

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effect of Corporate Top Management Support on Project Performance in Selected State Corporations in Kenya

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Abstract:

Government policies and programmes in Kenya are implemented by the state corporations who aid in social development. The reasons of establishing the corporations are flexibility, operational autonomy, results oriented, greater accountability and value for money and transparency in the mainstream bureaucratic government. Since their establishment in 1980s, these corporations have undergone several scrutinies due to their poor performances in terms of projects initiated. Projects undertaken by these state corporations have been faced with numerous challenges like project cost overruns, substandard projects, incomplete, stalled or abandoned all together. The main aim of study was to determine the effect of corporate top management support in performance of projects in state corporations in Kenya. Relevant literature to the research topic was reviewed and main areas covered were theoretical review, empirical review, literature summary, research gaps and conceptual framework. In theoretical review, one theory resource-based theory. In empirical review, literature in regard to research questions were reviewed which led to identification of research gaps. Conceptual framework was demonstrated followed by operationalization and measurement of variables. Two research questions were developed: To determine the degree to which the support of corporate top management affects project performance in state corporations in Kenya. In this case a descriptive research design was used. Target population for the study was 55 state corporations in Kenya. The sample size was 48 employees in those state corporation. Questionnaires were used for data collection. With the help of SPSS version 20, data was analysed. Pearson's correlation coefficient, r was used to determine the relationship between independent variables and dependent variable. Multiple regression model was fitted to determine factors with high predictive power on performance of projects in state corporations in Kenya. The findings of this study, showed that the predictor variable: corporate top management support has a contribution to the performance of projects in state corporations in Kenya. The researcher suggests topics for further study; Influence of leadership styles on the performance of projects in state corporations in Kenya and effects of funding on project performance in state corporations in Kenya.

Keywords: Project, project management, State Corporation and project performance

1. Background of the Study

Project management originated in the aerospace and defence industries. Its use has spread to diverse business applications such as new product development, organizational restructuring, process improvement, information technology implementation among others. Project management is not limited to the private sector only, it is also being used increasingly by non-profit organizations as well public sectors (Papke-Shields, Quan & Beise, 2007)

Projects have been increasingly used in organizations to achieve business objectives. However, it has been noted that delay in projects completion is a global phenomenon. For instance, while evaluating the performance reports of 164 building and 28 highway projects constructed during the period 1996-1999 in Jordan, Battaineh (1999), determined that actual completion time exceeded planned project duration by 60% for road works and 20% for building projects. Seboru (2006), also stated that the period for major road projects worldwide to reach completion stage have been observed to range from 10-30 years. Furthermore, study by United Nations Commission for Trade and Development (2001) on African construction industry's turmoil and their implications for New Partnership for Africa's Development (NEPAD) pointed out that project delays is a major problem in construction projects and it is as a result of poor project time, quality and cost performance.

The performance of projects in parastatals has been observed to face a wide range of challenges. These statuses have been linked to weak institutional and financial arrangements within the public sector (Mathenge, 2013).

Never the less, for corporations to achieve successful project management, they must embrace the following project elements but not limited to monetary, human capital and technical backing. State corporations must ensure organizational structures are in place and allocate duties and unambiguous responsibilities to definite teams and individuals (Amboga, 2009).

There is therefore a need to address project performance in terms of delivery time, cost and quality. The stakeholders need to change ways of doing things and rethink the process through which public sectors more especially state corporation continuously improves their performance by finding out the current and emerging delivery approaches of projects.

1.1. Corporate Top Management Support

Mobey and Parker (2002), states that the probability of a project succeeding can go high if organizations understand the Critical Success Factors (CSFs) and anticipate their possible effects then make choices on appropriate methods of dealing with them. In the project management literature, the most cited CSF is top management support (Fortune & White, 2006). Project managers with excellent skills may fail at any project cycle stage if they lack top management support (Meredith & Mantel, 2010).

Kandelousi, Ooi and Abdollahi (2011) observed that top management support yields in timely financials, human, physical resources required for the success of projects and furthermore leading to the delegation of appropriate power to project teams and leaders. For these reasons, projects without top management support rarely survive (Meredith & Mantel, 2010). In contrast, top management cannot offer due support to each and every individual project in the organization (Young & Jordan, 2008). For example, if the organization is limited in physical resources, then it will be difficult to offer same resources at the same time to each and every project (Meredith & Mantel, 2010). A well performing top management builds and boost confidence in project managers to execute projects toward success (Morgan, 2012). However, Cowan-Sahadath (2010) expresses that performance enhancement and meeting of top management expectation is the responsibility of project managers. It is for this reason this study therefore sought to determine the extent to which top management support determines project performance in Kenyan state corporations.

1.2. State Corporations in Kenya

In Kenya, a parastatal is a State Corporation (SC) established under State Corporation Act (SCA) Cap 446 (1986). State Corporation has various meanings in this Act. First, it is a corporate under an Act of parliament. Second, the president may by order establish a SC as a corporate body to perform functions specified in the order. Third, it represents a bank or a financial institution licensed under banking Act or other company incorporated under the company Act.

State corporations operate under the regulatory framework set in the SCA as well as respective functions and purpose of their formation. The state corporations are normally placed under certain ministries for control and direction directed towards overall strategic objective achievement of the Government of Kenya. Board of Trustees (BOT) who is empowered by individual Acts of parliament which gives responsibility and specific tasks, manages the state corporations. The State corporations in Kenya are viewed as agencies that have great potential to facilitate growth (Njiru, 2008) through successful projects completion. According to Kenya National Bureau of Statistics paper (2012), project management was to be implemented in all state corporations' projects, but the process has been very slow due to significant changes that have evolved despite lack of a legislative framework to guide it.

However, State Corporations in Kenya have been experiencing challenges in relation to project management and performance. These are impunity and poor corporate governance, weak supervisory mechanism, financial structure and management and abuse of office (Petiffor, 2001) and all affects the performance of projects initiated within these corporations. Moreover, poor performance of the projects in state corporations can be greatly linked to indiscipline in expenditure pattern, resource mismanagement, wastage, poor governance and inadequate supervision by management and regulatory bodies (Sessional Paper No.4.Government of Kenya, 1991). The mismanagement and poor governing practices have resulted to state corporations' inadequate achievement of its objectives, thus leading to poor and unreliable delivery of services and projects in general.

Inventory of SCs as at 9th October 2013 according to State Corporation Act, Laws of Kenya Chapter 446 is two hundred and sixty-two (262). However, PTPR (2013) recommended that the government entities known previously as State Corporations (SCs) should be renamed to Government Owned Entities (GOEs). Therefore, reclassification of GOEs as of October 9th, 2013 is one hundred and eighty-seven (187) where fifty-five (55) are SCs, and one hundred and thirty-two (132) are state agencies.

1.3. Statement of the Problem

Failure to complete a relative number of projects undertaken in state corporations has occurred over a few decades ago in the country. In fact, from the Public Investment Committee reports 2007, only 23 state corporations out of the 130 examined by the Auditor General managed a clean bill of health. Nevertheless, report released by national taxpayer's association in September 2014 shows that the parastatal's project failure stands at 68% annually.

The Kenyan Government and its strategic development partners have continued to support projects managed by state corporations with huge financial resources. However, the intended outcomes are partially realized due to poor project management. Moreover, causes of poor project performance has been the focus of a number of research studies and various authors have alluded to the fact there are various factors responsible for project success but there has been no consensus on the main factors. The researchers have also concentrated on the causes of project success in selected State Corporation but have not given an insight into the effects of project management elements on performance of projects in all state corporations in Kenya. This study therefore, identified the effect of each project management elements on project performance in state corporations in Kenya. The research explored various projects undertaken by state corporations in Kenya in order to establish the impact of corporate top management support, project management training, stakeholders' involvement and funding on project performance in state corporations in Kenya.

1.4. Objectives of the Study

1.4.1. General Objectives

The general objective of the study was to find out effect of project management elements on project performance in selected state corporations in Kenya.

1.4.2. Specific Objectives

To determine the degree to which the support of corporate top management affects project performance in state corporations in Kenya.

1.5. Research Hypothesis

The following was the formulated null hypotheses for this study:

- H_{01} : Corporate top management support does not affect performance of projects in state corporations in Kenya.

1.6. Significance of the Study

The findings of this study will benefit board of directors and chief executive officers of state corporations and organizations as it will guide them in planning, formulation of clear policies and development of strategies in relation to project management. The empirical evidence from the study will help Government of Kenya in determining criteria for allocation of funds to minimize delays in projects completion, identification of viable projects, monitoring and evaluation of state corporation projects.

To scholars and researchers, the study will be a future source of reference for studies on project implementation. It will help the scholars in identifying emerging gaps and develop more theories in project success. Emerging gaps from the study will also be a source of further research.

Information gathered from this study will assist project managers to understand the causes of project success and failure and help them to come up with solutions on better project management ways

Staff within these state corporations will be able to understand their role in project management for better project performance. As a result, project management will be made easier for project managers.

1.7. Scope of the Study

This study was about finding out the effect of corporate top management support on projects performance in selected state corporations in Kenya. The study involved a holistic review of both successful and failed projects in those state corporations. Further, the study was limited to collecting data from the project managers in state corporations in Kenya. According to PTPR (2013), state corporations in Kenya are fifty-five (55).

1.8. Limitations of Study

One of the limitations of this study is the organizational policies within state corporations. Some of the approached respondents were sceptical in giving information citing that the information sought might be used to intimidate or suppress them or show a negative image about them and their SCs or the ongoing or already undertaken projects in their organizations. The researcher however, handled the issue by presenting introduction letter from the university and assured them of information confidentiality since it will be used solely for academic purpose. Unavailability of some respondents at the time of administration of questionnaires. In this case the researcher used drop and pick later method of administering questionnaires to increase response rate.

Access to all the sampled state corporations was practically impossible for the researcher. The researcher however engaged three research assistants for distribution and collection of the questionnaire

Access to some state corporation premises were limited to public use. The researcher visited the premises and sought permission from the management through an introductory letter before the date of questionnaire administration.

The respondents' preconceived ideas and attitude towards the research problem affected the responses to the questionnaire. The study used research questionnaire that contained performance-rating scales. However, performance-rating scales are limiting because of the tendency to make ratings on specific abilities based on an overall impression. The researcher gave appropriate instructions to respondents.

2. Literature Review

2.1. Introduction

The chapter reviews relevant literature on the research topic, effect of corporate top management support on project performance in state corporations in Kenya. The specific areas covered here are theoretical review, empirical review, literature summary, research gaps and conceptual framework.

2.2. Theoretical Review

A theoretical framework states and further describes theories that explains the research problem under study (William, 2006). Therefore, relevant theory to this study was discussed.

2.2.1. Resource Based Theory

The Resource based theory (RBT) is a strategic management theory that is often applied in project management and it provides how competitive advantage is driven by resources being the ability to create more value than competitors and generate higher investment returns. The RBT is founded on the concept that resources and capabilities are not heterogeneous across organizations. Success rate variations between organizations can be easily explained through the utilization of this concept.

The theory's proponent Penrose (1959) postulates the theory as a theory of effective management of firm resources, productive opportunities and strategy diversification. Specifically, he provides an explanatory logic to resolve causal links among resources, capabilities and competitive advantage. Penrose makes three assumptions concerning the theory: First he maintains that firms can create economic value from effective and innovative resource management and not the possession of resources (Mahoney, 1995). Secondly, he provides fundamental links between resources and productive opportunities creation for growth and innovation. Lastly, Penrose explains the drivers of the direction and rate of growth of the firm. In other words, the absence of managerial and technical skills serves as a limiting factor for a firm's growth rate in a certain period. The current knowledge capacity and underutilized resources of the firm is a determinant of the direction of the firms' growth. He shows why and how these drivers shape the rate and direction of growth and also tries to explain that ignorance of these limiting factors leads to loss of competitive advantage. The other Proponents of this theory Pitelis (2007) provides that utilization of external opportunities is more realistic by using accessible resources in a new way rather than trying to acquire new skills for each different opportunity. This theory therefore tends to relate and explain the effect of training of project management in project performance in state corporations in Kenya

2.3. Empirical Review

Since independence, total abandonment or partial completion of projects has predominated the public sector, in spite of numerous attempts at project management and monitoring. Previous studies show that project management has a set of factors which if favourable can lead to project success. These are factors are called key variables (Dvir, 2005) and they include but not limited to corporate top management support, training on project management, stakeholders' involvement and project funding.

2.4. Corporate Top Management Support

In project management literature support of top management (Fortune &White, 2006) is the most cited CSF. Zwikael (2008) carried a research paper that focused on the support of top management on projects in the software sector. The research objective was to identify top management support processes that greatly affects software development projects and compare critical processes with the actual support provided by organisations. Seventeen top management support processes were listed from the literature. Data was collected from 213 software development project managers and their supervisors in Israel, New Zealand and Japan. The impact of top management support processes on project success was analysed for each country to identify critical processes. Then, the actual level of use of top management support processes by top managers was compared. The study found out that executives choose to perform easy to do processes. Critical top management support processes, which has greater impact on project success, often receives low level of attention from senior managers in the software industry. He therefore concluded that most managers are no aware of or prefer to ignore, the impacts of various supporting processes have on project success. This results to pay of similar attention to critical support processes with low impact on project success. It is on this basis this study explored various projects given the fact that state corporations conduct different project in and sought to determine the effect of top management support on projects success in state corporations in Kenya.

2.5. Conceptual Framework

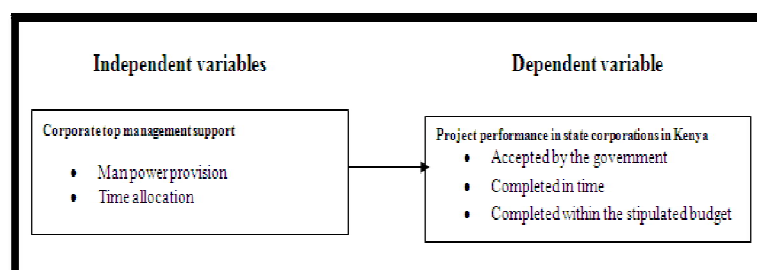


Figure 1: Conceptual Framework
Source: Author (2019)

The independent variable is corporate top management support and the dependent variable is project performance in State Corporation in Kenya.

2.5.1. Operationalization and Measurement of Variables

Corporate top management support: Top management support was defined by provision of manpower and time allocation. This variable was measured as follows: number of employees allocated for the projects was in numerical and amount of time allocated was in months.

3. Research Methodology

3.1. Introduction

This chapter shows the phases of the study and it includes the following subsections: research design, target population, sample design, instrumentation, data collection and finally data analysis.

3.2. Research Design

For this study, descriptive survey research design was used to establish the effects of project management elements on projects performance in selected State Corporations in Kenya. The survey design was preferred because the researcher collected a cross sectional data on the effects of project management elements on projects performance in Kenyan state corporations allowed collection of large amounts of data from population in an efficient manner.

3.3. Target Population

Presidential Taskforce on Parastatal Reforms (2013) recommended that the State corporations (SCs) be renamed to Government Owned Entities (GOEs). Therefore, reclassification Government Owned Entities (GOEs) as of October 9th, 2013 is one hundred and eighty-seven (187) where fifty-five (55) are SCs, and one hundred and thirty-two (132) are state agencies as shown in Table 1. Therefore, target population for this study was 55 state corporations.

	Type classification	Sub-classification	Numbers
1	State Corporations	Purely Commercial	34
		Strategically Commercial	21
2	State Agencies	Executive Agencies	62
		Independent Regulatory Bodies	62
		Research Institutions, Tertiary Education Institutions and public Universities	45
		Totals	187

Table 1: Classification of GOEs

Source: PTPR (2013)

3.4. Sampling Technique

The study made use of stratified random sampling, which is a probability sampling technique. Stratified sampling is often used to reduce the variability of a sample. The state corporations were grouped according to the ministry (strata) which they belong. Then a random sample was drawn from each stratum and pooled together to form the sample representative for the study.

In determining the sample size, the research adopted the Mugenda and Mugenda (2003) formula, which applies in research with target population of than 10,000 respondents. The target population for this study was 55. The formula used

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where: n is the sample size to be determined. n_0 is the sample size when the population is more than 10,000 and is always equals to 384 (Mugenda and Mugenda, 2003) and N is the target population. Therefore,

$$n = \frac{384}{1 + \frac{384 - 1}{55}} = 48$$

The sample size was 48, employee from various cadres in all state corporations in Kenya.

3.5. Data Collection Tools and Techniques

For this study, primary data was collected through structured questionnaire. The questionnaire was administered through drop and pick later method. The use of a questionnaire allows a larger sample to be contacted at relatively low cost; they are easy to administer; the format is well known to most respondents. Follow-ups were done through telephone calls and emails to ensure a viable response rate for the study especially for project managers who were not present at the time of questionnaire administration.

3.6. Data Collection Procedure

Data collection commenced upon getting clearance from Kenyatta University Graduate School (Appendix III). The letter of introduction was sent to sample state corporations requesting for permission to collect data. The researcher then distributed the semi-structure questionnaires in the selected state corporation in Kenya. The researcher ensured all the questionnaires issued to the respondents were actually received back and this was achieved through a maintained register of questionnaires issued and returned. The questionnaires were administered using a drop and pick later method. Secondary data was collected by reviewing of technical reports and scholarly journals related to the state corporations that formed part of the population for this study.

3.7. Validity and Reliability

3.7.1. Validity

Validity of the questionnaire used for this study was enhanced through a pilot study conducted with project specialists from three state corporations Kenya Ports Authority, Kenya Railways Corporation and Kenya Airports Authority in Nairobi County who did not participate in the actual study. The research questionnaires were administered to

the same objects twice at intervals of a fortnight. This was done to check for language correctness, ambiguity and completeness, so that the right information could be obtained during actual data collection. The findings of this study enabled the researcher to make necessary amendments on the questionnaire and ensure that all areas under study were adequately addressed.

3.7.2. Reliability

The reliability of the questionnaire was assessed using Cronbach's alpha reliability coefficient, a coefficient of reliability, with range in value from 0 to 1. As noted by Hair, Anderson, Tatham and Black (2006), a Cronbach's alpha reliability estimates of 0.70 or higher shows that the measurement scale used is reliable. Their responses were correlated and a Cronbach's alpha of 0.798 (see Table 2) was obtained. This implied that the reliability of the instrument was high and thus reliable in measuring the research variables.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.750	.753	12

Table 2: Reliability Test
Source: Research Data (2019)

4. Research Findings and Discussion

4.1. Introduction

This chapter presents data analysis, presentation, interpretation and discussion of the research findings.

4.2. Response Rate

The survey questionnaires were administered directly to 48 employees in selected State Corporations in Kenya. However, 46 questionnaires were returned and therefore were used in the analysis. This represented 85% response rate. A response rate of 60% is good; 70% is very good, (Babbie, 1990).

4.3. Demographic Statistics

The study determined the demographic characteristics of the respondents who participated. This was captured in terms of gender, level of education, position held in the state corporation and working experience. The results indicated in Table 3 reveals that 67.4% of the respondents were male while 32.6 % were female. The results reveal that staffs in most of the Kenyan State corporations surveyed are dominated by male, though this data is within the Kenyan Governments' gender balance rule of 30% for either gender in public appointments

Gender of Correspondent			
		Frequency	Percent
Valid	Female	15	32.6
	Male	31	67.4
	Total	46	100.0

Table 3: Gender of Correspondent
Source: research data (2019)

Table 4 shows the level of education of the respondents. It was observed that 39.1 % and 4.3 % of the respondents were masters and PhD holders respectively. Another 30.4 % and 17.4 % were bachelors and diploma holders respectively. Only 8.7 % held KCSE and certificate. This shows that majority of respondents held bachelors and master's degree.

Level of Education			
		Frequency	Percent
Valid	O level	4	8.7
	Diploma	8	17.4
	Bachelor's Degree	14	30.4
	Master's degree	18	39.1
	PhD	2	4.3
	Total	46	100.0

Table 4: Level of Education
Source: research data (2019)

As shown in Table 5, 2.2 % and 8.7 % represented top management; that is Chairpersons and Managing Directors respectively. The other representation was as follows: 13.0% programme managers, 2.2% finance manager, 15.2% project managers, 47.8 % Field Officer and 10.9% other positions held. From the result, most of the respondents are field officers and project managers who are directly involved and mainly concerned with project in an institution.

Current Designation within the Parastatal			
		Frequency	Percent
Valid	Chairman	1	2.2
	Managing Director	4	8.7
	Programme Manager	6	13.0
	Finance Manager	1	2.2
	Project Manager	7	15.2
	Field Officer	22	47.8
	Others	5	10.9
	Total	46	100.0

Table 5: Position Held by Respondents
Source: Research Data (2019)

From Table 6, it was noted that 28.3 % of the respondents had a working experience of less than 5 years, while 23.9 % had working experience of 5-10 years. Another 21.7 % had working experience of 11-15 years whereas 17.4% with working experience of 16-20 years. There were 2.2 % who had 21-25 years of working experience while 6.5 % had working experience of above 25 years. Majority of respondents had working experience of below 15years this implies that they understood well the operations of their institutions.

Working experience			
		Frequency	Percent
Valid	<5yrs	13	28.3
	5-10	11	23.9
	11-15	10	21.7
	16-20	8	17.4
	21-25	1	2.2
	>25yrs	3	6.5
	Total	46	100.0

Table 6: Working Experience
Source: research data (2019)

4.4. Descriptive Analysis

The study sought to establish effects of project management elements on project performance in selected state corporations in Kenya. From the questionnaire, 12 items were measured using the five-point Likert scale, ranging from strongly disagree to strongly agree where, strongly disagree represented by 1, disagree by 2, neutral by 3, agree by 4 and strongly agree by 5. A rating of 1 or 2 showed dissatisfaction while that of 4 or 5 showed satisfaction to the item in question. In general, a rating of >3 showed satisfaction and that of <3 denoted dissatisfaction.

4.4.1. Performance of Projects

Project performance was the study's dependent variable. The respondents were requested to indicate their views on project performance in the state corporations and three items were responded to. The following scale was used 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree.

From Table 6, a total of 67.4 % of the respondents were satisfied that most of state corporations' projects are accepted by the government at the end of completion whereas 17.4% were not, 15.2 % remained non-committal. 28.2 % agreed that most of the state corporation projects are completed within the stipulated time, while 50.0 % disagreed, 21.7% were neutral. As to whether the projects are completed within the budget allocated, 26.1% responded positively and 67.4 % negatively. This presentation shows that most projects undertaken in State Corporation are not completed within the stipulated time and budget but at the end of completion they will be accepted by the government.

Statement	1		2		3		4		5		Total	
	F	%	f	%	f	%	f	%	f	%	f	%
State corporation projects accepted by the government	4	8.7	4	8.7	7	15.2	21	45.7	10	21.7	46	100.0
State corporation projects are completed in time	9	19.6	14	30.4	10	21.7	11	23.9	2	4.3	46	100.0
State corporation projects are completed within budget	12	26.1	19	41.3	3	6.5	11	23.9	1	2.2	46	100

Table 7: Frequency (F) Table on Projects Performance in State Corporations
Source: Research Data (2019)

Descriptive analysis of the extent to which respondents were satisfied or dissatisfied with project performance in State Corporations was presented in Table 8.

From Table 7, most of the respondents alluded that state corporation projects are accepted by the government at the end of completion with mean of 3.6304 ($\sigma=1.18056$) which is within the satisfaction range of above three. On whether most of the state corporation projects are completed within the stipulated time, respondents agreed with mean of 2.6304 ($\sigma =1.18056$). Furthermore, the response to most of the state corporation projects are completed within the budget allocated was with a mean of 2.3478 ($\sigma =1.17790$). These two means are within the dissatisfied range of <3 which implies that most of state corporations' projects in Kenya are not completed within stipulated time and original budget.

This study is in line with Battaineh (1999), who found that actual completion time exceeded planned contract duration by 60% for road works and 20% for building projects. Seboru (2006), also determined that the time taken for major road projects globally to reach completion stage have been indicated to range from 10-30 years. A study by United Nations Commission for Trade and Development (2001) also identified that project delays are a major problem and it is as a result of poor project time, quality and cost performance. There is need therefore to address successful project completion in terms of delivery time, cost and quality.

Descriptive Statistics			
	Number	Mean	Std. Deviation(σ)
State corporation projects accepted by the government	46	3.6304	1.18056
State corporation projects are completed in time	46	2.6304	1.18056
State corporation projects are completed within budget	46	2.3478	1.17790
Valid N (list wise)	46		

Table 8: Descriptive Statistics on Project Performance in State Corporations

Source: Research Data (2019)

4.4.2. Corporate Top Management Support

The respondents were asked to indicate whether there is support from top management in their organizations to enable projects success and two items were responded to. Table 8 shows that total of 34.8 % of the respondents agreed that manpower provided by the top management in their organization is enough for better performance of the projects being undertaken, while 36.9% of the respondents disagreed. 28.3% remained noncommittal. The study reveals further that 43.5% of the respondents felt that time allocated by the top management for projects success within their organization is adequate. 30.4% felt otherwise. There were 26.1% of the respondents who were neutral on this item. The study attempts to explain the effect of corporate top management support on project performance in Kenyan state corporations. While the respondents disagree that manpower provided by corporate management is adequate for project success, it agrees that time allocated by the same corporate top management is adequate.

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
Manpower provided by the top management	6	13	11	23.9	13	28.3	11	23.9	5	10.9	46	100.0
Time allocated by the top management.	4	8.7	10	21.7	12	26.1	17	37.0	3	6.5	46	100.0

Table 9: Frequency (F) Table on Corporates Top Management Support

Source: Research Data (2019)

To understand further the effect of corporate top management on project performance in State Corporation in Kenya, descriptive statistic Table 10 was generated. From the table, manpower provided by top management is adequate with mean of 2.9565($\sigma=1.21026$). This showed that the respondents were in disagreement on this item. This result is in support of, top management cannot provide adequate support to each and individual organization project (Young & Jordan, 2008). For instance, with limited resources, the organization cannot provide the same resources to each and every project at the same time (Meredith & Mantel, 2010). Nevertheless, respondents agreed that time allocated by top management for completion of the project is adequate with mean =3.1087($\sigma=1.10007$).

This study appreciates the works of Kandelousi, Ooi and Abdollahi (2011) who observed that top management support yields in timely human, financial and other physical resources required for the successful execution and completion of projects. For these reasons, projects with little or no support at all of top management rarely survive (Meredith & Mantel, 2010).

Descriptive Statistics			
	Number	Mean	Std. Deviation
Manpower provided by the top management in your organization is adequate	46	2.9565	1.21026
Time allocated by the top management is adequate.	46	3.1087	1.10007
Valid N (list wise)	46		

Table 10: Descriptive Statistics on Corporate Top Management Support

Source: Research Data (2019)

4.5. Inferential Analysis

4.5.1. Correlation of Variables

From Table 10, man power provision and time allocation as corporate top management support factors have Pearson's correlation coefficients, r of 0.3 and 0.203 respectively when correlated with quality, r of 0.408 and 0.169 when correlated with time of completion and r of 0.229 and 0.416 when also correlated with budget. This shows a positive relationship between corporate top management support and project performance. It confirms the first objective of the study and indeed is in line with; projects with no top management support rarely survive (Meredith & Mantel, 2010).

		V1	V2	V3	V4	V5	V6	V7	V8	V9	A1	A2	A3
V1	Pearson Correlation	1	.221	-.038	.338*	.203	-.001	.237	.174	.202	.300*	.408**	.229
	Sig. (2-tailed)		.141	.801	.022	.176	.993	.113	.246	.177	.043	.005	.126
	N	46	46	46	46	46	46	46	46	46	46	46	46
V2	Pearson Correlation	.221	1	.090	.045	-.045	-.047	.107	.363*	.203	.203	.169	.416**
	Sig. (2-tailed)	.141		.551	.767	.768	.756	.480	.013	.176	.177	.263	.004
	N	46	46	46	46	46	46	46	46	46	46	46	46
V3	Pearson Correlation	-.038	.090	1	.541**	.175	.565**	.506**	.351*	.337*	-	-.042	.175
	Sig. (2-tailed)	.801	.551		.000	.245	.000	.000	.017	.022	.713	.782	.245
	N	46	46	46	46	46	46	46	46	46	46	46	46
V4	Pearson Correlation	.338*	.045	.541**	1	.452**	.508**	.396**	.324*	.382**	.054	.258	.361*
	Sig. (2-tailed)	.022	.767	.000		.002	.000	.006	.028	.009	.722	.084	.014
	N	46	46	46	46	46	46	46	46	46	46	46	46
V5	Pearson Correlation	.203	-	.175	.452**	1	.099	.346*	.233	.127	-	.101	.049
	Sig. (2-tailed)	.176	.768	.245	.002		.512	.019	.118	.399	.167	.503	.746
	N	46	46	46	46	46	46	46	46	46	46	46	46
V6	Pearson Correlation	-.001	-	.565**	.508**	.099	1	.420**	.284	.410**	.099	-.170	.011
	Sig. (2-tailed)	.993	.756	.000	.000	.512		.004	.056	.005	.513	.260	.942
	N	46	46	46	46	46	46	46	46	46	46	46	46
V7	Pearson Correlation	.237	.107	.506**	.396**	.346*	.420**	1	.501**	.273	-	.159	.226
	Sig. (2-tailed)	.113	.480	.000	.006	.019	.004		.000	.067	.143	.292	.130
	N	46	46	46	46	46	46	46	46	46	46	46	46
V8	Pearson Correlation	.174	.363*	.351*	.324*	.233	.284	.501**	1	.556**	.087	.057	.079
	Sig. (2-tailed)	.246	.013	.017	.028	.118	.056	.000		.000	.564	.709	.601
	N	46	46	46	46	46	46	46	46	46	46	46	46
V9	Pearson Correlation	.202	.203	.337*	.382**	.127	.410**	.273	.556**	1	.085	-.233	-.117
	Sig. (2-tailed)	.177	.176	.022	.009	.399	.005	.067	.000		.572	.119	.438
	N	46	46	46	46	46	46	46	46	46	46	46	46

Table 11: Correlation Analysis
Source: Research Data (2019)

Where: V1- Manpower provision, V2- Time allocation, V3- Project knowledge, V4- Managerial skills, V5- Donor's influence, V6- Government's influence, V7- High inflation, V8- Structure of financing, V9- Financial management, A1- Quality, A2- Completed within time, A3- Completed within budget.

Multiple Regression Analysis

In order to establish the relationship between variables (both dependent and independent variables) of the study adopted a regression equation. SPSS version 20.0 was adopted in coding, entering and computing the measurements of the regression analysis.

From the model summary. Table 11, R is the correlation coefficient showing the relationship between the independent variables and dependent variable. It was noted that in general positive relationship exists between the independent variables and dependent variable as shown by R value (0.659). The coefficient of determination is between zero and one (Robinson, 2010).

Model Summary				
Model	R	R Square	Adjusted. R Square	Std. Error of the Estimate
1	.659 ^a	.434	.292	2.23971

Table 12: Model summary

a. Predictors: (Constant), Manpower provision, Time allocation, Project knowledge, Managerial skills, Donor influence, Government's influence, High inflation rate, structure of financing, financial management.

b. Dependent variable: Project performance

Source: research data (2019)

4.5.2. Model Equation Analysis

The multiple regression model for this study was

$$Y = \beta_0 + \beta_1X_{11} + \beta_1X_{12} + \beta_2X_{21} + \beta_2X_{22} + \beta_3X_{31} + \beta_3X_{32} + \beta_4X_{41} + \beta_4X_{42} + \beta_4X_{43} + \varepsilon$$

Y is Project performance which was the study dependent variable

X1 is corporate top management: X11 = manpower provision, X12 =time allocation,

X2 is training on project management: X21 =project knowledge, X22 = managerial skills

X3 stakeholders' involvement: X31= donors' influence, X32 = government's influence and

X4 is project funding: X41= high inflation rate, X42 =structure of financing, X43= financial management

$\beta_1 \dots \beta_4$ are the regression coefficients, β_0 is the constant, where the regression line intercepts the y axis, ε is the random error for the outcomes not explained by the independent variables.

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	4.744	1.928		2.461	.019					
Manpower provision, X ₁₁	.674	.332	.307	2.032	.050	.415	.321	.255	.691	1.447
Time allocation, X ₁₂	.715	.343	.295	2.086	.044	.349	.328	.262	.784	1.275
Project knowledge, X ₂₁	-.102	.357	-.052	-.287	.776	.034	-.048	-.036	.474	2.112
Managerial Skill, X ₂₂	1.244	.505	.475	2.462	.019	.298	.380	.309	.423	2.362
Donors Influence, X ₃₁	-.518	.329	-.237	-1.575	.124	-.025	-.254	-.198	.693	1.444
Government Influence, X ₃₂	-.114	.388	-.051	-.295	.770	-.026	-.049	-.037	.523	1.913
High inflation, X ₄₁	-.086	.407	-.037	-.211	.834	.073	-.035	-.026	.515	1.942
Structure of financing, X ₄₂	.255	.389	.117	.656	.516	.099	.109	.082	.493	2.029
Financial management, X ₄₃	-.915	.370	-.407	-2.472	.018	-.117	-.381	-.310	.581	1.721

Table 13: Coefficient Result

Dependent Variable: Project Performance

Source: Research Data (2019)

From the coefficient result Table 12, taking all independent variables constant and at zero, project performance constant β_0 and random error ε is 4.744 and 1.9828 respectively. The data findings shows that independent variables at zero, a unit increase in top management support with sub factors man power provision and time allocation will lead to a 0.674 and 0.715 increase in project performance respectively; a unit increase in training skills with sub factors project knowledge and managerial skills will lead to -0.102 and 1.244 increase in project performance respectively

$$Y = 4.744 + 0.674X_{11} + 0.715X_{12} - 0.102X_{21} + 1.244X_{22} - 0.518X_{31} - 0.114X_{32} - 0.086X_{41} + 0.255X_{42} - 0.915X_{43} + 1.928$$

The study further analysed tolerance for various variables. Tolerance values less than 0.10 indicate collinearity. From Table 12, tolerance values for manpower provision=0.691, time allocation=0.784. Also, the variance inflation factor (VIF). Values for all the variables as shown from Table 12 were below 10.0. Therefore, multicollinearity did not arise. This means that all the independent variables were retained for further analysis.

4.5.3. Hypotheses Testing

The section addresses the formulated four null hypotheses for this study. The first hypothesis aimed at investigating the effect of corporate top management support on project performance in State Corporation in Kenya. The second hypothesis

sought to determine the influence of project training on project performance while the third hypothesis aimed at determining the effect of stakeholders' involvement on project performance in state corporations in Kenya. Furthermore, the last hypothesis sought to find out the effect of project funding on project performance in State Corporation in Kenya. Hypotheses testing was possible with the use of multiple regression analysis and Table 12 above generated from SPSS version 20.

4.5.4. Effect of Corporate Top Management Support on Project Performance

The first objective of this study sought to determine the degree to which corporate top management support affects project performance in State Corporation. The first hypothesis was tested:

H_{01} : Corporate top management support does not affect performance of projects in state corporations in Kenya

This was achieved by further formulation of two hypotheses from this first hypotheses

- H_{1a} : Manpower provision as a corporate top management support factor does not affect project performance in State Corporations in Kenya.

It was observed from Table 12 that for manpower provision and performance of projects in state corporations, ($p=0.050$, $\alpha=0.05$). The study showed that at 5% level of significance the relationship was statistically significant and therefore the null hypothesis H_{1a} was rejected. Therefore, man power provision as a corporate top management support indeed does affect projects performance in selected State corporations in Kenya. Result from the correlation Table 10, also shows that there existed a positive relationship between manpower provision and project performance.

- H_{1b} : Time allocation as a corporate top management support factor has no effect on project performance in Kenya State Corporations.

Coefficient result Table 12 shows that there was a statistically significant relationship at 5% level of significance between time allocation and project performance, ($p=0.044$, $\alpha=0.05$). Since $p<0.05$, the null hypothesis that time allocation has no effect on project performance was rejected. Correlation results from Table 10 also showed that there exists a positive relation between time allocation and project performance,

Since these two hypotheses under corporate top management support are rejected then the first null hypothesis that Corporate top management support does not affect performance of projects in state corporations in Kenya was rejected and is well supported by Kandelousi, Ooi and Abdollahi (2011) who observed that top management support results in timely financials, human and physical resources required for project success.

5. Conclusion and Recommendations

5.1. Introduction

The chapter is divided into three section. The first section presents summary of the study, the second section presents conclusion and the last one presents recommendations and suggestions for further research.

5.1.1. Summary of the Study

The main objective of the study was to determine the effect of project management elements on project performance in state corporations in Kenya. One research objectives were developed. To determine the degree to which the support of corporate top management affects project performance in State Corporation.

Further a null hypothesis was also formulated as: H_{01} : Corporate top management support does not affect performance of projects in state corporations in Kenya.

The result of the study was obtained with the help of SPSS version 20.0. The objective of the study was to determine the degree to which the support of corporate top management affects project performance in state corporations in Kenya. The first null hypothesis H_{01} : Corporate top management support does not affect performance of projects in state corporations in Kenya had two further null hypotheses formulated. H_{1a} : Manpower provision as a corporate top management support factor does not affect project performance in State Corporations in Kenya. The study showed that at 5% level of significance the relationship was statistically significant since $p=0.05$ and therefore the null hypothesis H_{1a} was rejected. Nevertheless, H_{1b} : Time allocation as a corporate top management support factor has no effect on project performance in Kenya State Corporations, at the same level of significance and since $p=0.044$ the relationship was statistically significant and therefore H_{1b} was rejected. This therefore led to the rejection of the H_{01} . Corporate top management support indeed affects project performance in state corporations in Kenya.

5.1.2. Conclusions

The findings of this study, shows that the independent variable (support by top corporate management,) have a contribution to the performance of projects in state corporation. However further findings show that the independent variable was retained for further analysis.

5.2. Recommendations of the Study

The researcher recommends that further study be conducted to include variables further suggested by respondents in this study and they are : staffing issues, natural factors like precipitation and climate changes in projects, periodic workloads coinciding with certain project implementation, contracting issues, time taken for project approval, poor planning by contractors, poor project supervision, redoing of poorly done projects, cash flows problems, competition among bidders resorting to legal battles, allocation of funds by treasury and corruption.

5.3. Suggestion for Further Research

The following are suggested topics for further study; Influence of leadership styles on the performance of projects in state corporations in Kenya, effects of funding on project performance in state corporations in Kenya.

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