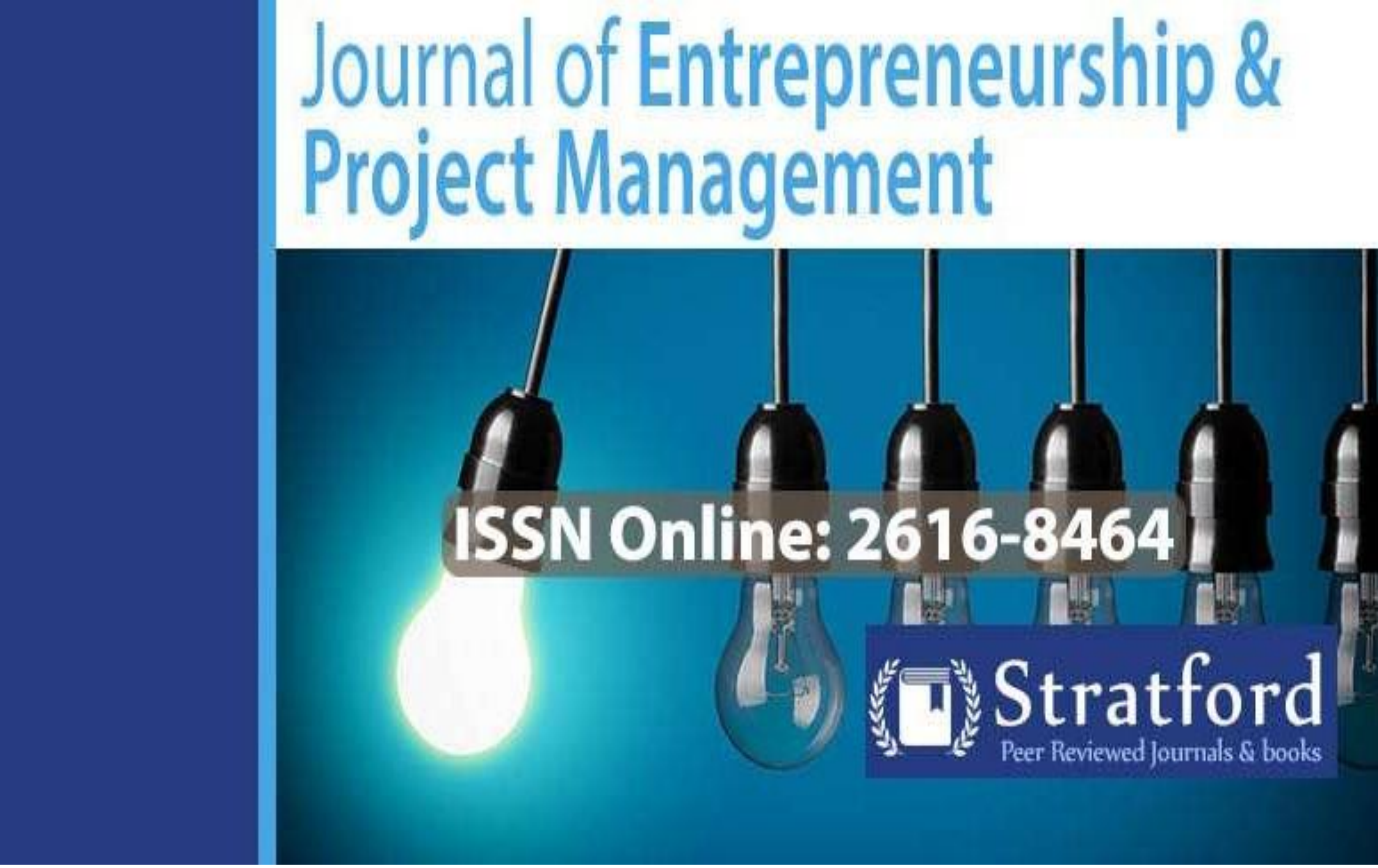

Factors Influencing Implementation of Projects in State Corporations in Kenya: A Case of Kenya Pipeline Company Limited

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Abstract

The study was guided by four objectives; to assess how the financing process, project management structures, public procurement system and personnel competency of employees influence the Implementation of Projects in state corporations in Kenya. The study adapted a descriptive study design with a target population of 500 employees and a sample size of 50 respondents. Primary data was gathered using a questionnaire while secondary data was collected from a focus group consisting of Departmental Heads and Project Managers. The collected data was analyzed using both quantitative and qualitative data analysis methods. Descriptive analysis such as frequencies and percentages were used to present quantitative data in form of tables. The data was analyzed using (SPSS) Statistical Package for Social Science. Testing Hypothesis revealed that a factor increase in (X1) financing process factors would improve the project implementation process by 0.04, whereas a unit increase in project management structures (X2) would boost the efficiency of the project implementation process (Y) by 0.153, public procurement system (X3) affects the project implementation process by approximately (0.304). Findings of the study determined that the factor that most affects project implementation at Kenya Pipeline Company is personnel competency accounting for 0.405 (40%). Recommendations were that in collaboration with the government, the top-level management needs a proper financial guideline that has a clear direction when it comes to sourcing for funding. The senior management should also be readily available to offer provision of direction where required or needed. Additionally, state corporations need to review job description for any employees that will take part in the project implementation process. A replicate of the same with an emphasis on more objectives such as government/political interference and mismanagement of funds and lack of sufficient monitoring evaluation will help understand factors that influence project implementation in state corporations better.

Keywords: *Financing process, project management structures, public procurement system and personnel competency of employees.*

1.1 Statement of the problem

Successful project implementation by state corporations is what leads to significant and sustainable economic growth in most developing economies such as Kenya, (Samah, 2007). A company like KPC is indispensable in enabling economic development of Kenya since it plays the critical role of ensuring petroleum products reaches the entire country. The Standard Digital Media (2018) explains that when projects are not implemented successfully the economy fails and the government incurs paralyzing losses. However, the fact as it stands now is that despite the Kenyan government spending a significant percentage of the budget each in to facilitate successful implementation of projects by state corporations, proper execution and completion of these projects still largely remains a dream. In fact, Daily Nation Digital (2019), this year alone depicts scams in projects affiliated with parastatals that cost the taxpayer billions.

For instance, according to an article on the British Broadcasting Corporation (2018), National Youth Service (NYS) takes the cake as it involved the theft of Sh8 billion in a notorious supplies payment hijack scheme now popularly referred to as 'supplying air. Because of poor project implementation the NYS scandal led to the loss of billions that would have helped offer job opportunities to Kenya’s struggling youth. The situation has not been any better in 2019. With state corporations literally hemorrhaging cash, it means that there is no growth and the

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government is plunged into dire financial situation and must continue borrowing. The problem of poor project implementation in government funded corporations is one that if left unchecked will plunge this developing country into worse economic turmoil.

According to the Washington Post (2018), after the failure of most projects in state corporations; the government of Kenya typically sets up a tribunal of inquiry to ascertain why such projects fail dismally. Although barely anything is heard after such inquiry tribunals are set up. Research by Daily Nation (2019) outlines that there are a few speculations as to why successful project implementation in state corporations remains unattainable. Some of the most obvious concerns include the fact that the factors influencing successful project implementation in state corporation are not specifically defined and solutions meted to improve the current situation. According to BBC (2018), in Kenya, going by the information available so far it can be informatively speculated that issues such as mismanagement of funds, the public procurement system, lack of monitoring by the government and political interference have a huge impact on project implementation in most state corporations.

1.2 Objectives of the Study

The study was guided by the following specific objectives

i. To examine the influence of financing process on project implementation in State Corporations in Kenya.
ii. To establish the influence of management structures on project implementation in State Corporations in Kenya.
iii. To determine the influence of Public Procurement System on project implementation in State Corporations in Kenya.
iv. To investigate the influence of Personnel Competency on project implementation in State Corporations in Kenya.

2.0 Literature Review

2.1 Empirical Review

2.1.1 Financing Process and its influence on Project Implementation

Financing Processes in State Corporations are faced by many challenges that can cause delays and sometimes lead to stagnation of projects (Mutuma, 2005). The Ministry of Finance which is responsible for the disbursement of funds into state owned corporations is faced by rigid bureaucratic procedures. This leads to the state incurring huge loss of funds which would otherwise have been put towards economic development. (Sutiyono et al., 2005) in the study about the financial management in state organizations in Indonesia affirmed that the approval process affects the effectiveness of project implementation. According to Jones (2008), "a financing process that is well-defined and objective driven enables seamless project implementation" (p 201).

A financing process is what starts off a project either in the right or wrong direction. Research by Ramshadhi (2005), shows that when it comes to the financing process, to enable effective project implementation, the top-level management needs to work in collaboration with the Ministry of Finance. According to Wanyonyi (2013), in Kenya, Ministry of Finance is assigned with disbursing funds set aside for project implementation in state corporations. There have been many cases of corruption and misappropriation of funds affecting this important ministry. This affects the financing process for projects in state corporations (Wanyonyi, 2013).

Before a state corporation embarks on a project, they must do budget preparation. During the budget preparation process the top management embarks on prioritization and tradeoffs among programs. This ensures that the budget fits the state governments' financial priorities and policies. Before any money is committed to a project, the Budget Approval Committee must convene and agree. In some cases, a project is given less than the budget they asked for. This budget limit does not take into consideration that everything within a budget plan is financially catered for. According to Ramjiir (2009), the Budget Allocation Committee in state corporations in Kenya sometimes focuses too much on cutting costs hence selects cost-effective variants must be chosen. It is the role of this committee to ensure that financial constraints are built into the project implementation process right from the beginning. With the financial constraints in the process it becomes easier to avoid delay and cost overruns which are an inherent part of most projects implemented by state corporations. It is the role of Budget Allocation Committee to set up fiscal targets and determine the level of expenditure that is compatible with the targets. To achieve this many state corporations, ensure the finance department prepares a macro-economic framework.

2.1.2 Project Management Structures and their Influence on the Implementation of Projects

According to Sheather and Waldersee (2006) Project team members especially the project managers need to be committed to both monitoring and controlling the project implementation process. It is the project team that helps run project implementation monitoring and evaluation process throughout the duration of the project. Evaluation process consists of different activities ranging from the complete analysis of needs of the consumer, requirements and the expected results. Successful project monitoring and evaluation must include creation of a customizable framework which assists the project managers in setting up and managing all the project implementation stages. Customizing the project implementation process to suit the specific requirements and objectives of a project lets the top management to ensure that all the implementation processes are clearly defined and then executed.

Implementing projects in state corporations is affected by a set of issues that are part of the project management structure such as the synchronization of different parts. The synchronization of different departments is an important feature to have in the project management structure. This is because most projects undertaken by state owned corporations require the input of several departments. For effective project implementation to be a reality, this department needs to be synchronized to work collaboratively. Despite personnel being from different departments, they must recognize that they need to work collectively to achieve the objectives of a project. Enabling the synchronization of a project includes a project management structure that ensures there is open communication especially when trying to communicate to top management. Synchronization of departments needs every single person involved in the project to understand the role they play in the implementation process. This way they will carry out their tasks within budget and on time to ensure no other department is inconvenienced.

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Volume 4||Issue 2||Page 47-67|February||2020|
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Technical and administrative issues are common problems that affect project management structures. Technical problems happen when the parties responsible for the implementation of a project are not fully informed on the government cooperation procedures, modalities for planning and executing projects. According to Muturi (2010) a project is a finite endeavor that has limited budget, duration and must kept moving to ensure effective completion in line with the objectives. Most of the team members that re involved in the execution of projects already have other priorities. It is the responsibility of the project managers and the top-level management to ensure they keep the personnel's attention on the project deliverables and the deadlines. It is important that the project management structure is designed in a way that the project activities and objectives must be visualized and then communicated in vivid detail, to everyone participating in execution. This means that their needs to be regular meetings, reminders and regular status checks. A project management structure must be designed in such a way that the project manager is able to create a tangible picture of the finished deliverables in the mind of the team members participating in a project. According to Sanjit (2012), one of the most important aspects of a project management structure is developing a realistic project schedule that is aligned with objectives and within the budget allocation.

2.1.3 Public Procurement System and its influence on Project Implementation

According to Jones (2010) carrying out procurement efficiently is a key factor in ensuring that a project is implemented effectively. Without a well-defined procurement system, there is no chance that a project with succeed in meting objectives, ending in time and aligning with the budgetary allocation. A state corporation as a part of its developmental role, it focused on strengthening its capacity and administering procurement in a transparent and effective way. It is the top management that can help ensure sound governance of the project implementation process from the beginning to the end. According to Bosen (2006), personnel taking part in a project are required to assess the capacity project implementation unit to help administer the procurement process. Procurement capacity assessment is a paramount in ensuring effective project implementation and begins with joint assessment with other financiers which in this case is the government. After that the assessment should investigate other important aspects such as suitability of the laws, control systems and the rules and regulations (Country Procurement Assessment Report [CPAR], 2002).

Anangwe (2004) studied the effects of a procurement system in implementing projects in non-governmental organizations. According to this study a procurement System should be reviewed to ascertain that it consists of (a) a thorough verification to ensure that all the procurement laws and regulations set up by the government are adhered to. (b) A detailed assessment of an organization's internal procurement practices in relation to government's procedures and laws. This means coming up with a procurement system that is well defined from the start to finish. Rules that guide every procedure come in handy in preventing external influence on project implementation. Siganda (2015), investigated Factors Influencing Implementation of Projects in State Owned Sugar Firms in Kenya: As Case of Nyanza Sugar Company. This study pointed out that one of the biggest influences of project implementation as it relates to the public procurement system is external influence. Since state corporation projects are financed by the state, it opens doors for external influence from the government. According to Waihiga (2016) external influence from the government has led to ineffective project implementation in state corporations because of corrupting the process with nepotism and making biased decisions that serve an individual's interests instead of focusing on achieving set objectives.

The quality and quantity of the staff the unit are essential to good procurement administration. The assessment should determine in general whether sufficient qualified staff are available to carry out the normal procurement tasks assigned to them, (Balogun & Hailey, 2000). There should be a determination whether the existing staff have relevant knowledge of the disciplines and the capacity required for carrying out the proposed procurement plan under the project. It is also necessary to examine the actual performance of the procurement unit as evidenced by whether timely decisions are taken, how often contract award decisions are protested or overturned, whether adequate records are maintained and similar indicators, and to try to identify the underlying causes for any areas of bad performance, (Boynton & Zmud, 1999). Poor procurement quality often results from underlying factors inherent in the society or in the organization carrying out procurement. Such factors include, the degree to which high levels in the government and state corporations promote a culture of accountability, the reputation of the procurement entities/personnel, the salary structure of procurement staff versus comparable salaries in the private sector, the degree to which the procurement unit and the institution are free from political or other interference, the existence of capable procurement staff the presence of clear written standards, procedures and delegations of authority and responsibility and the soundness of the agency's budgetary and financial management systems, (CPAR, 2002).

According to Kisero (Daily Nation Wednesday August 15, 2019) on "procurement rules placing road blocks in way of state corporations", public procurement system needs an overhaul. First, we need to come up with a new system for state corporations involved in commerce. A parastatal that operates in an environment where prices change frequently and at short notice, where procurement decisions must be made quickly in response to fast changing market conditions, cannot survive under the stifling conditions of the current regime. How can an organization survive under a system where procurement decisions are routinely contested, and where disappointed vendors/contractors can drag you into lengthy appeals? (Kisero, 2012).

Another critical success factor is the support and control systems which deal with services and control mechanisms that provide checks and balances in the system. The independence and credibility of procurement audits and the quality of internal controls are critical to the reliability of the system. Specific items to be considered are procurement oversight and auditing, internal, technical and administrative controls code of professional behavior and ethics and special anticorruption initiatives, (Bosen, 2005). The team should take note of the availability, quality, security and completeness of procurement records and files. In addition to overall data on procurement capacity, assessment of numbers, types, values and dates of contracts awarded and names of awardees, procuring organizations should maintain for all contracts, a record which includes, inter alia, public notices of bidding opportunities, bidding documents and addenda, bid opening information, bid evaluation reports, formal appeals by bidders and outcomes, signed contract documents and addenda and amendments, records on claims and dispute resolutions, records of time taken to complete key steps in the process and comprehensive disbursement data, (Boynton and Zmud, 1999).

2.1.4 Personnel Competency and its Influence on Project Implementation

The implementation of projects has been likened to individuals, for example organizations like individuals have a speed at which they operate best. This speed reflects the degree to which the organization can absorb major changes which are required in the process while minimizing dysfunctional activities, (Wirick, 2009). Also, an organization's speed of is variable and can fluctuate dramatically based on specific circumstances. But at any point in time, an organization's capacity to effectively assimilate transition it encounters is determined by its level of resilience and the speed of change adopted to fully implement the projects. To increase an organization's speed of change one needs to look at project implementation differently. The two-major pre-requisite for project management are pain and remedy. Pain management provides motivation to pull away from the present while remedy selling provides the motivation to proceed to the desired state.

Whenever a strategic change requires significant discontinuities in the culture and/or power structure of the organization, time, costs, and dysfunctions will be saved if management takes the process gradually. A desirable first step, which is preliminary to strategy planning and implementation, is to prepare the ground through a series of measures aimed at minimizing the startup resistance, marshalling a power base sufficient to give the change momentum and continuity, preparing a detailed plan for the change process which assigns responsibilities, resources, steps and interactions through which the change will be carried out and designed into the plan behavioral features which optimize the acceptance and support for the new strategies and capabilities (Ansoff & McDonnell, 2006).

The magnitude of the implementation process also matters; Huczynski and Buchana (2003) noted that one way of distinguishing different types of projects is to consider how deeply the project penetrates the organization. What one finds in most organizations is a few change initiatives being progressed simultaneously, at different levels. This classification does not lead to an argument that "all projects are deep changes". Deep change is appropriate when dealing with 'deep problems' while 'fine tuning' is a more appropriate response to minor problems.

Conner (2003) suggests that the cost effectiveness of the projects needs to be evaluated since major organizational change is too disruptive, time consuming and expensive to approach lightly. Managers must justify the risk and resources of attempting significant project only if they feel that their part of the organization will slip competitively or miss critical opportunities unless the change goals are achieved. Engaging minor changes has no such restrictions, but a manager should not undertake major project unless the organization cannot afford to fail at the implementation.

Different stages in a project management may require different styles of managing the process. Clear direction may be vital to motivate a desire or create a readiness to implement the whole process, whilst participation or intervention may be more helpful in gaining wider commitment across the organization and developing capabilities to identify blockages to project implementation and success then plan and implement specific action programs. However, barriers to program adoption include low levels of funding, and lack of program guidance, program complexity, lack of training and support, lack of program materials, inconsistent staffing and inadequate support. Organizational barriers included a lack of financial resources, transient staff populations and turnover, organization wide scheduling and program changes all results in high levels of organizational turbulence further hindering project implementation, (Glasgow, Lichetenstein & Marcus, 2003).

3.1 Research Methodology

This study adopted a descriptive research design. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. Descriptive survey design was selected since the researcher did not have direct control over the independent variables as their manifestation had already occurred and these variables did not render themselves to manipulation. The Descriptive survey design is ideal for this study because it describes the phenomena under study and collects data and generalizes the proportions of the population who possess those characteristics (Robson, 1993). The study collected quantitative data for testing of the hypothesis. The target population of this study included all the employees at the Kenya Pipeline Company. As per the human resources records, as at 31st August 2019. Therefore, the target population of this study was 500 employees who currently work for the Senior Management, Middle level management and the Lower level staff directly involved in project Management.

4.0 Research Findings and Discussion

4.1.1 Descriptive statistics for Financing process and its influence on project implementation.

Several dimension and tabulation in relation to financing process factors were explored and examined. They included asking questions and statement from respondents in relation to

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Journal of Entrepreneurship & Project Management
Volume 4||Issue 2||Page 47-67|February||2020|
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financing process and its influence on project implementation in state corporations in Kenya. The data is presented in table 1 below

Table 1: Descriptive Statistics on Financing Process (X_1)

Statement	No.	Mean	Standard Deviation
Approval process	50	4.40	0.47
Budget Limit	50	3.86	0.62
Budget Approval Committee	50	4.61	0.35
Prices of Financing projects	50	4.30	0.45
Composite Mean and STD Deviation	**50**	**4.32**	**0.48**

As prescribed from table 1, the composite mean of statements of XI is 4.32. Based on these findings, the study concludes that most respondents agreed that financing process influences project implementation in state corporations in Kenya. The standard deviation shows that there was a variation in the responses.

4.1.2 Descriptive statistics for Project Management Structure and influence on project implementation

Table 2 presents the descriptive Statistics on Project Management Structures Factors

Table 2: Descriptive Statistics on Project Management Structures Factors (X_2)

Statement	No.	Mean	Standard Deviation
Synchronization of different Departments	50	4.02	0.47
Project governance	50	4.23	0.78
Staffing	50	4.40	0.89
Communication	50	4.22	0.65
Composite Mean and STD Deviation	**50**	**4.21**	**0.77**

As prescribed in table 2 the results of the descriptive statistics indicated a high composite mean of 4.21 = standard deviation of 0.77 showing that majority of the respondents agreed with the project management structures prepositions. The Standard deviation demonstrated a variation in the responses.

4.1.3 Descriptive statistics for Public Procurement System factors and influence on project implementation

The researcher sought to determine the degree to which the respondents agree with statements measuring public procurement system factors to make conclusions on the study. The descriptive statistics on public procurement systems is presented in table 3

Table 3: Descriptive Statistics on Public Procurement Systems (X_3)

Statement	No.	Mean	Standard Deviation
Policies			
Duration	50	4.65	0.84
External influence	50	3.97	1.57
Bureaucracy influence	50	4.32	0.97
Composite Mean and STD Deviation	**50**	**4.34**	**0.835**

As prescribed from table 3 the study findings on this variable established that composite mean was 4.44 indicating that most respondents agreed that the public procurement system influences project implementation in state corporations in Kenya, however, there was variances of the responses as indicated with a composite standard deviation of 0.835

4.1.4 Descriptive statistics for Personnel Competency Factors and influence on project implementation

The researcher sought to establish the degree to which the respondents agree with statements measuring personnel competency to make conclusions on the study. The descriptive statistics on personnel competency is presented in table 4

Table 4: Descriptive Statistics on Personnel Competency (X_4)

Statement	No.	Mean	Standard Deviation
Selection Process is a factor	50	4.42	0.64
Level of Experience	50	3.63	0.96
Training	50	4.42	0.85
Skills	50	4.706	0.36
Composite Mean and STD Deviation	**50**	**4.58**	**0.752**

The findings presented in table 4 show that most respondents strongly agreed that personnel competency influences project implementation in Kenya State Corporations, this is supported by the composite mean of 4.58. The standard deviation of 0.752 shows that responses varied

4.2 Regression Analysis of Factors affecting Project Implementation in State Corporations in Kenya.

The researcher sought to establish the extent to which the four factors affect project implementation in Kenya using multiple regression analysis. The results are presented below

4.2.1 Model Summary

Table 5 presents the model summary

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std Error	Change Statistics				
					R^2Change	f Change	dfl	df 2	Sig.F Change
1	0.693	0.154	0.79	0.057786	0.0134	1.05	4	45	0.0102

a. Dependent Variable: Y (Project Implementation)

b. Predictors: (Constant), Personnel Competency Factors (X_4), Public Procurement System Factors(X_3), Project Management Structures (X_2), Financing Process(X_1)

The findings prescribed in table 5 indicate that the value of Adjusted R Square is 0.79, which is implies that 79 % of changes in the project implementation process can be accounted by the four factors under study. This implies that the four factors under study have an influence on project implementation in state corporations in Kenya. The significance value of 0.0103 is less than 0.05 which indicates that the study variables have a significant influence over the dependent variable. The correlation coefficient value is 0.593 which is close to +1 indicated a positive relationship between the factors influencing project implementation in state funded corporations in Kenya.

4.2.2 The Analysis of Variance.

Table 6 presents the Analysis of Variance

Table 6: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.705	4	0.675	2.050	0.0123
Residual	13.819	45	0.329		
Total	**16.520**	**49**			

a. Dependent Variable: (Y)
b. Predictors: (Constant), X_4, X_3, X_2, X_1

The Analysis of Variance (ANOVA) results presented in table 6 prescribed a significant value of 0.0123. The significant value means that the model had a strong correlation since the value was less than 0.05 meaning that most project implementation factors (Y) can be explained by the model hence that project implementation (Y) is significantly influenced by X1(Financing Process), X2 (Project Management Structures), X3 (Public Procurement System) and X4 (Personnel Competency).

4.2.3 Regression Coefficients

Table 7 presents the Regression of Coefficients

Table 7: Regression Coefficients

Models	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std Error	Beta		
(Constant)	1.743	1.142		1.534	0.0142
X_1	0.040	0.0221	0.003	0.16	0.0967
X_2	-0.153	0.014	-0.158	-1.012	0.332
X_3	0.304	0.027	0.179	1.383	0.0284
X_4	0.405	0.022	0.326	1.473	0.0083

a. Dependent Variable (Y)

b. Predictors: (Constant), X_4, X_3, X_2, X_1

The regression equation established from the research data in table 7 was established as follows:

Y = 1.753 + 0.04X1 – 0. 153X2 + 0.304X3 + 0.405X4.

The regression model showed that there was positive effect on project implementation shown as a constant 1.753. Without the consideration or intervention of the four factors under study in State Corporations in Kenya. The study established that a factor increase in (X_1) Financing Process affects project implementation process by 0.04, whereas a unit improvement in project management structures(X_2) would lead to a reduction in project implementation inefficiencies by 0.153. Consequently, public procurement system factor (X_3) accounted for 30% (0.304) of the project implementation process in state corporations in Kenya. Lastly, X_4, (Personnel Competency factors) were determined as for the highest factor affecting project implementation in state corporations in Kenya, accounting for 0.405 (40%) of the cases.

Thus, in conclusion X_1, X_2, X_3 and X_4 if well implemented had a positive influence on the project implementation process, the findings also indicate that effective project implementation depends on the policies formulated by a state corporation. From the findings it was evident that X_3 (Public Procurement System) and X_4 (Personnel Competency) factors had significance values higher than 0.05 implying that the metrics were significant in determining factors affecting project implementation in Kenya except for X_2 (project management structures) and

X_1(financing process). The significance values for the all three factors are less than 0.05 thus statistically significant in determining the efficiency of the project management process.

4.3 Testing the Hypothesis

To test the hypothesis, the study used correlation analysis for X_1 (financing process), X_2(project management structures), X_3 (public procurement system factors) and X_4(personnel competency factors) Correlations between the Factors influencing Project Implementation in State Corporations in Kenya. Hence this study tested hypotheses at 95 percent level of significant.

Table 8: Correlations

		X_1	X_2	X_3	X_4	Y
X_1	Pearson Correlation	1.000				
	Sig. (2 – tailed)					
	N	50				
X_2	Pearson Correlation	0.312*	1			
	Sig. (2 – tailed)	0.26				
	N	50	50			
X_3	Pearson Correlation	0.525**	0.280*	1.000		
	Sig. (2 – tailed)	0.000	0.001	0.001		
	N	50	50	50		
X_4	Pearson Correlation	0.587*	0.461**	0.4502 1	1.000	
	Sig. (2 – tailed)	0.000	0.001	0.001		
	N	50	50	50	50	
Y	Pearson Correlation	0.239	0.42*	0.283*	0.336*	1.000
	Sig. (2 – tailed)	0.097	0.06	0.036	0.15	
	N	50	50	50	50	50

* Correlation is significant at the 0.05 level (2 – tailed)

** Correlation is significant at the 0.01 level (2 – tailed)

The result on the hypothesis analysis as prescribed in table 8 indicated that there was a significant relationship between financing process and project implementation in state corporations in Kenya, thus the null hypothesis was rejected at a 95 level of significance with a

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Journal of Entrepreneurship & Project Management
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Pearson correlation of 0.239*. The second hypothesis was accepted as the model indicated a person correlation of 0.42* thus the results indicated that there was a significant relationship between project management structures and project implementation in state corporations in Kenya. The findings further indicate that there was significant relationship between public procurement system and project implementation in state corporations in Kenya, thus was accepted with a strong Pearson of 283**.** The fourth hypothesis was also significant and thus was accepted. The study concluded there was significant relationship between personnel competency and project implementation in state corporations in Kenya represented by a strong positive correlation of 0.336*.

From the hypothesis testing, the researcher concluded that there was a significant relation-ship between financing process and efficiency of the project implementation process in Kenyan State Corporations. There is a significant relationship between project management structures and the project implementation process in state corporations, there is a significant relationship between personnel competency factors and project implementation and there is a significant relationship between public procurement system and project implementation in Kenyan State Corporations.

5.1 Conclusion

It was clear that, the approval Process, budget Limit Budget Approval Committee Process of Financing projects are all factors influence project implementation in Kenyan state corporations. A financing process that has clearly defined procedures to ensure that project implementation begins on the right note. Everything in a good financing process is aimed at meeting the objectives of a project. When it comes to project management structures Influence, synchronization of different departments, project governance, communication and staffing as factors that influence project implementation, all had high composite mean thus concluded majority of the respondents agreed the variable prepositions made in the tool of study.

The study concludes that, the public procurement system was a major factor that influence the efficiency of the project implementation process. The duration, policies and external influence of a public procurement system will determine whether a project is implemented effectively or not. The composite mean was 4.34 indicating that most respondents agree that the public procurement system influences project implementation in Kenyan state corporations.

Respondents rated the external influence on the public procurement system was the highest rated statement. On personal competency, it had a major effect project implementation in state corporations. The most highly rated statements were selection process and training facilities offered by the corporation. The two statements with means of 4.78 and 4.62 respectively which is why they were rated to the very great extent of effect.

6.1 Recommendations.

The study recommends that in collaboration with the government, the top-level management needs a proper financial guideline that has a clear direction when it comes to sourcing for funding. Additionally, the process of monitoring and evaluation of the financing process needs to be improved to prevent delays and stagnation that are result of bureaucracy. As a matter of agency, the senior level management needs to review job description for any employees that will take part in the project implementation process. The project implementation process is more effective when the personnel have experience and understand the role they play in enabling the success of a project. Repairing the project implementation process should begin with first and foremost finishing any projects that have stagnated instead of taking on new projects. This is an opportunity for senior management to show its commitment to ensure conclusion of every project undertaken.

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