FACTORS AFFECTING COMPLETION OF ROADS CONSTRUCTION PROJECTS IN KENYA: A CASE STUDY OF H YOUNG COMPANY LIMITED

JOSPHAT LESITAU KURSAI

A RESEARCH PROJECT SUBMITTED TO SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF BACHELOR OF ART IN DEVELOPMENT STUDIES OF THE MANAGEMENT UNIVERSITY OF AFRICA

SEPTEMBER 2018
DECLARATION

Declaration by the Student

This project is my original work and has not been presented for a degree in any other University

Signature…………………………… Date ………………………

Josphat Lesitau Kursai

BDS/9/00055/1/2015

Declaration by the Supervisor

This project has been submitted for examination with my approval as University Supervisor

Signature…………………………… Date ………………………

Prof. Elijah Siringi

The Management University of Africa
DEDICATION
This project is dedicated to my family members especially my husband and my two children who have always been there for me. May God accord them good health, joy, peace, long life and above all, God’s everlasting love.
ACKNOWLEDGEMENT
Developing research project is a very involving task. It also involves undertaking a lot of consultation so that the researcher can be able to come up with an acceptable research project. Despite the challenges involved in developing this study, personally I would like to acknowledge the unending assistance from my supervisor Prof. Elijah Siringi. He has been guiding me where I have been facing any challenge, on how to develop this study. Without him I know I would not have attained this much. I would also like to acknowledge the support of the Management University of Africa for giving permission to outgoing students to access their resource centres for the purpose of carrying out research studies. Finally, my gratitude goes to entire staff of the H-Young company limited fraternity for giving me their time and support.
ABSTRACT
This study aims to ascertain factors that influence completion of road construction projects in Republic of Kenya. The analysis was once guided via the similar research objectives; to ascertain the extent in keeping with who availability of resources influences completion of avenue construction projects, to see the have a control on potency regarding workers towards completion relating to roads development project, to ascertain the quantity in conformity with as stakeholder sharing influences finishing on building projects then eventually in imitation of decide the have an effect on relating to acquisition techniques on completion of building projects. The study centered regarding however resources, ability of workers, neutral sharing then acquisition processes impact finishing of building tasks. The analysis style used was cross sectional analysis style. The discipline hooked up proportional sampling approach at intervals visit upon alongside a sample size of forty 2 beside a mixture population of 149. The study relied typically over foremost statistics supplys the place self-administered questionnaires accustomed be used the maximum amount source of information. Quantitative information was coded or entered among applied math Package thanks to scientist (SPSS) then analyzed exploitation graphic statistics. The findings were bestowed in type of frequency tables whereas clarification accustomed be bestowed in prose. On the have a control on relating to resources over conclusion regarding construction projects, outprojects exhibit that fifty regarding the respondent united that resources influence finishing of construction projects in accordance with a really nice extent. From the findings, the respondents indicated on a mean regarding 3.8352 to those quantity construction materials influenced end on road construction projects in conformity with a wholly nice extent. The findings exhibit up to expectation fifty three on the respondents had been thanks to the intention that ability of workers have a sway on completion of construction projects in conformity with a entirely Brobdingnagian extent. The findings confirmed thus close to respondents felt that the stakeholders’ application enhances the inward manner that accustomed be at thirty three nothing, 28% regarding the respondents in addition united as stakeholders engagement into road building tasks was fine. From the findings, thirty third on the respondents felt thereto quantity receipt processes have a control on ending over construction tasks once a the least bit important extent. The lesson past that presence over sources influenced conclusion on street development projects then bound of the resources that's usually no longer ample is assets. The discipline in addition terminated thereto quantity sufficiency relating to judgment in addition influences completion relating to building tasks once you contemplate that salvo the workers have the desired skills, ride nonetheless experience among the neighborhood that will facilitate to them undertake the venture positioned of them. Last the instruction ended thereto quantity neutral participation in addition influences ending regarding street development initiatives so stakeholders should stand impelled in imitation of participate in projects.
# TABLE OF CONTENTS

DECLARATION ........................................................................................................... ii  
DEDICATION ................................................................................................................ iii  
ACKNOWLEDGEMENT .............................................................................................. iv  
ABSTRACT .................................................................................................................... v  
LIST OF TABLES ......................................................................................................... viii  
LIST OF FIGURES ...................................................................................................... ix  
LIST OF ACRONYMS AND ABBREVIATIONS ....................................................... x  
OPERATIONAL DEFINITION OF TERMS ................................................................ xi  

CHAPTER ONE ............................................................................................................. 1  
INTRODUCTION OF THE STUDY ........................................................................... 1  
1.1 Introduction ......................................................................................................... 1  
1.2 Background of the Study ................................................................................... 1  
1.3 Statement of problem ......................................................................................... 4  
1.4 Objectives of the study ...................................................................................... 6  
1.5 Research Questions ........................................................................................... 7  
1.6 Significance of the Study .................................................................................. 7  
1.7 Scope of the Study .............................................................................................. 8  
1.8 Chapter Summary .............................................................................................. 8  

CHAPTER TWO .......................................................................................................... 9  
LITERATURE REVIEW ............................................................................................ 9  
2.0: Introduction ....................................................................................................... 9  
2.1: Theoretical review ............................................................................................. 9  
2.2 Empirical Literature Review ............................................................................. 12  
2.3 Research Gap ..................................................................................................... 20  
2.4 Summary of the literature reviewed ................................................................. 23  
2.5 Conceptual Framework ..................................................................................... 24  
2.6 Operational definition of variables ................................................................... 25  
2.7 Chapter Summary ............................................................................................. 26
CHAPTER THREE ........................................................................................................27
RESEARCH DESIGN AND METHODOLOGY .........................................................27
3.1 Introduction .........................................................................................................27
3.2 Research Design .................................................................................................27
3.3 Target Population .................................................................................................27
3.4 Sample and Sampling Technique .......................................................................28
3.4 Instruments ..........................................................................................................28
3.5 Pilot Study ............................................................................................................28
3.6 Data Collection Procedure ..................................................................................29
3.7 Data Analysis and Presentation .........................................................................29
3.8 Ethical Considerations .........................................................................................30
3.9 Chapter Summary .................................................................................................31

CHAPTER FOUR .......................................................................................................33
DATA ANALYSIS, PRESENTATION AND INTERPRETATION ..................................33
4.0 Introduction ..........................................................................................................33
4.1 Presentation of Research Findings .......................................................................33
4.2 Limitations of Study ..............................................................................................47
4.3 Chapter Summary .................................................................................................48

CHAPTER FIVE ..........................................................................................................49
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS ....................................49
5.0 Introduction ..........................................................................................................49
5.1 Summary of Findings ............................................................................................49
5.2 Conclusion .............................................................................................................51
5.3 Recommendations .................................................................................................51
5.6 Suggestions for further research .........................................................................52
REFERENCES ............................................................................................................54
### LIST OF TABLES

**Table 2.1:** Operational definition of variables ................................................. 26
**Table 3.1** Target Population ............................................................................ 26
**Table 3.2** Sample Population ........................................................................... 26
**Table 4.1:** Response rate .................................................................................. 31
**Table 4.2:** Gender of the respondents ................................................................. 32
**Table 4.3:** Education level of the respondent ..................................................... 33
**Table 4.4:** The influence of resources on project completion ............................. 34
**Table 4.5:** Indicators on the influence of resources on project completion ........ 35
**Table 4.6:** Variables of completion of road projects .......................................... 36
**Table 4.7:** Rating on influence of competence of staff on project completion ...... 37
**Table 4.8:** Indicators on competency of staff ..................................................... 38
**Table 4.9:** Rating on project staff skills and completion of projects .................. 39
**Table 4.10:** Influence of Stakeholder’s participation on completion of construction projects .................................................................................................................. 40
**Table 4.11** Stakeholders’ participation activities .................................................. 41
**Table 4.12:** Stakeholders level of engagement and completion of construction projects .................................................................................................................. 42
**Table 4.13:** Extent to which procurement influence completion of construction projects .................................................................................................................. 43
**Table 4.14:** Time taken to process procurement documents and its influence in completion of construction projects .................................................................................................................. 44
**Table 4.15:** Coefficient of determination ............................................................. 45
**Table 4.16:** Multiple regression analysis Population ......................................... 46
LIST OF FIGURES

Figure 1: Conceptual framework ......................................................................................... 37
# LIST OF ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY</td>
<td>Financial Year</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GoK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>KACC</td>
<td>Kenya Anti-Corruption Commission</td>
</tr>
<tr>
<td>KeNHA</td>
<td>Kenya National Highway Authority</td>
</tr>
<tr>
<td>KeERRA</td>
<td>Kenya Rural Roads Authority</td>
</tr>
<tr>
<td>KURA</td>
<td>Kenya Urban Roads Authority</td>
</tr>
<tr>
<td>MCP</td>
<td>Mega Construction Projects</td>
</tr>
<tr>
<td>MDG</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>NCA</td>
<td>National Construction Authority</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Scientists</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Completion of construction projects: refers back to the entirety of given projects consistent with the time schedule set out for the tasks without any delays in time. Challenge: this refers back to the temporary corporation this is needed to produce a unique and predefined final results or result at a pre-designated time the usage of predetermined assets.

Procurement: this refers to the acquisition of products, offerings and/or infrastructure at the first-rate feasible general cost of ownership inside the proper amount and pleasant, on the proper time in the proper place for the direct benefit or use of governments, agencies or individuals commonly via an agreement.

Resources: this refers to humans, system, centers, investment or anything else normally aside from labour required for the completion of a venture hobby.

Stakeholders: this refers typically to humans or small groups with the strength to reply to, negotiate with and alternate the strategic future of the enterprise, any institution or character who can affect or is suffering from the fulfillment of the organization’s goals.
CHAPTER ONE
INTRODUCTION OF THE STUDY

1.1 Introduction
This chapter presents the introduction of the study, statement of the problem, objectives of the study, research questions, and significance of the study and the scope of the study.

1.2 Background of the Study
The impacts on the completion of roads construction projects, has become a serious drawback in Kenya and outside the globe. Several millions of have taken this opportunity to collect resources and save voluminous cash for their own edges. A number of these corporations applied and find construction tenders in varied countries. The businesses that build the good north road is (the Nairobi–Malaba road, or a104 road kenya) associate example. The top leads to some corporations don't seem to be adequate as results of utilized non qualified personnel throughout construction time in order that they'll pay less cash and save additional to the corporate. In Kenya, roads construction corporations became a quite variety that ends up in a rise within the competition. Kenya institute of highways and building technologies (KIHBT) are within the battlefront among the remainder. Several of those corporations sign contracts on construction. Yukl ,(2004) a contract could be a lawfully binding agreement between two or additional persons. For instance, if you buy any product; if you purchase a house; if you have interaction a builder to hold out work on your house; if you borrow money; if you order goods or machinery from a manufacturer, these are all kinds of contracts. The law of contracts is significant to the law, which affects customers. It's a posh space and is ruled each by the "general law" – that's, laws that have evolved from selections revamped the years by judges in respect to contract disputes and second, "legislation" or "statutory law" – laws introduced by government. Samples of these forms of statutory laws square measure the sale of products act, the trade practices act, the honest trading act, the credit act and also the contracts review act.

1.2.1 Availability of resources and successful completion of road Construction project
In project management terminology, resources are needed to hold out project tasks. Per Wikipedia on-line lexicon, resources is individuals, equipment, facilities, funding
or the rest capable of definition (usually aside from labor) needed for the completion of a project activity. The shortage of a resource can so be a constraint on the completion of the project activity. Resources are also storable or non-storable. Storable resources stay obtainable unless depleted by usage and should be replenished by project tasks that turn out them. Non-storable resources should be revived for every time periods, although not utilized in previous time periods. Resource programming, convenience and improvement are thought of key to winning project management. Allocation of restricted resources relies on the priority given to every of the project activities. Their priority is calculated exploitation the important Path technique. For a case with a constraint on the amount of resources, the target is to make the foremost economical schedule possible-minimizing project period and increasing the employment of resources obtainable (Feuerstein, 2015).

1.2.2 Competence of staff and completion of construction projects
Based on their educated contractors or practice firms’ opinion, a variety of estimates for the minimum needed talent combine and therefore the range of needed workers with requisites skills per unit is established as points of reference. To translate a project’s workers skills and experience into effective action, workers members should have the motivation and temperament to discharge their responsibilities and perform mandated functions per norms of skilled behavior. Workers motivation and can to act isn't directly discernible, however it's coupled to incentives and rewards permanently performance at intervals a project team. The relative elegance of the corporation’s reimbursement package and prospects for professional growth and advertising will encourage people and feature incentives permanently overall performance. Norms of skilled behavior set standards and expectations on however workers members have to be compelled to conduct themselves within the course of their job scope. The degree to that these standards are adhered to additionally give some indication of quality of workers performance and the way effectively place of work is managed (Kent, 2011).

1.2.3 Stakeholder participation and completion of road construction projects
A neutral is anyone World Health Organization considerably affects or is suffering from another’s call bearing on the project activities (Chevalier, 2010).Globally; projects have modified within the last decade as method) presents a dynamic and additional interactive process that is influencing these days all over. Therefore, a great deal of worldwide projects presently dead in organizations containing utterly
numerous cultures, operating along to succeed in success. This further normally and worthy development that consists numerous stakeholders that intervene from various points of view well because the international project itself (Annon, 2010). As Aarseth et al. (2012) distinguished the most important challenge in international perspective is that the treatment of translating the commitment to participation into concrete actions-in each its policy and project based mostly interventions.

1.2.4 Procurement Procedures and completion of road construction projects

According to Ashworth (2013) procurement projects from the word procure which accurately means that to “obtain by care or effort,” “to bring about” and “to acquire”. He goes ahead and argues that the procurement of construction project is immense in scope as a result of it involves the gathering and organizing of myriads of separate people, corporations and corporations to style, manage and build construction product like homes, roads, and bridges, so procurement cares with organized ways and procedure of getting or deed a construction product like a house, road or seawall. The greenish blue cluster (2013) delineated procurement because the method of getting or deed product and services from another for a few thought. Barrons Business Forum (2013) defines procurement because the acquisition of products, services and/or infrastructure at the most effective doable total value of possession within the right amount and quality, at the correct time, within the right place for the correct profit or use of governments, firms or people, usually via a contract. Ombaka (2009) argues that procurement is that the entire method of deed materials, property and services needed for a selected project.

A contract, or agreement, between parties creates a mutual set of obligations to try and do or to not do sure things, which the parties are certain, at law, to hold out. To be valid a contract should encompass sure parts like a proposal associate degree acceptance and in some jurisdictions, thought. Courts are known as upon to check the validity of contracts within the light-weight of the facts of the actual case and therefore the law of contract, that has its roots within the trade of early civilizations. Jurisprudence is that the basis of all industrial dealings from getting a show price tag to commerce on the forward market. In New South Wales an individual is ready to form a contract after they reach eighteen years older. However, there are some circumstances once an individual World Health Organization is younger than eighteen are going to be certain by a contract into that he or she has entered. Basically, it
depends on the sort of contract and therefore the degree of understanding that the person had regarding the contract. In sure circumstances an individual World Health Organization is unstable or intellectually disabled at the time might not be certain by a contract entered into. Usually the terms of a settlement are for the events to make a decision. However, the regulation could ‘mean’ terms into the settlement. One silent term is that product oversubscribed for a particular reason are able to be used for that motive – for example that a system this is oversubscribed as garments a garments drier can dry your garments repullo,(2004).

Under the New South Wales contracts review act the phrases of a agreement is additionally altered or forgotten if they are unjust or end result from pressure or unequal negotiation electricity. However, the courts do now not try and draw up contracts for events. The contracts evaluate act describes companion diploma unjust pass for concert that is unconscionable, harsh or oppressive. It applies to contracts in regard to land, product or services for non-public use but now not if the agreement beprojects entered into with the aid of you at duration the direction of a alternate, business or career. As an instance, educational diploma unjust agreement may be one in which one party has been tricked or compelled by way of the alternative, or wherein a private has been inspired to go into a agreement with the aid of some other birthday celebration who turned into conscious to the person’s incapability to realize the phrases of the settlement. Sort of the matters a court docket will scrutinize as soon as identifying if a settlement is unjust or harsh encompass unequal negotiation positions of the events; unreasonable or hard-to-comply-with situations at intervals the agreement; and so the prospect the events needed to urge freelance criminal advice. If you are questioning which you are the sufferer of academic diploma unjust or harsh contract, discuss the problem on the side of your solicitor to search around out if you have a case underneath the contracts overview act (gok, 2012).

1.2.1 Profile of H young construction company

H Young &amp; Co (EA) Ltd was incorporated in 1951 and has been building East Africa’s infrastructure in partnership with numerous international partners. One in every of the few integrated engineering construction firms H Young has been within the forefront creating us the contractor of alternative in East Africa. With terribly wide experience and skill in Civil, Mechanical &amp; Structural Engineering, H
Young encompasses a data in operational altogether industries. The corporate applies its innovative and sensible approach to each massive and little projects Young's structure structure is matrix in nature revolving around project groups that are each dynamic and versatile operational in so much rim areas with adequate support from the top workplace is to be recognized as a frontrunner within the engineering construction field. Client satisfaction can continuously be our highest priority. We'll deliver extremely integrated solutions that offer the simplest returns to our client through achieving the company's monetary and operative objectives, Concentrating on our core business being an integrated engineering construction company.

Providing a complete project leadership by investment our key construction competences to have an effect on the simplest work resolution for our customers, Recruiting, nurturing and developing our workers as a key pillar of our competences, To be the leading engineering construction company of alternative within the larger jap African region, Moving forward in search of consistent growth, improved productivity and innovation, the operational premise hinges on the subsequent. The corporate acknowledges that their customers and suppliers are their most significant partners, and that we are extremely centered on their wants and expectations. This client focus permits United States to supply a accountable and dependable service. The corporate purchasers enjoy a comprehensive vary of services provided by our company. We tend to frequently try to serve our customers exceptionally well and to anticipate their future wants. With this commitment we tend to frequently ask for to develop a permanent relationship with our purchasers.
The company success depends on workers. H. Young & Co. (E.A.) Ltd is an equal opportunities leader. To attain the Company's goals workers are expected to utilize their experience totally and to figure to the best skilled standards. Our dedicated staffs offer prime quality services and merchandise by meeting key objectives and deadlines. Open communication; shut co-operation and regular exchanges of expertise at intervals square measure essential to the event of the corporate. We tend to are so with success able to supply our customers the full spectrum of services. The corporate constant effort is to market dialogue across disciplines clarifies project-specific problems and permits our customers to place confidence in us to assist them solve their issues.

1.3 Statement of problem

Thus clearly there are factors that play into consideration to have an effect on completion of construction projects. this can be as a result of it's a world development that construction projects haven't enjoyed a sleek implementation all the thanks to completion. On the contrary several projects are plagued by varied challenges greatly touching their completion. it's a significant concern for each neutral in an exceedingly project to know these factors. This analysis study so appearance at the factors can have an effect on completion of construction projects that the stakeholders will ought to address. it's hoped that in addressing these factors, the success in completion of construction projects can greatly be increased.

Although Kenya Roads Act 2007 looks to send Kenya National Highways Authority (KeNHA) and Kenya Rural Roads Authority (KeRRA), this can be essentially a replacement paradigm shift as a result of the key structures don't seem to be in place. These projects were supervised by Chief Engineer Roads however once the 2 authorities were established beneath the Act, Isiolo – Merille road (A2) and Lewa – Isiolo road (A2) projects were taken and be supervised by KeNHA beneath head Construction whereas Isiolo – Muriri road (D485) project were taken and be supervised by KeRRA beneath head Construction. Despite the amendment of management these projects are belatedly compared to approve programme of works beneath conditions of contract clause “14” (FIDIC, 1987). These contracts have exceeded the contract amount and a few have even halted before completion. This study wanted to assess factors influencing the implementation of building projects in kenya County
1.4 Objectives of the Study

1.4.1 General Objective
The main purpose of the study was to establish the factors affecting completion of roads construction projects in Kenya.

1.4.2 Specific Objectives
i. To access out the effects of availability of resources on completion of roads construction projects in Kenya.

ii. To determine the impacts of competence of staff on completion of roads construction projects in Kenya.

iii. To establish the impact of stakeholder participation on completion of roads construction projects in Kenya.

iv. To analysis the effect of procurement procedures on completion of roads construction projects in Kenya.

1.5 Research Questions
i. How does availability of resources affect completion of construction projects in Kenya?

ii. To what extent does competence of staff affect completion of construction projects in Kenya?

iii. To what extent does stakeholder participation affect completion of construction projects in Kenya?

iv. To what extent do procurement procedures affect completion of construction projects in Kenya?

1.6 Significance of the Study
The study will be beneficial to the following

1.6.1 The Management of H Young
The management of H young who supervised the daily operations of their organization. They were able to understand those factors that are likely to influence contracting and the study acted as a guideline for them.
1.6.2 The Government

It helped the Government especially the Kenya Revenue Authority which collects tax. Large profits translated into large taxes for the government. Also the government got the challenges which they engage the company to when they don’t pay them in good time.

1.6.3 Other Researchers

The findings of the study were useful to other researchers who may require information related to factors affecting completion of projects or to the existing knowledge as well as providing a starting point for further research work in the field. It will provide a clear picture for future study.

1.7 Scope of the Study

The research study is focusing on the factors affecting completion of construction projects in Kenya with a case study of H young construction company limited which is located at H-Young industrial plot opposite the container terminal off Mombasa Road, The target population is 149 employees of H young where the researcher will use 42 as the sample size of the whole population. The research study is carried out within a period of three months with effect from April to June 2018.

1.8 Chapter Summary

This chapter contained the background of the study on the general understanding of challenges completion of construction projects in Kenya. The chapter also covered the statement of the problem, objectives of the study, research questions, and significance of the study and scope of the study.
CHAPTER TWO
LITERATURE REVIEW

2.0: Introduction
This chapter discusses the theoretical review, the empirical literature review, the summary and research gaps to be filed by the study and the conceptual framework, the operationalization of variables and the chapter summary.

2.1: Theoretical review
2.1.1 Management Theory
(1930-1950) Max Weber embellished the scientific management theory he argued that management is that the method of coming up with and maintaining an surroundings during which people, operating along in teams, with efficiency accomplish elect aims (Koontz and Weihrich, 2000). In its swollen kind, this basic definition suggests that many things. First, as managers, folks perform the managerial functions of coming up with, organizing, staffing, leading, and dominant. Second, management applies to any reasonably organization. Third, management applies to managers in the slightest degree structure levels. Fourth, the aim of all managers is that the same to make surplus. Finally, managing cares with productivity this suggests effectiveness and potency.

coping with, like several totally different practices whether or not or no longer or now not remedy, tune composition, engineering, accounting, or maybe baseball is an art; it's capacity. it's doing things in the mild-weight of the realities of a situation. but managers can work higher by means of exploitation the prepared statistics regarding management. it is this data that constitutes technological know-how. but, the technological know-how underlying handling is reasonably crude and inexact. that is frequently genuine as a consequences of the numerous variables thereupon managers deal location unit very superior. withal, such management statistics will in reality enhance social manage follow. managers who arrange to manipulate whereas no longer management science have to area their trust to good fortune, intuition, or what they did in the past (gardiner, 2000). in coping with, as in the exclusive discipline, until practitioners are to are looking for out through trial and errors, there isn't any vicinity they are going to flip for sizeable steerage with the exception of the amassed records underlying their exercise; this gathered facts is principle. for wise functions,
all managers need to develop three units of competencies, namely; abstract, technical, and human (peterson 2004).

2.1.2 Theory of Project

The concept of project is provided by the transformation study on operations. Inside the transformation examine, a mission is conceptualized as a exchange of inputs to outputs, (koskela and howell 2002). There square degree kind of concepts by way of approach that of that a project is controlled. Those concepts counsel, as an example, rotten the entire transformation hierarchically into smaller variations, obligations, and minimizing the value of every venture severally. We have a propensity to contend that know-how of management relies on 3 theories: control-as-planning, the dispatching model and consequently the thermostat version. In management-as-planning, management on the operations level is seen to consist of the advent, revision and implementation of plans. This approaches to management perspectives a strong causative association among the actions of management and consequences of the employer (koskela and howell 2002).

The dispatching version assumes that planned obligations are useless by means of a notification of the beginning of the undertaking to the fiduciary. The thermostat version is that the records processing version of inner manipulate that includes the following elements: there's a regular of performance; performance is measured at the output; the manageable variance among the fine and consequently the measured fee is employed for correcting the method in order that the satisfactory is reached (koskela and howell 2002).

2.1.3 Theory of Project Management

The theory of project management is split into 3 theories: Theory of project designing, theory of project execution and theory of project management. The conception behind theory of designing is that there's a social control half associated an effectors half within the project; the first perform of the social control half is planning, and also the primary perform of the impact or half is to translate the resultant arrange into action.

There are 2 Principles of project designing theory. That is aware of this state of the planet, the required goal state, and also the allowable transformations of state, which might be achieved by actions, a series of actions, and also arrange are often deduced.
Then arrange is translated into reality by the impact or a part of the organization. The speculation assumes that translating an inspiration into action could be a easy method accomplished by following directions. It additionally assumes that the inner designing of a task could be a matter of the person to whom the task has been appointed, (Koskela and Howell 2002).

The conception behind the speculation of execution is that, managerially, execution is concerning dispatching tasks to figure stations. The principle behind this theory is that once, per the arrange, the time has arrived to start task execution; it's approved to begin, in speech or in writing. It assumes that, the inputs to the task and also the resources to execute it square measure prepared at the time of authorization which the task is totally understood, started and completed per the arrange once approved, (Koskela and Howell 2002).

The theory of project management conception is that there's a method to be controlled, a unit for performance activity, a customary of performance and a dominant unit (thermostat control). Project value, project quality, project scope and time got to be controlled. The principle behind the speculation is that, the potential variance between the qualities and also the measured price is employed for correcting the method so the quality is often reached. Its assumptions square measure that the method is continuous flow kind, the performance of that is measured at combination terms. It additionally assumes that the method will simply be corrected by the management on the market, (Koskela and Howell 2002).

Coping with, like several one-of-a-kinds practices whether or now not drugs, music composition, engineering, activity, or possibly baseball is companion art; it's ability. It's doing matters inside the lightweight of the realities of a situation. But managers will paintings better by exploitation the prepared information regarding control. It is this statistics that constitutes science. But, the science underlying coping with in all fairness crude and inexact. This is often authentic as a result of the numerous variables with that managers deal rectangular degree very complex. Nevertheless, such control facts will really improve social control study. Managers united countries enterprise set up to control while no longer control science must place their agree with to luck, intuition, or what they did inside the past (gardiner, 2000). In dealing with, as within the different area, except practitioners’ rectangular measure to be informed
with the aid of trial and error, there's no location they'll turn for meaty guidance apart from the accrued information underlying their exercise; this collected records is concept. For realistic features, all managers have to increase 3 sets of talents, particularly; abstract, technical, and human (peterson 2004).

2.2 Empirical Literature Review

2.2.1 Availability of resources and successful completion of road Construction project

In project management language, resources are needed to hold out project tasks. In keeping with Wikipedia on-line wordbook, resources will be folks, equipment, facilities, funding or the rest capable of definition (usually aside from labor) needed for the completion of a project activity. The shortage of a resource can so be a constraint on the completion of the project activity. Resources could also be storable or non-storable. Storable resources stay out there unless depleted by usage and should be replenished by project tasks that manufacture them. Non-storable resources should be revived for every time periods, albeit not used in previous time periods. Resource programing, handiness and improvement are thought-about key to in project management. Allocation of restricted resources relies on the priority given to every of the project activities. Their priority is calculated exploitation the essential Path methodology. For a case with a constraint on the amount of resources, the target is to make the foremost economical schedule possible-minimizing project period and increasing the utilization of resources out there (Feuerstein, 2015).

Feuerstein (2015) argued that resources guarantee effective, quality construction projects. It's essential to line aside adequate monetary and human resources at the look stage. The specified monetary and human resources for timely completion of construction projects ought to be thought-about at intervals the general prices of delivering the in agreement results and not dedicated for the operate. Dedicated employees time for effective project implementation, employees ought to be dedicated for the operate. The practices of preparation of personnel for watching vary among organizations. The period of the project are going to be determined by its purpose.
Gorgen (2013) more notes that the supply and accessibility of construction materials influence the value of the project exercise. Within the absence of those construction materials, the contractor must pay longer and resources to find them. The appropriateness of allotted resources ought to be assessed to confirm that project runs while not delays. If a building project is dole out put together with donors within the context, there ought to be associate agreement in resourcing modalities with potential donors or different counterpart at the commencement. Budget limitation is systematically one among the best constraints to timely implementation of building projects. Whereas projects will typically catch up on an absence of technical capability through training/or outsourcing, they can't catch up on the shortage of cash.

From international views, resources handiness is one among the necessary challenges facing housing industry characterised by shrinking work force. Statistics in North American country predicts that in North American country by 2016 there'll not be enough new staff to switch retirees. In the USA, a conference Board study: Managing the mature men predicts that by 2010, the amount of staff aged thirty five to forty four can decline by 19%; age forty five to fifty four can increase by twenty first and age fifty five to sixty four can increase by fifty two. This is often a world – wide development. The amount of staff aged thirty five to forty four is anticipated to say no by 27th in Germany, nineteen within the U.K, 11th of September in Italian Republic. 100% in Japan and by V-E Day in China.

In African developing countries, construction projects represent a strategic choice towards achieving property development objectives. On the opposite hand, these projects are characterised with the necessity for prime style data and technical skills, competent human resources and social control capabilities similarly as excessive price investment. Conversely, developing countries expertise shortage of the many of those necessities that hinder the event of Mega Construction projects (mcps) in developing countries.

Road contraction projects want extraordinary fashion records, competencies and skill. Lack of skilled enjoy, scarcity of full expertise of scientific and technical necessities (georgieva, 2012) and incorrect selections and commanding specialists and stakeholders session throughout the selection developing method (kerzner,2012;jia et al., 2011) prevent the event of mega road contraction projects (mcps) in developing
international locations. Those challenges have been genuinely observed in Toshka venture, a water infrastructure development in Egypt as not all technical requirements are taken into full idea and therefore the completely unique studies conducted over time associated with the mission haven't been mentioned overtly and publicly. Samples of the technical failure include: principle in the back of human improvement challenges. The flexibility to attract in, preserve and broaden proficient employees can be a key feature of in enterprise. Folks are companion corporation’s maximum beneficial property and this is often especially true in comparatively low-tech, effortful industries like creation (Loosemore et al., 2012).

Labors are the lifeblood of any road contraction mission, in particular in creation projects in growing counties. They may be the paintings force that makes the final product. So it's vital to enhance their abilities and enhance their abilities to increase productivity of the improvement business and ensure the nice of the made projects (Ramburan and Othman, 2013). Additionally, loss of human resources development in control connected field i.e. Mission control, agreement administration and leadership results in terrible provide of intimate personnel who will accept essential roles, that they may be now not equipped for (Georgieva, 2012). What's extra, there is associate settlement among teachers and specialists that tutorial institutions don't equip graduates with necessary talents had to satisfy the necessities of the improvement enterprise (Nkado, 2000; Chileshe and Haupt, 2013; Rwelamila, 2013) that highlights the necessity for human improvement.

The problem of well timed of completion of creation is available in Kenya is regularly becoming a hassle of challenge the various stakeholders in the housing enterprise. The foremost important problem influencing well timed final touch of constructing mission in Republic of Kenya is investment by way of the contractor, at some stage in the challenge, modifications in style with the aid of the owner or his agent all through the improvement, delays in contractors’ fee and non-usage of skilled creation management. Moreover, practise and approvals of seek drawings conjointly make contributions to the delays to a main extent. That is regularly due to the growing quotes of hobbies, business stress, inflation and therefore the ability of a construction assignment to result in disputes and claims ensuing in proceedings and arbitration. Others are earnings issues for the duration of creation method. Owners in their half cause delays after they face labor shortages or engage insufficient hard work
competencies. In an extremely u.S.A. Like African nation, artisan are relatively unskilled and absence of adequate designing at the primary ranges of the task leads to time and fee overruns (gatugu, 2014).

2.2.2 Competence of staff and completion of construction projects

Competence in human resources might even be a regular demand for a private to properly perform a selected job. Cuban (2013) determined that there are some ways in which to stipulate and live the adequacy of workers ability, capability and jointly the effectiveness of agencies tasked with the event projects. The effectiveness of the project team tasked with building project administration depends to degree massive extent on the project workers capability relative to the strain placed upon them. To be effective, building projects need to be compelled to possess tight and capable workers with the acceptable mixture of skills and data, the motivation and will to act, and jointly the incentives and resources necessary to attain their mandate. Kent (2011) postulates that the power of a project’s workers to fulfill demands for its services depends on each its numbers and jointly the talents and data workers members rouse the work. A project team must have a minimum of the minimum necessary mixture of ability or administered by the agency square measure about to be established through estimates provided by knowledgeable informants (Economic knowledge Programme reference book, 2009). These informants might embody current and past managers of the data project analysts, researchers trailing the data project operations and functioning (Cambridge, 2000).

Based totally on their au fait contractors or look at firms’ opinion, a variety of estimates for the minimal needed potential combine and mutually the vary of needed employees with specifications abilities consistent with unit are approximately to be installed as factors of reference. To translate a challenge’s people capabilities and statistics into effective movement, workers members need to have the incentive and temperament to discharge their responsibilities and perform mandated functions in step with norms of hot conduct. People motivation and could to act is not immediately discernible, but it is coupled to incentives and rewards permanently overall performance among a undertaking team. The relative attractiveness of the business enterprise’s reimbursement bundle and prospects for first rate boom and merchandising will encourage employees and performance incentives permanently
overall performance. Norms of warm conduct set standards and expectancies on however employees’ contributors need to be compelled to conduct themselves most of the course in their work. The diploma to that those requirements unit adhered to region alongside supply some indication of high-quality of employees overall performance and therefore the indicates that correctly bureau is controlled (Kent, 2011).

Gardner (2012) argued that virtuoso personnel employees entrusted with assignment execution ought to have needed technical enjoy some of the residence. Anyplace important, ability stages need to be exaggerated to satisfy the needs and with cutting-edge investments in developing such functionality among the work as necessary.

Coordination troubles due to unfitness of assignment supervisor might cause task delays. Throughout a creation assignment, there unit several parties involved like contractor, consultant, sub-contractor and client. Regularly, it need to be difficult for those varied separate events to coordinate well so on whole the project. In one look at conducted by using Assaf et al. (1995) it completely changed into discovered that trouble in coordination between the parties is one of the elements that contribute to put off. Besides, Majid and mcaffer (2016) region along united that coordination problems can contribute to postpone.

Ali et al. (2008) and Kadir et al. (2015) specific that lack of coordination between contractors and subcontractors can motive delay, as degree instance among matters that new revised contractions drawings of a venture is in addition issued later by using the contractors to the subcontractors. This results in creation mistakes and collectively the paintings requiring to be redone.

Reconstruction paintings takes at the so much side regular time, so impacting upon the finishing touch time of the task. Consistent with Sambasivan and Yau (2013), most of the unskilled people utilised a few of the Malaysian business unit foreign worker's. These overseas people have very little or no formal training (Santos et al., 2012). As a result, coordination is unbelievably necessary to manual and coach these laborers to carry out their work well. Whereas not coordination, the venture unit of size achieving to be not on time due to rectifying defective works and occasional productiveness of workers.
Poor web management effective and good value net website management by using contractors is unbelievably essential to form certain initiatives unit finished on time. Terrible coordination contributes to postpone from determinable of completion time. Poor laptop management might occur once contractors have not were given sufficient understanding and suffer from a insufficiency of statistics in dealing with the task crew (Kadir, et al, 2015). A mission manager is that the leader for the duration of a creation assignment some of the sense that he is needed to manage all of the works on pc from observance progress of creation works to dealing with all the supervisor add the assignment. It is of utmost importance for the project supervisor to manipulate work and undertaking corporations efficiently. Subsequently, negative pc management from the challenge supervisor may have an effect on the complete crew and vicinity along the development of works, main to the final word outcome of project delay. This browse is supported by way of studies performed via St. Medical doctor of the Church and Mangvwat (2013), Arshi and Sameh (2012), Arditi et al. (2014) who completed that bad pc control is one of the factors that contribute to delay in road construction projects.

In a country like Republic of Republic of Kenya, construction employees unit of measurement comparatively unskilled and lack adequate designing at the first stages of the project impacts on timely completion of construction projects and price overruns. Among the event of Thika Superhighway as degree example, The Chinese contractors knew this. They planned on the best thanks to coach the Kenyan people on their construction strategies and this reduced the items that we have got a bent to saw of Chinese contractors operational with alone a combine of or 3 native employees at the event laptop. The tons of the train and move in their projects, the tons of the event methodology stayed heading among the proper direction and completed in blast.

2.2.3 Stakeholder participation and completion of road construction projects
A stakeholder is anyone who considerably affects or is full of another’s call bearing on the project activities (chevalier, 2010).globally; projects have modified within the last decade as economic presents a dynamic and a lot of interactive process that is influencing today everyplace. Therefore, a great deal of worldwide projects presently dead in organizations containing utterly various cultures, operating along to succeed in success. This additional unremarkably and worthy development that consists
varied stakeholders that intervene from various points of reckon well because the world project itself (anon, 2010). As aarseth et al. (2012) noted the most important challenge in world perspective is that the treatment of translating the commitment to participation into concrete actions—in each its policy and project based mostly interventions.

Stakeholder consultations for the planned capital of kenya outering road were conducted so as to capture the foremost issues related to the project from all involved and interested parties. The advisor commands 3 public conferences on the passageway throughout the event of sea report. A stakeholder’s consultation workshop was hung on twenty first march 2013. The participants enclosed representatives of community based mostly associations like the transporters association, the traders (jua kali) associations, and market homeowners, folks association (schools), Athi water services board, capital of Kenya council, kenha and river. The stakeholder informative conferences provided views, opinions and suggestions on the foremost acceptable issues on the development and use of the planned road.

The sessions conjointly arranged out arranged out fears and issues to be self-addressed throughout construction. To confirm that each woman’s and men’s read were taken on board within the project design; public consultations were conducted in panoptic manner. The consultations wanted community participation and instant feedback into the project style particularly associated with matters of road alignment/design, transfer and compensation. The consultations created awareness and known positive and negative socio-economic impacts of the road project, planned mitigation measures to deal with the potential impacts throughout project implementation and operation (esia, 2013).

Stakeholder’s involvement is predominate in development projects. Even supposing, minor selections and emergency things are usually not acceptable for neutral participation, a posh scenario with so much reaching impacts warrant neutral involvement and once done proactively, instead of in response to downside, helps to avoid issues within the future (maina, 2013).

Stakeholders have totally distinctive tiers of obligation and authority and affect on a mission that may change at some stage in the lifetime of the venture. Their duty and authority range from occasional contributions in surveys and attention groups to
complete assignment guide which includes presenting cash and political guide. Stakeholders who forget about this responsibility may have detrimental affects on mission goals. Also, undertaking managers who ignore stakeholders will count on a dangerous effect on assignment outprojects. Failure to identify key stakeholders will motive major problems for a assignment (pmi 2012). Consistent with undertaking control institute, (2012), stakeholders might have a superb or a negative have an effect on on a project. High quality stakeholders are folks who might commonly take pleasure in a self-made outcome of a task whereas poor stakeholders are individuals who see negative outprojects from project fulfillment. The bad stakeholders’ interest would be higher served by hindering the project’s progress. Bad stakeholders shall be normally unnoted by the task tem due to the risk of failing, to bring the challenge to a self-made end.

Task’s success relies upon on its potential to formulate, guide and management of key stakeholders. Glad stakeholders improve the development and connection of the task and thence to its achievement. Consistent with (bourne 2012), the impartial community consists of people and groups every with a unique potential to steer the projects final results in reality or negatively.

Construction initiatives a piece like the other structure framework consists of of networks of individuals with varied desires, formation and purpose. Bourne and walker 2015 likened mission fulfillment to the energy of dating set up and nurtured amongst and amongst production stakeholders. This may successively impact the challenge achievement and timely crowning glory of the project. Burton and philanthropist (2012) conjointly describes assignment surroundings together having excessive quality, high uncertainty and high equivocality and such elements construct are control tough. Oyegoke (2012) opined that creation projects have direct and indirect impacts on definitely one-of-a-kind venture interest teams and those hobby groups are spoken due to the fact the stakeholders.

Bourne (2012) shows that a essential facet of dealing with the mission environment is to understand the path and have an effect on inside which the undertaking manager and management need to operate to understand the challenge with fulfillment. The mission managers ought to as a consequence try to renowned the tasks’ relevant issues are stakeholders the most amount as manageable so that you can fulfill each
birthday celebration or not less than cater to their minimum wishes (Manowong and Ogunlana, 2010). Neutral control is important to the achievement of each assignment in every agency. In a very project surroundings, these stakeholders are typically various, and can range drastically are diploma of influence in are directions. Mitchell, Agle and Wood (2012) endorse that power, legitimacy and urgency are key to are characteristics. As such, a mission supervisor is needed to increase adequate know-how of such characteristics that square degree genuinely is variables among the varied stakeholders in very challenge surroundings.

Karl (2000) states that assessment of the impact of stakeholder participation are allotted commonly thru reviews of ex-submit evaluations, case research, surveys and implemented arithmetic evaluation. There has conjointly been some understanding of victimisation each widespread and commentary and evaluation techniques and democratic m & e during the life of the tasks. While evidence remains confined, it shows that stakeholder participation contains a nice impact on project and application overall performance, final results and sustainability.

2.2.4 Procurement Procedures and completion of road construction projects

Consistent with Ashworth (2013) acquisition tasks from the word procure that accurately suggests that to “reap with the aid of care or attempt,” “to bring about” and “to acquire”. He is going beforehand and argues that the purchase of production assignment is large in scope as a effects of it entails the collection and organizing of myriads of separate people, companies and corporations to trend, manage and build creation merchandise like homes, roads, and bridges, consequently acquisition cares with prepared methods wherein and procedure of acquiring or attempt a construction product sort of a house, street or mole. The turquoise cluster (2013) delineates acquisition as a result of the method of obtaining or attempt products and offerings from some other for many concepts. Barrons enterprise forum (2013) defines acquisition as a result of the purchase of product, offerings and/or infrastructure at the first-rate ability total really worth of possession at durations the suitable amount and excellent, at the proper time, at intervals the correct place for the proper income or use of governments, corporations or people, normally through a settlement. Ombaka (2009) argues that acquisition is that the complete technique of effort materials, property and services required for a selected challenge.
The method starts with identification of would love, followed by way of a invoke acquisition necessities. The method continues thru hazard assessment, identification and evaluation of diverse solutions, cont relies upon on the speed at that the fine is delivered; otherwise a terrible outwardness is fashioned on the highest customers.

According to the analysis of interviews and surveys carried out throughout the take a look at of acquisition methodology delineate by (rivas 2016), it argues that presently there's an inclination to manipulate tasks the use of a fast-track technique in a very trial to cut returned mission time table. To be prepared to serve the requirements of these projects, the purchase technique is concern to important pressures to be implemented at periods the foremost expedite and fluid ability manner. Smith and love (2015) argue that ways wherein for the acquisition of constructing projects have not changed appreciably at durations the last twenty five years, although time and really worth overruns area unit nonetheless modern-day through the business.

Luyimbazi (2014) argues that effective public acquisition is essential clever public services and correct authorities. Government consequently need to follow the very best adept requirements once it spends this cash on behalf of taxpayers, to form superb haggle and to deliver relevant and vital products and services to the first-class required to fulfill user wishes. The purchase technique spans the lifestyles cycle from the identity of the necessity, through alternative of offerings suppliers to submit-settlement award management, still as disposal. Presenting acquisition covers the whole challenge cycle from concept to delivery, it is a important operation that has result on powerful sources utilization. Therefore acquisition determines once a task will begin, as soon as a assignment place unit getting to be finished and conjointly the standard of outprojects from a mission. Of those location unit key determinants helpful for cash notably as soon as it entails but soon the overall public can construct use of a public suitable and conjointly the volume of provider with a view to be received as a end result. This in itself really indicates that acquisition can absolutely or negatively have a manipulate on crowning glory of tasks.

In line with international business enterprise capital improvement fund (2013), the file argues that acquisition is time overwhelming and would possibly want advanced procedures. There place unit risks of errors and planned abuse of the strategy for the personal gain by means of officers or contractors and suppliers. Issues in acquisition
can cause delays, bad fine or lack useful for money and would likely undermine the agree with of the world people. Correct acquisition apply consists of among the topics of best governance, nevertheless as efficiency, effectiveness, transparency and obligation. The methods to govern acquisition location unit thought-approximately arduous and need time and resources to methodology. The strategy in Kenya country state is extra rigorous than the alternative countries accomplice degreed places an elevated burden to the authority generally this can be regularly in line with uganda countrywide roads authority record (2014).

In line with bartholomew and lister (2002), in vietnam acquisition methods have been referred to as a critical difficulty for 3 reasons: way to their difficult, time overwhelming and high priced nature, with the supplemental trouble of differing guidelines for each donor. Thanks to regulations placed on native agencies that averted them from taking part in bidding. As a consequence for instance some donors would not permit state carefully-held organizations bid in the event that they were linked to the ministry worried, while contractors may also entirely be from out of doors the province throughout which the mission might be undertaken. This was felt to exclude the ones organizations with the foremost applicable local understanding. If aid is tied then choice is restrained, the instrumentation purchased is not continually of partner degree good enough satisfactory or well suited with existing instrumentation and it's always more expensive than in an exceedingly competitive bid. So tied aid was stated as a detail that most people diminishes the well worth of useful resource. Additionally respondents mentioned that donors’ extended and bulky processes on the venture preparation level normally causes delays and feature led to initiatives taking many years to return to fruition.

Kenya through the general public procurement and Disposal Act, 2015 created the general public procurement Oversight Authority (PPOA), the general public procurement planning board (PPAB) and also the continuance of the general public acquisition Complaints, Review and Appeals Board because the Public acquisition body Review Board (PPARB). The PPOA is remitted with the responsibility of guaranteeing that acquisition procedures established beneath the Act square measure complied with, observation the acquisition system and reportage on its overall functioning, initiating public acquisition policy and helping within the implementation and operation of the general public procurement system, Government of Republic of
Kenya (2015). In Kenya, acquisition consumes forty fifth of the national budget. The shut relationship between acquisition and development demonstrates there's would like for transparency and responsibility within the manner that acquisition is conducted.

Procurement delays will so arise on the projects from numerous parties concerned which may have an effect on the completion of the project. The many stages in acquisition that embody deciding what to obtain and once to obtain, document product demand and identification of potential sources, getting quotation, bids, offers or proposal as needed, award contracts for hand-picked merchandise and services, manage relationships with sellers and at last resolution any problems or modification orders may result in delays particularly in high-value contracts as they need to travel to the very best levels of approval. It's important at the terribly kickoff of the project to fastidiously think about all factors once choosing the foremost applicable acquisition approach for a construction project. This is often as a result of every system has its own feature and peculiarity that may have result on the price, time and quality of the project that's, project performance.

2.3 Research Gap
The reviewed literature discovered numerous studies in several elements of the globe that have for the most part touched on factors with reference to project delivery in terms of quality, the foremost necessary factors determinative project performance in (Kenya north thrift 2012), impact of project delivery systems, price minimisation and project management on construction project success (Mombasa county, 2013), project price prediction model (Nyeri, 2010), managing the project surroundings, essential factors moving quality merchandise in construction projects, construction contracts period. Further, determinant of successful completion of rural electrification projects in Republic of Kenya (Kenya 2013) and influences on construction delivery time (South continent 2010). These studies are applied and revealed. But there's no literature on the market on the factors influencing completion of construction projects in nairobi County. This study so aimed to determine whether or not construction projects in capital of Kenya County square measure completed in an exceedingly successful manner the particular factors influencing completion of construction projects in capital of Kenya County.
Kenya lacks enquiry during this space of study. So the study can obtain to bridge this information gap by work factors influencing completion of building projects in Republic of Kenya. This analysis is that the initial of its kind to analyze the factors that cause completion of building projects in Republic of Kenya.

2.4 Summary of the literature reviewed
The chapter started with an introduction and went directly to appear at expression variables influencing the timely of entirety of street infrastructure initiatives. For the reason that variables influencing well timed crowning glory of avenue infrastructure tasks are numerous, the look at reviewed unique ones that are: management capabilities, well timed availableness of price range, neutral participation and procurement tactics. The chapter any looked at distinct key constructs and ideas that are relevant to the have a look at like government coverage and control fashion.

2.5 Conceptual Framework
The framework below is adopted in the study to show the relationship between independent and dependent variables. The following variable has some relation with the Completion of road construction projects in Kenya

<table>
<thead>
<tr>
<th><strong>Independent Variables</strong></th>
<th><strong>Dependent Variable</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Completion of road construction projects in Kenya</td>
</tr>
<tr>
<td>Availability of Resource</td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ participation</td>
<td></td>
</tr>
<tr>
<td>Procurement procedures</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1 Conceptual framework
### 2.6 Operational definition of variables

#### Table 2.1 Operational definition of variable

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicators</th>
<th>Measurement</th>
<th>Scale Tools</th>
<th>Analysis Type of statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Resource</td>
<td>Finances, Skilled personnel, Mode of transport, Stationer</td>
<td>Nominal</td>
<td>Frequency distribution tables, tabulation and percentages</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Competency of staff</td>
<td>Accuracy levels, Staff experience, Academic qualification.</td>
<td>Nominal</td>
<td>Frequency distribution tables, tabulation and percentages</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Stakeholders participation</td>
<td>Minutes of stakeholders’ engagement, Stakeholder engagement tools, Number of meetings held, Level of participation and contribution</td>
<td>Nominal</td>
<td>Frequency distribution tables, tabulation and percentages</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Procurement procedures</td>
<td>Time taken to process procurement document</td>
<td>Nominal</td>
<td>Frequency distribution tables,</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Completion of road construction projects</td>
<td>Time taken to complete the project</td>
<td>Norminal Ordinal</td>
<td>Frequency distribution tables, tabulation and percentages</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
<td>------------------------------------------------</td>
<td>------------------------</td>
</tr>
</tbody>
</table>

### 2.7 Chapter Summary

This chapter reviewed the theoretical side of the study, it’s the secondary information of the analysis and it's disbursed to offer the possibility of the study wherever it had 3 theories; Management Theory, Theory of Project and in conclusion Theory of Project Management. It focuses on the review of past studies on the subject of the analysis study from a world and native perspective. It additionally covers the objectives of the study acknowledging the sources of the data concerning the objectives, the appraisal of the theoretical review and also the outline of the analysis study.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This chapter presents the methodology utilized in the study. It discusses ways accustomed gather data relevant to the hypothesis that guides this study. It discusses aspects like analysis style, target population, sampling style and sample size, information assortment ways and procedure of knowledge analysis utilized within the study.

3.2 Research Design
The study used Cross-sectional study is straightforward elegant and is aimed towards trying to find the prevalence of a improvement, problem, angle or issue via taking a snap-shot or cross-sectional of the population. This obtains an typical photo because of it stands at the time of the observe. Cross-sectional studies contain facts gathered at a described time. They may be now and again accustomed determine the superiority of acute or persistent situations, or to reply questions about the reasons of malady or the effects of intervention. According to lee, james (1994) they'll even be delineating as censuses. Go-sectional research might involve unique information assortment, along with questions on the beyond, but they occasionally think statistics originally collected for various features. They may be moderately precious, and are not applicable for the look at of rare sicknesses. Trouble in recalling beyond events would possibly make contributions bias.

3.3 Target Population
Kombo and Tramp (2012) characterizes target population as all inclusive arrangement of the investigation of all individuals from genuine or speculative arrangement of individuals, occasions or protests which a researcher wishes to sum up the outprojects and make references. The study targeted a population of one hundred and forty nine (149) representatives working at H Young Company Limited.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>21</td>
<td>14%</td>
</tr>
<tr>
<td>Support staff</td>
<td>119</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>149</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>


3.4 Sample and Sampling Technique
According to Kothari, (2005) a census could be a study of each unit, everybody or everything, during a population. It's referred to as an entire enumeration, which implies an entire count. A census is usually construed because the opposite of a sample as its intent is to count everybody during a population instead of a fraction. Census was used as a result of the cluster was little to be sampled and also the research worker desires every member of the target population to own associate equal probability of collaborating within the study.

3.4 Instruments
The study used primary data which target the employees of the organization and its management under study. The questionnaires were completed by key decision makers involved in the human resource management. Bee, (2002) notes that use of questionnaire ensured that confidentiality is upheld, saves on time, it is very easy to administer. The questionnaires included organized and unstructured inquiries and were directed through drop and pick strategy to respondents who are the representatives of the firm. The organized inquiries were utilized as a part of a push to save time and cash and in addition to encourage in less demanding examination as they are in quick usable frame; while the unstructured inquiries was utilized in order to urge the respondent to surrender inside and out and felt reaction without feeling kept down in uncovering of any data.

3.5 Pilot Study
Piloting is done to test the validity and reliability of the instruments. Validity demonstrated how much the instrument measures develop under scrutiny
(Mugenda&Mugenda2012). Validity was accomplished by the help of master sentiment who was the administrator. The instruments were utilized to distinguish and change any equivocal, ungainly, or hostile inquiries and system as accentuated by (KIM, 2009). Reliability then again alludes to a measure of how much research instruments yield predictable outprojects (Mugenda & Mugenda, 2012). In this examination, reliability was scolded by pre-testing the questionnaire with a choice from non-respondent. The discoveries of the pilot study won't be incorporated into the last findings.

3.6 Data Collection Procedure
The researcher administered the research instruments individually to the staff upon authority. While exercising care and control to ensure all questionnaires to be issued to the respondents are received, the researcher will maintain a register of questionnaires, which was administered and those which were received. KIM (2009) goes further to say that piloting is important as it helps the researcher to identify misunderstanding ambiguities and useless or inadequate items. Therefore, the researcher will get rid of unclear items on the research instrument for the final study.

3.7 Data Analysis and Presentation
Monette, Sullivan, and DeJong, (2013) define data analysis as the process of systematically searching and arranging field findings for presentation. The researcher used both descriptive and Pearson’s correlation inferential statistics. Statistical Package of Social Sciences (SPSS) software was used to analyze qualitative data where tables with frequencies and percentages was generated and critical analysis and description of the outcome made accordingly. It involved working with data, coding data, organizing, breaking into manageable units, synthesizing, searching for patterns, discovering what’s important and deciding what to tell others.

Data analysis deals with the method of data committal to writing, data entry and analysis so as to form interpretation attainable. Data analysis deals with the statistics to be wont to analyze data, that is, the organization, interpretation and presentation of collected knowledge (Oson and Onen, 2015). The study generated both qualitative and quantitative data.
Quantitative records become coded and entered into math package for social sciences (spss) and analyzed sample descriptive statistics. Descriptive information includes use of absolute and relative (possibilities), frequencies, measures of crucial tendency and dispersion (imply and variance respectively). Qualitative statistics become browse and categorised into wonderful topics as showed via the responses of the respondents. Responses with common issues or styles were taken care of on into coherent classes. The investigator used statistical approach evaluation to set up the power of the affiliation between structured and freelance variables.

The regression equation is:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha \]

Where: Y is the dependent variable (completion of road construction projects)
\( \beta_0 \) is the regression coefficient/constant/Y-intercept
\( \beta_1, \beta_2, \beta_3, \beta_4 \) and \( \beta_5 \) are the slopes of the regression equation

\( X_1 \) is Availability of resources
\( X_2 \) is Competence of staff
\( X_3 \) is Stakeholder Participation
\( X_4 \) is Procurement procedures.

\( \alpha \) is an error term normally distributed about a mean of 0 and for purpose of computation

The \( \alpha \) is assumed to be 0

**3.8 Ethical Considerations**
Confidentiality of the data to be gathered through the questionnaires and anonymity of the respondents was guaranteed. The respondents were required to compose their names on the questionnaires. The secondary data gathered from outer sources were not modified, kept confidential and was utilized with the end goal of this examination only. The respondent consent was looked for and they were not compelled to respond to the questions on the off chance that they were not willing to do as such.
3.8.1 Informed Consent

Before conducting the research, the researcher did a pre visit to the organization and sought information from the organization management. The researcher was involved the management on the extent and what information the researchers seek.

3.8.2 Voluntary Participation

The research was voluntary and non of the respondent was cowered to take part in the research however the researcher took time to explain to the respondents the importance of this research to them and to the research and any participation was highly appreciated.

3.8.3 Confidentiality

All data that was collected in the organization was only for education purpose and no information was reproduced without the consent of the organization and the researcher.

3.8.4 Privacy

The respondents were assured that the information they shared was confidential and all respondents were not allowed to give their personal details and all information was coded.

3.8.5 Anonymity

A “strictly anonymous” study style is one during which it's not possible to trace knowledge or info back to the analysis subject from whom it absolutely was obtained. In different words, the info can't be known to any explicit analysis participant, not even by the investigator. The analysis did a complete separation, the study style concerned within the creation of a code linking the subject’s identity to a name, because the identity of the topic are often copied to the data, written consent kind was collected, and this consent kind has got to be separated from the data that the topic provides.

3.9 Chapter Summary

This research methodology chapter provides a research methodology; research, target population, sample and sampling technique, instruments, pilot study, data collection
procedure, data analysis and presentation, ethical considerations and chapter summary. The next chapter provides the research findings and discussion that were used by the study.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction
This chapter contains information evaluation, presentation and interpretation of the findings. The data bestowed includes response charge, heritage statistics of the respondents and a presentation of findings in opposition to each person goal of the have a look at. The info analyzed and bestowed changed into supported the reaction to the things inside the questionnaires schedules. The research worker created use of the frequency tables, possibilities, suggest and variance to offer information.

4.1 Presentation of Research Findings

4.2 Questionnaire return rate

Table 4.1: Response rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>128</td>
<td>86</td>
</tr>
<tr>
<td>Non response</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>149</td>
<td>100</td>
</tr>
</tbody>
</table>

From the study, 128 out of 149 targeted respondents filled in and came the questionnaire tributary to eighty six. This response rate was smart, representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of fifty is adequate for analysis and reporting; a rate of 60 percent is nice and a response rate of over seventieth and over is superb. The questionnaire that wasn't came were thanks to respondents not being offered to fill them in time and once persistence follow-ups, there was no regeneration from them. The response rate incontestable the temperament of the respondents to participate within the study.
4.3.1 The Gender of the respondents

Table 4.2: Gender of the respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>88</td>
<td>69</td>
</tr>
<tr>
<td>Female</td>
<td>40</td>
<td>31</td>
</tr>
</tbody>
</table>

The result indicates that sixty nine of the respondents were male whereas thirty first were females. This suggests that each genders were adequately described.

4.3.2 Period of service in years in construction industry

Table 4.3 Period of service in year’s construction industry

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 Years</td>
<td>36</td>
<td>28</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Above 16 Years</td>
<td>56</td>
<td>44</td>
</tr>
</tbody>
</table>

Total 128 100
Table 4.3 illustrates working period in years of the respondents in their several organization. From the findings, 440 yards of the respondents had worked within the organization for a amount of higher than sixteen years, twenty eighth had worked for a amount of 1-5 years, and nineteen had worked for a amount of 6-10 years whereas the remainder 9/11 had served within the organization for a amount of 11-15 years. This means that almost all of the respondents of this study had worked for extended amount at intervals the organization thus the power to supply feedback on the factors that influenced their timely completion.

4.3.3 Education level of the respondents

Table 4.4: Education level of the respondent

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>42</td>
<td>33</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>68</td>
<td>53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>128</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings indicate that fifty three percent of the respondents were post graduates, thirty third were college man whereas the fourteen percent were diploma holders. This pictured that almost all of the respondents interviewed were well knowledgeable to know and ready to reply to the form within the manner supposed.
4.4 Resources

4.4.1 Influence of resources on project completion

Table 4.5: The influence of resources on project completion

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>64</td>
<td>50</td>
</tr>
<tr>
<td>To a great extent</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>To a little extent</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>To no extent</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>100</td>
</tr>
</tbody>
</table>

On the influence of resources on completion of road contraction project, results show that fifty percent of the respondent in agreement that resources influence completion of road contraction project to a awfully nice extent, whereas nineteen percent stated great extent, fourteen percent stated moderate extent and while sex percent stated no extent. With regards as to whether the resources required for completion of construction projects were available, the interviews indicated that the supply of resources influenced completion of road contraction project.
4.4.2 Indicators on the influence of resources on completion of road construction projects

Table 4.6: Indicators on the influence of resources on project completion

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Construction Materials</td>
<td>3.8352</td>
<td>0.707</td>
</tr>
<tr>
<td>Skilled Construction workforce</td>
<td>3.3212</td>
<td>1.045</td>
</tr>
<tr>
<td>Availability of Construction equipment</td>
<td>3.4543</td>
<td>1.087</td>
</tr>
<tr>
<td>Material mobilization</td>
<td>2.6934</td>
<td>1.079</td>
</tr>
</tbody>
</table>

From the findings, the respondents indicated with a mean of 3.8352 that production materials stimulated of entirety of avenue production tasks to partner diploma highly massive quantity. The respondents further indicated that availability of finished construction palms, availability of creation equipments and material mobilization encouraged finishing touch of avenue creation projects proven by using an average of 3.3212, 3.4543 and a pair of 6934 severally. We are able to so infer that these signs assets had a genuinely giant have an effect on final touch of road production projects.

4.4.3 Variables on completion of road projects

Table 4.7: Variables of completion of road projects

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of finances</td>
<td>78</td>
<td>61.1</td>
</tr>
<tr>
<td>Lack of skilled personnel</td>
<td>32</td>
<td>25.0</td>
</tr>
<tr>
<td>Lack of effective mode of stakeholder engagement</td>
<td>18</td>
<td>13.9</td>
</tr>
</tbody>
</table>
The respondents indicated that lack of finances and skilled personnel influenced completion of construction projects in Republic of Kenya to a very nice extent as indicated by a share of sixty one percent and twenty fifth percent respectively. The respondents additionally indicate that stakeholder engagement influenced completion of projects to a great extent of fifty. The respondents indicated that the resources were accessible however inadequate. In decisive however the provision of resources influenced completion of construction projects, the interviewees indicated that resources expedited effective and economical running of project activities so resulting in its completion.

4.5 Competency of staff

4.5.1 The rating on influence of competency of staff on completion of construction projects

Table 4.8: Rating on influence of competence of staff on project completion

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>68</td>
<td>53</td>
</tr>
<tr>
<td>To a great extent</td>
<td>29</td>
<td>23</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>19</td>
<td>14</td>
</tr>
<tr>
<td>To a little extent</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>To no extent</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

| Total                   | 128       | 100         |

The findings show that fifty three of the respondents were for the opinion that ability of workers influence completion of construction projects to a really nice extent while
twenty three percent were for a great extent, fourteen percent were for a moderate extent and also the rest five-hitter were for to no extent. This means that the respondents felt that ability of workers influence completion of road construction projects to a really nice extent.

4.5.2 Indicators of competency of staff and completion of road construction projects

Table 4.9 Indicators on competency of staff

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnaround time (time taken to complete a task)</td>
<td>3.81</td>
<td>1.014</td>
</tr>
<tr>
<td>Lack of Experience</td>
<td>3.35</td>
<td>0.486</td>
</tr>
<tr>
<td>Lack of required Skills</td>
<td>3.94</td>
<td>0.250</td>
</tr>
<tr>
<td>Lack Knowledge in the area of constructions</td>
<td>3.45</td>
<td>0.568</td>
</tr>
<tr>
<td>Accuracy levels</td>
<td>3.19</td>
<td>1.167</td>
</tr>
</tbody>
</table>

According to the findings, the respondents indicated that lack of required skills and time taken to complete a task influenced completion of building projects to a awfully nice extent with a mean of three.94 and 3.81 severally. The respondents a lot of indicated that lack of experience and accuracy levels to boot influenced completion of construction projects with a mean of three.35 and 3.19 severally. This means that the upper than factors influence completion of road construction involves a superb extent.
4.5.3 Rating on how project staff skills improve their ability to handle assigned duties competitively

Table 4.10: Rating on project staff skills and completion of projects

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>72</td>
<td>56</td>
</tr>
<tr>
<td>2</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>128</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings show that fifty fifth of the respondents were to a really nice extent, twenty fifth to a good extent, and eleven percent to a moderate extent whereas third to no extent. The outprojects showed that respondents admitted that project workers skills improve their ability to handle assigned duties competitively to a really nice extent.

4.6 Stakeholder participation on completion of road infrastructure projects

Table 4.11: Influence of Stakeholder’s participation on completion of construction projects

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>60</td>
<td>47</td>
</tr>
<tr>
<td>To a great extent</td>
<td>36</td>
<td>28</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>22</td>
<td>17</td>
</tr>
<tr>
<td>To a little extent</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>To no extent</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
The findings show that fifty fifth of the respondents were to a very nice extent, twenty fifth to an honest extent, and eleven percent to a moderate extent whereas third to no extent. The out projects showed that respondents admitted that project staff skills improve their ability to handle assigned duties competitively to a very nice extent.

4.6.2 Stakeholder’s participation activities

Table 4.12 Stakeholders’ participation activities

<table>
<thead>
<tr>
<th>Project activities</th>
<th>Mean</th>
<th>St.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of project scope</td>
<td>4.06</td>
<td>0.680</td>
</tr>
<tr>
<td>Data collection and management</td>
<td>3.39</td>
<td>0.615</td>
</tr>
<tr>
<td>Supervision events</td>
<td>3.68</td>
<td>0.475</td>
</tr>
<tr>
<td>Performance review</td>
<td>3.71</td>
<td>0.864</td>
</tr>
<tr>
<td>Project site visit</td>
<td>3.97</td>
<td>0.180</td>
</tr>
</tbody>
</table>

The realize Findings showed that the majority respondents were in agreement that stakeholder participation influences completion of construction projects that was diagrammatic by forty eighth. However, no respondent felt that neutral participation had no extent that was bestowed by third. Twenty eighth were for to a good extent construction projects which had means of 3.97 and 3.71 respectively. This showed that the respondents felt that neutral participation influences completion of construction projects.
4.6.3 Stakeholders’ engagement and completion of construction projects

Table 4.13: Stakeholders level of engagement and completion of construction projects

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction project vision is clear and achievable</td>
<td>22</td>
<td>17</td>
</tr>
<tr>
<td>Stakeholder engagement is effective</td>
<td>36</td>
<td>28</td>
</tr>
<tr>
<td>The stakeholders engagement enhances the internal process (orientation,</td>
<td>42</td>
<td>33</td>
</tr>
<tr>
<td>supervisor support, change management)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders’ engagement influences the performance of construction projects</td>
<td>28</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>100</td>
</tr>
</tbody>
</table>

The findings showed that almost all respondents felt that the stakeholders’ engagement enhances the interior method that was conferred at thirty three percent of the respondents, twenty three percent and twenty two percent of the respondents conjoinly in agreement that stakeholders engagement in road construction projects was effective whereas seventeen percent of the respondents were for the selection that construction project vision is obvious and possible.
4.7 Procurement procedures and completion of road construction projects

The study sought to find out to what extent procurement procedures contribute to completion of road construction projects. The findings were tabulated in Table 4.16.

Table 4.14: Extent to which procurement influence completion of construction projects

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>42</td>
<td>33</td>
</tr>
<tr>
<td>To a great extent</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>To a medium extent</td>
<td>22</td>
<td>17</td>
</tr>
<tr>
<td>To a little extent</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>To no extent</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Total 128 100

From the findings, thirty third percent of the respondents felt that procurement procedures influence completion of construction projects to a awfully nice extent whereas twenty fifth percent felt that procurement procedures influenced completion of construction involves an honest extent. however no respondent felt that procurement procedure had no any influence on completion of construction projects that was indicated by none we will thus deduce that 100 % of the respondents in agreement that procurement procedures had associate influence in completion of road construction project.
4.7.1 Time taken to process procurement documents

The study wished to examine the extent to that era taken to technique acquisition document influenced completion of construction projects. The respondents were told to decide on from a scale of one to five wherever one painted to a really nice extent, 2 represented to an excellent extent, 3 painted to a medium extent, 4 painted to a bit extent whereas five was for no extent. The findings were as follows.

From the findings, most of the respondents fifty percent felt that point taken to method procurement document had associate influence in completion of construction projects to a awfully nice extent. Twenty two percent were for the choice that point taken to method procurement documents influenced completion of construction projects, fourteen percent were for to a medium extent and small extent. None of the respondents opined otherwise.

Table 4.15: Extent to which Time taken to process procurement documents influence completion of construction projects

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>64</td>
<td>50</td>
</tr>
<tr>
<td>To a great extent</td>
<td>28</td>
<td>22</td>
</tr>
<tr>
<td>To a medium extent</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>To a little extent</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>To no extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>128</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.8 Inferential analysis

Inferential analysis is employed during this study to work out if there's a relationship between an intervention and an outcome, further because the strength of that relationship. The inferential statistics analysis aimed to achieve conclusions that reach on the far side the immediate knowledge alone between the freelance and dependent
variables during this study. The study conducted inferential analysis to ascertain the link between the freelance variables and dependent variables of that involve a constant of determination and a multiple correlation analysis. The freelance variables within the study enclosed, resources convenience, competency of workers, neutral participation and procurement procedures whereas the variable quantity was completion of construction projects.

4.8.1 Coefficient of determination
The constant of determination could be a live off however well a applied mathematics model is probably going to predict the longer term outprojects. The constant of determination, \( r^2 \) is the sq. of the sample parametric statistic between outprojects and foreseen values, per se it explains the extent to that modifications within the variable quantity will be explained by the change within the variable. Or the share of variation within the variable quantity (completion of construction projects) that's explained by all the four freelance variables (resources convenience, competence of workers, neutral participation and procurement procedures).

Table 4.16: Coefficient of determination

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R</th>
<th>Std. Error of Square</th>
<th>the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.792(a)</td>
<td>.627</td>
<td>.303</td>
<td>.125</td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (constant), resources accessibility, ability of workers, neutral participation and acquisition procedures). Therefore, freelance variables that were studied make a case for solely sixty two.7% of the completion of projects as given by the \( R^2 \). This so means the four freelance variables solely contribute concerning sixty two. Seven percent to the completion of projects whereas the opposite factors not studied during this analysis contribute 37.3 percent you look after the completion of projects. Therefore, more analysis ought to be conducted to research the opposite factors (37.3%) that influence project completion.
4.8.2 Multiple regression analysis

Table 4.17: Multiple regression analysis

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std.Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.224</td>
<td>.312</td>
</tr>
<tr>
<td>Resources availability</td>
<td>0.217</td>
<td>0.1440</td>
</tr>
<tr>
<td>Competency of staff</td>
<td>0.272</td>
<td>1.1264</td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td>0.299</td>
<td>0.0715</td>
</tr>
<tr>
<td>Procurement procedures</td>
<td>0.118</td>
<td>0.0847</td>
</tr>
</tbody>
</table>

In addition, the research worker conducted a multiple correlation analysis thus on verify numerous factors that influence completion of road construction project. Multiple correlation may be a applied mathematics technique that enables U.S.A. to predict a score of 1 variable on the idea of their scores on many alternative variables. The most purpose of multiple correlation is to be told additional regarding the connection between many freelance or predictor variables and a dependent or criterion variable.
The regression equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \) now be projects

\[
Y = 1.224 + 0.2176X_1 + 0.1187X_2 + 0.2994X_3 + 0.2725X_4
\]

Where by \( Y \) = Completion of road construction projects

\( X_1 \) = Resource availability

\( X_2 \) = Competence of staff

\( X_3 \) = Stakeholder participation

\( X_4 \) = Procurement procedures.

According to the equation, established, taking all factors (resources availableness, competency of workers, neutral participation and acquisition procedures) constant at zero, the completion of building projects accomplished would be 1.224. The information findings analyzed additionally shows that taking all different variable quantity at zero, a unit increase in resource availableness cause 0.217 increase in completion of construction projects. A unit increase in competency of workers can cause 0.272 increase in completion of building projects, a unit increase in neutral participation can cause a 0.299 increase in completion of road construction projects, whereas a unit increase in procurement procedures can cause 0.118 increase in completion of building projects. These results infer that neutral participation contributes most to completion of building projects followed by competency of workers.

4.2 Limitations of Study

4.2.1 Bureaucracy

Organizations have various procedures that are outlined publicly to govern movement of people to the organization and from the organization. However some procedures are usually too tedious to the dislike of visitors/researchers. This was characterized by long procedures and regulations that were expected to be followed. Despite such challenges, the researcher was adequately prepared to abide by all the regulations so that a successful research study could be carried out.

4.2.2 Inaccessibility to the Company
The researcher had initially been denied access based on the restrictive policies against external researchers and especially private research studies. This was due to the recorded history of exploring and exposing inefficiencies in various organizations. However, the researcher overcame this challenge by using an introduction letter from Management University of Africa which showed the purpose of this study so that gaining accessibility could be achieved.

4.2.3 Lack of Cooperation

The researcher still experienced challenges on lack of cooperation. Some of the staff within this organization had reluctantly declined to participate in this research in pretence of not very genuine reasons. As a result, quite a number of respondents would have failed to provide the data. However, to counter this challenge, the researcher had to assure the respondents that this study was only covering the academic goals.

4.3 Chapter Summary

This chapter was about data analysis. The chapter first introduces information about information from the respondents in terms, gender of Respondents, Years of work experience of respondents and Education Level of Respondents. The chapter was further categorized in to quantitative analysis that revolved around discussing the objectives of the study and Reliability Analysis Inferential Statistics this is Correlation Analysis, Regression Analysis and the Coefficients. The chapter also addressed the limitations of the study.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction
This chapter presented a summary on findings, conclusion and recommendations. This was based on factors affecting completion of construction projects in Kenya on a case study H young construction company.

5.1 Summary of Findings

5.1.1 To what extent does finance affect completion of road construction projects in Kenya?
At the influence of resources on of completion of construction tasks, consequences show that fifty of the respondent united that sources have an effect on of entirety of creation projects to a exceedingly excellent extent, while nineteen become to a good extent, fourteen percentage changed into to a mild quantity and 6 percentage to no quantity. With regards as to whether the assets required for crowning glory of construction tasks have been obtainable, the interviews indicated that the deliver of resources influenced finishing touch of road creation projects.

From the findings, the respondents indicated with an average of 3.8352 that construction substances motivated final touch of avenue contraction mission to associate exceedingly large quantity. The respondents jointly indicated that accessibility of skillful construction force, accessibility of production equipments and material mobilization inspired final touch of building initiatives proven with the aid of an average of 3.3212, 3.4543 and a couple of.6934 severally. We will be inclined to place unit able to consequently infer that these signs below resources had a absolutely massive have an impact on on of entirety of avenue road construction projects..

5.1.2 How does an employee skill affect completion of road construction projects in Kenya?

The findings display that 50 three of the respondents had been for the opinion that competence of personnel affect finishing touch of creation tasks to great quality volume while23% were for a great volume, fourteen percentage have been for a slight quantity and additionally the relaxation five-hitter have been for to no quantity. This
suggests that the respondents felt that competence of employees have an effect on final touch of construction tasks to a incredibly first-rate extent.

In line with the findings, the respondents indicated that loss of wanted abilities and time taken to finish a project encouraged of entirety of production projects to a awfully nice extent with a mean of 3.94 and 3.81 severally. The respondents additional indicated that lack of expertise and accuracy levels conjointly influenced completion of construction projects with a mean of three.35 and 3.19 severally. This suggests that the higher than factors influence completion of construction projects to a good extent.

The findings show that fifty fifth of the respondents were to a awfully nice extent, twenty fifth to a good extent, eleven percent to a moderate extent whereas third to no extent. The out projects showed that respondents admitted that project employees’ skills improve their ability to handle allotted duties competitively to a very great extent.

5.1.3 To what extent does Stakeholder participation affect completion of road construction projects in Kenya?

The findings showed that the majority respondents were in agreement that neutral participation influences completion of construction projects that was described by forty eighth. However, no respondent felt that neutral participation had no extent that was bestowed by third. Twenty eighth were for to a good extent whereas the remainders seventeen percent were for to a touch extent. This showed that the respondents felt that neutral participation influences completion of construction projects.

The respondents indicated that identification of project scope influenced completion of construction projects to a awfully nice extent with a mean of four.06. They conjointly felt that project visit and performance review by stakeholders conjointly influenced completion of construction projects that had means that of three.97 and 3.71 severally. Finally the respondents united to a touch extent that information assortment and management and management of events crystal rectifier to completion of construction projects.
The findings showed that the majority respondents felt that the stakeholders’ engagement enhances the inner method that was bestowed at thirty three nothing, 28% of the respondents conjointly united that stakeholders engagement in construction projects was effective whereas 17 November of the respondents were for the selection that construction project vision is evident and possible.

5.1.4 To what extent do Procurement procedures affect completion of road construction projects in Kenya?

From the findings, thirty third of the respondents felt that procurement approaches influence of entirety of production tasks to a absolutely great extent whereas twenty fifth felt that procurement processes stimulated finishing touch of production tasks to an exquisite quantity. But no respondent felt that procurement method had no any affect on of completion of production initiatives that changed into indicated by way of 0%. We can so deduce that 100 percent of the respondents united that procurement processes had companion in Nursing have an effect on in final touch of creation initiatives.

From the findings, most of the respondents (50%) felt that point taken to method procurement record had partner in Nursing impact in final touch of production initiatives to a without a doubt high-quality quantity. 22% have been for the choice that point taken to approach procurement files inspired completion of production initiatives 14 percent were for to a medium volume and tiny volume. Not one of the respondents opined in any other case.

5.2 Conclusion

Based on objective one the study all over from the study that there's an excellent influence of availableness of resources for completion of building projects. The study disclosed that adequate resources guarantee timely completion of building projects beside competence of employees.

Regarding objective two, the study all over that employees competence influences completion of construction projects. This can be to mean that the effectiveness of agencies tasked with construction projects administration depends to an outsized
extent on the agencies employees capability and competence relative to the strain placed upon them.

Regarding objective three, the study jointly disclosed that there's an associate influence by neutral participation on completion of construction projects. This may be taken to mean the extent to that neutral participates endures folks higher cognitive process processes and higher cognitive process capability of project stakeholders at totally different level. It additional enhances possession and property that is one in every of the key aspects in observation and analysis of projects.

Finally on objective four, the study disclosed that procurement procedures influences completion of building projects. If the procedure area unit done on time, and within the right approach the comets may be completed at the correct time and among the correct budget.

5.3 Recommendations
Primarily based on the findings of this have a look at and end made, the look at makes the following guidelines

Based at the findings and conclusions, they have got a observe recommends that there have to be stakeholder engagements to ensure that thoughts and perspectives are represented; members of stakeholder group must be invited to take part in challenge scope identity and planning. Participation improves the splendid of project management and that of evaluations accuracy of statistics, increased credibility and recognition of findings, and higher correspondence to the sensible troubles of stakeholders.

They have a look at recommends that there wherein necessary, ability ranges ought to be augmented to satisfy the needs of the tasks. an ongoing funding in developing such potential for creation challenge crew is vital. The look at also recommends that the various street departments ought to allocate enough sources wanted for creation of the task and tracking and evaluation and agree on a realistic association to guide finance of the assignment and tracking and assessment and agree on a realistic association to assist finance the associated activities.
The take a look at also recommends that corporations have to don't forget adopting current facts and verbal exchange technologies in sporting out monitoring and assessment sports.

Finally the observe furtherer recommends that government leaders have to offer the necessary support and goodwill to decorate completion of production projects. Unnecessary have an impact on and interference on mission of completion need to be deterred.

5.6 Suggestions for further research
There are unit many factors that influence completion of road construction projects. The study could not totally cowl of those factors so there is would really like for extra analysis throughout this area. The study to boot suggests analysis at intervals the involvement of the personal sector in finance completion of road construction projects through personal partner partnerships.
REFERENCES


Appendix II: Questionnaire

Serial No……………

The questionnaire is meant to collect information on the factors that affect completion of road construction projects a case study of H YOUNG CONSTRUCTION COMPANY. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as was applicable. The information provided was treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

Section A: general Information

1. Gender

Male [  ]
Female [  ]

2. What is the highest level of education you have attained?

Secondary [  ]
College [  ]
University [  ]
Others (Specify) [  ]

3. Work Experience

Below 1 year [  ]
1.6 years [  ]
7-11 years [  ]
SECTION B: RESOURCES INFLUENCE ON PROJECT COMPLETION

4) In your own opinion does the availability of resources influence completion of road construction projects?
   a) Yes ( )   b) No ( )

5) To what extent does the availability of resources influence completion of road construction projects? Please tick next to the appropriate column in the table below

<table>
<thead>
<tr>
<th>To a very great extent</th>
<th>To a great extent</th>
<th>To a moderate extent</th>
<th>To a little extent</th>
<th>No extent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11) To what extent do the following indicators influence the completion of road construction projects? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is no extent

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction work force</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material mobilization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12) To what extent does the following influence completion of road construction projects?

<table>
<thead>
<tr>
<th>Factors</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of finances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of skilled personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of an effective mode of stakeholder engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION C: COMPETENCY OF STAFF**

13) In your own view does competency of staff lead to completion of road construction projects?

a) Yes (    )   b) No (    )

<table>
<thead>
<tr>
<th>Factors</th>
<th>To a very great extent</th>
<th>To a great extent</th>
<th>To a moderate extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14) To what extent does competency of staff influence completion of urban road infrastructure projects?

<table>
<thead>
<tr>
<th>Extent of Influence</th>
<th>To a very great extent</th>
<th>To a great extent</th>
<th>To a moderate extent</th>
<th>To a little extent</th>
<th>No extent</th>
</tr>
</thead>
</table>

15) What is the extent to which the following influence completion of construction projects of roads?

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnaround time (Time taken to complete a task)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor academic qualifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demotivated staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of accountability and responsibility among staffs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION D: STAKEHOLDERS PARTICIPATION

17) To what extent do you agree with the following quality of stakeholders’ engagement? Use a scale of 1 to 5 where 1 is strongly agree and 5 is strongly disagree

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>
Construction project vision is clear and achievable

Stakeholder engagement is effective

The stakeholders engagement enhances the internal process (orientation, supervisor support, change management)

Stakeholders engagement influences the performance of urban road infrastructure projects

18) To what extent does the stakeholder participation influence completion of urban road infrastructure project?

<table>
<thead>
<tr>
<th>Level of Extent</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a great extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a moderate extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a little extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19) To what extent does stakeholder participation in the following project activities influence completion of urban road infrastructure projects?

<table>
<thead>
<tr>
<th>Project Activities</th>
<th>Vey great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of road project scope</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection and management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION E: PROCUREMENT PROCEDURES

21) Does your organization have procurement plans?
   a) Yes ( )  b) No ( )

22) If yes does the state of your organization procurement plans ease the process and procedure of operation for road construction materials?
   a) Yes ( )  b) No ( )

23) To what extent does availability of procurement plans contribute to completion of road projects? Please tick against any of the following

<table>
<thead>
<tr>
<th>To a very great extent</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a moderate extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a little extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

24) To what extent does the time taken to process procurement document contribute to completion of road projects? Please tick against any of the following

<table>
<thead>
<tr>
<th>To a very great extent</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td></td>
</tr>
</tbody>
</table>
To a moderate extent

To a little extent

No extent

25) What would you recommend to be done in order for procurement plans to be done on time to ensure completion of road construction projects?

____________________________________________________
_______________________________________________________________

_______________________________________________________________

Thank you for your participation