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CRITICAL SUCCESS FACTORS AND PROJECT PERFORMANCE AT KENYA AIRPORTS AUTHORITY, KENYA

Aphaxada Wekesa Wesonga & Dr. Lydia Gachengo, PhD

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¹Wesonga, A. W., & ²Gachengo, L.

¹ MBA Student, School of Business, Economics and Tourism, Kenyatta University, Kenya

² Lecturer, School of Business Economics and Tourism, Kenyatta University, Kenya

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ABSTRACT

This study examined the influence of critical success factors on project performance of Kenya Airport Authority. The study was anchored on resource based theory, systems theory and change theory. The study utilized descriptive research design. Staff of KAA who partook in the projects made up the target population for this study based on purposive sampling techniques. Stratified sampling technique was used to select respondents. The data collection was done using questionnaires. Data gathering tools were tested for validity and reliability. Both descriptive and inferential analysis were used to examine the data. The study was conducted with strict adherence to ethical standards. The study discovered that the Kenya Airports Authority's project performance was positively and significantly impacted by stakeholder involvement, management commitment, resource availability, and project team competence. The study concluded that teams can complete a project on time and only use the resources necessary to achieve each goal when there are resources available. All team members are encouraged to contribute to the project by offering original ideas when there is project team competence. For project managers, the management commitment is essential because it offers the tools and resources needed to finish a project successfully, and involving stakeholders facilitates more informed decision-making that considers the various needs of stakeholders, including customers. According to the study, the organization should use the project plan to identify the activities required to meet the project's objectives and generate deliverables in order to determine the project's resource requirements. The company should register for conferences, webinars, and seminars as well as training courses to improve the project team members' project management skills. It is imperative that the organization's senior managers take an active role in project management, as their support is crucial to the success of the initiative. To identify its stakeholders, the organization needs to perform a comprehensive stakeholder analysis. The company needs to learn about its internal stakeholders, which include its direct employees, suppliers, contractors, larger partners, and shareholders.

Key Words: Resource Availability, Management Commitment, Team Competence, Stakeholder Involvement

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INTRODUCTION

Globally, the business world is full of competitive tendency with many people and organization always striving for optimum performance. However, the business environment has been forced to consider certain factors that stimulate successful project toward achieving business success. Therefore, the quality of project provides sound state of condition for an organization to strive best. As such, there is need for an organization to management its resources toward ensuring long project life span within the available resources. It is noted the competence of contractor, management support, funding constraints, participation of stakeholder and airport environment and shortage of construction engineers' skills as critical factors for project success (Adams, 2017). These factors also differ from one country to the other. Delayed and inadequate funding has been seen as the factors that led to project delays and hence overrun in costs. Shahid et al (2015) attributed Islamabad international airport completion delay to unavailable project funds. Incompetent project team members cause project time and cost overruns which in turn leads to poor quality projects delivery (Asare, Bonsu & Ackah, 2017)

In Kenya, the aviation industry provides both domestic and international facilities to promote tourism attraction, trade and foreign investment thereby facilitating the revenue of government and employment opportunities (Mbarawa, 2016). According to Mwangi and Kisimbi (2020), about 39% of civil works undertaken by the ministry of works had both cost and time overruns an issue that differs across different countries in the world and Africa. Notably, Odhiambo and Kaibui (2016) observed that waiting bay project at the Lodwar airstrip was delivered behind schedule after 9 months' schedule thereby attracting significant cost overrun. Omondi and Kimutai (2018) noted that successful project involves an effective communication channel between all stakeholders of the aviation industry. According to Odhiambo and Kaibui (2016), the involvement of Kenya Airport Authority as

stakeholders impacted the execution of air safety projects. Therefore, the success or failure any KAA project depends on the manipulation of its critical success factors which ensures optimum performance of the intended projects.

Critical success factors can be defined as limited number of determinants that results into satisfactory desires of customers which ensures successful competitive performance of organization. The determination of what constitute critical success factors in project performance has no universal acceptability. What constitute performance of a project vary from one evaluator to the next. Nevertheless, there is a wide range of success criteria that reveals different opinion and interest that gives room to multi-faceted necessity of multi-criteria approach. Radujkovic and Sjekavica (2017) also pointed out that these critical success factors are recognized as benchmark reflecting the project perceived value, the process of implementation and client satisfaction from the project. Clients and customers' satisfaction are essential to the determination of project success (Makumi, 2021). In Kenya, studies is abundant with critical success factors from research studies conducted in different regions of the nation concerning projects supported by donors, and these are: allocation of resources, funding, organizing, collaborative behavior, oversight and assessment, technological advances, financing form, involvement of stakeholders, and funding for the project. (Ouma and Kamaara, 2018; Wachira and James, 2018; Wamalwa and James, 2018; Kiara and Luketero, 2018).

In Kenya, the Kenya Airports Authority was established in 1991 as an independent body via the promulgation of an act of parliament which was charged with the mandate of providing and managing airports systems in the country. Before the establishment of Ministry of Transport and Communication, Aerodromes Department was mandated to handle the activities of the airport facilities. In light of this, when Nairobi Embakasi Airport was formally opened in May 1958, the Old Embakasi Airport was built by the former

Aerodromes Department in the middle of the 1950s to accommodate the first generation of Boeing 707/DC8 aircraft.

KAA has implemented different projects since the inception of ERP system in 2013 which focused on capital project implementation for a strategic plan cycle of five years. However, the maintenance of these physical projects across the country has remained focal to markets and easier communication access (ROK, 2013). These airport facilities are expected to provide infrastructural support to the economy toward uplifting it to a middle income level economy stipulated in Vision 2030. With this, KAA is saddled with the mandate of providing world-class aviation facilities that would make Kenya the hub of Africa's aviation industry by 2030 with an average annual capacity of forty-five million passengers. As envisaged in the Vision 2030 the following projects have been targeted for implementation by MTP II; Construction of Green Field Terminal which entails Construction of terminal 1A arrivals at JKIA.

Problem Statement

A better project development starts from the implementation stage which is critical to the duration and satisfaction of the target audience. However, the performance of such projects in customer satisfaction and duration of the project is influenced by specific factors which include inadequate resources, misplacement of priority, target assessment inadequacy, wrong time schedule for project completion, inadequate identification of project, faulty conceptualization, formulation and design of policy (World Bank, 2018). KAA spent Kshs8.2 million on five delayed projects in 2019-2020 (KAA Report, 2020). Based on a research by Nyamwange and Nyang'au (2018), the implementation rate of projects in KAA has been poor, with the development of the 2nd JKIA runway, for example, stalling at a 23 percent success rate, Construction of the Greenfield terminal building at JKIA, that stopped after just a 22.5 percent performance rate, construction of the training academy at KAA HQ, which was only 75% finished for

a prolonged period of time that wasn't supposed to be so, was supposed to be finished in February 2016., construction of the terminal building that's also expecting shed at Lodwar airstrip, that was scheduled for 9 months instead, it was finished 2 months overdue with a budget increase, and several other projects currently being delayed or have been delayed.

According to World Bank (2018), KAA has been identified as one of the state corporations that has performed under expectation as it has not been able to meet up standards and peoples' satisfaction of up to 47% as a result of court battles leading to project stalling. In fact, majority of these projects has underperformed due largely to factors reoccurrence such as wrong development projects prioritization, Poor infrastructure, low levels of technology, political influence, corruption, a lack of financial resources, inadequate management support, and a lack of community involvement (Robina et al., 2014). Project underperformance causes the organization to lose its resources, which include money, time, and quality (Wandera & Senelwa, 2021).

Critical success factors have been identified as factors that enhance the performance of projects across organizations. However, there is no universal acceptability on the number of factors that enhanced the performance of projects as they vary from one organization to the other and from one project to the other. Therefore, these factors help in improving on the quality of projects as well as its performance score to the target audience.

While plenty research has existed finished on the friendship middle from two points fault-finding accomplishment determinants and project accomplishment, Rugiri and Njangiru (2018) erect that the performance of CDF-financed water projects in Kenya's Nyeri County is touched by property chance as few project listening and judgment. The chance of money was raise expected a good sign of project advance. The impact of project administration methods on the exercise of data processing projects at Kenya Airports Authority was intentional by Wandera and Senelwa (2021). Human

resource management had significant effect on Kenya Airports Authority in information technology projects implementation. In conclusion, the effectiveness of development projects was impacted by social and professional competence.

Oropesa-Vento et al. (2015) investigated the effect of management commitment and work team organization during the planning stages. It was shown that high level of managerial commitment impact positively on competitiveness and profits. Using Islamic Republic of Iran's Custom Office, Pourkiani and Tanabandeh (2016) looked into the relationship between management commitment to improving organizational performance, high-quality service delivery, and job satisfaction. It was found that management commitment to service quality and organizational performance improvement were positively correlated. However, there was little evidence to show on the relationship between critical success factor and project performance at KAA which this study sought to establish.

Study Objectives

The general objective of this study was to determine the impact of critical success factors on Kenya's Airports Authority project performance was the study's main goal. The study was guided by the following specific objectives;

- To look into how the Kenya Airports Authority's projects are performed in relation to resource availability.
- Assessing the impact of project team competence on Kenya Airports Authority project performance.
- To assess how management commitment affects Kenya's Airports Authority project performance.
- To evaluate how stakeholder participation affects Kenya's Airports Authority project performance.

LITERATURE REVIEW

Theoretical Review

Resource Based View Theory

Developed in 1984 by Wernerfelt. The emphasis of the model is based on the availability of resources that determine the success of firm's projects. In order for an organization to achieve favorable competition within a short while, there is need for diversification of resource sources to ensure project viability of firms (Wanja, 2017). This act will result into successful value provision that is neither substitutable with less effort nor imitated. When the situations remain unchanged, the firm would have sustained returns from the projects activities (Kozlenkova et al, 2014).

Organizational capabilities to build up its resources mean the stock of available factors of production that facilitates the progress of the organization projects. Gillis, Combs and Ketchen (2014) noted that resources availability also builds up firms' capacity. In this case, There are two classifications of administrative resources: real and indefinite. Among the concrete resources are land., workforce, houses, supplies and property while intangible resources are non-physical resources which include brands, trademarks, and intellectual properties developed over time and reputations (Gillis et al., 2014). Project performance is enhanced by resources which facilitate the building of efficiency, effectiveness, quality, strategies and product/service image of the firm (Jensen et al., 2016). This theory supports the linkage of the availability of resources.

System Theory

This model was developed by Katz and Kahn in 1966. The model considers phenomenon or project in its entirety rather than components parts. The success of project depends on the collective efforts of various project players functioning together to achieve set objectives. This model provides reasons as to project failure or success undertaken by public agencies. Accordingly, projects failure is attributed to the various processes that are inherently in the structure which must comply with standards before

project completion (Ahern et al, 2014). Project funding is one of this processes which the theory explains in ensuring project performance. The idea behind the theory is attributed to the whole project parts of an independent arrangement. The project successful performance needs a flawless funding structure that identifies the different stages and activities to be funded (Davies & Mackenzie, 2014).

Due to its specialization in systems of organization, research data utilization which is the most common model utilized in evaluating public service delivery. Therefore, the execution of aviation projects success or failure to achieve their objectives is due to the constraints. Furthermore, constraints affect how airport projects are carried out. The constraints observed by this model include finance, project design, stakeholder support, contractors' competence, and management support. Therefore, this hypothesis describes how project team competence can lead to full realization of project performance.

Change Theory

This hypothesis was developed by Parsons (1960) and Easton (1965). This model is employed to design tasks from inception. When used, this theory facilitates understanding of why a program works or fails and increases the possibility that a project specialist or evaluator will notice deviations from the primary project objectives, should they arise (CARE, 2012). This increases the dislike of floating tasks and planning, as well as learning or believing gaps that are not sufficiently clear. The model includes procedures and results at a specific point in time that can be examined later to allow associations to assess their willingness to adapt and revise their progressive hypothesis.

The ability for directors and evaluators to tell a commitment story that makes sense to the people working on the task is one of the attributes that the theory of change attributes. Inferences made for this reason have an effect on the moderator's constituent parts. One of the model's limitations is that a lot of information might be needed to develop the project's justification (Sharma & Lutchman,

2016). For example, multiple change models may emerge to show which theory best fits the realities of project performance. This is done to see proof of matching with reality. This might not provide a numerical estimate of the extent of the commitment an intercession is undertaking. This hypothesis important to this research in that it provides the basis upon which management commitment can be evaluated.

Empirical Review

Gopalakrishnan et al (2012) analyzed the impact of resource allocation by managers on the success of software projects in Bangkok. The study employed JAVA programming tool for its analysis. Based on this, the outcome of the study indicated that factors such as resources significantly impact on the success of Software Company. Additionally, the outcome also showed that when it comes to allocating resources as efficiently as possible for software development, project managers are essential. Notably the impact of resource allocation such as time, cost and number of developers was observed to have efficiently and effectively affect project managers. The study was focused on software projects in Bangkok while this study emphasized on Kenya Airport Authority.

Umulisa et al. (2015) evaluated the impact of project resource planning techniques on the Agaseke project's performance using Kigali, Rwanda. Study employed Cross-sectional design targeting a population of all 3 800 women members of Agaseke Project in Kigali city of Gasabo, Kicukiro and Nyarugenge districts where a sample of 120 women was used through the issuance of questionnaire. Both quantitative and qualitative data was used. Human resource planning practices were seen by most of the respondents to influence the performance of the project. Human, financial, material and time resources positively and significantly affected project performance.

Haron et al (2017) identified critical success factors that determine the extent of project management practice used that affects project success the stage of implementation. The study adopted mixed

method of data analysis where a self-administered and structured questionnaire was used on 232 respondents. The outcome obtained indicated that emerging and new criteria which include project team competence, customer satisfaction and subcontractors'/suppliers performance are measures of success in addition to the classic iron triangle's view of time, cost and quality. The study was focused on identifying the critical success factors while this study stressed on critical success factors that affect Kenya Airport Authority.

Al-Khawaldah (2017) described the effect project managers have on project success and ultimate project delivery in Jordan project industry. The study adopted descriptive cause-effect design. 33 companies were used in which 160 project managers were used for data collection. Applying regression techniques of analysis, project managers' competencies were strongly related to project success.

IT project performance may be impacted by internal commitment, as Gulzar et al. (2012) explained. The study's primary goal was to investigate how commitment fulfillment within a team is induced and how to gear up for it. The research employed an interview-based survey on the IT based companies. Descriptively, the outcomes of the study showed that project managers affective commitment ensure IT projects success, while disrupted commitment may result into project failure. The study was conducted on IT project performance while this study focused on management commitment within the Kenya Airport Authority.

In order to distinguish between top management commitment and top management involvement, Tzempelikos (2015) examined the function of top management in account management as a crucial and effective link. A survey research study was carried out using 304 suppliers from different industries. Top management commitment has a positive impact on top management involvement when correlation techniques are used. Furthermore, the relationship between top management commitment and relationship quality was

completely moderated by top management involvement. Relationship quality has a positive correlation with financial performance.

In order to collect primary data for a study on the effect of stakeholder involvement on the performance of road construction projects at Kenya National Highways Authority (KeNHA), the researcher used structured questionnaires (Nyandika & Ngugi, 2016). Stakeholder theory and resource dependence theory were applied in this study. Multiple regression analysis was used for this investigation. Involving stakeholders in a project has been shown to positively impact its success. The focus of the study was KAA projects.

Mbevi (2016) investigated how community participation has impacted the success of development project in Makueni County, Kenya. Semi-structured questionnaires were used to collect primary data and literature review was used to collect secondary data. Stakeholder involvement through strong project governance, according to the study, contributes significantly to project performance by allowing project contractors to remain transparent and take responsibility for their dealings. This research focused on KAA and will review change and system theory in addition to resource base theory.

METHODOLOGY

Based on the guidance which a research design provides, this study made use of descriptive design. The target population was 282 staff members working on projects at JKIA managed by Kenya Airports Authority which was obtained from four departments which included Information technology, Finance, Human resource department, and Construction department in the Kenya.

The study employed purposive sampling to select participants who completed the questionnaire. Purposive sampling enables the investigator to concentrate on rich information portions of the study population, increasing research effectiveness and efficiency. (Orodho 2004). Thus, the sample size was 85, which represents 30% of the observation

element as described by Mugenda and Mugenda (2013) for the KAA staff managing expansion projects at JKIA.

A questionnaire was employed to source for primary data. A five-point rating system was used for each item on the questionnaire to assess the respondents' level of response in relation to the questions. Because the respondents knew about the project performance at KAA, this instrument was utilized as the best means of gathering data and thus provided sufficient information about the phenomenon under study.

Descriptive measurement was used in the study, and it included tables, means, frequencies, and standard deviations as well as data summaries. Descriptive analysis presents efficient data summary for easier and meaningful conclusions drawn. Using questionnaire as a research instrument, data

collected was coded, edited and smoothened to ensure consistency and completeness with the help of SPSS version 23. Furthermore, In order to highlight the statistical significance of the variables in the model, inferential analysis using the multiple regression technique of analysis was performed to estimate one variable from the other. As a result, the functional relationship is expressed in the following equation:

$$y = \beta_0 + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \varepsilon$$

Y (Project Performance)

X₁ (Availability of resources)

X₂ (Management Commitment)

X₃ (Project team competence)

X₄ (Stakeholder Involvement)

β₁, to, β₄ = Estimated Coefficient

ε (error)

FINDINGS

Descriptive Statistic finding

Table 1: Resource Availability

	M	SD
Adequate financial resources are provided during project development	4.56	0.439
KAA has created an environment that is favorable for efficient human resource planning.	3.67	1.328
KAA provides adequate tools and equipment for project execution at different levels	4.03	0.867
KAA release resources on time to contractors of projects at airports	4.61	0.388
All resources deployed for any projects are monitored and performance evaluated	4.36	0.636

Table 1 revealed that respondents strongly agreed with the following statements: KAA release resources on time to contractors of projects at airports (M= 4.61, SD=0.388) and that adequate financial resources are provided during project development (M=4.56, SD=0.439). The results agree with Gopalakrishnan *et al* (2012) who analyzed the impact of resource allocation by managers on the success of software projects in Bangkok and found that the impact of resource allocation such as time, cost and number of developers was observed to have efficiently and effectively affect project managers.

All resources deployed for any projects are monitored and performance evaluated (M=4.36, SD=0.636), KAA provides adequate tools and equipment for project execution at different levels (M=4.03, SD=0.867) and that KAA fosters effective human resource planning, aligning with a 2018 study by Rugiri and Njangiru, which found resource availability as a useful predictor of CDF funded water project performance in Nyeri County, Kenya.

Project Team Competence

Table 2: Project Team Competence

	M	SD
KAA has provided comprehensive and dynamic training, ensuring effective project team development.	4.50	0.497
KAA has established connections with higher learning institutions to improve staff technical competency development.	3.91	1.086
Contractors are experience in construction projects	4.49	0.306
The leadership of KAA has ensured the training of project teams	4.53	0.467
KAA has ensured project experience among project team members	4.55	0.447

Table 2 revealed that respondents strongly agreed with the following statements: KAA has ensured project experience among project team members (M=4.55, SD=0.447), the leadership of KAA has ensured the training of project teams (M=4.53, SD=0.467) and that KAA has given a dynamic and comprehensive preparation which has guaranteed compelling undertaking group improvement (M=4.50, SD=0.497). The finding is in accordance with Al-Khawaldah (2017) concentrate on which depicted the impact project chiefs have on project achievement and extreme task conveyance in Jordan project industry and venture supervisors' capabilities were emphatically connected with project achievement. It was likewise noticed that project supervisors' abilities affected hugely on task's prosperity with information having the most elevated influence.

Management Commitment

Table 3: Management Commitment

	M	SD
Management coordinates the assigned duties in order to meet the established goals.	3.90	1.012
Prior to executing the actions, management plans ahead	4.53	0.467
Management communicates project-related difficulties in a timely manner.	4.28	0.718
Management actively participates in the project activities.	4.57	0.429

The outcomes in Table 3 show that the explanations that were firmly concurred by the respondents are; Management actively participates in the project activities (M=4.57, SD=0.427) and that prior to executing the actions, management plans ahead (M=4.53, SD=0.467). The finding is in line with Gulzar et al (2012) study which described how internal commitment may affect IT project performance and

The outcomes in Table 2 likewise show that the explanations that were concurred by the respondents were; Workers for hire are insight in development projects (M=4.49, SD=0.306) and that KAA has laid out linkages with foundations of higher figuring out how to improve staff specialized skills advancement (M=3.91, SD=1.086). The outcomes agree with Ruzibiza et al (2017) concentrate on which evaluated project group capabilities impact on the exhibition of improvement projects in Rwanda utilizing an instance of World Vision's Town Saving Credit Affiliation Undertaking in Gasabo Locale in Rwanda and relationship was utilized where a positive and solid affiliation was seen between proficient skill and task execution.

the results of the study showed that project managers affective commitment ensure IT projects success, while disrupted commitment may result into project failure.

The outcomes in Table 3 likewise showed that the explanations that were concurred by the respondents were; Management communicates project-related difficulties in a timely manner.

(M=4.28, SD=0.718) and that Management coordinates the assigned duties in order to meet the established goals (M=3.90, SD=1.012). The outcomes concur with Tzempelikos (2015) who concentrated on the job of top administration in account the board key powerful association separating between top

administration responsibility and top administration contribution and found that top administration inclusion directed absolutely the nexus between top administration responsibility and the nature of relationship.

Stakeholder Involvement

Table 4: Stakeholder Involvement

	M	SD
Community members voluntarily take part in the project	4.23	0.767
Contractors are actively involved in the project	4.09	0.909
Project managers plans for the execution before hand	3.67	1.327
Community members are entirely allowed to be a part of the project	4.35	0.648

The outcomes in Table 4 show that the explanations that were concurred by the respondents were; community members are entirely allowed to be a part of the project (M=4.35, SD=0.648), Community members voluntarily take part in the project (M=4.23, SD=0.767), Contractors are actively involved in the project (M=4.09, SD=0.909) and that project managers plans for the execution before hand (M=3.67, SD=1.327). The outcomes concur

with Mbevi (2016) concentrate on which examined what local area cooperation has meant for the progress of advancement project in Makueni Province, Kenya and partner association through solid venture administration, as per the review, contributes altogether to extend execution by permitting project workers for hire to stay straightforward and get a sense of ownership with their dealings.

Project Performance

Table 5: Project Performance

	M	SD
The cost allocated to a project determines how well it performs.	3.97	1.026
The success of a project is determined by the deadlines that have been established	4.09	0.906
The quality of a project determines its performance.	3.64	1.357
The cost allocated to a project determines how well it performs.	3.92	1.078
The success of a project is determined by the deadlines that have been established	4.31	0.679
The quality of a project determines its performance.	4.12	0.807

The outcomes in Table 5 show that the explanations that were concurred by the respondents are; the progress of a not set in stone by the cutoff times that have been laid out (M=4.31, SD=0.679), the nature of a task decides its exhibition (M=4.12, SD=0.679), the progress of a still up in the air by the cutoff times that have been laid out (M=4.09, SD=0.906), the cost allocated to a project determines how well it performs (M=3.97, SD=1.026) and that the cost

allocated to a project determines how well it performs (M=3.92, SD=1.078). Rugiri and Njangiru (2018) observe that project Performance has remained a critical factor in assessing the degree of a project success or failure to project managers or stakeholders. According to Cross *et al.* (2019) performance can be defined as the differences. The measurement of project Performance is crucial to the growth and survival of any project.

Multiple Regression Analysis Results

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.799	.786	1.590

Table 6 showed presence of solid connection between the autonomous factors and the reliant variable since the worth of R is more like 1 at 0.809. Besides, the worth of changed R square was at 0.786 addressing a variety of 78.6% of the undertaking

execution of Kenya's Air terminals Authority because of the impact of accessibility of assets, project group skill, partner contribution and the executives responsibility. In this way, different factors not read up represents the excess 21.4%.

Table 7: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	101.235	4	25.309	272.099	.000 ^b
	Residual	6.697	72	.0930		
		107.932	76			

The outcomes show that the measurable F determined esteem (272.099) was more prominent than the factual worth of F arranged (25.309) at 5% importance level appearance that the model critical. This showed a solid match of the model on how the

availability of resources, project team competence, stakeholder involvement and management commitment studied influenced the project performance of Kenya's Airports Authority.

Table 8: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.678	.459			1.477	.000
	Availability of resources	.701	.136	.117		5.154	.001
	Project team competence	.698	.236	.641		2.958	.000
	Management commitment	.823	.346	2.365		2.379	.002
	Stakeholder involvement	.645	.119	1.361		5.420	.000

The results in Table 8 showed that when availability of resources, project team competence, management commitment and stakeholder involvement are held at constant, the project performance of Kenya's Airports Authority would be at 0.678. In addition, it is observed that a unit change in availability of resources, project team competence, management commitment and stakeholder involvement would lead to an increase in the project performance of Kenya's Airports Authority by 0.701, 0.698, 0.823 and 0.645. This led to the following regression equation;

Project performance = 0.678 + 0.701 (availability of resources) + 0.698 (project team competence) + 0.823 (management commitment) + 0.645 (stakeholder involvement)

The outcomes in Table 8 likewise show that the accessibility of assets was found to impact the undertaking execution of Kenya's Air terminals Authority with a positive beta worth of 0.117 and huge worth of 0.001. The discoveries concur with Wandera and Senelwa (2021) who explored on the effect of task the executives rehearses on data innovation projects execution in Kenya Air terminals

Authority and found that checking and assessment firmly related followed by the part of human asset the board, risk the board and partner association. Human resource management had significant effect on Kenya Airports Authority in information technology projects implementation.

The investigation discovered that task group skill impacted the undertaking execution of Kenya's Air terminals Authority with a positive beta worth of 0.641 and critical worth of 0.000. The finding concur with Ruzibiza et al (2017) who surveyed project group capabilities impact on the presentation of improvement projects in Rwanda utilizing an instance of World Vision's Town Saving Credit Affiliation Undertaking in Gasabo Locale in Rwanda. The connection was utilized where a positive and solid affiliation was seen between proficient skill and task execution; a positive and failure point was seen between friendly capability and venture execution.

The review uncovered that administration responsibility impacted the task execution of Kenya's Air terminals Authority with a positive beta worth of 2.365 and huge worth of 0.002. The discoveries agree with Oropesa-Vento et al (2015) who concentrated on administration responsibility impact and association of work groups in the advantages of carrying out Kaizen modern undertakings during arranging stages and revealed that high level of managerial commitment impact positively on competitiveness and profits. Work team of an organization positively impacted on the benefits of competition which in turn affects the economic benefits.

The review laid out that partner contribution impacted the task execution of Kenya's Air terminals Authority with a positive beta worth of 1.361 and critical worth of 0.000. The finding agrees with Kobusingye (2017) who investigated how involvement of stakeholder can affect project results in the context of cleanliness, water and hygiene (wash) programs in Rwanda and revealed that when stakeholders are involved in a project, the project has a higher chance of succeeding.

CONCLUSIONS AND RECOMMENDATIONS

The overall objective of the study was to determine the impact of critical success factors on the performance of Kenya Airports Authority projects.. The critical success factors adopted were; resource availability, project team competence, management commitment and stakeholder involvement. Data were collected using closed questions. Data were analyzed using descriptive and inferential statistics. The results are summarized below;

The first research objective was to investigate how resource availability affects the performance of Kenya Airports Authority projects. Resource availability was found to have a positive and significant impact on the performance of Kenya Airports Authority projects. KAA release resources on time to contractors of projects at airports, adequate financial resources are provided during project development and that all resources deployed for any projects are monitored and performance evaluated.

The second exploration objective was to survey the effect of task group skills on project execution in Kenya Air terminals Authority. The investigation discovered that undertaking group capabilities altogether affect Kenya Air terminals Authority's task execution. KAA ensures that project team members have project experience, KAA leadership ensures project team training, and KAA provides dynamic and comprehensive training that ensures effective project team development. We provide and ensure that our contractors have experience in construction projects.

The third exploration objective planned to research the effect of the executives association on project execution in Kenya Air terminals Authority. The investigation discovered that administration inclusion fundamentally affects Kenya Air terminals Authority's task execution. Management actively participates in the project activities, prior to executing the actions, management plans ahead and management communicates project-related difficulties in a timely manner.

The fourth examination objective was to evaluate the effect of partner commitment on Kenya Air terminals Authority project execution. Community members are entirely allowed to be a part of the project, community members voluntarily take part in the project, contractors are actively involved in the project and that project managers plans for the execution beforehand.

The availability of resources enables teams to deliver a project on schedule and only utilize the resources required to accomplish each objective. A well-thought-out resource allocation plan prevents project teams from making mistakes related to cross-dependencies. Resource allocation boosts employee engagement and boosts team member morale. The study also concluded that KAA effectively allocate organizational resources to guarantee that projects are brought according to schedule and inside budget.

The study concluded that project team competence encourages all team members to contribute to the project by sharing unique ideas. Fostering diversity leads to successful project outcomes by combining different strengths to maximize their potential. There is increased accountability due to informal peer pressure and pressure not to let other team members down.

The study concludes that the management commitment is crucial for project managers because it determines the inevitable money and support to favorably complete a project. The administration obligation can help guarantee that project managers have the expert to create determinations and take conduct that are inevitable for the profit of the project. The obligation of top administration is essential for profitable project administration cause it guarantees that the project has the inevitable possessions and support from the arranging. Without the commitment of top management, projects are more likely to fail due to a lack of resources or support.

The study concludes that involving stakeholders leads to help in better and cognizant resolution

making that takes into consideration the different needs of partners, containing the consumers. There is a better relationship accompanying collaborators because the arrangement gets to know their particular needs and demands, understanding by what method to handle them and hearing to bureaucracy. Better date of collaborators, the organization gets to better obtain allure opportunity, opportunity, quality, cost and additional goals.

The study advises that the arrangement endure decide the capability requirements of the project by refer to the project plan to recognize the projects wanted to meet the project goals and produce products. The arrangement bear confirm the chance of possessions by labeling the crew's chance completely before the beginning of the task. The study too approves that the organization endure designate tasks and catch response from crew appendages, monitor the progress of the project and make adjustments when necessary and make plans for the unexpected.

The study approves that the arranging should enroll preparation classes, containing seminars, webinars and conventions, to reinforce project administration talents of its project crew appendages. Seek those courses that devote effort to something various facets of project administration or offer preparation in a particular ability necessary in course the team to expand. Team-construction exercises can advance professional friendships between coworkers, that can help the project crew help their work in project exercise.

The study advises that the senior managers of the arrangement bear be heartened to engage actively in project management because it is critical for top management to support them. The top management should take action on requests, resolve disputes, and provide continuous feedback. The management should provide required resources which could be financial, human, material or other types of resources and guarantee that employees are informed about latest trends its significance.

The study urged that the arrangement should conduct a all-encompassing shareholder analysis to recognize allure collaborators. The organization endure gain an understanding of allure internal partners, to a degree immediate stick, suppliers and builders, fuller companies or agreements and shareholders. This will admit in investigating either the right money are handy and whether the crew will function efficiently. The organization concede possibility catch the understanding levels of influence so that predict in what way or manner the

stakeholder can communicate straightforwardly with the project crew or accompanying others.

Suggestions for Further Studies

The study plans the one studies should carry out that devote effort to something additional critical success factors such as monitoring and evaluation, project planning, organizational structure etc in order to close a gap of 21.4% identified from the regression analysis results. In addition, the study plans the one studies can be finished that devote effort to something different parastatals apart for KAA.

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