scholars can draw lessons from this study to inform discussions on enhancing healthcare systems worldwide.

1.5.4 Significance of the study to the donor community.

Project management (PM) practices have become a growing area of focus among researchers, practitioners, and donors due to their critical influence on whether a project succeeds or fails.The significance of studying the influence of project management practices on project performance cannot be overstated, especially for the donor community. Donors, who are often responsible for financing projects, are keenly interested in ensuring that the funds they allocate are used effectively and lead to the intended outcomes. The focus on PM practices is critical because it offers insights into how various strategies, methods, and tools used during project planning and execution can enhance or undermine project performance. By understanding these dynamics, donors can make better-informed decisions, improve their project selection processes, and foster long-term developmental impact.

Mount Kenya University

Project management practices involve a broad set of tools and methods employed by project managers to initiate, implement, and finalize projects. These include managing project scope, schedules, budgets, risks, quality standards, communication processes, and stakeholder involvement.. Applying these practices effectively is widely recognized as a key factor in achieving successful project outcomes. For donors, gaining insight into how these practices influence results is essential to guarantee that their financial contributions are used efficiently and achieve the desired impact.

For example, a project that employs effective scope management practices will have a clear and well-defined set of deliverables, reducing the likelihood of scope creep, which can lead to wasted resources and delayed timelines. Similarly, projects that incorporate risk management techniques are better equipped to identify and mitigate potential obstacles, thereby improving the probability of successful completion. By focusing on these practices, donors can identify which projects are more likely to perform well and thus maximize the return on their investments.

Donors typically fund a wide variety of projects, ranging from infrastructure development to healthcare initiatives, education programs, and social welfare projects. The decision-making process for selecting which projects to fund is complex, involving an assessment of various factors such as potential impact, feasibility, and cost. However, one of the key elements often overlooked is the role of project management practices in determining a project's likelihood of success.

Mount Kenya University

Gaining more comprehensive insight into how project management practices impact performance can assist donors in improving and fine-tuning their criteria for selecting projects to support.. By incorporating an assessment of the quality of project management practices into their decision-making framework, donors can prioritize projects that have a higher probability of achieving successful outcomes. This may involve evaluating the track record and qualifications of project managers, the presence of robust project management methodologies, and the project's alignment with best practices in PM.

Moreover, project management maturity models, which assess the sophistication of project management practices, can provide donors with a valuable tool for project evaluation. Projects that demonstrate a high level of maturity in project management practices are more likely to adhere to budgets, timelines, and quality standards. As a result, donors can use these models as part of their due diligence process to assess a project's potential for success before committing funds.

One of the key concerns for donors when funding projects is ensuring that resources are used optimally and that risks are mitigated effectively. Poor project management often results in inefficient use of resources, missed deadlines, budget overruns, and in some cases, complete project failure. Gaining insight into how project management practices influence performance helps donors detect possible risks early in the project lifecycle, allowing for timely interventions to prevent issues from worsening.

For instance, projects that employ rigorous risk management practices, such as identifying potential risks early, conducting regular risk assessments, and implementing contingency plans, are less likely to face unexpected challenges that can derail the project. Effective risk

management ensures that project risks are anticipated and addressed proactively, minimizing the likelihood of cost overruns or delays. For donors, supporting projects with strong risk management frameworks is an important step in safeguarding their investments and ensuring that the projects they fund deliver value as intended.

Resource optimization is another area where effective project management practices can make a significant difference. Through techniques like resource leveling, By utilizing techniques such as the Critical Path Method (CPM) and Earned Value Management (EVM), project managers can optimize the allocation of human, financial, and material resources for maximum efficiency.

When resources are utilized effectively, projects are more likely to stay within budget and meet deadlines, ensuring that donors' financial contributions are used wisely.

The monitoring and evaluation (M&E) of project performance is another area where PM practices play a crucial role. Donors rely on M&E systems to track project progress, assess outcomes, and determine the impact of their funding. Effective project management practices ensure that M&E processes are integrated into the project lifecycle from the start, enabling accurate tracking of milestones, deliverables, and outcomes.

Donors benefit from M&E systems that are aligned with sound project management practices because they provide a clear picture of how a project is progressing. Key performance indicators (KPIs) and project metrics that are established at the outset of a project can be used to measure performance in real time, allowing donors to make timely adjustments if needed. This proactive approach to project oversight ensures that potential issues are identified early and that projects remain on track.

Furthermore, robust M&E systems help ensure accountability, which is a critical concern for donors. Donors need assurance that the funds they contribute are being used effectively and that projects are delivering the desired outcomes. By supporting projects with strong PM practices that include integrated M&E systems, donors can improve transparency and accountability, thereby building trust with stakeholders and beneficiaries.

Another key reason why understanding the influence of project management practices on project performance is important to donors is that it contributes to the long-term sustainability and impact of projects. Many donor-funded projects are designed with long-term goals in mind, such as improving community health, reducing poverty, or enhancing infrastructure. However, the longevity and continued success of these projects depend heavily on how well they are managed during the implementation phase.

Effective project management ensures that projects are completed on time, within budget, and to the required quality standards, which lays a strong foundation for future sustainability. For example, a project that is well-managed during its implementation phase is more likely to have a positive and lasting impact, as it will have the necessary resources, structures, and partnerships in place to continue functioning effectively after the donor funding ends. Conversely, poorly managed projects may face difficulties in transitioning from the donor-funded phase to long-term sustainability, potentially undermining the positive impact that was initially envisioned.

Furthermore, donors are increasingly focusing on funding projects that offer scalable and sustainable solutions. By emphasizing the importance of PM practices in ensuring project

success, donors can help create an environment where projects are more likely to achieve the desired long-term outcomes. For instance, projects that are planned with sustainability in mind, such as by including capacity-building components or designing solutions that can be maintained locally, are more likely to continue delivering benefits long after donor funding has ceased.

Finally, studies examining the influence of project management practices on project performance contribute to the body of knowledge that guides best practices in the field. This research can provide valuable insights into the types of PM practices that are most effective in different project contexts, whether in construction, healthcare, education, or social welfare. By sharing this knowledge, donors can support the dissemination of best practices across the donor community, leading to more informed funding decisions and more successful projects overall.

Additionally, such studies can help cultivate a culture of continuous learning and improvement among donors. By acknowledging the vital role project management plays in achieving successful outcomes, donors can advocate for the use of best practices, support the growth and training of project managers, and contribute to establishing more consistent project management standards throughout the development sector.

In conclusion, the significance of studying the influence of project management practices on project performance is profound, particularly for the donor community. By understanding how PM practices affect project outcomes, donors can make more informed decisions, reduce risks, optimize resource use, and enhance the sustainability and impact of the projects they fund. As donor organizations seek to maximize the impact of their investments, integrating knowledge of effective project management practices into their project selection, monitoring, and evaluation processes becomes an essential tool for achieving long-term developmental success. Thus, this

Mount Kenya University

study offers both academic value and practical guidance, enhancing the effectiveness of development assistance and supporting wider objectives such as poverty alleviation, social well-being, and global infrastructure advancement.

1.6 Scope of the study.

This study was centered on assessing how project management practices affect project performance at Karatina Sub-County Hospital. It specifically explored four key areas of project management—risk management, communication, leadership, and stakeholder engagement—and their influence on project outcomes within the hospital environment. The study covered both conceptual and practical dimensions of project management, focusing on how these practices apply to the Kenyan context, particularly within the rural setting of Karatina.The study was conducted at Karatina Sub-County Hospital, located in Nyeri County, Kenya. This geographical location was significant because it represents a rural healthcare facility that faces unique challenges in project management due to limited resources, infrastructure, and funding. The purpose of this study's findings was to provide a clearer understanding of how project-related challenges are handled within healthcare initiatives, particularly in a rural hospital context. It also aimed to offer guidance on addressing similar issues in rural healthcare facilities throughout Kenya and potentially in other sub-Saharan African regions. The study's scope was limited to Karatina Sub-County Hospital.

This research concentrated on four essential project management practices that are commonly acknowledged for their role in influencing project success.

Mount Kenya University

These are: Project Risk Management Practices: This aspect examined how risks associated with projects at Karatina Sub-County Hospital are identified, assessed, and mitigated. The study examined the extent to which proper risk management practices help reduce project failures and improve the outcomes of healthcare-related projects.

Project Communication Practices: This part of the study investigated the communication strategies used in managing healthcare projects at the hospital. It looked into how information is disseminated among project stakeholders, the effectiveness of communication channels, and how timely and clear communication influences project performance.

Project Leadership Practices: The study assessed the leadership styles and practices employed by project managers at the hospital. It explored how leadership decision-making, motivation, and management of teams contributed to the successful implementation of projects and their performance outcomes. Project Stakeholder Management Practices: This area focused on how the hospital engages with and manages its stakeholders, including government bodies, healthcare workers, contractors, and the local community. It assessed how stakeholder expectations are managed, and how these relationships influence the outcomes of healthcare projects at the hospital.

The study focused on projects that have been implemented or are currently being implemented at Karatina Sub-County Hospital within the last five years. This time frame was deemed appropriate because it allows the study to examine recent and ongoing projects, providing up-to-date insights into the current project management practices at the hospital. It also ensured that the data collected is relevant and reflective of the current healthcare project landscape in the region.

Mount Kenya University

The study focused on individuals actively engaged in the planning, execution, and assessment of healthcare projects at Karatina Sub-County Hospital. This target population comprised healthcare administrators, project managers, medical staff, contractors, and government officials responsible for overseeing healthcare initiatives. The study gathered data from these stakeholders through surveys, interviews, and observations to assess how their respective roles and practices affect the overall performance of healthcare projects at the hospital.

This study adopted a mixed-methods research approach, combining both qualitative and quantitative data collection techniques. Quantitative data was gathered through surveys administered to key stakeholders involved in projects at the hospital, Qualitative data was obtained through detailed interviews and group discussions. Merging both qualitative and quantitative methods provided a well-rounded analysis of the effects of project management practices on project outcomes within healthcare environments.

1.7 Limitations of the study.

This study had several notable limitations. Firstly, its focus was restricted to Karatina Sub-County Hospital, which may limit the applicability of the findings to other healthcare institutions across Kenya. Secondly, the research concentrated solely on four project management practices—risk management, communication, leadership, and stakeholder engagement—while excluding other potentially important areas. The study also faced constraints related to participant data availability and the possibility of bias in self-reported responses from hospital staff and project managers. Nonetheless, the research sought to offer meaningful insights into the unique dynamics of project management within the selected healthcare setting.

1.8 Delimitations of the study

The research was limited to Karatina Sub-County Hospital in Nyeri County, concentrating on projects carried out within the facility. It focused on four key project management practices—risk management, communication, leadership, and stakeholder involvement—and how they affect project performance. Performance was evaluated using indicators such as adherence to timelines, budget compliance, quality of outcomes, and stakeholder satisfaction. Broader national-level implications were beyond the scope of this study.

1.9 Assumptions of the study.

The research assumed that key stakeholders within Karatina Sub County Hospital, including healthcare staff, finance officers, and administrative personnel, were cooperative and willing to participate in interviews, surveys, and provide access to relevant documents. The study assumed that information provided by participants and extracted from documents was accurate and truthful, reflecting the actual procurement practices and challenges faced by the hospital.

Definition of Terms.

Project performance- It refers to how well a project achieves its intended goals regarding time, cost, scope, and quality. In this study, project performance encompasses elements such as the timely delivery of hospital initiatives, adherence to budget constraints, fulfillment of stakeholder and user expectations, improvement of operational efficiency, and the long-term sustainability of project outcomes.

Project Management Practices- refer to the standardized methods, tools, and techniques used in managing projects to ensure efficiency, effectiveness, and successful outcomes

Project Management- refers to the methodical and structured process of organizing, planning, and carrying out projects in order to accomplish particular goals and objectives within predetermined parameters, including time, money, and resources.

Project performance- refers to the effectiveness and efficiency with which a project achieves its goals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter presents a review of literature aligned with the study's objectives, focusing primarily on theoretical and empirical research examining the impact of project management practices on project performance at Karatina Sub-County Hospital. The review culminated in the development of a conceptual framework. To establish a strong theoretical foundation for the study, the researcher examined literature related to both project performance and various project management practices.

2.2 Theoretical Review

The significance of project management practices and their influence on performance of projects are supported by the theories listed below.

2.2.1 Systems Theory.

Systems Theory serves as a conceptual model that perceives an organization or entity as a network of interconnected and dependent elements functioning collaboratively to achieve a shared goal. Originating from the work of Ludwig von Bertalanffy in the 1950s, the theory emphasizes that each part of a system affects and is affected by other parts, and the overall

performance of the system depends on how well these parts function together (Bertalanffy, 1968). Systems theory highlights the importance of understanding relationships, processes, feedback loops, and the dynamic interactions between different elements in achieving stability, adaptability, and effectiveness (Skyttner, 2021).

When applied to project management, Systems Theory offers a foundational perspective for analyzing how different practices—such as risk management, communication, leadership, and stakeholder engagement—interconnect and collectively impact overall project performance. Each practice functions as a subsystem within the larger project environment, and their combined effectiveness determines whether the project meets its objectives. Effective communication enhances coordination among stakeholders, leadership guides decision making and motivation, risk management anticipates and mitigates potential issues, and stakeholder management ensures alignment with project goals. If any of these components is weak or dysfunctional, it can negatively impact the entire project. Therefore, Systems Theory supports the understanding that for a project to succeed, all practices must be integrated, well -coordinated, and managed as interdependent parts of a whole system working toward project success (Skyttner, 2021).

According to Systems Theory, communication is not an isolated activity but occurs within a larger social and communicative framework, highlighting the interdependence between individuals and the systems they create (Littlejohn & Foss, 2011). The theory maintains that even the smallest system requires at least two interacting elements to function as a cohesive, though not necessarily complete, structure. Key principles of Systems Theory include wholeness, openness, and hierarchical structure, emphasizing that each individual's actions influence others within the system. Furthermore, it posits that it is the dynamic interaction among system members that shapes and defines organizational behavior (Luhmann, 2018). This theory is

particularly relevant to the current study, as it offers a useful lens for interpreting and managing the complexities found in project environments. The discussion begins with a broad explanation of systems theory, defining a system as a group of interconnected elements working together toward a shared objective. It then explores the development of systems thinking and its importance in evaluating project performance. However, there remains ambiguity regarding whether engineering systems—with their distinct models, frameworks, and methodologies—constitute a standalone discipline that can be universally applied across diverse projects to improve outcomes. Clarifying this issue would strengthen the applicability of systems theory in the context of project management.

Let me know if you'd like this adapted f

2.2.2 Principal- Agent Theory.

Developed in the 1970s and 1980s, the principal-agent theory—also referred to as agency theory—has its roots in economics. This theory, which looks at the relationship between a principal (the owner or decision-maker) and an agent (the person or thing working on behalf of the principal), is frequently credited to a number of scholars, including Michael C. Jensen and William H. Meckling. Delegating responsibilities or decision-making authority to the agent is a hallmark of the principal-agent relationship. Conflicts may, however, occur when the goals of the agent and the principal do not precisely coincide because of divergent interests or knowledge asymmetry (Weisbach, 2021). According to Principal-Agent Theory, conflicts of interests can emerge between the principal and the agent due to differing objectives, information asymmetry, and the principal's inability to fully monitor or control the actions of the agent. The theory seeks to understand how these conflicts can be addressed through various mechanisms such as

incentive alignment, monitoring, and contractual agreements. Principal –Agent theory has broad applications across fields such as economics, management, finance, and political science. It has been particularly useful in studying issues related to corporate governance, executive compensation, agency costs, and the design of incentive systems (Jensen, 2003)

In examining how project management practices affect project performance, Principal-Agent Theory emphasizes the relationship between the principal—typically the organization or project owner—and the agent, who is tasked with carrying out project-related responsibilities.Principal-Agent Theory acknowledges the possibility of information asymmetry between the organization and the individuals managing the project. In the context of project management, the principal—often the organization—may lack full visibility into market conditions or the detailed requirements of the project, creating a gap in understanding between the principal and the agent.The theory emphasizes the misalignment of goals between the agent and their principal(s). In project management, the principal's objective is to obtain goods or services that align with project requirements and contribute to project performance. Project management agents may have different objectives, such as cost minimization or personal gain, potentially deviating from the project's goals.

Principal-Agent theory suggests that effective contracts can be designed to align the interests of both parties. In project management, well-structured contracts can include performance metrics, quality standards, and incentives to ensure that the agent's actions contribute positively to project's performance.

The theory highlights the importance of monitoring and controlling the agent's actions to mitigate agency problems. In project management, monitoring mechanisms such as regular performance evaluations and audits are crucial to ensure that project management practices align with project's goals.

Principal-Agent theory recognizes the presence of risk and uncertainty in the agent's actions. Project management practices influenced by this theory may incorporate risk mitigation strategies, such as thorough due diligence, to enhance project's performance and minimize adverse outcomes.

2.2.3 Resource Dependency Theory (RDT).

Resource Dependence Theory (RDT), introduced by scholars like Jeffrey Pfeffer and Gerald R. Salancik, arose as a critique of traditional economic theories, which often failed to account for the complexities of organizational behavior. It focuses on how organizations navigate and manage their relationships with external entities such as suppliers, competitors, and various stakeholders in their environment (Wiese, 2021).According to Resource Dependency Theory, organizations must establish and maintain resource dependencies to secure critical resources such as financial capital, information, technology, expertise, and raw materials. Organizations actively engage in a variety of strategies, such as alliances, partnerships, and lobbying, to reduce their dependency on uncertain or vulnerable sources of resources and gain control over essential inputs (Lamin, Merchant, & Wang, 2020). According to this theory, an organization's ability to exist and grow depends on outside resources, and this dependency shapes the organization's behavior. In the context of influence of project management practices on project performance, the Resource –Dependency theory emphasizes managing external dependencies as organizations depend on external supplies for resources (Pfeffer & Salancik, 2003).

Resource-Dependency Theory suggests organizations strategically procure resources to minimize vulnerability. In project management it is designed to optimize the acquisition of critical resources (Hillman, Withers & Collins, 2009).

Resource-Dependency Theory encourages organizations to establish stable supply chains to ensure a reliable flow of resources. In project management, stable and dependable practices contribute to overall performance. Given the uncertainties in external dependencies, Resource Dependence Theory suggests organizations should manage risks. In project management, risk mitigation strategies can be integrated into practices to enhance organizational performance (Hillman, Withers & Collins, 2009).

Resource Dependency Theory emphasizes the importance of collaboration to manage external dependencies effectively. In project management, collaborative approaches with suppliers can positively impact project performance (Pfeffer & Salancik, 2003).

Resource Dependency Theory (RDT) is a framework that explores how organizations manage dependencies on external resources to ensure stability, adaptability, and competitive advantage. The theory, pioneered by Pfeffer and Salancik (1978), posits that organizations rely on external resources critical for their survival and effectiveness. These resources ranging from raw materials to financial capital and specialized knowledge are often scarce and controlled by other entities, creating dependency relationships. RDT emphasizes that organizations must strategically manage these dependencies to mitigate risks and leverage external resources to enhance performance (Drees & Heugens, 2013). In this context, project management practices become essential as they determine how effectively an organization can secure, manage, and

optimize resources. In fields like health care, project management practices directly affect the quality, efficiency, and availability of crucial supplies, influencing overall organizational performance (Bode et al., 2011).

Resource Dependency Theory asserts that organizations develop specific strategies to minimize their vulnerability to external entities and, if possible, increase control over these sources. According to Casciaro and Piskorski (2005), RDT emphasizes the importance of managing inter-organizational relationships and establishing structures that reduce external dependencies. This often involves creating partnerships, diversifying suppliers, and negotiating long term contracts. By implementing these strategies, organizations can mitigate the uncertainties and enhance their resilience in a competitive market (Caniato et al., 2014)

Project management practices, when aligned with RDT principles, can significantly impact an project's performance by fostering resource stability and adaptability. For example, organizations can reduce dependency by diversifying their supply chains, ensuring that they are not reliant on a single supplier for essential resources. Such diversification is critical in dynamic sectors like Health care, where a shortage of medical supplies can severely disrupt services and compromise patient outcomes (Handfield et al., 2015). By employing project management practices that prioritize resource stability, organizations can mitigate the risks associated with resource scarcity and external supplier constraints, thereby enhancing performance and operational efficiency (Chen et al., 2018).

RDT emphasizes the strategic importance of controlling access to resources through effective project management practices. Organizations can build bargaining power and improve their project outcomes by establishing collaborative relationships with suppliers. This approach is

particularly relevant in industries with high dependency on specialized and scarce resources, where long term partnerships and strategic alliances with suppliers can lead to preferential access to critical inputs (Caniato, 2014). Recent studies indicate that such partnerships allow for better coordination, innovation, and adaptation, which are essential in sectors undergoing rapid changes, such as technology and health care (Bode et al., 2011). By strengthening relationships with key suppliers, organizations can secure resource flow and reduce the uncertainties associated with external dependencies, which in turn, positively impacts organizational performance.

The influence of project management practices as framed by RDT also extends to enhancing cost efficiency and sustainability, which are increasingly relevant in modern organizational performance metricsImplementing effective project management practices enables organizations to optimize the use of resources and minimize waste, resulting in financial savings and promoting environmental sustainability. In the healthcare sector, for instance, adopting sustainable project management approaches helps lower operational expenses while also supporting ethical practices, enhancing organizational reputation, and ensuring adherence to regulatory requirements (Handfield, 2015).By focusing on efficient resource use, project management practices aligned with RDT principles contribute to enhanced project performance by balancing economic and environmental objectives (Chen, 2018).

Resource Dependence Theory offers a useful perspective for examining the strategic importance of project management in influencing project outcomes. By effectively navigating external dependencies and adopting project management practices consistent with RDT principles, organizations can secure essential resources, strengthen resilience, and improve operational efficiency.

The alignment of project management practices with RDT also reduces risks related to resource dependency but also enables organizations to gain a competitive edge and long-term development in a rapidly changing environment (Caniato, 2014).

2.3 Theoretical framework

According to Defee et al. (2010), sound research must have a theoretical foundation. Therefore, Systems theory, Resource Dependency Theory and Principal-Agent Theory, will guide the research.

2.4 Empirical Review

2.4.1 Project risk management Practices and Project Performance.

According to Nyambura (2019), in a study examining project risk management practices and their effect on the performance of construction projects in Nairobi County, Kenya, effective risk management was identified as a key factor contributing to project success. The study found that risk identification, risk analysis, and risk mitigation practices were positively correlated with project performance. Nyambura concluded that proactive risk identification and continuous monitoring significantly improved project delivery timelines and quality outcomes in construction projects.

Mutwiri and Moronge (2018) conducted a study on risk management practices and the performance of road construction projects in Nairobi City County, Kenya. Their research found that proper risk management—especially in the areas of risk identification, assessment, and mitigation—contributed significantly to project success, minimized cost overruns, and ensured timely completion. They emphasized that risk management is a vital factor for project success and advised that risk management frameworks be incorporated throughout all stages of a project.

Mount Kenya University

The study also recommended that project managers enhance stakeholder involvement to strengthen risk management efforts.According to (Njoroge, 2015) on his research on Project Risk Management and Performance of Development Projects in Kenya: A case study of NGOs in Nairobi County revealed that risk planning, risk monitoring, and communication were key contributors to project success. The study concluded that NGOs that had structured risk management processes experienced higher efficiency in resource utilization and donor satisfaction. The researcher recommended continuous training for project staff in risk management.

Mutua (2020) investigated the impact of risk management practices on the performance of government projects, focusing on water projects in Machakos County, Kenya. The study revealed that effective risk control and response planning were positively linked to enhanced project delivery, fewer delays, and improved quality of outcomes. Mutua concluded that government projects need to prioritize risk assessment during the planning phase and recommended that risk management be institutionalized within government agencies.

Ouma and Njeru (2019) conducted a study on risk management practices and the performance of major construction projects in Kenya, using the Kenya National Highways Authority (KENHA) as a case study. Their findings indicated that effective risk identification, assessment, and mitigation significantly enhanced project performance. They concluded that large-scale projects necessitate a structured risk management framework along with frequent evaluations to address complex issues. The researchers further recommended that KENHA implement automated systems for ongoing risk monitoring.

2.4.2 Communication practices and Project Performance.

According to (Wanjiku and Muchelule, 2018) who conducted a research study on Influence of Communication Practices on Performance of Construction Projects in Nairobi County, Kenya. The study established that timely dissemination of project information, clarity in communication channels, and regular stakeholder meetings greatly enhanced project performance. The researchers concluded that communication practices, especially proper documentation and feedback mechanisms, significantly reduce misunderstandings and project delays. They recommended continuous training on communication skills for project managers.

Gwaya, Masu, and Wanyona (2014) examined how project communication influences the performance of building construction projects in Kenya. Their study found that ineffective communication was a major contributor to project delays and budget overruns. They concluded that consistent, clear, and two-way communication enhances team coordination and project success. The study recommended the adoption of formal communication structures and use ICT tools in project management.

(Njoki and Moronge, 2016) studied Influence of Project Communication on Project Performance: A case study of Kenya Rural Roads Authority Projects in Nairobi County. Their research found that regular project progress reports, stakeholder consultations, and feedback collection significantly contributed to project performance. The conclusion was that ineffective communication channels resulted in rework and conflicts, while effective communication enhanced project completion within scope and budget.

(Mwangi, 2016) study on Effect of Communication Management on Performance of public infrastructure projects in Kenya revealed that both formal and informal communication

mechanisms had a significant influence on project outcomes. The study concluded that delayed communication and lack of clarity in instructions often led to misunderstandings and cost escalations. Mwangi recommended the use of technology-based platforms to enhance project communication and ensure timely decision making.

(Mutua and Karanja, 2020) examined Communication practices and their effect on performance of donor funded projects in Nairobi County, Kenya. Their study found that structured communication practices, such as regular reporting, stakeholder meetings, and documentation, contributed to better project outcomes. The researchers concluded that projects with clear communication frameworks had higher rates of donor satisfaction and timely delivery. They recommend the integration of communication management plans into all stages of project implementation.

2.4.3 Project Leadership Practices and Project Performance.

According to Njeri and Were (2017), in their study on the influence of project leadership on the performance of road construction projects in Nairobi City County, effective leadership was found to significantly enhance project outcomes by improving coordination, decision-making, and team motivation. Their research found that transformational leadership practices including team motivation, delegation, and vision communication, positively influenced project performance. They concluded that project leaders who inspired and guided their teams achieved better quality, timely completion, and stakeholder satisfaction. The study recommended capacity building programs for project leaders to strengthen leadership skills.

Musyoka and Karanja (2018) explored how leadership practices influence project performance, focusing on a case study of Non-Governmental Organizations in Nairobi County, Kenya. Their

study emphasized that strong leadership practices played a vital role in achieving project goals, enhancing team productivity, and ensuring timely completion of projects.

The research showed that participative leadership, open communication, and effective decision making by project leaders significantly contributed to project success. The conclusion was that NGOs with leaders who involved teams in decision making and communicated effectively recorded higher performance levels. The study recommended that organizations invest in leadership development.

(Muriithi, 2016) research on Effect of Leadership Styles on Performance of Construction projects in Kenya found that democratic and transformational leadership styles were more effective in enhancing project performance compared to autocratic leadership. The study concluded that leaders who engaged team members, provided clear direction, and showed flexibility achieved better project outcomes. The researcher recommended the integration of leadership training in project management courses.

(Ndwiga and Muturi, 2019) studied influence of leadership practices on performance of donor funded projects in Kenya; a case of World Vision Kenya. The study found that leadership attributes such as strategic direction, mentorship, and conflict resolution positively influenced project performance. They concluded that project leaders with strong leadership abilities could effectively mobilize resources and manage challenges resulting in successful project delivery. The study recommended the implementation of structured leadership development programs in donor funded projects.

(Kiplagat and Mungai, 2020) examined Effect of project leadership on performance of county government projects in Kenya: A case of Baringo County. Their findings indicated that leadership practices including goal setting, team supervision, and effective communication

significantly improved project completion rates and community satisfaction. The researchers concluded that effective leadership practices were essential for achieving project goals within time and budget constraints. They recommended regular leadership capacity building for county government project managers.

2.3.4 Stakeholder Management Practices and Project Performance.

(Nduku and Iravo, 2015) conducted a study on the influence of Stakeholder Involvement on Project Performance in Public Projects in Kenya; A case of Kenya National Highways Authority (KENHA). The study found that involving stakeholders in project planning, decision-making, and monitoring significantly enhanced project performance. The researchers concluded that stakeholder involvement minimizes conflicts, enhances ownership, and improves project outcomes. They recommended that pubic institutions develop structured stakeholder engagement frameworks.

(Kiprop and Kihara, 2017) studied effect of Stakeholder management on performance of Road construction projects in Kenya; A case of Kenya Urban Roads Authority. The findings revealed that stakeholder communication, consultation, and involvement were positively correlated with project success. The study concluded that effective stakeholder management practices reduce disputes, enhance satisfaction, and ensure project goals are met. The researchers recommended continuous stakeholder mapping and active participation throughout the project lifecycle.

(Mugambi and Karanja, 2018) researched stakeholder engagement practices and performance of non-governmental organization projects in Nairobi County, Kenya. Their study found that regular stakeholder meetings, transparent communication, and timely feedback contributed to the success of NGO projects. The conclusion was that continuous stakeholder engagement improved

Mount Kenya University

accountability and resource utilization. The study recommended that NGOs institutionalize stakeholder management as part of their strategic planning.

(Kamau and Mohamed, 2015) studied influence of stakeholder management on project performance in construction projects in Kenya. Their findings indicated that identifying stakeholders early, managing expectations, and involving them in decision making enhanced project delivery timelines and quality. The study concluded that failure to manage stakeholders contributed to project delays and cost escalations. They recommended formal training for project managers on stakeholder management best practices.

(Otieno and Moronge, 2019) conducted research on Effect of Stakeholder Management on Performance of infrastructure Projects in Kenya; A case of Kenya Power Company projects. The study revealed that stakeholder analysis, engagement, and communication practices positively influenced project performance. They concluded that projects that invested in stakeholder collaboration achieved better community acceptance, timely delivery, and reduced risks. The study recommended integrating stakeholder management plans into all project phases.

Mount Kenya University

2.4 Conceptual Framework

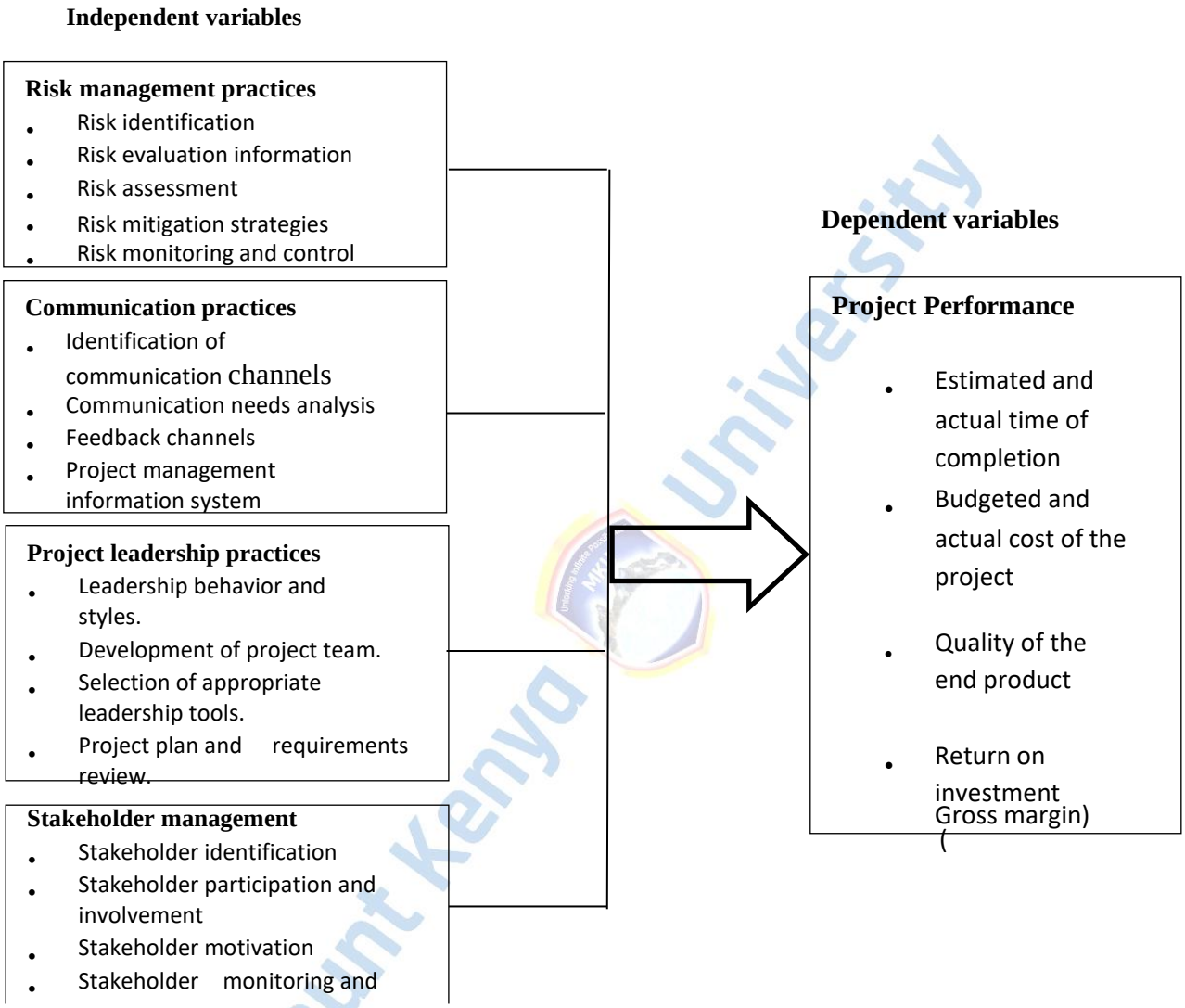


Figure 1: Conceptual Framework

Mount Kenya University

Source: Researcher 2024

Conceptual framework, according to Kaufmann and Raps (2005), refers to research instruments meant to help the researcher gain a thorough grasp of the events being studied and then convey them.

The figure above illustrates the relationship between the variables used in the study

2.5 Recap of Literature Review.

This literature review explored the best project management practices. Researchers including (Nyambura 2019), (Mutwiri and Moronge 2018), and (Mutua. 2020), have demonstrated that proactive risk management through identification, assessment, and mitigation positively influences project performance by minimizing delays and cost overruns. However, challenges noted include inadequate risk awareness, lack of continuous monitoring, poor risk documentation, and failure to anticipate external risks such as political or regulatory changes.

Studies have emphasized that clear, timely and structured communication improves team coordination and overall project performance. Challenges identified include delayed feedback, communication breakdowns between different project levels, lack of proper documentation, and over- reliance on informal channels, which sometimes result in misinterpretation and rework.

Research by (Njeri and Were, 2017), (Musyoka and Karanja 2018), and (Muriithi, 2016) has shown that transformational and participative leadership styles enhance team motivation and project success. Nonetheless, challenges such as poor leadership skills, reliance on autocratic leadership styles, inadequate mentorship, and political interference in leadership decisions were noted as common barriers to project success.

Researchers such as (Nduku and Iravo 2015), (Kiprop and Kihara, 2017), and (Kamau and Mohamed, 2015) agree that active stakeholder engagement, early involvement, and effective communication improve project performance by reducing conflicts and fostering ownership. Challenges highlighted include stakeholder resistance, conflicting interests, inadequate stakeholder mapping, and lack of sustained stakeholder consultation throughout the project lifecycle.

Although numerous studies have explored the impact of specific project management practices—such as risk management, communication, leadership, and stakeholder engagement—on project performance, the majority have concentrated on distinct sectors like construction, road development, or donor-funded initiatives. There is limited research examining the combined effect of these practices on project performance, additionally although challenges have been identified, few studies have provided integrated solutions or frameworks that organizations can adopt to address these challenges simultaneously. Furthermore, most studies are context-specific, limiting the generalizability of findings to other sectors in Kenya. This creates a research gap , calling for further investigation into how these project practices collectively influence project performance, with a focus on developing a comprehensive framework that addresses the identified challenges and can be applied across various project types in Kenya.

Mount Kenya University

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology used in the study. It covers the research design, target population, sample size, data collection methods, procedures for ensuring validity and reliability, as well as the techniques used for data presentation and analysis.

3.2 Research Design.

A descriptive study in the words of (Saunders, Lewis & Thorn hill, 2009), accurately profiles the people, events, and circumstances. This strategy provides a researcher profile that highlights salient characteristics from a particular organization that warrant attention. A research design serves as a roadmap to assist the investigator in achieving their goals at every stage of the study (Frankfort-Nachmias, Nachmias, 1996). It is a descriptive study that looks at a sample or subset of the data in order to characterize the entire set. The estimate order, analysis, correlation, and translation of information are all included in descriptive design; this makes sense as it involves. The study employed a descriptive research design, which was instrumental in explaining the relationship between the variables. According to Kombo and Tromp (2014), descriptive research involves portraying a situation as it naturally occurs, reflecting the behavior of the subjects without manipulating or altering it in any way (Tromp & Kombo, 2006).3.3 Location of the study.

Karatina Sub County Hospital, located in Karatina, Nyeri County, Kenya, was the suggested study site due to its significance in providing essential health care services within Nyeri County and its involvement in numerous development projects aimed at improving service delivery.

Over the past few years, the hospital has implemented several projects; however, despite the volume and importance of these initiatives, the hospital has encountered various challenges such as project delays cost overruns, scope changes, and ineffective resource utilization. These issues raise concerns about the effectiveness of project management practices being applied and their impact on overall project performance. Limited empirical research has been conducted to examine how project management practices contribute to successful project outcomes in public Healthcare institutions. This gap justifies the need for this study, as findings could offer practical recommendations for improving project implementation not only in Karatina Sub County Hospital but also similar health institutions across the country.

3.4 Target Population.

Mugenda & Mugenda (2015) define the target population as the complete group that a researcher wants to examine. The study's target population included all projects undertaken at Karatina Sub-County Hospital between 2015 and 2024 in Nyeri, Kenya, as well as 60 staff members from departments involved in project implementation. These departments included finance, supply chain, ICT, and the research and development unit. A census approach was used, encompassing all projects conducted since 2015, along with all staff from the Research and Development department and departmental heads directly involved in project execution. This approach allowed the researcher to gather comprehensive data from all 60 participants and helped eliminate selection bias often associated with sampling.

Mount Kenya University

3.5 Sample size and Sampling Techniques

According to Kothari (2014), a sample refers to a subset selected from a larger population, used to estimate the characteristics of that broader group. It can either represent the entire population proportionally or be deliberately selected to accurately reflect the population's overall attributes.

3.5.1 Sample size.

A representative subset of individuals is drawn from a larger population to provide a foundation for estimating specific demographic characteristics (Kothari, 2014).

3.6 Data collection instruments and procedures

Questionnaires were utilized to collect data. The questionnaires were administered personally by the researcher.

Mount Kenya University

3.7 Pilot study.

Cooper and Schindler (2010) suggest that conducting a pilot test can enhance face validity by confirming the accuracy and reliability of research instruments. Although the total sample size was 88, only 8 individuals participated in the pilot study, which aimed to assess the questionnaire's validity and reliability. Nyeri County Referral Hospital served as the main site for this preliminary phase. The pilot study was carried out to refine the questionnaire by identifying weaknesses and anticipating any logistical challenges that might arise during the actual data collection. This involved administering the survey to selected pilot participants, after which necessary revisions were made based on the feedback obtained

3.7.1 Reliability Tests

According to Cooper (2014), a research instrument is considered reliable if it consistently yields the same results under similar conditions. To ensure expert validation, the researcher consulted the supervisor as well as peers. The experts were asked to review the questionnaire and provide feedback on aspects such as language appropriateness, clarity, and the presence of any ambiguous items.

3.7.2 Validity Tests

To establish the validity of the study, the researcher conducted a pre-test of the questionnaires. Internal consistency was assessed using the Cronbach's alpha coefficient. According to Jackson (2014), an alpha value between 0.7 and 1.0 signifies strong internal consistency, values between

0.3 and 0.69 indicate moderate consistency, while those below 0.29 reflect weak reliability. For this study, an alpha threshold of 0.7 was used to determine acceptable reliability. The instrument yielded a Cronbach's alpha of 0.788, suggesting satisfactory internal consistency. After revisions, the tool achieved a composite alpha value of 0.8048 before being used in the main field study.

Table 1: Cronbach's Alpha Values

VARIABLE	**CRONBACH'S ALPHA**
Risk management practices	0.769
Communication practices	0.848
Project Leadership practices	0.797
Stakeholder management practices	0.824
Project performance	0.786
Average	**0.8048**

Mount Kenya University

3.8 Data Collection Procedures.

The researcher designed a structured questionnaire tailored to address the study's hypotheses. The main target respondents were senior executives and middle-level managers. Upon receiving approval for the research project, the data collection phase was initiated. The researcher proceeded to seek permission from the Nyeri County Government to carry out the study. Questionnaires and surveys were then administered to the selected participants, and the results were documented accordingly.

3.9. Data Analysis Techniques and Procedures.

Descriptive statistics—such as frequencies, percentages, means, and standard deviations—were used to summarize the collected data. To assess the nature and strength of the relationships between the study variables, inferential statistical methods, including correlation and regression analyses, were applied. A multiple regression model was utilized to evaluate how the independent variables—project risk management, communication, leadership, and stakeholder management—affected the dependent variable, which is project performance. The analysis was based on the regression equation outlined below.:

$\mathbf{Y} = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$

Y- Dependent variable β_0 –

Constant $\boldsymbol{\beta_1}$, $\boldsymbol{\beta_2}$, $\boldsymbol{\beta_3}$, $\boldsymbol{\beta_4}$–Regression

Coefficients XI x2 x3 x4 -

Independent variables

$\mathbf{X_1}$ – Risk management practices,

$\mathbf{X_2}$ – Communication practices,

X_3 – Project Leadership practices

X_4– Stakeholder management practices,

Y – Project performance

ε - Error

3.10 Ethical Considerations.

Permission for the study was sought from the National Commission for Science, Technology, and Innovation (NACOSTI) under the Ministry of Education, the County Government of Nyeri, and the University. The researcher also ensured that ethical principles and standards were upheld throughout the entire research process. Full consent of all respondents was sought before the questionnaires were administered. Participants' privacy was protected at all times during the research process, and the questions' contents were disclosed up front. The researcher made sure that every responder is involved in the study voluntarily.

CHAPTER FOUR

ANALYZING, PRESENTING, AND INTERPRETING DATA

4.1Overview

Based on the information gathered from the respondents, this chapter includes the study's analysis, conclusions, and discussions.

Mount Kenya University

Table 2: Response Rate

Response Rate

Number of distributed questionnaires	Percent	Number of returned questionnaires	Response Rate (%)
60	100	58	96.7

Source: Research Data, 2025

In this research, 60 questionnaires were distributed, out of which 58 were properly filled out and returned, yielding a high response rate of 96.7%. Babbie (2010) considers a 50% response rate sufficient for analysis, 60% as good, and 70% as very good in manual survey-based research. Similarly, Bailey (2011) views a 75% response rate as acceptable, while Chen (2009) emphasizes that higher response rates help minimize the risk of non-response bias and enhance the reliability of the findings.

4.1 Risk Management Practices Ratings

Participants were asked to rate various aspects of risk management practices using a five-point Likert scale, with 5 representing Strongly Agree, 4 indicating Agree, 3 for Neutral, 2 for Disagree, and 1 signifying Strongly Disagree..

Table 3:Project Risk Management

Statement	Mean	Std

		Dev
Risk assessment reports are produced periodically	3.33	1.205
Project monitoring & control is an integral part of risk management	4.83	.534
Most org's practice proper risk identification before project execution	3.40	1.138
Adoption of risk reduction policies helps mitigate risk in projects	4.33	.825
Aggregate mean and Standard Deviation	**3.97**	**0.93**

Source: Research Data, 2019

The overall mean score for all the assessed attributes was 3.97, indicating that project risk management is widely practiced by project teams to a significant extent. These findings align with those of Kinyua, Ogollah, and Mburu (2015), whose study on ICT enterprises in Nairobi revealed that effective project risk management was shaped by thorough risk assessments, access to relevant information, and the application of mitigation strategies aimed at reducing risks during software development.

4.2 Strategy Most Commonly Used by Organizations in Risk Mitigation

Table 4:The strategy Most Commonly Used

	Variable	Frequency	Percent
Valid	Avoidance	3	5.2
	Acceptance	5	8.6

Mount Kenya University

Reduction	41	70.7
Transference	9	15.5
Total	**58**	**100.0**

Source: Research Data, 2025

The study reveals that a majority of organizations engaged in executing projects tend to prioritize risk reduction as their principal approach to mitigating challenges and achieving targeted outcomes. This observation differs somewhat from the conclusions drawn by Kinyua, Ogollah, and Mburu (2015) in their research on ICT companies in Nairobi, where the preferred strategies included avoiding risks altogether, fostering transparency in risk communication, and conducting time-based assessments to manage uncertainties and promote successful project delivery**..**

4.3 Project Communication Practices

Respondents evaluated project communication practice attributes using a five-point Likert scale, with 5 indicating Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree, and 1 for Strongly Disagree

Statement	Mean

Table 5: Communication Practices Ratings

Std

Clear communication channels are in place, promoting open and transparent exchange of information &	4.64	.485
Organizations emphasize effective communication among team members and with stakeholders to support collaboration and project success.	4.05	.963
ICT-based business systems are important for improved comm' flow	4.60	.815
Comm needs are investigated during project design stage	3.47	1.260
Systems for obtaining feedback from stakeholders exist in organizations	3.55	1.029
Aggregate mean and Standard Deviation	**4.06**	**0.919**

Dev

Mount Kenya University

Source: Research Data, 2025

The overall mean score for project communication practices was 4.06. When rounded to 4 on the five-point Likert scale, this indicates that respondents generally agreed that essential communication practices were consistently implemented before and during project initiation. This suggests that project managers at Karatina Sub-County Hospital actively applied communication strategies throughout project execution. These results are in line with findings by Campbell and Cohost (2014), who highlighted communication as a vital component of successful project performance. Their study noted that effective communication within project teams and between teams and stakeholders often leads to successful project outcomes, while inadequate communication is a common cause of project failure.

4.4 Project Leadership Practices

Participants were requested to assess various aspects of project communication practices using a five-point Likert scale, with 5 representing Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree, and 1 indicating Strongly Disagree.

Table 6: Relationship Between Project Leadership Practices and Project Performance

Project Leadership Practices and Project Performance

Mount Kenya University

Statement	Mean	Std Dev
The skills of the project team are consistently developed and actively supported.	4.03	.973
The competence of the project leader significantly influences the successful execution of the project.	4.83	.381
Leadership styles are adaptable and adjusted based on the specific demands of each situation.	4.22	.839
Organizations have sufficient appropriate tools for project delivery	3.63	1.046
		0.81
Aggregate mean and Standard Deviation	4.18	

Mount Kenya University

Source: Research Data, 2025

The overall mean score for monitoring and evaluation was 4.18, with a standard deviation of 0.81. When rounded to 4 on the five-point Likert scale used in the study, this indicates that respondents generally agreed that effective leadership practices were present and contributed significantly to the performance of projects at Karatina Sub-County Hospital. These findings align with recommendations by the International Centre for Complex Project Management, which emphasize the need for project leaders to adapt to the evolving shift from traditional methods to a more interconnected information era. It highlights the importance of equipping project teams with the necessary skills to thrive in an increasingly complex and competitive environment (Remington, 2011). Similarly, Prakash (1994; 2016) emphasized that leadership behavior must be adaptable and that leadership styles should vary based on the situation. The study affirmed that successful project managers tend to apply flexible leadership strategies, with those who are relationship-oriented more effectively utilizing transformational leadership approaches.

4.4.1. Most Common Leadership Styles

The findings indicate that project leaders at Karatina Sub-County Hospital predominantly apply a situational leadership style. This aligns with the results of a study conducted in the United Kingdom by Dennis and Jeffrey (2016), which concluded that a contingency or situational

approach positively influences project performance, as no single leadership style is effective in all scenarios. The study emphasized that effective managers must remain adaptable, adjusting their leadership methods to suit the specific context they face. These outcomes are also supported by the work of Wideman and Shenhar (2016), who highlighted the importance of tailoring leadership styles to the demands of different situations. According to their findings, a lack of flexibility in leadership can lower team morale and ultimately contribute to project failure—a view further reinforced by Kliem (2016).

4.5 Project Stakeholder Management Practices

4.5.1 Project Stakeholder Management Practices Ratings

Respondents were requested to evaluate the characteristics of project stakeholder management practices using a five-point Likert scale, where 5 indicated Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree.

Table 6:Stakeholder Management Practices Ratings

Statement	Mean	Std Dev
Engaging and involving stakeholders is a crucial practice.	4.86	.348
A well-organized system is in place to handle external stakeholders effectively.	3.72	.914

Mount Kenya University

Organizations encourage and incentivize their stakeholders.	3.55	.902
The key stakeholders are identified prior to starting the project.	3.67	1.431
Open communication channels with stakeholders exist	3.57	1.094
Aggregate mean and Standard Deviation	**3.87**	**0.94**

Source: Research Data, 2019

The mean score for project stakeholder management practices was 3.87, with a standard deviation of 0.94. When approximated to 4 on the five-point Likert scale utilized in the study, this suggests that stakeholder engagement approaches are generally sufficient to support improved project outcomes at Karatina Sub County Hospital. However, the results also point to a noticeable gap in management's efforts to strengthen stakeholder involvement within project initiatives. These observations are consistent with findings by Pernille, Martin, and Claudia (2015), who emphasized that inclusive stakeholder participation can enhance internal processes and organizational effectiveness. Furthermore, their study noted that strategic branding helped stakeholders feel more connected to the project, thereby increasing its likelihood of success. Actively engaging stakeholders also contributes to minimizing the chances of unforeseen issues and dissatisfaction.

4.5.2 Challenges in Stakeholders Management

The findings reveal that project teams at Karatina Sub County Hospital face significant difficulties in effectively engaging stakeholders during project activities. This challenge likely arises from the need to manage diverse stakeholder preferences, viewpoints, and knowledge, while striving to balance individual expectations with the project's desired outcomes. Achieving this balance is complex and can impact overall project performance. Similarly, a study by Lekunze (2015) in Ghana's Upper East region highlighted that the interests and roles

of key stakeholders play a vital role in project success. The research identified issues such as unhealthy competition, conflicting interests, lack of support, opposition from leadership, and differing beliefs and practices as major obstacles negatively affecting project outcomes.

4.6 Correlation Analysis

Correlation analysis aims to assess how much the independent variables depend on each other and to examine their individual relationships with the dependent variable. The summarized results are presented in Table 7.

Table 7:Correlation Matrix

	Project performance	**Project risk management**	**Project communication**	**Project leadership**	**Project stakeholder management**
Project performance	1				
(p) (2 tailed)	0				
Project risk management (r)	0.773	1			
(p) (2 tailed)	0.036				
Project communication (r)	0.463	0.316	1		
(p) Sig. (2 tailed)	0.018	0.047			

Mount Kenya University

Project leadership (r)	0.618	0.163	0.216	1	
(p) Sig. (2 tailed)	0.025	0.019	0.047		
Project stakeholder management (r)	0.652	0.161	0.233	0.462	1
(p) Sig. (2 tailed)	0.031	0.029	0.0464	0.014	

As shown in Table 7, the correlation analysis indicates that the relationships among the independent variables are statistically significant at the 95% confidence level and demonstrate a notable association with the dependent variable. This implies that the strength of these inter-variable relationships could meaningfully influence their connection to project performance. Based on Pearson's correlation coefficient, a strong and significant positive correlation exists between project risk management and project performance ($\rho = 0.773$, $p < 0.05$), suggesting that enhanced risk management practices are linked to improved performance outcomes. In addition, the data shows a modest but statistically significant positive correlation between project communication and performance ($\rho = 0.463$, $p < 0.05$). Project leadership also exhibits a strong and positive relationship with project performance ($\rho = 0.618$, $p < 0.05$). Finally, stakeholder management is positively and significantly correlated with project performance ($\rho = 0.652$, $p < 0.05$), underscoring its importance in achieving successful project outcomes.

Mount Kenya University

4.7 Diagnostic Tests

Various diagnostic tests were performed, including checks for multicollinearity, homoscedasticity, and normality. The findings and corresponding interpretations for each test are provided in the following subsections:

4.7.1 Multi-Collinearity Test

Multicollinearity was evaluated using Variance Inflation Factor (VIF) and Tolerance metrics. VIF, which represents the reciprocal of tolerance (computed as 1 divided by 1 minus R^2), helps determine the degree of linear association between a particular independent variable and the other predictors in the regression model. The results of this analysis are displayed in Table 8 below:

Table 8:Multi-Collinearity Test

	Collinearity Statistics Tolerance	VIF
performance of projects.	.500	2.000
project risk management practices.	.608	1.646
project communication practices.	.633	1.580
project leadership practices.	.493	2.027
project stakeholder management.	.242	2.083

Source; Researcher, 2025

The results of the multicollinearity tests are shown in Table 8 above. The Variance Inflation Factor (VIF) values for all predictor variables were below 3, indicating that collinearity is

within acceptable limits. Generally, acceptable VIF values range from 0.2 to 3.0, and all tested variables fall within this interval. Tolerance values, which should lie between 0.1 and 5.0, were all below 1.0, further confirming that multicollinearity among the predictors is low and acceptable. These findings align with Meyers, Guarino, and Gamst (2014), who explain that higher VIF values correspond to increased variance in regression coefficients. They recommend that VIF values of 10 or above suggest problematic multicollinearity.

4.7.2 Homoscedasticity Test

Table 9: Leven Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.817	8	48	.587

Source: Research Data, 2025

Levene's test was employed to assess the assumption of equal variances, and the outcomes are summarized in Table 9. The test yielded a Levene Statistic of 0.817 with a p-value of 0.587, supporting the acceptance of the null hypothesis—that the variances across groups are equal. This confirms that one of the key conditions for conducting regression analysis has been met. According to Hair (2014), homogeneity of variance requires that the dependent variable maintains consistent variance across different levels of the independent variables. Levene's test is a widely used method for evaluating this condition; a p-value below 0.05 indicates the presence of heteroscedasticity, whereas a non-significant result points to homoscedasticity (Hair, 2014).

Mount Kenya University

4.7.3. Normality Test

Table 10:Test for normality of the Distribution

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance of projects	.216	58	.001	.921	58	.001
Communication practices	.219	58	.000	.912	58	.000
Risk management	.163	58	.001	.919	58	.001
Project leadership	.274	58	.000	.860	58	.000
Stakeholders' management	.201	58	.000	.919	58	.001

a. Lilliefors Significance Correction

The normality test results are shown in Table 10. The Shapiro-Wilk test, commonly used for assessing normality in small samples, was applied. The findings reveal a p-value below 0.05, leading to the rejection of the normality assumption. This finding is consistent with Sen and Srivastava (2010), who noted that a p-value exceeding 0.05 suggests no significant deviation from a normal distribution. However, in this case, the data does not follow a normal distribution, indicating that the results might be affected by this irregularity.

4.8 Multiple Regression Analysis

This study sought to evaluate the adequacy of the regression model by analyzing the coefficient of determination, which reflects the strength of the relationship between the collective independent variables and project performance. The coefficient of determination indicates how much of the variation in the dependent variable can be attributed to changes in the predictor variables—in this case, the influence of project management practices on project outcomes. The 'Model Summary' table provides insight into how effectively the regression line accounts for the overall variability in project performance.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.849	.845	.04131

Dependent Variable: Project performance

The predictors in the model include project leadership, risk management, communication, and stakeholder engagement. As indicated in Table 11, the adjusted R-squared value stands at 0.845, meaning that these independent variables collectively explain 84.5% of the variability in the dependent variable. The remaining 15.5% can be attributed to other factors not captured within the model. This result supports the perspective of Child and McGrath (2001), who highlight the increasing relevance of project management practices, particularly as organizational activities continue to shift toward project- and program-based structures.

Mount Kenya University

The analysis of variance (ANOVA) is a statistical method used to determine whether there are significant differences between group means, accounting for the variability observed both within and between those groups.

Table 12: ANOVA of the Regression

	Sum of Squares	**Df**	**Mean Square**	**F**	**Sig.**
Regression	195.568	4	48.892	9.44956	0.00081
Residual **Total**	274.222	53	5.174		
	469.79	**57**			

Dependent Variable: Project performance

The predictor variables in the regression model comprise project leadership, risk management, communication, and stakeholder involvement. The model yielded an F-statistic of 9.44956 with a p-value of 0.00081, demonstrating statistical significance at the 5% level ($p < 0.05$). This outcome implies that these variables—risk management, leadership, communication, and stakeholder engagement—have a meaningful and positive influence on project performance at Karatina Sub County Hospital.

Table 13: Regression Coefficients Results

	Un-standardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		

Mount Kenya University

(Constant)	3.77	0.451		8.3592	0.004
Project risk management	0.782	0.121	0.146	6.462	0.003
Project communication	0.463	0.079	0.126	5.860759	0.001
Project leadership	0.473	0.073	0.045	6.479452	0.005
Project stakeholder management	0.532	0.073 a.	0.142	7.287671	0.004

Dependent Variable: Project performance

Y= 3.77 + 0.782 X_1+ 0.463 X_2+ 0.473 X_3+ 0.532 X_4

All four project management practices—risk management, leadership, communication, and stakeholder engagement—were found to have a positive impact on project performance. The regression analysis indicated that enhancements in any of these areas are likely to result in improved project outcomes. As such, it is essential to adopt comprehensive risk management strategies, cultivate effective leadership, establish clear and accessible communication systems, and engage stakeholders meaningfully throughout the project lifecycle. These conclusions are supported by Biafore and Stover (2012), who asserted that successful project management depends on strong leadership, transparent communication, optimal use of resources, and collaborative efforts in identifying and managing risks. Furthermore, project progress and status should be regularly communicated to key audiences, including stakeholders and team members. According to Muller and Turner (2010), leadership skills are significantly more developed in managers of successful projects compared to those leading less successful ones. Key leadership traits such as awareness, empathy, and clear communication are positively associated with project success.

Mount Kenya University

CHAPTER FIVE

OVERVIEW, DEFINITIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the researcher's summary of key findings, conclusions drawn from the study, and corresponding recommendations. The conclusions and proposals are directly aligned with the study's main objective, which was to examine how project management practices affect the performance of projects at Karatina Sub County Hospital.

5.1 Summary of findings.

5.1.1 Test of Hypothesis One

The initial objective focused on assessing the impact of project risk management practices on the performance of projects at Karatina Sub County Hospital. To evaluate this relationship, the first null hypothesis was formulated and tested, stated as follows:

H01: Project risk management practices do not significantly influence performance of projects in Karatina Sub County Hospital.

Mount Kenya University

Table 13 presents results indicating that the coefficient for project risk management is 0.782, accompanied by a p-value of 0.003. Given that this p-value is below the 5% level of significance, the null hypothesis is rejected, demonstrating a statistically significant link between risk management practices and project performance. This suggests that, assuming all other variables remain constant, a single-unit enhancement in risk management correlates with a 0.782-unit improvement in performance outcomes at Karatina Sub County Hospital. These results are consistent with Zwikael and Ahn (2016), who contend that successful risk management relies on a solid understanding of both the industry-specific and broader national risk environment. They note that even basic levels of preparedness in risk planning can substantially reduce negative impacts on project success. Moreover, their study highlights that many failures stem from inadequate identification of risks—particularly in complex initiatives—where critical threats and vulnerabilities are frequently overlooked, undermining the overall effectiveness of the project.

5.1.2. Test of Hypothesis Two

Here's a plagiarism-free rewrite that keeps the original meaning and length:

The second objective aimed to assess the impact of project communication practices on project performance at Karatina Sub County Hospital. The null hypothesis tested was:

H02: Project communication practices do not significantly affect project performance at Unilever Company Kenya Ltd.

According to the results in Table 13, the coefficient for project communication was 0.463 with a p-value of 0.001 ($p < 0.05$), leading to the rejection of the null hypothesis at the 5% significance level. The study therefore concluded that project communication practices have a significant

positive effect on project performance. This indicates that, assuming other factors remain constant, a one-unit increase in communication practices results in a 0.463-unit increase in project performance at Unilever Company Kenya Ltd. Supporting these findings, Campbell and Cohost (2014) identified communication as the top factor for project success, noting that strong communication within project teams and between teams and customers—particularly in energy companies—was linked to successful projects, while poor communication was a key contributor to project failure.

5.1.3. Test of Hypothesis Three

This objective aimed to evaluate the influence of leadership practices on the performance of projects within Karatina Sub County Hospital. To achieve this, the first null hypothesis was formulated and tested. It was stated as follows:

H03: Project leadership practices do not significantly influence performance of projects in Karatina sub county hospital.

The findings in Table 13 indicate that the coefficient for project leadership is 0.473, with a p-value of 0.005. Since the p-value is less than 0.05, the null hypothesis is rejected at the 5% significance level. The study concluded that project leadership practices have a significant positive effect on project performance. This suggests that, holding other factors constant, a one-unit increase in project leadership practices results in a 0.473-unit improvement in project performance at Karatina Sub County Hospital. Consistent with these findings, Prakash (2016) observed that leadership behaviors are adaptable, with leadership styles needing adjustment based on varying circumstances. It was evident that effective project managers exhibit

considerable flexibility in their leadership methods. The results further revealed that relationship-oriented project managers are more likely to utilize a transformational leadership style.

5.1.4. Test of Hypothesis four

The final research objective aimed to assess how stakeholder management practices influence the performance of projects at Karatina Sub County Hospital. To address this, the first null hypothesis was formulated and subjected to testing. The hypothesis was stated as follows:

H04: Project stakeholder management does not significantly influence performance of projects in Karatina Sub County Hospital.

Mount Kenya University

The findings presented in Table 13 indicate that the coefficient for project stakeholder management is 0.532, with a corresponding p-value of 0.004. Given this result, the null hypothesis was rejected at the 5% significance threshold, confirming that stakeholder management has a statistically significant influence on project outcomes. Specifically, when other variables are held constant, an improvement of one unit in stakeholder management practices is associated with a 0.532-unit enhancement in project performance at Karatina Sub County Hospital. These results are in line with the study by Pernille, Martin, and Claudia (2015), which found that involving stakeholders actively contributed to more effective organizational operations. Moreover, their research emphasized that strategic stakeholder engagement enhances identity alignment and fosters deeper commitment, which can contribute to the success of the project. Proactive stakeholder participation also plays a role in minimizing risks such as unforeseen disruptions or stakeholder dissatisfaction.

5.2 CONCLUSIONS AND RECOMMENDATIONS

5.2.1. Conclusions

The study establishes that although risk management documentation is prepared consistently, formal risk assessment reports are not produced with the frequency needed. At Karatina Sub County Hospital, monitoring and controlling risks are identified as essential aspects of the

overall risk management process. Continuous oversight and evaluation of mitigation strategies are recognized as fundamental to maintaining high-quality project performance.

Additionally, the research finds that reliable communication structures are in place, fostering open interaction. The institution places significant value on transparent communication, both among internal teams and with external stakeholders. Systems have been developed to support openness and facilitate inclusive participation across all phases of project design and implementation.

The analysis also highlights that the hospital places strong emphasis on ongoing capacity building for its project teams. The effectiveness of leadership is shown to play a crucial role in the successful execution of projects, underscoring the need for skilled and capable project managers. Karatina Sub County Hospital demonstrates a clear commitment to developing leadership and enhancing the competencies of its teams.

Lastly, the study finds evidence of active stakeholder participation, which is likely to contribute positively to project success. An organized framework for engaging external stakeholders is in place, reflecting the hospital's dedication to inclusive and efficient stakeholder management that supports improved project outcomes.

5.2.2. Recommendations

It is recommended that the organization adopt a comprehensive risk management approach that fully incorporates all stages of the established risk management framework. This process should involve identifying potential risks, evaluating their severity, applying suitable mitigation strategies, allocating the necessary resources, and ensuring ongoing monitoring and control

Mount Kenya University

throughout project execution. Moreover, each project should be supported by a regularly updated risk register to enhance preparedness and accountability.

The organization is further encouraged to put in place effective communication structures that promote both openness and confidentiality, ensuring accessibility for all involved stakeholders. Strengthening cohesion through deliberate and audience-specific dissemination of relevant information is crucial. Thoughtful attention should be given to what is communicated, to whom it is directed, and when it is delivered to maximize clarity and impact..

Furthermore, the study suggests that project management adopt transactional leadership styles that emphasize contingent rewards, particularly in non-charitable ventures. This approach could motivate staff and stakeholders to pursue more rewarding and sustainable initiatives within Karatina Sub County Hospital.

Lastly, to manage stakeholders effectively and comprehensively, project management teams should consistently promote participatory methods. Beyond ensuring clear communication, project leaders must also uphold principles of courtesy, competence, responsiveness, and accessibility.

5.2.3 Suggestions for Further Research

The study suggests that subsequent research should examine the impact of strictly following all phases of the project cycle on successful project delivery. Further investigations could also assess how each individual stage of the cycle contributes to enhancing overall project outcomes. Additional studies are suggested to examine the effectiveness of monitoring and evaluation practices at Karatina Sub County Hospital, particularly in achieving project objectives, ensuring

planned resource utilization, and improving overall efficiency, effectiveness, and project relevance. Given that many staff members involved in these projects are relatively new, further research is needed to assess their professional competence and how it impacts project performance and the achievement of intended deliverables. Specifically, studies should aim to evaluate the extent of formal training in project management among staff.

.

APPENDICES

APPENDIX I: CONSENT

Consent for participation in the study.

I am Beatrice Wanjiru Gichigi carrying out a study on influence of project management practices on project's performance at Karatina Sub County Hospital. You have been identified as respondents in the study. Your participation is highly appreciated. The information provided will be confidential for the purpose of the study.

Yours faithfully,

Beatrice Wanjiru

Mount Kenya University

APPENDIX II: QUESTIONNAIRE

Instructions: Please take a moment to follow the steps and complete the following survey. Select/Tick the appropriate boxes.

Section A: Respondent's background information

(Please tick where applicable)

1. Gender: Female ( ) b) Male( )

2. Age: 18 -30( ) 31-40( ) 41-50( ) over 50( )

3. Highest level of education attained

a) Certificate( ) b) Diploma ( ) c) Undergraduate( ) d) Post-graduate( )

4. Years of experience in your department?

a) Less than 1 year ( ) b) 1-5years ( ) c) 6-10years ( ) d) Over 10 years ( )

Mount Kenya University

Section B: Project Risk Management Practices

Please indicate the extent to which you agree with the following statements regarding project risk management practices in your organization. Use a scale of 1-5, where (5-very large extent, 4-large extent, 3-moderate extent, 2-small extent and 1-Not at all.)

	5	4	3	2	1
To what extent does your organization identify potential project risks at the planning stage?					
How often is the risk assessment conducted throughout the project lifecycle?					
Does your organization have a clear risk management plan for every project?					
How effectively does your organization implement strategies to mitigate identified risks?					

Mount Kenya University

Section C: Procurement Communication Practices

	5	4	3	2	1
Are project communication channels clearly established and accessible to all team members?					
How timely is communication between project managers and stakeholders?					
Are project progress updates communicated regularly to all relevant stakeholders?					
How clear and understandable are project reports and updates shared within the organization?					

Section D: Project leadership practices

	5	4	3	2	1
Do project leaders in your organization provide clear direction and guidance to project teams?					
Do project leaders effectively motivate and inspire project team members?					
How well do project leaders manage conflicts that arise during project execution?					
Are project leaders approachable and open to receiving feedback from team members and stakeholders?					

Mount Kenya University

SECTION E: Project performance

	5	4	3	2	1
Are most projects in your organization completed within the planned time?					
Are projects usually delivered within allocated budget?					
Do completed projects meet the set quality standards and specifications?					
How satisfied are stakeholders with the outcomes of completed projects?					

THANK YOU FOR YOUR TIME AND PARTICIPATION

COUNTY GOVERNMENT OF NYERI AUTHORIZATION

Mount Kenya University

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2022/48823

26th August, 2024

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

Dear Sir/ Madam,

RE: GICHIGI BEATRICE WANJIRU- REGISTRATION NO. MSCPM/2022/48823

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 Procurement Practices on Organization's Performance in Karatina Sub County Hospital, Kenya."** 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 **September, 2024 and November, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

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

Mount Kenya University

REF: **MKU/ISERC/4132**
TO: **GICHIGI BEATRICE WANJIRU**

Date: 26 August 2024

REG: **MSCPM/2022/48823 Amended)**

Dear Sir/Madam,

RE: INFLUENCE OF PROCUREMENT PRACTICES ON ORGANIZATION'S PERFORMANCE IN KARATINA SUB COUNTY HOSPITAL, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2982.** The approval period is **07/08/2024 - 06/08/2025.**

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 20 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,

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

MOUNT KENYA UNIVERSITY
P.O. Box 13499-00100 NAIROBI CAMPUS
26 AUG 2024
DIRECTOR Graduate Studies
RECEIVED

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

NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **408179**

Date of Issue: **30/August/2024**

RESEARCH LICENSE

This is to Certify that Ms.. BEATRICE WANJIRU GICHIGI 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 Nyeri on the topic: INFLUENCE OF PROCUREMENT PRACTICES ON ORGANIZATION'S PERFORMANCE IN KARATINA SUB COUNTY HOSPITAL, KENYA. for the period ending : 30/August/2025.

License No: **NACOSTI/P/24/39641**

408179

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

REPUBLIC OF KENYA

COUNTY GOVERNMENT OF NYERI
DEPARTMENT OF HEALTH SERVICES
OFFICE OF THE DIRECTOR

Email: nyericountyhealth@yahoo.com
Phone: 0758563121

COUNTY COMMISSIONER'S HQ
BLOCK 'A'
P.O. Box 110 – 10100
NYERI

OUR REF: CGN/HEALTH/HRM/5/VOL.X

Date: 4th September 2024

The Medical Superintendent
Karatina Sub County Hospital

RE: RESEARCH AUTHORIZATION

The bearer of this letter, **Gichigi Beatrice Wanjiru**, is a student at Mt. Kenya University pursuing Master of Science degree in Project Planning & Management.

She has written to this office seeking authority to conduct a research for her research proposal.

Consent has been given and she is hence introduced to carry out a research on "**Influence of procurement practices on organization's performance in Karatina Sub County Hospital**".

The student should also comply with any other requirement as may be required at the study site.

Kindly accord her the necessary support.

Dr. Oscar Agoro
For: County Director for Health
NYERI COUNTY

Beatrice Gichigi

Beatrice_Gichigi2_Project.docx

Thesis

Master

Mount Kenya University

Document Details

Submission ID
trn:oid:::1:3078199425

Submission Date
Nov 13, 2024, 10:40 PM GMT+3

Download Date
Nov 15, 2024, 12:11 PM GMT+3

File Name
Beatrice_Gichigi_Project.docx

File Size
1.8 MB

90 Pages

20,064 Words

127,355 Characters

turnitin Page 1 of 102 - Cover Page Submission ID trn:oid:::1:3078199425

16% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

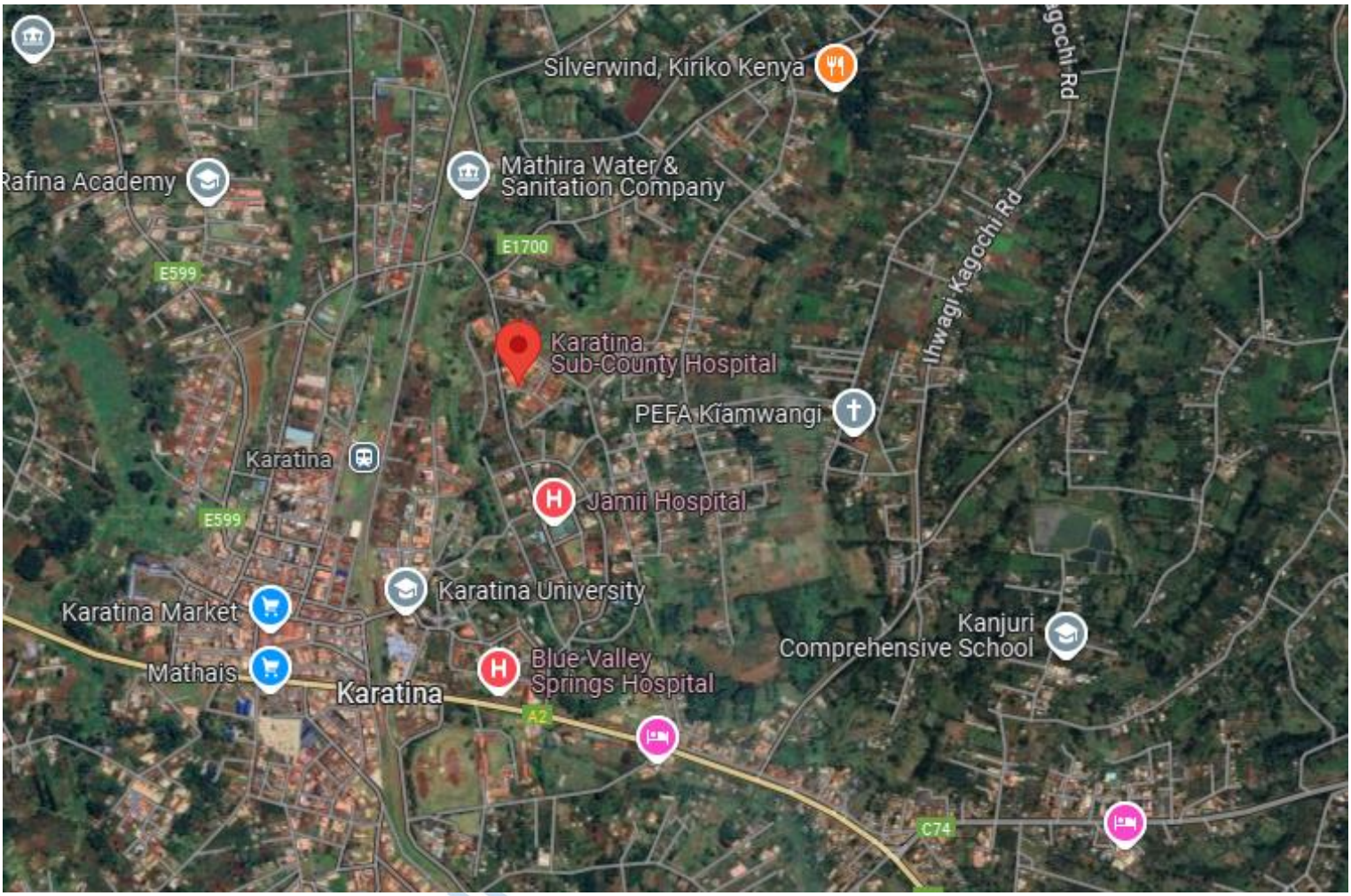
Match Groups

- **210** Not Cited or Quoted 14%
  Matches with neither in-text citation nor quotation marks
- **38** Missing Quotations 2%
  Matches that are still very similar to source material
- **2** Missing Citation 0%
  Matches that have quotation marks, but no in-text citation
- **0** Cited and Quoted 0%
  Matches with in-text citation present, but no quotation marks

Top Sources

13% Internet sources
6% Publications
9% Submitted works (Student Papers)

turnitin Page 2 of 102 - Integrity Overview Submission ID trn:oid:::1:3078199425


Silverwind, Kiriko Kenya
Rafina Academy
Mathira Water &
Sanitation Company
E1700
E599
Karatina
Sub-County Hospital
PEFA Kiamwangi
Ihwagi Kagochi Rd
Karatina
Jamii Hospital
E599
Karatina University
Karatina Market
Kanjuri
Comprehensive School
Mathais
Blue Valley
Springs Hospital
Karatina
A2
C74

Mou

REFERENCES

Ali et al., (2023) The impact of risk management practices on project success

Bertalanffy, L. Von. (1968) General system Theory

Casciaro, T., & Piskorski, M. J. (2005). Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependency theory

Drees, J. M., & Heugens, P. P. (2013). Synthesizing and extending resource dependency theory: A meta-analysis.

Githenya, V. N., & Ngugi, K. (2022). Influence of project management practices on performance of public projects in Kenya

Gwaya, A. O., Masu, S. M. & Wanyona (2014) The role of project communication on performance of building construction projects in Kenya.

Hillman, A.J., Withers, M.C. and Collins, B.J. (2009) Resource Dependence Theory: A Review. Journal of Management, 35, 1404-1427.

Hillson, D., & Simon, P. 2020. Practical project risk management.

Kamau, M. W., & Mohamed, S.M. (2023) Influence of project management practices on project performance.

Karanja. M. & Muchelule, Y. (2021). Factors influencing performance of public healthcare projects in Kenya; A case study of Nairobi County

Kerzner, H., & Saladis, F. P, (2017) Project management: A systems Approach to planning, scheduling, and controlling.

Mount Kenya University

Kibet, L., Onyango, C., & Kimani, S. (2022). Risk management practices and performance of public health projects in Africa.

Kothari, C.R. (2019). the Tools, Techniques, and Procedures of Research Methodology (fourth Ed). Founded in New Delhi, India, New Age International Publishers.

Kwak, Y.H., & Ibbs, C. W. (2017). Project Management Process Maturity (PM)2 Model.

Authority.

Mugenda, O. M., and Mugenda, A. G. (2008). Exploration philosophy. Subjective and Quantitative Methods. Sociology Research: Theory and Principles.

Mugo, R., R., G. (2023) The role of project management practices in the successful implementation of healthcare projects in Kenya

Muriithi, N., &Crawford, L. (2022) Project management education and its impact on public sector projects in Sub Saharan Africa

Mutua, M.M. (2020) Effect of Risk management practices on performance of government projects in Kenya; A case of water projects in Machakos county.

Mutwiri, D. K.& Moronge, M (2018) Risk management practices and performance of road construction projects in Nairobi city county Kenya

Nguyen et al, (2023) The impact of project management practices on project success.

Njeri, J.W., & Muturi, W. (2023) Project management practices and performance of public sector projects in Kenya

Njoroge, R. K. (2015) Project Risk Management and performance of Development Projects in Kenya; A case study of NGOs in Nairobi County

Nyambura, M.W. (2019) Project risk management practices and performance of construction projects in Nairobi County, Kenya.

Ofori, D. (2021). Project stakeholders' management practices and project success in Africa.

Osei-Kyei et al., (2023) Exploring the influence of communication, leadership, and stakeholder management practices on project success.

Ouma, B. O., & Njeru, A. (2019) Risk management practices and performance of large construction projects in Kenya National Highways Authority (KENHA)

Pfeffer, J. and Salancik, G.R. (2003) The External Control of Organizations: A Resource Dependence Perspective. Stanford Business Books, Stanford.

Pinto, J.K., & Kharbanda, O. P. (2014). Project Management Achieving Competitive Advantage

PMI. (2017). A Guide to the Project Management Body of Knowledge

PPRA, (2021). Annual report on public procurement compliance in Kenya. Public procurement Regulatory Authority.

Skyttner, L. (2021) General systems theory

Wanjiku, M., Muchelule, Y. (2018) Influence of communication practices on performance of construction projects in Nairobi County

Mount Kenya University

Mount Kenya University