



**INFLUENCE OF MANAGEMENT FACTORS ON HEALTH PROJECTS IMPLEMENTATION; A CASE OF
COMMUNITY STRATEGY PROJECT IN BUNGOMA COUNTY**

Lavusa, E. O., & Juma, D.

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Lavusa, E. O.,^{1*} & Juma, D.²

^{1*} Master of Science Scholar, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

² Ph.D, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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ABSTRACT

This study focused on management factors influencing community strategy projects implementation in Bungoma County. It was guided by these specific objectives; to establish and determine the influence of financial competency, the influence of community involvement in decisions, top management commitment and the influence of adherence to procurement procedures on community strategy health project implementation in Bungoma County. The theories under the study were implementation theory, stakeholder theory and theory of constraints. The study utilized simple random sampling technique to select the sample. The target population was from Bungoma County community strategy projects employees. A sample size of employees was selected. Structured questionnaire was used for data collection. The study generated data from questionnaire and analyzed using Statistical Package for Social Science (SPSS) software and the findings analyzed using descriptive statistics such as frequencies and percentages. It was anticipated that the findings of the study would be replicated to other County governments in Kenya for project implementation. The response rate was 89.39%. The study found positive and significant relationship between the independent and dependent variables and concluded that financial competency, community involvement in decision making, top management commitment and adherence to procurement procedures strategically enhance community project implementation, enhancing timely and satisfying projects completion in the communities of Bungoma County. Based on the findings of the study, the researcher recommended that the relationship between management factors and project implementation is elaborate. Hence for any project to achieve its goals and objectives, the staff involved should have financial competency to encourage good utilization of the funds provided for the project.

Key Words: Financial Competency, Community Involvement, Top Management Commitment Procurement Procedures, Community Strategy

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INTRODUCTION

Projects are variously described as sets of activities that are related to a specific period of time which end by accomplishing certain pre-set goals (Lowery, 2014). A project can also be said to be a complex and temporary organizational system that results in production of goods and/or services which contribute towards satisfying a given goal or goals within a stipulated period of time, budget and in line with given specifications (Thullier & Diallo, 2015). Several projects face challenges which range from time, costs, and resources constraints particularly in their implementation according to Morley (2006) cited in (Zouaghi & Laghouag, 2012).

The project implementation success is linked to and premised on project outcomes. Basamh, Huq and Dahlan (2013) examined project implementation success and change management practices in State firms in Malaysia. The authors asserted that project success is subject to a number of factors. These include project schedule and plan, top management support, project change objective, communication, stakeholders' acceptance, and project team members. Their study noted that top management support in resources allocation and its sharing of responsibilities are necessary in project implementation.

Clark (2009) contends that different people measure project success in different ways at different times. Clark (2009) also found that the satisfaction of the key project stakeholders, including the customer, was the overriding measure of project success, with stakeholders being satisfied if their quality related criteria were met. Completion of projects within schedule is a major contribution towards the competitive edge in organizations. This is based on the realization that the achievement of the targeted objectives is determined by the ability to deliver the targeted output within the stipulated time (Stephen, 2014). Throughout the world, the business environment within which organizations operate continues to change rapidly. Organizations failing to adapt and respond to the complexity of the new environment

tend to experience survival problems (Wustenhagen, 2017). With increasing higher users' requirements, environmental awareness and limited resources on one side, and high competition for project business marketplace on the other side, contractors have to be capable of continuously and steadily improving their performance (Loring, 2017).

A project is considered successful if the project is delivered on time, on schedule and acceptable quality. However, measuring project success is a complex task since success is tangible and can hardly be agreed upon (Clark, 2009). As project progresses, project team understands the steps to follow, the deliverables and way of executing them much better. Based on this knowledge team members elaborate and conceptualize initial draft plans, and execute next phase of the project based on these detailed plans (Boyce & Haddad, 2001). Implementation of government funded projects has been critical towards achieving the goal for which the project is initiated and intended. Several such projects in public Institutions in Kenya are known to have stalled (white elephants), others have been completed but not in line with minimum threshold, while others have dragged on for many years before their successful completion (Kirungu, 2011).

In Kenya, Community based organizations have been affected by various factors while implementing their projects (Obisi & Omole, 2009). CRESS Kenya, a community based organization that is involved in support programmes to those affected by HIV has not been able to fully achieve its objectives of fully implementing their programmes due to poor leadership as well as poor management of funds (Wafula & Ndirangu, 2009). Several other Community Based Organizations are involved in the implementation of various projects in Kenya. Ochanda (2005) researched on strategy implementation challenges at Kenya industrial Estate. The studies above identified several challenges which ranged from lack of good leadership, inadequate resources, inappropriate communication systems and implementation taking

more duration than originally allocated. The studies dealt mostly on challenges in implementing strategies and none of them gave a focus on factors influencing strategy implementation in County organizations thus giving justification for the study in this area.

There are a number of projects being implemented in Bungoma County ranging from roads construction, classrooms constructions, Early Childhood and development centres and classrooms, construction of health centres and construction of maternity halls, Bungoma County Integrated Development Plan (2018 – 2022). In Bungoma County, unpublished research has been done on the factors influencing community strategy implementation, factors affecting community strategy implementation but none has been done on management factors influencing community strategy implementation in health department in Bungoma County, thus the gap to be studied. According to the recent census report, Bungoma County has a current population of 1,670,570 with area coverage of 3,024km². KNBS Population analytical report (2019). The County has a total of 10 sub-counties which are the area of study, comprising of 328 community strategy units.

Statement of the Problem

Project performance is the most important confirmation that project funds have been utilized appropriately to deliver the project goals and targets. However, many projects still fail to achieve and realize expected benefits (Crawford & Bryce, 2013). Hence, this has led to project delays and cost overrun in some projects. Across the world, project failures have often been reported more than project success. Standish Group (2009) published that in the USA, only thirty two percent of projects succeed, forty four per cent were challenged and twenty four per cent of projects failed. Stewart *et al.* (2010) further claimed that only twenty five per cent of projects remain successful. Moreover, in developing countries like Kenya, project failure is more alarming (Haughey, 2010). It has also been established that critical project success factors

influence project completion and performance; project leadership, funding, stakeholder involvement and effective planning. About thirty per cent of projects in organizations experience failure. Kerzner (2013) observed that projects may fail to achieve targets and objectives due to low morale, de-motivation, poorly managed project team relations and commitment. Thus, transformational top management support and behaviors is a very critical factor for better performance of various projects. Jason (2016) argues that for every project to be successful, senior management support is required to mobilize resources for project goals. Carlson & Morris (2009), the level of management support is mostly determined by management commitment. Well performing projects start with organizational culture, a vision of what to be achieved (Ndirangu & Gichuhi, 2019). Projects succeed due to proper project design, realistic budget estimates, realistic time frames, effective communication; secure funding, institutional strengths (Lawrence, 2014). Costs, time and quality parameters need to be specified and contracted for performance assessment (Johnson, Scholes & Willington, 2006).

In Africa, many organizations have not yet managed to succeed in implementing projects within their scope (Kiogora, 2013). Most of the projects experience many setbacks that affect project implementation process (Ofori, 2006). During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. Muthaura and Omwenga (2017) studied on factors influencing implementation of projects in community based organizations in Kenya. A case of Child Regional Education Support. The study revealed that project funding, project training, project structure and project stakeholder involvement affected implementation of projects. Mahianyu and Njeru (2016) researched on the factors influencing project

implementation in the department of public health and found out that factors related to top management influenced project implementation to a large extent. Oyugi (2011) studied factors affecting implementation of government community strategy. He identified that lack of good leadership and management and poor communication adversely affect project implementation. Rowa *et al.* (2010) studied on factors influencing implementation of the ministry of health lead private medicine retailer programmes on malaria. According to Bungoma County Integrated Development Plan (2018-2022) different projects in different ministries face different challenges. It is in regard of the above gaps that this study aimed at finding out the influence of management factors on community strategy health project implementation in Bungoma County, Kenya.

Research Objectives

The main objective of this study was to find out the influence of management factors on community strategy health project implementation in Bungoma County. The specific objectives were;

- To establish the influence of financial competency on community strategy health project implementation in Bungoma County.
- To determine the influence of community involvement in decisions on community strategy health project implementation in Bungoma County.
- To determine the influence of top management commitment on community strategy health project implementation in Bungoma County.
- To establish the influence of adherence to procurement procedures on community strategy health project implementation in Bungoma County

The study was guided by the following hypotheses;

- **H₀₁:** Financial competency has no influence on community strategy health project implementation in Bungoma County

- **H₀₂:** Community involvement in decision making has no influence on community strategy health project implementation in Bungoma County
- **H₀₃:** Top management commitment has no influence on community strategy health project implementation in Bungoma County
- **H₀₄:** Adherence to procurement procedures has no influence on community strategy health project implementation in Bungoma County

LITERATURE REVIEW

Theoretical Review

Project Implementation Theory

Project implementation theory as Nutt (1986) puts it is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Amachree (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change. Project implementation strategies have evolved in order to plan, coordinate and control the complex and diverse activities of modern industrial and commercial projects.

Stakeholder Theory

Stakeholder theory promotes a practical, efficient, effective, and ethical way to manage organizations in a highly complex and turbulent environment

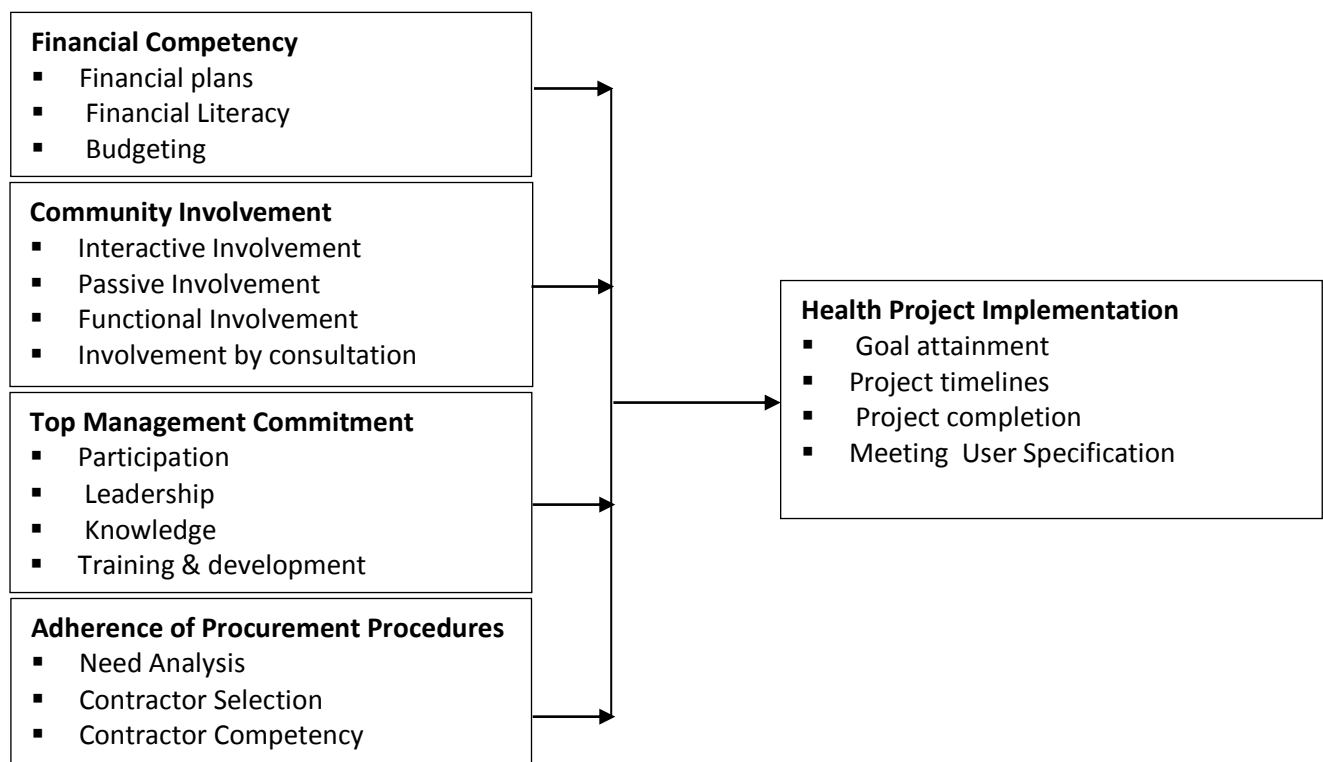
(Freeman, 1984; Freeman, Harrison *et al.*, 2010). It is a practical theory because all firms and organizations have to manage stakeholders, whether they are good at managing them or not, is another big issue to deal with. It is efficient because stakeholders that are treated well tend to reciprocate with positive attitudes and behaviors towards the organization, such as sharing valuable information to stakeholders, buying more products or services (customers), providing tax breaks or other incentives (communities), providing better financial terms (financiers), buying more stock (shareholders), or working hard and remaining loyal to the organization, even during difficult times (employees). It is effective because it harnesses the energy of stakeholders towards the fulfillment of the organization's goals.

Theory of Constraints

Theory of constraints (TOC) began as a production scheduling aid, developed by Eliyahu Goldratt in the late 1970s, terming it as 'optimized production time table' and was quickly developed in to a software package commonly known as optimized production technology (Davis & Mabin, 2009). Ten years later,

due to failures caused by the expectations associated with a turnkey package led Goldratt and others to realize that what was needed was to convince people to change ways, rather than tailor the package to simply automate their old policies and procedure – changes to their thinking and actions were needed if the potential gains were to be realized (Davis & Mabin, 2009).

According to Togar *et al.* (2004), TOC aims to initiate and implement breakthrough improvements through focusing on a constraint that prevents a higher level of performance, further noting that TOC paradigm essentially states that every firm must have at least one constraint. Goldratt and Cox defined constraint as any element or factor that limits the system from doing more of what it was designed to accomplish - that is achieving its goal (Togar *et al.*, 2004). Shanks (2010) revealed that what is considered as a constraint in project management can be categorized in to four; as political constraints (such as defined vision, mission, scope of projects), technical constraints such as competencies.



Independent Variable

Dependent Variable

Figure 1: Conceptual Frame work

Empirical Review of Literature

A study by Langat and Abdullah (2019) evaluated the effect of financial literacy on personal financial management in Kenya Airports Authority. The study used descriptive research design. They used a sample of 398 respondents and questionnaires as the primary data collection tool. The study after the findings and analysis concluded that acquisition of financial knowledge promoted employees' financial management and accountability to a greater extent. This study concluded that development of strong logical personal financial behaviors promoted individual's financial management. Developing strong financial behaviour helped employees in balancing their personal greed, optimism, fear, herd instinct, overconfidence and tendency about previous experience. The study concluded that personal financial planning has a significant positive effect on financial management behaviour. Ensuring that employee's acquire the basics of money management skill is absolutely critical to making smarter financial decisions.

Kirsten (2018) his study sampled small business owners who attended a tailor-made financial management training course that focused on short-term financial management principles. Method: A quasi-experimental study using a pre-test–post-test single-group design was applied using self-administered questionnaires. Results: The results from a one-tailed paired-sample t-test show that the training course significantly improved both the development of short-term financial management skills and the financial self-efficacy of participants. Conclusion: Tailor-made financial management training courses enhance the short-term financial management skills of owners of small businesses and also improve their financial self-efficacy. By improving both their skills and self-efficacy, small business owners are likely to make better financial decisions and be more motivated to implement financial management practices. These skills may be applicable to various other sectors including within the spheres of project management.

Muneria and Otinga (2019) investigated the influence of financial literacy and working capital management on financial growth of small business enterprises in Kakamega County, Kenya. The study used descriptive survey design. The study targeted 319 small business enterprises operating in a formalized organizational structure in Kakamega County, Kenya. The study used structured questionnaire as the main research. The study recommended that first, small business owners or managers should embrace financial literacy training to assist them effect sound financial management measures in their business which will subsequently boost financial growth of their small business. Secondly, small business owners or managers should effectively management working capital of their business to avoid the business experiencing cash problems which definitely will have a bearing on financial growth of the business.

Dacha (2018) studied stakeholder involvement in the Public sector in Kenya. Her study was based on use of procurement practices. The findings were that there is no user involvement in the procurement process meaning that there is some dissatisfaction with the procurement process, top management does not support stakeholder participation in the procurement process and there is minimal stakeholder interaction as the procurement process is carried out. It was concluded that sensitization of stakeholders on the importance of the procurement process and it was recommended that the stakeholders need to be included to improve the efficiency of the procurement process.

Ndirangu and Gichuhi (2019) sought to establish factors affecting successful completion of national government constituency development fund projects in Laikipia County. The study adopted a cross-sectional survey design. The target population of this study was 524 CDF projects in Laikipia County in Kenya. From the findings it was indicated that majority of the respondents agreed that timely funding, project management skills, stakeholders' participation and project monitoring influences

successful completion of CDF projects. The study recommended that the fund manager of the projects should develop a clear schedule of funds on all the cycles of the projects and have dedicated qualified staff members who are able to create the situations of the successful timely project planning and implementation. A guided policy framework to be developed to capture participatory M & E for projects which will enhance stakeholders' involvement. The government should also empower the CDF stakeholders and PMC members by training them.

Kosgei and Musau (2019) aimed at establishing the effect of internal management support on the successful adoption of sustainable procurement process in the textile industry in Eldoret town, Kenya. The research was guided by controlling theory of performance management. The study used comparative research design. The study sample was 96 respondents. Their study showed that internal management support has a significant relationship between the adopting of sustainable procurement practices and the performance of the textile industries in Kenya.

Kimiti (2018) investigated influence of project management practices on implementation of County government projects in Kenya. The researcher focused on the situation at the County of Nakuru as a case study. The study adopted the descriptive survey research design as aided in the determination of the current state of affairs in the County of Nakuru. The target population comprised of 78 County government projects in Nakuru County completed between 2011 and 2015. The study recommended that the projects should have work plan devised to achieve specific objectives within a specified period of time. The project teams should identify the specific schedule activities to produce various project schedules and dependencies among schedule activities.

The project managers should identify the needs and expectations of the stakeholders in relation to the success of the project. The success of the project should be dependent on primary customer

satisfaction. The study recommended for continuous project monitoring to ensure the County gets value for the invested money in the projects. There is need to enhance a participative monitoring and evaluation to ensure that the management objectives are achieved and evaluation reviews key performance indicators of the project quality carried out regularly. This study confined itself to Nakuru County government projects in Kenya.

METHODOLOGY

The study adopted a cross sectional survey design. All Bungoma community strategy projects employees was target population of this study. The distribution of the study population constituted 10 Sub-County Public Health Officers (SCPHO's), 328 Community Units Chairmen (CUC) and 335 Community Health Extension Workers (CHEWs) totaling to 675 respondents. The sampling frame in this study was derived from Bungoma County community strategy projects employees. The study employed a set of structured questionnaires to collect data using particularly survey (Olsen & George, 2004). After collecting filled questionnaires from the respondents, the data collected was validated by ensuring that the questionnaires considered in the study were filled completely and according to instructions (Peck & Olsen, 2001). The data collected was subjected to both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 21 software. In this respect, inferential statistics was in form of Pearson's correlation coefficient and regression analysis. The study results were presented in form of tables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

X_1 = Financial Competency

X_2 = Community Involvement in Decision Making

X_3 = Top Management Commitment

X_4 = Adherence to Procurement Procedures

Y = Project Implementation

α = the constant

ϵ = Error term

FINDINGS

Descriptive Results for Financial Competency

The study wanted to establish the influence of financial competency on the Community Strategy Health Project Implementation in Bungoma County.

The effect of financial competency was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 1 gave statistics there from.

Table 1: Result for Financial Competency

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Finances allocated to community strategy projects are available	65	29.7	78	35.6	18	8.2	37	16.9	21	9.6
Allocation of resources to community strategy projects is effected timely to avoid delay in projects implementation	54	24.7	97	44.3	23	10.5	37	16.9	8	3.7
The resources budget reflects the requirements for community strategy projects' implementation	55	25.1	80	36.5	24	11.0	48	21.9	12	5.5
Community strategy projects implementation get donor funding	36	16.4	57	26.0	26	11.9	68	31.1	32	14.6
There is adequate number of employees to implement community strategy projects in our County statement	65	29.7	77	35.2	15	6.8	41	18.7	21	9.6

Table 1 showed how respondents rated influence of financial competency on community strategy health project implementation. For example, on the statement 'Finances allocated to community strategy projects are available', most respondents 78(35.6%) disagreed, 18(8.2%) were undecided, 37(16.9%) agreed, 65(29.7%) strongly disagreed and 21(9.6%) strongly agreed. On the statement, 'Allocation of resources to community strategy projects is effected timely to avoid delay in projects implementation', 37(16.9%) agreed, 8(3.7%) strongly agreeing, undecided 23(10.5%), while 97(44.3%) disagreed as 54(24.7) strongly disagreeing. On the statement, 'The resources budget reflects the requirements for community strategy projects' implementation', response was agreed 48(21.9%), 12(5.5%) strongly agreed, 24(11.0%) were undecided while 80(36.5%) disagreed as 55(25.1%) strongly disagreed. On the statement 'Community strategy projects implementation get donor funding', 57(26.0%) disagreed, 36(16.4%) strongly disagreeing with 32(14.6%) strongly agreeing, 68(31.1%) agreed

while 26(11.9%) were undecided. On the statement, 'There is adequate number of employees to implement community strategy projects in our County statement', 77(35.2%) disagreed with 65(29.7%) strongly disagreeing, undecided 15(6.8%), while 41(18.7%) agreed as 21(9.6%) strongly agreed. On average the respondents are disagreeing to the statements on financial competency of the staff members under the study, thus a need for more financial literacy as Langat and Abdullah (2019) observe that acquisition of financial knowledge promoted employees' financial management and accountability to a greater extent. This study concluded that development of strong logical personal financial behaviors promoted individual's financial management. Muneria and Otinga (2019) concluded that financial literacy arising from education level and or financial management training of small business owners or managers can boost financial growth of small business enterprises because the financially literate owners or managers can understand and help mitigate financial needs of their small businesses.

Descriptive Results on Community Involvement in Decision making

The study wanted to establish the influence of community involvement in decision making on community strategy health Implementation in Bungoma County. Community involvement in

decision making was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 2 gave descriptive statistics there from.

Table 2: Results on Community Involvement in Decision making

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
There is interactive involvement with the community during project implementation.	47	21.5	58	26.5	11	5.0	73	33.3	30	13.7
There is passive involvement with the community during project implementation	91	41.6	82	37.4	30	13.7	12	5.5	4	1.8
There is functional involvement with the community during project implementation	24	11.0	59	26.9	26	11.9	79	36.1	31	14.2
There is involvement by consultation	32	14.6	62	28.3	35	16.0	72	32.9	18	8.2
Community supports and accepts the project	19	8.7	45	20.5	22	10.0	76	34.7	57	26.0

Table 2 showed how respondents rated effect of Community involvement in decision making on Project implementation in Bungoma County. For example, on the statement that ‘There is interactive involvement with the community during project implementation’, 47(21.5%) strongly disagreed, 58(26.5%) disagreed, 11(5.0%) were undecided while 73(33.3%) agreed with 30(13.7%) strongly agreeing. On the statement, ‘There is passive involvement with the community during project implementation’, 12(5.5%) agreed, 4(1.8%) strongly agreeing, while 82(37.4%) disagreed as 91(41.6%) strongly disagreeing and 30(13.7%) undecided. On the statement, ‘There is functional involvement with the community during project implementation’, 24(11.0%) strongly disagreed, 59(26.9%) disagreed, 26(11.9%) were undecided while 79(36.1%) agreed as 31(14.2%) strongly agreeing. On the statement:

‘There is involvement by consultation’, 32(14.6%) strongly disagreed, 62(28.3%) disagreed, 72(32.9%) agreed, 18(8.2%) strongly agreed as 35(16.0%) were undecided. On ‘Community supports and accepts the project’ 19(8.7%) strongly disagreed, 45(20.5%) disagreed, 22(10.0%) undecided while 76(34.7%) agreed as 57(26.0%) strongly agreed. From the descriptive results above, it is very clear that the community members are involved in project

implementation processes as most respondents agree to the fact that “community members are actively and interactively and not passively involved in project implementation process”. Community participation is very fundamental to project implementation and this is support by (Morgan, 2012). Community involvement in projects is a key aspect of promoting accountability, efficiency, and transparency especially in allocation of resources as well ensuring the problems of social inequality are addressed. Community project involvement ensures inclusion of the community members in making key decisions of every phase of the project. Community members take active role in the identification, planning, execution, monitoring, and control as well as in closure phase. Community involvement in this context is where groups, organizations and individuals decide to take an active role in decision-making on issues that affect them (Usadolo & Caldwell, 2016).

Descriptive Results on Top Management Commitment

The third objective of the study was to establish the influence of top management commitment on Community strategy health project implementation in Bungoma County. Top management commitment was conceptualized using five statements. The study asked respondents to rate the statement

provided based on a Likert scale ranging from 1- strongly disagree to 5- strongly agree. Table 3 gave

descriptive statistics there from.

Table 3: Results on Top Management Commitment

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Top management have relevant knowledge in project implementation	26	11.9	31	14.2	16	7.3	98	44.7	48	21.9
Top management have experience in project implementation	22	10.0	35	16.0	20	9.1	88	40.2	54	24.7
Top management sets clear purposes for the projects	59	26.9	63	28.8	45	20.5	31	14.2	21	9.6
Top management provides good leadership.	29	13.2	52	23.7	22	10.0	77	35.2	39	17.8
Management strive to reveal the fulfillment of short-term deliverables	29	13.2	70	32.0	35	16.0	58	26.5	27	12.3

Table 3 showed how respondents rated effect of Top management commitment on Project implementation in Bungoma County. Responses on the statements are as indicated. For example, on the statement that 'Top management have relevant knowledge in project implementation', 26(11.9%) strongly disagreed, 31(14.2%) disagreed, 16(7.3%) were undecided while 98(44.7%) agreed as 48(21.9%) strongly agreed. On the statement, 'Top management have experience in project implementation', 22(10.0%) strongly disagreed, 35(16.0%) disagreed, 20(9.1%) were undecided while 88(40.2%) agreed as 54(24.7%) strongly agreed. On the statement, 'Top management sets clear purposes for the projects,' 59(26.9%) strongly disagreed, 63(28.8%) disagreed 45(20.5%) were undecided while 31(14.2%) agreed, 21(9.6%) strongly agreed. On the statement 'Top management provides good leadership', 29(13.2%) strongly disagreed, 52(23.7%) disagreed while 77(35.2%) agreed as 39(17.8%) strongly agreed, while 22(10.0%) were undecided. On the statement 'Management strive to reveal the fulfillment of short-term deliverables', 29(13.2%) strongly disagreed, 70(32.0%) disagreed 35(16.0) were undecided while 58(26.5%) agreed and 27(12.3%) strongly agreed. On average the top management

of the community health projects in Bungoma County are experienced, provides good leadership, have relevant knowledge and always strive to reveal the fulfilment of short-term deliverables, qualities expected from top managers for successful project implementation process. According to Johnson *et al.* (2009), top management support is considered to be among project management Critical Success Factors (CSFs). This means that the more top management commitment processes are practiced in Organisations, the higher the level of project implementation success is. Consistently, the project management literature has found that top management support positively contribute to project implementation success (Besner & Hobbs, 2008).

Descriptive Results for Adherence to Procurement procedures

The study sought to establish the influence of adherence to procurement procedures on community strategy health project implementation in Bungoma County. Influence of adherence to procurement procedures was conceptualized using five statements. The respondents were asked to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 4 gave descriptive statistics there from.

Table 4: Adherence to Procurement procedures

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Need analysis is done before project implementation	44	20.1	39	17.1	34	15.5	71	32.4	31	14.2
Contractor selection is done in a transparent manner before implementation	66	30.1	55	25.1	39	17.8	36	16.4	23	10.5
Contract award is done on competency	59	26.9	63	28.8	45	20.5	31	14.2	21	9.6
Procurement procedures influence project implementation	37	16.9	41	18.7	27	12.3	73	33.3	41	18.7
Procurement procedures delay project implementation	35	16.0	33	15.1	31	14.2	74	33.8	46	21.0

Table 4 above showed how respondents rated effect of adherence to procurement procedures on Project implementation in Bungoma County. Responses on the statements are as indicated. For example, on the statement that 'Need analysis is done before project implementation', 44(20.1%) strongly disagreed, 39(17.1%) disagreed 34(15.5%) were undecided while 71(32.4%) agreed and 31(14.2%) strongly agreed. On the statement, 'Contractor selection is done in a transparent manner before implementation,'66(30.1%) strongly disagreed 55(25.1%) disagreed, 39(17.8%) were undecided while 36(16.4%) agreed and 23(10.5%) strongly agreed. On the statement, 'Contract award is done on competency', 59(26.9%) strongly disagreed, 63(28.8%) disagreed, 45(20.5%) were undecided while 31(14.2%) agreed and 21(9.6%) strongly agreed. On the statement 'Procurement

procedures influence project implementation', 37(16.9%) strongly disagreed, 41(18.7%) disagreed, 27(12.3%) were undecided, 73(33.3%) agreed while 41(18.7%) strongly agreed. Lastly on the statement, 'Procurement procedures delay project implementation', 35(16.0%) strongly disagreed, 33(15.1%) disagreed, 31(14.2%) were undecided, 74(33.8%) agreed while 46(21.0%) strongly agreed.

Descriptive Results for Project Implementation

Lastly the study wanted to evaluate whether employees were satisfied with project implementation within the County Government of Bungoma. Project implementation was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 5 gave descriptive statistics there from.

Table 5: Results for Project Implementation

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Projects completed on time	60	27.4	69	31.5	27	12.3	49	22.4	14	6.4
Projects completed within budget allocated	65	29.7	72	32.9	36	16.4	27	12.3	19	8.7
Projects have directly benefited intended user	43	19.6	51	23.3	27	12.3	72	32.9	26	11.9
Project implementation process satisfying	48	19.6	72	32.9	45	20.5	43	19.6	16	7.3
Projects have minimal technical start-up problems	50	22.8	60	27.4	23	10.5	63	28.8	23	10.5

Table 5 showed how respondents rated Project implementation in Bungoma County. Responses on the statements are as indicated. For example, on

the statement that 'Projects run and are completed on time,' 60(27.4%) strongly disagreed, 69(31.5%) disagreed, 27(12.3%) were undecided while

49(22.4%) agreed and 14 (6.4%) strongly agreeing. On the statement, 'Projects are completed within budget allocated', 65(29.7%) strongly disagreed, 72(32.9%) disagreed, 27(12.3%) agreed, 19(8.7%) strongly agreed while 36(16.4%) were undecided. On the statement, 'Projects have directly benefited intended user', 43(19.6%) strongly disagreed, 51(23.3%) disagreed, 27(12.3%) were undecided while 72(32.9%) agreed as 26(11.9%) strongly agreed. On the statement 'Project implementation process satisfying,' 48(19.6%) strongly disagreed, 72(32.9%) disagreed, 45(20.5%) were undecided while 43(19.6%) agreed as 16(7.3%) strongly agreed. On the statement that 'Projects have minimal technical start-up problems,' 50(22.8%) strongly disagreed, 60(27.4%) disagreed, 23(10.5%) were undecided while 63(28.8%) agreed as 23(10.5%) strongly agreed. As Schaap (2006) defines implementation as those senior-level

leadership behaviours and activities that will transform a working plan into a concrete reality. It is a hands-on operation and action-oriented human behavioural activity that calls for executive leadership and key managerial skills, the results above on project implementation are not so positive, slightly above average as the number disagreeing and strongly agreeing to the statements under project implementation as a variable is high. This is to show that some community projects are not fully implemented and this calls for better project planning, effective stakeholders participation and support.

Correlation Analysis

Pearson correlation was performed to study the direction of relationship between the dependent and independent variables. Tables 6 showed the results there from.

Table 6: Correlation Analysis

		Financial Competency	Community Involvement	Top Management Commitment	Adherence to Procurement Procedures	Project Implementation
Financial Competency	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
Community Involvement	N	219				
	Pearson	.684**	1			
	Correlation					
Top Management Commitment	Sig. (2-tailed)	.000	.000			
	N	219	219			
	Pearson	.638**	.676**	1		
Adherence to Procurement Procedures	Correlation	.000	.000	.000		
	Sig. (2-tailed)	.000	.000	.000		
	N	219	219	219		
Project Implementation	Pearson	.286**	.364**	.385**	1	
	Correlation	.000	.000	.000	.000	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	219	219	219	219	219

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

The results on table 6 indicated that all independent variables were positively related to

the dependent variable. The independent variables show significant positive relationship. Financial

competency is positively related to Project implementation at $R=.679$, $p=.000$. Community involvement is positively related at $R=.609$, $p=.000$; Top management commitment is positively related at $R=.601$, $p=.000$ while adherence to procurement procedures is positively related to Project implementation at $R=.322$, $p=.000$.

When all the independent variables are computed and combined into management factors and their effect on Project implementation correlated, the results on table 7 were obtained. From table 7, the results showed the relationship had $R=.637$, $p=.000$. This still indicates a significant positive correlation.

Table 7: correlation Between Management factors and Health project implementation

		Management factors	Project Implementation
Management factors	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	219	
Project Implementation	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	
	N	219	219

Regression Analysis

Multiple linear regression results

Multiple regression tested the influence of management factors (independent variable: Adherence to Procurement Procedures, Financial Competency, Top Management Commitment and

Community Involvement) on Health project Implementation (dependent variable) in Bungoma County.

The regression analysis was also performed and results for model summary were as shown in table 8 below.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.404	.182

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	362.511	4	90.628	1567.224	.000 ^b
	Residual	12.375	214	.058		
	Total	374.886	218			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Adherence to Procurement Procedures, Financial Competency, Top Management Commitment, Community Involvement

Regression analysis between independent variables and the dependent variable had coefficient of relationship $R=.637$. This shows the existence of a high positive relationship. The coefficient of determinant, R^2 was .404, the proportion of variance in the dependent variable (Health Project Implementation) that was explained by the independent variables. This indicated that a total of 40.4% of variations in Health Project

implementation in Bungoma County can be explained by financial competency, Community involvement, Top management commitment and adherence to procurement procedures while 59.6% can be explained by other factors which were not considered in this study.

Regression Coefficients for the Relationship

The coefficients for the regression model were obtained as shown on table 9.

Table 9: Regression Model Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.040	.050		.787	.432
	Financial Competency	.781	.026	.803	30.06	.000
	Community Involvement	.206	.041	.208	5.043	.000
	Top Management Commitment	.020	.037	.019	.527	.049
	Adherence to Procurement Procedures	.025	.015	.023	1.726	.038

a. Dependent Variable: Project Implementation

The regression coefficients which were obtained for the model are as shown in table 9. The coefficient for Financial competency B= .781, p= .000, Community involvement had B=.206, p=.000; Top management commitment had B= .020, p= 0.049 and Adherence to procurement procedures had B=.025, p=.038. These findings imply that holding financial competency, Community involvement, Top management commitment and Adherence to procurement procedures (independent variables) constant, the Health Project implementation at Bungoma County would be 0.040. A unit change in financial competency at Bungoma County will change Project implementation by 0.781 units. A unit change in Community involvement in decision at Bungoma County will change Project implementation by 0.206 units. A unit change in Top management commitment at Bungoma County will change Project implementation by 0.020 units and a unit change in Adherence to procurement procedures will lead to 0.025 units in Health project implementation. Lastly from the results, all the values for all the variables are statistically significant considering that all their p -value are significant (p<0.05) making the null hypotheses of this study to be rejected.

Therefore, from the regression model coefficients, this study found the relationship between management factors and Project implementation in Bungoma County to be explained by the following regression equation.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$; which on fitting the coefficients becomes

$$Y = .040 + .781X_1 + .206X_2 + .020X_3 + .025X_4 + \epsilon$$

Where;

Y- Project Implementation

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the constants

X_1 –Financial competency

X_2 – Community involvement

X_3 –Top management commitment

X_4 – Adherence to procurement procedures

ϵ - Error term

The effect of the standard error of estimate is assumed to be negligible and is equal to zero ($\epsilon=0$).

CONCLUSIONS AND RECOMMENDATIONS

According to Chimanzi & Morgan (2005), project implementation success is as a result of financial competency. From the test analysis done, the study found a significant positive correlation between financial competency and project implementation. Hence this study found that financial competency is an important factor that determines Strategic community project implementation in Bungoma County. This is because financial competency strategically enhances project implementation as acquisition of financial knowledge promoted employees' financial management and accountability to a greater extent (Langat & Abdullah, 2019). According to these findings therefore the study rejected the null hypothesis that Financial competency has no influence on community strategy health project implementation in Bungoma County and adopts the alternate hypothesis that Financial competency influences community strategy health project implementation in Bungoma County.

The second objective of this study was to establish the influence of Community involvement in decision making on community strategy health project implementation in Bungoma County. Optimum involvement allows community members to participate in the implementation of projects by taking initiatives independently of the external agencies to change systems (Ofuoku, 2011). Although the community stakeholders maintain contacts with the external actors for resource-help and technical expertise, they retain the control over the manner in which resources are used (Ayuso, Rodríguez, Castro, & Ariño, 2011). However, a lack of optimum engagement of community member is cited as a major cause of poor implementation of projects often witnessed in the less developed countries (Morgan, 2012). From the findings of this study community involvement in decision making is an important factor on community strategy health project implementation in Bungoma County. The study found a significant positive correlation between study community involvement in decision making and community strategy health project implementation.

According to these findings therefore the study rejects the null hypothesis that community involvement in decisions has no influence on community strategy health project implementation and adopts the alternate hypothesis that community involvement in decisions has influence on community strategy health project implementation Bungoma County.

The third objective of the study was to determine the influence of top management commitment on community strategy health project implementation in Bungoma County. According to Johnson *et al.* (2009), top management support is considered to be among project management Critical Success Factors (CSFs). This means that the more top management commitment processes are practiced in Organisations, the higher the level of project implementation success is. The study found a significant positive relationship between top management commitment and community project

implementation in Bungoma County. From regression analysis the study found that Top management explained part of the total variance in community health project implementation in Bungoma County. According to these findings therefore the study rejects the null hypothesis and adopts the alternate hypothesis Top management commitment significantly influences community strategy health project implementation in Bungoma County.

The fourth objective of this study was to establish the influence of adherence to procurement procedures on community strategy health project implementation in Bungoma County. Studies have shown that a high level of Adherence to procurement procedures is relevant and safe for any project. This may include planning, selection, administering and closing procurements.

This study has found that adherence to procurement procedures to be an important factor in the relationship between management factors and community strategy health project implementation in the County government of Bungoma. From regression analysis the study found that adherence to procurement procedures explained part of the total variance in community health project implementation. Therefore, common assessment of the success of implementation of projects is that they are delivered on time, to budget, to technical specification and meet client satisfaction. At the project implementation level, adherence to the procurement procedures influence the project completion on time and satisfactorily.

Based on the findings of the study, the study concluded that, all management factors have an important contribution to project implementation. High levels of management factors lead to timely and satisfactorily project implementation procedures making the community to be positive about the projects within their areas of living.

Based on the findings of the study, the researcher recommended that the relationship between

management factors and project implementation is elaborate. Hence for any project to achieve its goals and objectives, the staff involved should have financial competency to encourage good utilization of the funds provided for the project. The community should be involved in decision making, procurement procedures adhered to and top managers be committed. The inconsistencies in financial competency, where managers lack the essential leadership development mechanisms and funds management skills to lead the organization towards its desired goals make employees develop low levels of job satisfaction. Management with ineffective and detrimental leadership behavior, that is toxic, destructive, or tyrannical has an adverse impact, not only on the organization, but also on the well-being of the employees (Chukwura,

2017) making the achievement of the project goals difficult.

Suggestions for Future Studies

This study found positive relationship between all management and employees of community project implementation in the Bungoma County. However this study recommended future studies to consider more on these factors in other Counties in Kenya. This study also found that the variance explained by the management to be about 40%. This percentage is comparatively low which implied that a part from management factors there are other important factors which influence community project implementation. This study recommended more studies to be conducted to identify such factors in future.

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