

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PROJECT  
PERFORMANCE OF OIL FIRMS IN SOUTH SUDAN: A CASE OF NILE  
PETROLEUM CORPORATION**

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## DECLARATION

## STUDENT'S DECLARATION

I hereby declare that this proposal is my original work and has not been submitted for a degree in any other University.

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## SUPERVISOR'S DECLARATION

This applied research proposal is submitted for examination with my approval as the University Supervisor

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## DEDICATION

I dedicate this research project to my loving husband John Bullen and my children Bullen and Bior for their emotional support. They will forever remain to be my greatest motivation and the reason for all the share hard work and achievements.

## **ACKNOWLEDGEMENT**

I would like to sincerely express and acknowledge the tireless guidance offered to me by my supervisor Dr. Peter Gaiku, who dedicated his time in giving me critical guidance and taking me through the entire process.

I would like to acknowledge my father who has been such a blessing to me. I would not have accomplished what I have today, I sincerely thank you. I would also like to acknowledge my sister Tracy Akeer, my father Mr. Aru Maan Chot and brother Modi, Maan and Nhial Aru. I also thank my extended family members who have indeed been in full support back in South Sudan.

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## ABSTRACT

Project and project management have been around for a very long time. Moreover, project management constitute primarily about organizing and controlling the introduction of the desired change with the aim of achieving higher performance. The main objective of this study was to establish the influence of project management practices on the performance of oil firms' in South Sudan; a case of Nile Petroleum Corporation. The specific objectives of the study were guided by three variables namely; project integration, project monitoring and project execution. Pinto's Model of Project Management theory and the General System Theory were used to underpin the study. The target population for the study was 108 employees of Nile Petroleum Corporation. A sample size of 85 employees was obtained using Coolican Formula. Structured questionnaires were used to collect primary data. Reliability of the tool was determined by testing the coefficient Cronbach's by use of SPSS Software version 24. The data collected was analyzed using descriptive statistics and presented in percentages, mean, standard deviation. The study used inferential statistics to test the hypotheses. The study revealed project integration with  $p=0.509$  did not have a statistically significant influence on project performance of oil firms in South Sudan. Secondly, project execution with  $p=0.011$  showed significantly influence on project performance of oil firms in South Sudan. Finally, project monitoring with  $p=0.000$  showed significantly influence on project performance of oil firms in South. The study recommended oil firms in South Sudan deploy project execution and project monitoring practices as they have a significant influence on project performance of oil firms in South Sudan.

## DEFINITION OF TERMS

**Project Integration:** It will be defined as the process of pooling together of complete interdependence task modules with the aim of achieving a desired objective. Project integration in the study will be effective especially in identification of the plan scope, schedules, risk and stakeholders' identification, which will enhance the performance of oil firms.

**Project Execution:** It refers to the management practices adopted by the oil firms that constitute to definite results, which is known to be the common objective. In the study the need for the implementation of HRM, communication, procurement and stakeholders practices, constitute to the performance of oil firms in South Sudan.

**Project Monitoring:** It refers to management practice that entails overseeing the progress of the project and ensuring that its operation is in accordance to a specified plan. In the study, project monitoring will ensure that the scope, schedule, cost and communication are well adhered to enhance performance.

**Project Performance:** It is known to be the measure of success and by extension determines the worthy of a project. In the study adoption of plan scope, schedules, risks and stakeholders identification will be significance in determining performance

**LIST OF ABBREVIATIONS**

<b>APM:</b>	Adaptive Project Management
<b>ASPS:</b>	Agricultural Sector Program Support
<b>CAMS:</b>	Civil Authority for New Sudan
<b>CPRs:</b>	Common Pool of Resources
<b>GST:</b>	General System Theory
<b>MPCA:</b>	Multi Party Construction Arrangements
<b>NACOSTI:</b>	National Commission for Science, Technology and Innovation
<b>NGOs:</b>	Non-Governmental Organizations
<b>PM&amp;E:</b>	Project Monitoring and Evaluation
<b>PM:</b>	Project Management
<b>PMBOK:</b>	Project Management Body of Knowledge
<b>SMEs:</b>	Small Medium Enterprise
<b>SPSS:</b>	Statistical Package of Social Sciences
<b>SSIS:</b>	Small Scale Irrigation Schemes
<b>TPM:</b>	Traditional Project Management
<b>USA:</b>	United States of America
<b>XPM:</b>	Extreme Project Management

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND OF THE STUDY**

#### **1.1 Introduction**

This chapter presented an overview of the background of the study, statement of the problem, purpose of the study, research objectives which consist of both general and specific objectives, research questions, significance of the study, scope of the study, limitation of the study, delimitation of the study and conceptual framework.

#### **1.2 Background of the Study**

As an organization strives to search for new and better means of being relevant to the competitive market, need for every functional area within the organizations to operate in line with the set objectives. Therefore, project management practice by extension is considered to be a management function that constitute management of specific project that encompass of the knowledge, skills and activities, as well as the tools and techniques, to bring about desired outcome. Therefore, due to the existing dynamics that have contributed to high levels of competitiveness experienced in the sector have expressed levels of superiority especially in the deployment of project management technique that have enhanced efficiency and effectiveness in their business processes (Shwalbe,2011).

Projectmanagement practice has created a new level of thought in which scholars and academicians have emphasized on the need for modern organization to adapt increasing focus on the execution of various tasks such as development of new products and process of re-organization by way of projects (Pinto,2010; Rocah & Albergarias,2012). Project management discipline has many components, Larson and Gray (2011) argues project management practices can be categorized into three key management approaches that us

the traditional project management (TPM) approach, adaptive project management (APM) and extreme project management (XPM). They did insist that, upon application of the three key approaches, it is worth considering the project integration management, executing project management and monitoring and evaluation practices which determines performance. Pinto et al., (2010) argued that an organization or an entity which applies the project management thinking techniques tend to have a positive chance of experiencing better results than those which do not.

In the study on the impact of project management methodologies on project success oil and gas industry in the Kingdom, Bahrain. Abdulla, Alhashimi, and Hamdan, (2019) assessed the various different methodologies used along with their strengths and weaknesses. Further, they noted that the oil and gas industry in the Kingdom of Bahrain converted the arising business and technological opportunities into projects in order to grow and achieve strategic goals. However, the project success for the oil industry and stakeholder and hence, achieving project success is an obsession for the entity.

The significance of project management practice cannot be over emphasized. Aftab, Sarwar, Sarwar and Amin (2016) examined the significance of project management practice as a performance indicators on project success in the construction industry of Punjab, Pakistan. Evidently, the study noted projects of construction companies often experience poor performance in terms of cost overruns quality defects and time. The reason for poor performance majorly attributed by lack of proper strategic planning skills, improper monitoring and evaluation techniques and leadership practices. The possible response to the poor performance that is considered to be most beneficial was to ensure that project team leaders and project managers in construction organization should adjust their

focus on the key components that consist project management thinking that helps in the project success.

Many studies on project practices have been undertaken globally. Haron, et al., (2017) examined a study of project management practices and its effect on project success in Malaysian construction industry. However, it was well established that project management practice has greatly contributed to the rapid economic development which has increased the demand for construction infrastructure and facilities globally. As a matter of fact, the sustainable development and globalization are the new 'Zeitgeist' of the 21<sup>st</sup> century. In order to implement project success and meet the functional aim of the projects within their lifetime, an efficient project management thinking technique is needed. The aim of the study was to establish the critical success factors (CSFs) and the extent of use of project management practice techniques which affects performance especially during the implementation stage. Nguyen, Phan, and Matsui, (2018) established that need for contribution of quality project management practices to sustainability performance of Vietnamese Firms. Their focus was to establish an existing relationship between quality project management practices and sustainability performance as well as the moderating effects on quality management implementation timeline, type of industry and firm size on this relationship. It was evident that existence of quality project management practices that significantly have a positive impact on sustainability; top management support for quality management, design for quality, quality data and reporting, and continuous improvement. As a matter of fact, these factors are considered to be critical quality management factors that significantly contribute to sustainability goals.

In a study on Ethiopian construction project management maturity model determination in relation to project management practice and project success. Hailemarkos (2020) found although the construction industry was booming, effective practice of effective project delivery in time, cost and quality remained a challenge. As a matter of fact project success comes through the application of knowledge-based, critically essentials factors. The industry's effectiveness is dictated by the level of project management knowledge built in each company. Ofori, (2014) conducted an exploratory study of project management practices and level of competence of projects in Ghana. The emphasis was that project outcomes in Ghana have been adjudged to be poor as a result of how projects are managed, the form of project management takes, and the project management approaches used. As a matter of fact, based empahsis on the fact that low project management practices has been known to be a contributory factor to how projects have been managed in Ghana (Ofori,2014). The author further used a sample of 200 managers upon administration of a competence scores that was used to determine organizational project management competency levels. The findings suggested that Ghanaian managers did possess varying degrees of project integration, human resource, communicatin, quality, risk and scope managemet competencies.

The findings of a study on influence of project management practice on completion of National Government Constituency Development Fund Projects in Kenya; a case of Educational projects in Mwingi West Constituency, Kitui County by Musyoka, 2020. used four objectives namely; to determine how scope management influences the completion of NG-CDF project in Mwingi West Constituency; to examine how stakeholders participation influences completion of NG-CDF projects in Mwingi West Constituency; to establish how

monitoring and evaluation influences completion of NG-CDF projects in Mwingi West Constituency and to examine how risk management influences completion of NG-CDF projects in Mwingi West Constituency found a positive association between scope management, stakeholder's participation, monitoring and evaluation and risk management on completion of NG-CDF projects.

Within the IGAD region, anecdotal evidence shows firms have extensively been employing the project management practice approaches to implement their new undertakings (Omenye, 2013). Evidently, it shows that close to 80 percent of the top executives have tend to believe that project management thinking is the core competence in assisting the organization achieve and sustain competitiveness. The fact that the organization is committed to embracing the project management commitments can constitute to better results in the long run (Shawlbw, 2011; Oliomogbe & Smith, 2013). To ensure that the organization is able to achieve its objective in the end and by extension stay relevant in the market, it is worthwhile to adapt the project management thinking approach, which is of benefit in the end.

### **1.2.1 Project Management Practices**

Bonanomi, Fischer, and Hall, (2019) noted that project management practices refers to the actual involvement by the stakeholders in a collabarative projects taking a case of multi party construction arrangements (MPCAs) in order to manage their common pool of resources (CPRs). On the other hand, project management practices refers to the actual achievement of a project means that a nubere of its perceived factors were attained (Mkutano & Sang, 2018). They further noted that normally, it is always not guaranteed that project

management practices tend to result to success which is largely dependent on management and controlling techniques.

### **1.2.2 Project Performance**

Scheiblich, Maftai, Just, and Studeny, (2017) claimed that project performance refers to companys strategic plans which are more frequently linked with project portfolio regarding the evaluation of strategic projects and the final financial and social results. Further, they claimed the existence for the measurement of project management performance and for projects priotitisation process such as maturity and excellence models, balanced and project score card and performance measurements. Moreover, the adoption of a benchmarking system is considered to be a crucial tool for any institution public or private in evaluating the profitability performance of projects (Bilal & Oyedele, 2020). In deed, the existing benchmarks are considered to be effective especially in identification of project margins as the only key indicator (KPI) while there are other KPIs fit to drive the evaluation process. Ungebu, Yawas, and Dan-asabe, (2020) argued that project performance is the ability of a contractor to carry out its operations work in accordance with the scheduled work agreed with the project owner. Notably, project performance consist of three indicators which includes cost of construction, time of execution o work aand quality of work. The general performance of an organization is always determined by the employees willingness and attidue towards the project to be undertaken. As such, employee may feel that they are not project managers as such develop certain attudes that constitute to project failures. However, in order to have a smooth transition in the project operations, employees should be considered to be project managers or possibly team players. Therefore, it is well noting the dynamic changes that is experienced in the global market have created a demand for

better, faster and more cost effective project undertakings that do not have any formal processes or methodologies for effective selection and management. Therefore, the project management practices incorporates the need for project intergration management; monitoring and evaluation and executing project management have enhanced the management of projects. It is indeed a smart business to have individuals and team figure it out as they go with the hope that they will be good at it therefore able to offer a solution to the poorly performed projects attributed by possible lay offs, lack of diversification and poor return on investment (Cabanis-Brewin,2014).

### **1.2.3 Profile of Nile Petroleum Corporations**

Nile Petroleum Corporation (Nilepet) was established in 2003 under the Civil Authority for New Sudan (CANS) to link the oil companies with CANS, the then civil government in the liberated areas of South Sudan. Nilepet was incorporated on the 1st day of June 2009 under the New (South) Sudan Companies Act 2003 by the Ministry of Legal Affairs and Constitutional Development, government of South Sudan. The mission for the corporation to explore, develop, produce, add value and manage resources in an efficient and environmentally sound manner. Also, to promote the sustainability and growth of the national oil industry, safeguard the national oil interest and guarantee higher returns for the nation; to develop capable and competent management and technical workforce, and to be a socially responsible and environmentally friendly business entity. Its vision is to be a leading and competitive integrated oil and gas company of choice, operating with focus on profitability and environmental and social responsibility. Application of project management practices by firms in the oil sectors is considered as an imperative in attaining strategic objectives of the firms.

### **1.3 Statement of the Problem**

Project management practices are considered as a means to achieve a competitive advantage for most organization; it remains to be rarely practiced. Today failed and poorly managed projects cost companies and government a fortune per year. Various scholars have done studies on project management practices and project performance. For example, Iqbal, Rehman, Asghar, and Haider, (2020) study on comparative analysis of effective project governance practices and benefits realization management for successful execution of projects in NGO Industry revealed the influence/ control of effective corporate governance practices on the accomplishments of the different projects in Pakistan. In another study Yahaya and Bilyaminu, (2020) study on the various internal corporate governance and intellectual capital of listed oil and gas firms in Nigeria found the need to gain a greater knowledge of internal corporate governance mechanisms and their associated influences, with the aim of interrogating the various impact of internal corporate governance instruments on intellectual capital for quoted oil and gas firms. In addition Kavishe and Chileshe, (2018) study on the need for identifying project integration management practices and the principles for Public-Private Partnerships in Housing Projects:a case of Tanzania found despite the advocacy of a number of benefits associated with public-private partnerships (PPPs) such as improving the housing problems within the developing countries the PPP execution process is fraught with numerous encounters which comprised project performance.

However theses studies did not focus on the influence of project management practices on project performance of oil sectors using project management practices variables namely project intergartion, project execution and project monitoring as predictor variables. In

addition, there is a dearth of studies on project management practice conducted in South Sudan which has a different economic climate from other countries where studies have been conducted. These factors motivated the current study. Further, if the organization does not incorporate project management practices, is at the verge of failing much my result to losses or a total shut down of its operations.

#### **1.4 Purpose of the Study**

The purpose of this study was to examine the influence of project management practices on project performance of oil firms in South Sudan with a focus of Nile Petroleum Co-operationn oil firms in south sudan.

#### **1.5 Objectives of the Study**

The study was guided by both general and specific objectives.

##### **1.5.1 General Objective**

The overall objective of the study was to examine the influence of project management practices on perject performance of oil firms in South Sudan with a focus of Nile Petroleum Corporation.

##### **1.5.2 Specific Objectives**

- i. To establish the influence of project integration on project performance of oil firms in South Sudan.
- ii. To determine the influence of project execution on project performance of oil firms in South Sudan.
- iii. To examine the influene of project monitorng on project performance of oil firms in South Sudan.

## **1.6 Hypothesis**

- I. Ho1: Project Integration has no significant influence on project performance of oil firms in South Sudan.
- II. Ho2: Project Execution has no significant influence on project vperformance of oil firms in South Sudan.
- III. Ho3: Project Monitoring has no significant influence on project performance of oil firms in South Sudan.

## **1.7 Significance of the Study**

Due to the increasing number of projects in organizations, firm performance depends largely on measures and development of proper project management practices. This involves the developing of new skills and capabilities such as a learning approach across projects. Therefore, the study was of significance to the project team assigned different projects so as to work together in order to achieve a common objective. To the academicians and scholars, the study was of beneficial as it helped them in offering them an additional literature on the study.

## **1.8 Scope of the Study**

According to a study conducted by Easterby-Smith et al.(2014) based emphasis on the fact that a study scope refers to an overview that incorporate the research study that covered subject, geographical area, methodology and population. Although there are many other corporations in South Sudan, this study was focused on oil firms in South Sudan with a focus of Nile Petroleum Corporation. The study focused on the employees of Nile Petroleum Corporation in Production, Finance, Procurement, and Marketing.

### **1.9 Limitation of the Study**

Limitation of the study is noted to be the factors that limit or influence the researcher from gathering sufficient information and are far beyond the control of the researcher (Robson, 2017). Nile Petroleum Firms being a privately owned institution, getting of information from this research might be hectic because the respondents might decide to withhold the information for fear of misuse. In order to overcome this challenge, the researcher was entitled to carry a research and instructional permit that was administered to the management to assist in the collection of data. The research also targeted the projects that have been put on hold attributed by other factors surrounding employees of the organization. It captured the ongoing projects to enhance accuracy of data been collected since it was of importance to the study.

### **1.10 Delimitation of the Study**

Easterby-Smith et al (2014) define delimitation as the existing attributes within which a study limits its scope and are controllable by the researcher. Therefore, the study was focused on just employee from senior management to junior management of the Nile Petroleum Corporation who have been working for the organization for more than two years and above, considered relevant to the study.

### **1.11 Assumption of the Study**

Assumption of a study is referred to the general statements that is aimed at provision of accurate or the circumstances in which statistical methods tend to produce acceptable results. The researcher assumed that the respondents provided truthful and genuine information when being interviewed and administration of questionnaires. The researcher assumed that some of the respondents feared to provide information due to fear of victimization.

## **1.12. Theoretical Framework**

The theory of project management practices normally gives a certain direction in which actions tend to contribute to the goals set to it. The main intention of having a review on the theory is to establish a brief detail on the key ideas in theory and to show its significance to performance of Oil firms in South Sudan. General System Theory will guide the research. The objectives of the study will offer a comprehensive literature review in picking the key principles in the theory and show how helpful they are in the study. It will be important in obtaining a clear in depth knowledge on the role of project management on the performance of Oil Industries will be useful in the formulation of conceptual framework.

### **1.12.1 Pinto's Model of Project Management**

Pinto (1986) developed the critical success factor (CSFs) model that aimed at giving information in regards to the existing stages in enhancing project performance. Evidently, the need of ensuring that efficient execution of project performance, need for sustainability is critical in every stage of project regardless of the size or type of the project that is to be undertaken. It is well noted, that project performance of a project is determined by the sustainability in most cases, which clearly depicts its relevance aimed at achieving the required goals and target within time, cost and quality constraints. Therefore, a project management practice is a clear description on certain aspects that determines project success that is aimed at achieving goal and target within time, cost and quality constraints. As such, the performance of the project cannot be known to be sustainable in a scenario where it fails to deliver cost, performance, time or scope intended by the project team/manager. As such, evaluating project considerations on all stages in quite critical in enhancing performance.

To manage projects effectively, Pinto (1986) provided 10 critical factors aimed to aid in meeting project goals. The model first emphasizes on project mission, which aims at providing clear definition of goals and direction of the project. Management team must breakdown the goals of the project into simple terms with clear definition for its team members. In addition, top management support provide necessary resources and authority of power to spearhead the projects to meet sustainability. The third stage focuses on project scheduling or plans, which involved providing a detailed specification of each team member's role and actions in meeting project goals.

Moreover, the model requires project management team to have client consultation that addresses regular communication and consultation with all parties involved in the project. Communication is essential in determining the sustainability of each project as it allows members to share the roles and discuss challenges that may arise during project implementation. Knowledge and skillful personnel is required in the team and this is only possible through effective recruitment, selection and training of project team members. The sixth factor focuses on technical tasks. Pinto (1986) indicated that some tasks during project implementation might require information systems (IS), technology and expertise to be completed.

In addition, the seventh factor addresses the act of selling the final project to the intended user through client acceptance basis. Most projects tend to fail when their intended users are not effectively identified. Monitoring and feedback provide timely supervision and comprehensive control of information in each stage of project management to enhance sustainability. Communication factor provides appropriate network and necessary data for all key team members. The last factor is trouble shooting which require project

management team to have contingency plans in dealing with the unknowns in each stage of project development.

This theory is very important to this study since it emphasizes ten critical factors that project management team and project managers must identify, analyze and implement to enhance project sustainability. Majority of projects tend to fail at the initial stage due to poor planning, environmental scanning as well as lack of clear definition of project goals. Project performance is effective when all the project constraints are met through effective successful factors as explained by Pinto (1986). This theory anchored all the three objectives of this study.

### **1.12.2 General System Theory**

The General System Theory identifies the existence of certain system that is properly coordinated to achieve a certain goal objective (Project Management Body of Knowledge (PMBOK), 2004). In this theory, the system is subdivided into a collection of part of system. Usually, all pieces go together, and while it can indeed, function if one part is taken out, then the functionality is considered impaired and system itself has to change (Baridi & Polese, 2010). Usually, the parts are organized and tend to interact with each other will give a clear definition of the properties of the system. The behavior of the system is by extension independent of the properties of the elements noted as the holistic approach to understanding phenomena (Mele, 2013).

In line with Skyttner (2005), emphasizes on the existence of several tenets and subsequent important implication associated with the application of the GST Theory to the field of project management systems. First, the overview concept is that it is an open system, that offers the surrounding environment by following a set determinants and explanation of its behavior and controlling its fortunes will depend on the environment. Therefore, the project

management control system should be in a position of meeting the needs of the environment so as to enhance performance.

Secondly, the GST viewpoint when applied in project management tends to affirm that the project system tends to exhibit a certain behavior. In that, the project should always have a set goal objective that needs to be achieved which is directly or indirectly communicated to the members. It is indeed the duty of the management to constantly keep in track that the objectives for the project are clearly understood through the enculturation of the project mission and vision. Normally, the members of the project must be made to appreciate that a goal is not something but rather ascribed to them in the process of studying and carrying out the project as a system (Skyttner, 2005).

The third principal of the general system theory is the actual notion of a system that is considered a set of shared relationship subsystems, in which they are known to be structural components such as information, authority or delegation. The rest can take a form of cultural and behavioral like motivating factors and build the right values. The management practices tend to play a critical role in ensuring that these components are in play and they contribute towards the sustainability of the project (Skyttner, 2005).

The Fourth principal is that the system possesses a constant process in which the need for taking inputs and transforming them into output. Normally, the project organizations usually have an input, which are instead converted into output. Therefore, for project managers, it is their sole responsibility to ensure that they possess a clear understanding of the situation to get the right inputs, which leads to the designing of good sustainable management and control (Skyttner, 2005).

The Firth concept is the need for feedback, which is considered very significant in having a clear project management system. Usually, getting proper feedback constitute to the achievement of desired purpose. The feedback loops include the first error control feedback and forward control. The error control feedback constitute to a system which utilizes set of information that are obtained from small errors to take remedial actions, whereas the forward control constitute to the anticipatory of outcomes by taking corrective measures that are in line with the system (Measham & Lumbasi,2013).

The sixth concept is the ability of a system to achieve the state of dynamic equilibrium or improved state. Usually, the state is not similar to the first state from which the initially started. The key aspect in designing a control system is the ongoing improvements unlike maintenance of status quo. This must keep scanning their environment and work on the way to operate to maximize their potential to survive for a long period (Barise & Palise, 2010).

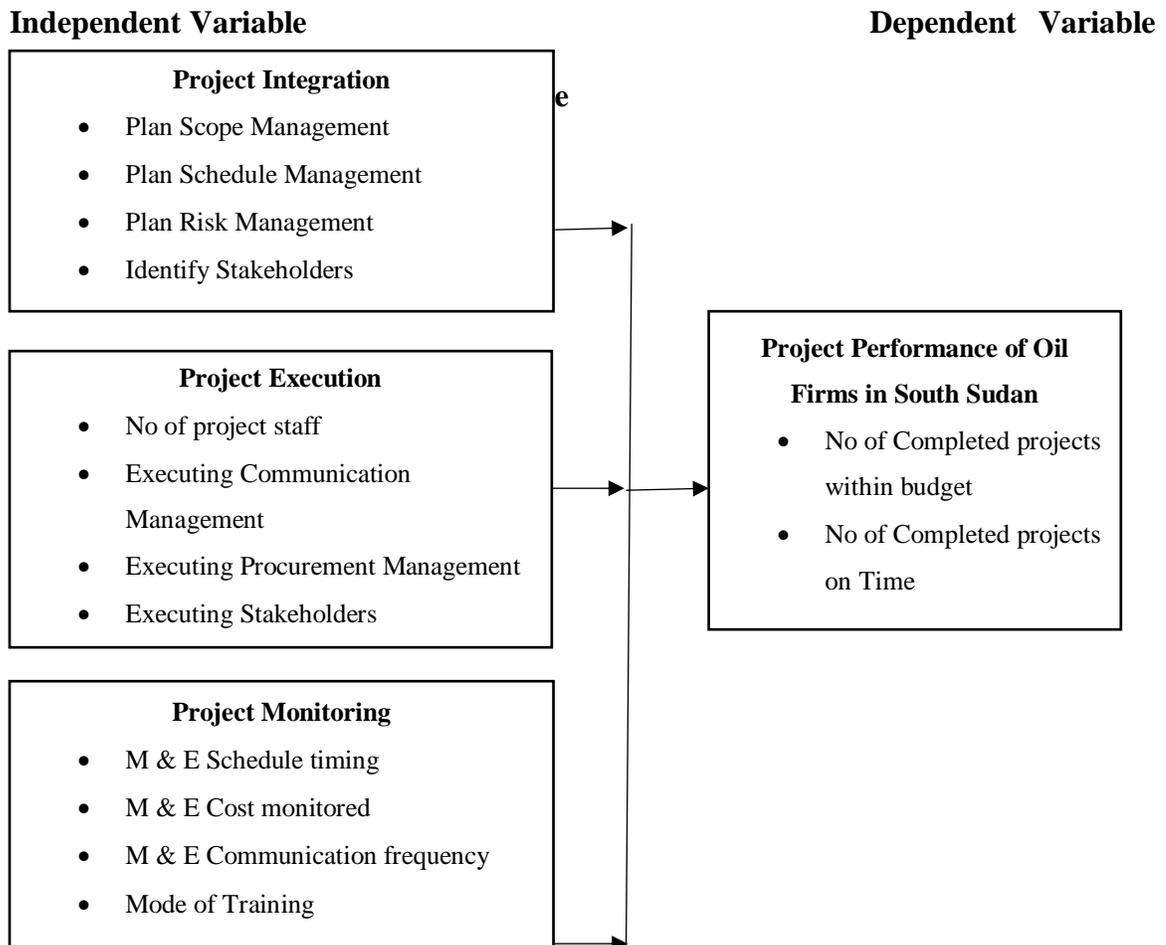
The concept of equifinal known to be the final concept in which the project management performance seeks to possess a kind of a designer from acquiring into the better way of conducting things. The concept tend to possess effects from the same event brings the attention of the designer to look for possible ways within the system to get a change that will constitute an impact in achieving the goals of the organization. Therefore, the project manager should remain at a very high alert in the bid of acquisition of new strategies and methods tend to be of significant in achieving the desired objective.

This theory is significant to this study as it a picture of the vital components which are in association with a project. In order for a project to improve its performance need for incorporating in association with environment, purposeful behavior, feedback, inputs and

outputs process, interrelation of subsystems and equifinal. The management does play a vital role in embracing project system. This theory underpinned all the three objectives of this study.

### 1.13 Conceptual Framework

The study was based on the conceptual framework present in Figure 1.1.



**Figure 1.1 Conceptual Framework**

**Source: Author (2022)**

Project Integration it refers to the incorporation of management practices such as project management processes, project plan development and project plan execution and integrated change control in order to achieve a set objective. Notably, project execution refers to a

specified plan in which the project team and management to assure firstly, that the right aspects for project implementation are considered and secondly, that the project has been described in such a way that during each stage of front-end loading (FEL) it is clear and concise as to what needs to be done. Finally, project monitoring it is characterized by the process o keeping track of all project related metrics including team performance and task duration, identification of potential problems and taking corrective ,measures necessary to ensure that the project is within the scope, budget and meets the specified deadlines.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This chapter present the existing literature review taking into account the extent in which project integration management, executing project management and monitoring on the performance on the performance of oil firms in South Sudan. This is followed by the empirical review and finally, the summary of literature review and knowledge gap.

#### **2.2 Empirical Review**

This section focuses on the manner in which the concept project management practices has been known to contribute to project performance by various scholars. The section capture out a number of discussion of three variables (project integration, project execution and Project Monitoring).

##### **2.2.1 Project Integration and Project Performance**

Kavishe and Chileshe, (2018) study on the need for identifying project integration manageent practices and the principles for Public-Private Partnerships in Housing Projects:a case of Tanzania showed that despite the advocacy of a number of benefits associated with public-private partnerships (PPPs) such as improving the housing problems within the developing countries the PPP execution process is fraught with numerous encounters which comprised project performance. In addition the study found Tanzania, just like other developing countries tend to have higher PPP project terminations rates in comparison to the global average.They did note that is suggestive in line with lack of effective PM practices and principles integration. The study adopted theoretical lenses of innovation diffusion theory (IDT) in identification of the extent of integration of PM practices and principles in the implementation of the PPPs in Tanzania housing projects. A

qualitative approach was administered that comprised of 10 semi-structured interviews issued among the PPP practitioners. The need for direct analysis was employed for the analysis. On the basis of frequency of citations, 14 PPPs sustainable PM practices and principles for PPPs implementation was identified. As a matter of fact, the three most relevant practices and principles were : official and unofficial site visits, documenting the inspections, and site meetings. The findings of the study suggested that assessing the actual work done against the schedule of works was identified as the prevalent project performance of PPP. As a matter of fact, the results are expected to further nurture an improved appreciation of the best integration PM practices and principles associated with successfully implementing the PPPs in housing projects. This study was undertaken in Tanzania while current study will be conducted in South Sudan which has different economic climate from Tanzania.

Demirkesen and Ozorhon, (2017) examined the impact of project integration management on construction project management performance in Kenya. The study noted the construction project performance is majorly associated by the different dimensions of projects management which starts with the integration of processes and incorporating people within the construction project. Moreover, the study investigated the actual influence of various components of integration management on construction project management performance and quantifies the relationship between those components and integration management. However, they established that existence of certain components associated with integration management which includes project charter, knowledge integration, process integration, staff integration, supply chain integration, and integration of chanes which are dimensions of project management practices such as time, cost,

quality, safety, and client satisfaction. The study adopted primary data collection upon administration of questionnaires which was designed and administered to construction professionals and data from 121 projects was analyzed using structural equation modeling. The data was analyzed by using SPSS software. The findings of the study indicated that integration management tend to have a strong impact on project management performance. This study was conducted in the construction industry in Kenya while the current study will be in the oil firms in South Sudan.

Babar, Ali, Khahro, Memon, and Khahro, (2014) a study which involved the various appears barriers for better integration management: a case of construction industry in Pakistan found, however, the study deduce that construction management deals with effective management of the project's schedules, cost, quality, time, safety, scope, and function. As a matter of fact, existence of compatible with all project delivery methods. Therefore, an important and valuable fields of construction management is integration management (IM), a clear representation of proper communication among different project aspects. In their study, they did note that IM projects tend to ensure effective collaboration among project events. In addition, the construction industry despite being among the largest employment sources posssess a negative societal image because of non-existence employee friendly practices and denying the societal alarms in the development of projects. Therefore, the stuyd attempts at highlighting the key barriers in maintaining proper integration in construction projects. A quantitative research was conducted followed by a qualitative research. The study aims at completing the construction projects successflly by managing and maintaining proper integration management practices. This study was conducted in Pakistan which has different cultural orientation with South Sudan.

Chenyu, (2017) did a study on project integration, conflict management and project success and by extension; the moderating role of management support. The study found project integration has an insignificant effect on project success. The result suggest that project integration has an insignificant effect on project success. The stuyd aims were identifying the effect of project integration and conflict management on project success in Pakistan. In addition, the study tend to examine the moderating roles of management support on the relationship between project integration and project success and on the other hand conflict management and project success. The study administered questionnaires adapted from the previous literatures. The sample size used in the study was 217 with a response rate of 87%. This study did not focus on project execution and project monitoring which will be the focus of the current study.

### **2.2.2 Project Execution and Project Performance**

Iqbal, Rehman, Asghar, and Haider, (2020) conudcted a study on comparative analysis of effective project governance practices and benefits realization managemen for successful execution of projects in NGO Industry. Furthermore, the study deduced the influence/control of effective proect governance practices on the accomplishments of the different projects those were carried out by Non-Governmental Organizatios (NGOs) sector in Pakistan. The study analyzed a connotation of benefits realization management as moderation between project governance and project success in order to achieve the organizational strategic goals and objectives. The study adopted quantitative research methodology has been used in the research in which survvey questionnaires have been conducted from the project management staff of the selected NGOs which have their head offices in twins cities Rawalpindin and Islamabad. A total of 305 responses were obtained

from simple random sampling of the project management staff of selected NGOs have been used to draw the results of this research using Smartpls software version 3 to analyze the data in order to prove the hypothesis of this research. Upon examining/ securitization of the data, it was noted that existence of a positive effects on the effeciency of projects, benefits of the organization, impact of the projec and its future perspective to be more successful. Moreove, the moderating effect of benefits realization management in relation between project governance and organizational benefits, project effeciency and stakeholders satisfaction is positive and significanct. However, benefits realization of project management insignificantly moderate relation between project governance and future potential.

Ramiah, Kuppusamy, and Gharleghi, (2018) conducted a study that focused on the significance of executing project management practices and construction project's completion, evidnece from Malaysian Small, Medium and Large firms. In addition, data was obtained from small (32), medium (34) and large (37) construction firms were analyzed using the Structural Equation Modeling's (SEM), Partial Least Square (PLS). It was noted that the results showed an existing similarities and differences of practices between the three sized firms. However, it was indeed established that the large firms seem to be executing more elements of project management practices than the small and medium sized firms and this seems to lead to higher completion estimations. In summary, the Malaysian construction firms are users of project management framework, amidst differing importance level. It is indeed proposed that the government strives to push the righ button to centralise and formalize project management usage by construction firms of all sizes.

Ugonna, Ochieng, Matipa, and Shah, (2017) examined a study on the strategies for enhancing strategic project management practices in public research projects; a case of Nigeria. Additionally, the researchers established the existence of barriers and key criteria for enhancing strategic project management application in execution of research and development (R&D) projects in Nigerian public research organizations. Notably, the economic and social challenges in R&D projects, a multi methodology consisting of quantitative and qualitative analysis was employed. The study administered 213 questionnaires were used and 20 senior practitioners interviewed. The study findings revealed that organizational culture such as employees behavior, civil service, procedures, operational routines and lack of knowledge in strategic project management (SPM), organizational routines were the significant barriers to the application of SPM. As a matter of fact, the various strategies aimed at addressing the barriers and enhancing SPM application were identified to include: proper definition of projects, use of project team approach, stakeholders involvement enhanced, using problem-driven approach to select projects and employees' motivation.

Mutwiri, Were, and Odhiambo, (2018) did a study on project execution practices and success of CDF construction projects in Kenya. Indeed, the study hung on Theory of Constraints. The study target population were the team implementing construction projects. The researchers clearly pointed out on the Counties which were randomly selected from the regional boundaries and a minimum of three constituencies were randomly picked from each County. The unit of analysis under the study were the completed and ongoing CDF construction projects and the unit of observation was the project team consisting of CDF staff and CDF committee members as well as project team members . The study adopted

stratified random sampling technique which was used to sample the CDF projects. Purposive sampling was used to obtain information from the experts. Indeed, data was collected using questionnaires. The coefficient of determination revealed that project execution practices explain 39.8% of success of CDF projects. The Beta coefficients results showed that a unit increase in project execution practices leads to an increase of 0.625 in success of CDF Construction projects. However, they noted that existence of a significant relationship since the p-value is 0.000 which is less than 0.05. Regression of coefficients results after moderation showed that project environment moderates the relationship between project execution practices and success of CDF construction projects in Kenya (p-value <0.05).

Ocharo and Kimutai, (2018) conducted a study on project management practices and implementation of power projects in Kenya. Without a doubt, they noted that project management practices entails the fundamental issues inherent in the project, which must be maintained in order for team work to take place in an efficient and effective manner. There is need for day to day attention and operate through the life of the project. The study objective included project planning, monitoring, evaluation and stakeholder's participation in power sector projects in Kenya. The study also used explanatory survey research design. Target population included top manager, project managers, project engineers, consultants, procurement and accountants who were involved in execution of the construction projects in the power sectors. A census of 380 respondents involved in the projects from companies was carried out. Data collection was primary, thus administration of questionnaires. Analysis of data was done by use of descriptive statistics such as frequencies, percentages, mean scores and standard deviation. The findings of the study was concluded that Kenya

power projects were well planned but not properly executed which attributed to failure of achieving the required objective. Extensively, the power project did not fully involve all the stakeholders when they were in the project design stage and that project monitoring, assessment; follow up, evaluation and feedback were not adhered to making project implementation process below expectations.

### **2.2.3 Project Monitoring and Project Performance**

Yahaya and Bilyaminu, (2020) did a study on the various internal corporate governance and intellectual capital of listed oil and gas firms in Nigeria. Moreover, the study established the need to gain a greater knowledge of internal corporate governance mechanisms and their associated influences, with the aim of interrogating the various impact of internal corporate governance instruments on intellectual capital for eight quoted oil and gas firms. The study adopted descriptive research design. Notably, the internal corporate governance mechanisms were represented by board size, independence, gender, share ownership, audit committee, institutional ownership, government ownership, family ownership and foreign ownership. The study relied on secondary data in which the internal corporate governance mechanism on intellectual capital was interrogated over a 13-year period (2007-2019) using panel regression techniques. The study findings established that proper monitoring of the internal corporate governance influences intellectual capital performance of oil and gas firms. Moreover, the findings offered clear evidence that internal corporate governance influences intellectual capital performance of oil and gas firms. Board of directors, independence of directors, women on the board, family ownership and foreign ownership are seen to have no significant impact. However, share ownership, audit committee size, institutional ownership and government ownership show significant impact. The general

findings of the study for the study were important since they provide strong empirical evidence for corporate stakeholders to strictly monitor the internal corporate governance mechanisms and intellectual capital score of oil and gas firms. This study majorly focused on implementation of monitoring aspect in the corporate governance of oil and gas firms in Nigeria while our current study will be based on oil firms in South Sudan.

Alidrisi, Aydin, Bafail, Abdulal, and Karuvatt, (2019) examined a study on monitoring the performance of petrochemical organizations in Saudi Arabia. Moreover, it is known that effectiveness and efficiency of this industry is of high importance. The study adopted the data envelopment analysis (DEA) which was found to be acceptable in measuring the effectiveness of various industries when used in conjunction with non parametric methods such a multiple regression, analytical hierarchy process (AHP), multidimensional scaling (MDS), and their multiple criteria decision making (MCDM) approaches. In this study, ten petrochemical companies in the Kingdom of Saudi Arabia were evaluated using Naker Charnes and Cooper (BCC)/Charnes, Cooper, Rhodes (CCR) models of DEA to compute the technical and super efficiencies for ranking according to their relative performances. Data was collected from the Saudi Stock Exchange on key financial performance measures, five of which were chosen as inputs and five as outputs. Five DEA models were developed using different input-output combinations. The findings of the study suggested that the two dimensional positioning of the companies was congruent in both plots, thus validating the DEA results. This study was based on petrochemical organization in Saudi Arabia while the current study will be on South Sudan which has an organized system of conducting its operations.

Calistus and Clinton, (2016) did a study on evaluating barriers to effective implementation of project monitoring and evaluation in the Ghanaian Construction Industry. Furthermore, they established that monitoring and evaluation of construction projects is a vital process upon anticipation of project delivery which is aimed at ensuring that major objectives and goals are achieved. Extensively, the implementation of monitoring and evaluation in Ghanaian construction tended to exhibit a number of challenges by extension contribute to poor performance of the industry. Data collection was through semi structured questionnaires developed aimed at stimulating the relevant response from major stakeholders in the Ghanaian construction industry. Data was indeed analyzed using the one sample t-test. The findings of the study revealed that existence of ten major challenges associated with implementation of monitoring and evaluation. It included weak institutional capacity, limited resources and budgetary allocations for monitoring and evaluation, weak linkage between planning, budgeting and monitoring and evaluation, weak demand for and utilisation of monitoring and evaluation results and finally, poor data quality data gaps and inconsistencies were identified as the most significant contributing factors to the implementation of PM&E I Ghana construction projects.

Waithera and Wanyoike, (2015) conducted a study on the influence of project monitoring and evaluation on performance of youth funded agribusiness projects in Bahati Sub County, Nakuru, Kenya. It was well established that numerous studies have pointed out the fact that most youth groups planning and execution of the projects is well laid out but most of them do not consider monitoring and evaluation as an important phase in the project. The aim of the study is to establish the factors that influence the project monitoring and evaluation performance of youth funded agribusiness projects in Bahati Sub-County,

Kenya. The study specific objectives included; to assess the influence of training staff and personnel, stakeholders participation, and political interference on monitoring and evaluation performance of youth funded agribusiness projects. Descriptive survey was administered followed by census which was conducted on the target population of 50 agribusiness youth funded projects. Data was collected through structured questionnaire and analyzed using SPSS version 20. Frequency tables and percentages were used to present both descriptive and inferential analysis results. The findings showed that only the training of staff had a statistically significant influence on project monitoring and evaluation performance of youth funded agribusiness projects. The study also concluded that youth fund managers should consider offering short, formal monitoring and evaluation training courses to all youth groups that apply for the funds.

Kiruja, (2015) did a study on the role of monitoring and evaluation on performance of public organization projects in Kenya; a case of Kenya Meat Commission. Nevertheless, the researchers deduced that introduction of monitoring and evaluation (M&E) system and structures was clearly linked to the public service reform initiatives in budgeting and accountability. The aim of the study was to establish the role of monitoring and evaluation on performance of public organization projects in Kenya. Indeed, the study adopted descriptive survey, and a target population of 427 employees at Kenya Meat Commission Head Office. A sample of 81 respondents was obtained from the target population which was arrived by through stratified sampling method. Primary data was also collected through the use of questionnaires and secondary data was obtained from published documents to supplement the primary data. The study variables included human resource, implementation strategy, training and planning were regressed and study findings showed

that all independent variables significantly and positively influenced performance of Kenya Meat Commission projects. The study recommended that human resource aspects such as staff entrusted with monitoring and evaluation have technical skills, be dedicated to the function, roles and responsibilities of monitoring and evaluation personnel need to be specified at the start of the projects.

### **2.3 Summary of Literature review**

A number of studies both globally, regionally and locally have tried to explain the existence of a correlation between project management practices and performance creating an insufficiency in knowledge and empirical evidence on the impact of project management experience on the constant increasing levels of competitiveness. From the above literature review, it gives the impression of project management practices which includes project integration, project execution and project monitoring influences the performance of oil firms. Moreover, studies by Babar, Ali, Khahro, Memon and Khahro (2014) identified the significance of project integration and performance of construction firms in Pakistan. On the other hand, Karishe and Chilishe (2018) emphasized much on the need for project integration in PPPs housing in Tanzania. Demirkisen and Ozorhon (2017) clarified the great impact associated with project integration and performance of construction firms in Kenya. Evidently, Ramiah, Kruppusamy and Gharlegghi (2018) elaborated the significance of project execution constituting to performance of SMEs in Malaysia. Igbal, Rehman, Asghar and Haider (2020) established the relationship between project execution and governance of NGOs industry in Pakistan. Ugonna, Ochieng, Matipa and Shah (2018) noted the importance of project execution practices and success of CDFs projects in Kenya.

On the other hand, Ocharo and Kimutai (2018) established the relationship between project execution and performance of power projects in Kenya.

The existence of a relationship between monitoring and performance of Petrochemical organization in Saudi Arabia (Alidrisi, Aydin, Bafail, Abdulal & Karuvatt, 2018). Moreover, Yahaya and Bilyaminu (2018) noted the significance of monitoring corporate governance instruments and performance of oil and gas sector in Nigeria. Calistus and Clinton (2016) examined the significance of project monitoring and performance of Ghanaian construction firm. Waithera and Wanyoike (2015) clarified on the importance of project monitoring and performance of Agribusiness in bahati, Kenya. Finally, Kiruji (2015) examined the need for monitoring and performance of the Kenya Meat Commission.

#### **2.4 Knowledge Gap**

There have been a number of valuable studies on project management practice, majority of which seems to agree that project management practices is a major contributor to project success (Mkutano & Sang, 2018). Though the studies carried out which mainly dealt with critical success factors, project management practices being one of them, few of the studies have focused on project management practices and in a greater detail. Several other studies have reviewed also focused on project management practices for example Muiruri and Bett, (2020) but none have addressed to the specific link between project management practices in relation to performance. This is the first gap that this study will sought to address.

Suk, Chi, Mulva, Caldas, and An, (2017); Fashina, Abdilahi, and Hassan, (2020) researched on the influence of project management practices on project performance, in this case the knowledge gap for the study will be inadequately to establish the influence of

project management practices on project performance. This has not addressed the effect of project management practices on performance. This is another gap those study sought to address. The existing studies have investigated that project management practices in seclusion of each other tend to offer disintegrated information on project management practices in relation to performance. This study seek to fill a gap by providing integrated literature and empirical data relating project integrated management practices, executing project management and management and controlling.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Introduction

This chapter present research design, research site and rationale, target population, study sample size, data collection instruments, piloting of research instruments, instruments of reliability, instruments of validity, data collection procedures, data processing and analysis, finally legal and ethical consideration.

#### 3.2 Research Design

A research design refers to the logical prearrangement of circumstances for collection and analysis of data in a way that aims at combining relevance to the research purpose with economy in procedure (Garg & Kothari, 2014). However, it is of significance to note that the study focuses on the influence of project management thinking on the performance of oil firms in South Sudan. The study was intended to adopt both quantitative and descriptive research design. Actually, the adoption of quantitative design was greatly attributed by the need for observation and possible interviewing of the staff members working at Nile Petroleum Corporation who are greatly linked by project management thinking capabilities. Moreover, the necessity for administering descriptive research design is of significance in trying to gain in-depth info associated with project management thinking. However, it is worth noting that the researcher was in a position of having sufficient knowledge associated with the influence of project management thinking on the performance of oil firms in South Sudan and its beneficiaries. It was achieved through proper steering of interviews and questionnaires. However, the adoption of the descriptive research design enabled the researcher to be in a position of answering questions such as

the magnitude associated with project management thinking on the performance of oil firms in South Sudan.

### **3.3 Research Site and Rationale**

The research was conducted at Nile Petroleum Corporation. Nile Petroleum Corporation is one of the largest oil firms in South Sudan. Moreover, the research site refers to the geographical location in which the study was conducted and gives specific reason behind the selection of the region. Notably, the study will be on the role of project management thinking on the performance of oil firms in South Sudan; a case of Nile Petroleum Corporation. However, the reason behind the selection of the study site is to establish the extent in which project management thinking constitute to the performance of Nile Petroleum Corporation (Nile Petroleum Corporation, 2021).

### **3.4 Target Population**

The study target population constitute of the entire group of individual or objects that exhibit a similar characteristic at a particular period. The target population in this study constituted all the stakeholders at Nile Petroleum Cooperation which consisted 108 employees comprised of senior officer, middle level management, supervisors staff and operational staffs fully employed by Nile Petroleum Corporation.

**Table 3.1: Target Population**

Categories	Total Population
Senior management	8
Middle level management	11
Supervisory staff	17
Operational staff	72
Total	108

**Source: Nile Petroleum Corporation HR Department (2020)**

### 3.5 Study Sample Size

A sample size refers to the clear representation of the entire target population. Therefore, Coolican (2014) which was of significance in establishing the specific number, which represented the target population, will calculate the study sample size using the formula. The formula is further deduced by the significance level of 5% that was considered to ensure that errors from sampling are minimized.

$$n = \frac{N}{1+N(e)^2}$$

In the formula

$$N = \textit{Target Population}$$

$$n = \textit{Sample Size}$$

$$e = \textit{error margin (0.05)}$$

$$\begin{aligned} n &= \frac{108}{1+108(0.05)^2} \\ &= 85 \end{aligned}$$

**Table 3.2: Study Sample**

Categories	Total Population	Percent selected	Actual Sample
Senior Officers	8	7.4	6
Middle level management	11	10.2	9
Supervisory staff	17	15.7	13
Operational staff	72	66.7	57
Total	108	100	85

### **3.6 Data Collection**

This study collected primary data from Nile Petroleum Corporation in line with the specific objective of this examination.

#### **3.6.1 Data Collection Instruments**

The researcher administered primary data collection tool since he happens to be a stakeholder at Nile Petroleum Corporation. Moreover, the use of survey questionnaires was effective to all the respondents that was selected for the study to obtain primary data and information on the variables on study. The questionnaire consisted of structured questions that is closed and open ended questions. The study also used secondary data sources, which was obtained from the previous already researched documents or materials to enhance the data that was gathered from questionnaires and information from interviews.

#### **3.6.2 Piloting of Research Instruments**

Pilot testing of the study questionnaire was undertaken before administering to respondents. Mugenda and Mugenda (2008) argued that pilot testing of a research study refers to the process of examining the extent in which the research instruments was considered to be effective in the provision of accurate and consistent results as per the study objectives. Notably, the research instruments are considered to be effective, in fact, pilot test study was performed on at least 10% to 20% be specific of the target population and should not be on the real population of the study (Mugenda & Mugenda, 2008). The study conducted a pilot study of the questionnaire at Petronas Petroleum in Juba South Sudan, which has similar features to Nile Petroleum Corporation. The outcome of the pilot study was used in fine-tuning of the questionnaire in order to ensure it contains the required data to answer the questions to solve the research problem. The purpose of conducting such an activity is to eliminate any form of error that may arise from the questionnaire.

### **3.6.3 Instruments of Reliability**

Well-prepared research instruments are an imperative to good research. Garg and Kothari (2014) claimed that instruments of reliability are considered the measures of a degree in which the data collection instruments yields consistent results or data after repetitive trials. That is, a good instrument of reliability clearly involves the effective in giving out information that is consistent irrespective of tool being administered at varying time with the aim of answering research questions of a similar study over time. Therefore, the study adopted Cronbach's alpha reliability test, which was used in determining the consistency of the research tool. Actually, a good research tool should have a scale of 0.7 and above to be considered reliable. Alternatively, those, which is below 0.7, will be considered inconsistent in measuring the research questions and producing consistent results.

### **3.6.4 Instruments of Validity**

Research instruments used in the study must be relevant to the study objectives. Instruments of validity refers to the measure of the extent in which the data, which was generated from the data collection tool, tend to be meaningful which by extension represent the study variables (Robson, 2017). The validity of the findings is known as the accuracy of the research instruments in measuring research objectives without deviation. The content of validity will be used. The process involves examining of the questions from the questionnaires and ensuring that each specific question truly measures what is supposed to measure.

### **3.6.5 Data Collection Procedures**

Data collection is the bedrock of any research. The procedure for data collection involved drop and pick procedure in which the researcher administered the questionnaires. The researcher also needed backing from a research assistant in delivering them to the

participants and collect them in a duration of two weeks. Indeed, it gave the respondents a sufficient time to participate even with the tight schedule to fill the questionnaires.

### **3.7 Data Analysis and Presentation**

Data processing and analysis is important in deducing findings in a study. Garg and Kothari (2014) refers to the process of collecting, modelling and transforming data so as to highlight useful information, suggesting conclusions and supporting decision making. However, it is worth noting that the data collection period, data was cautiously be analyzed through various means in an effort to answer the study objectives. Moreover, quantitative data from the questionnaire will be analyzed using SPSS version 21 to determine the frequencies and percentages of certain responses. The influence between independent variables (project management thinking) and dependent variables which is performance of oil firms in the study will be measured through multiple regression analysis, in order to find out influence on each other. The findings was presented in tables, graphs and charts to present the information gathered. The regression model will be of the form;

$$STS = \beta_0 + \beta_1PI + \beta_2PP + \beta_3PE + \beta_4PMC + \varepsilon$$

Where, STS = Success of turnaround strategy

$\beta_0$  = Constant

$\beta_i$  = Regression coefficients relating to the PMLC processes

PI = Project integration

PM = Project monitoring

PE = Project execution

P = Performance

$\varepsilon$  = Error term

The regression coefficients computed indicated the magnitude or strength of effect of the independent variables on the dependent variable. Presentation of results for both the descriptive and inferential statistics will be through tables and figures.

### **3.8 Legal and Ethical Consideration**

Ethics involve remaining true to the goal of the study and institutions of higher learning by upholding the integrity of high level during the research period. This study therefore was first obtained a stamped letter from the university and then National Commission for Science, Technology and Innovation (NACOSTI) research permit from the Ministry of Education, which is mandate to authorize studies in Kenya. Thereafter, the researcher proceeded to the field of the study and seek for permission from the organization of study before meeting the target respondents for the study. Lastly, the researcher stated categorically that the purpose of the study was for education and all information gathered was treated with anonymity and confidentiality in the consent form. The need for anonymity is the inability to link the information to participants

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF THE FINDINGS

#### 4.1 Introduction

This chapter details the analysis and interpretation of the data findings. Specifically, the chapter highlights the response rate of the study and reliability results followed by the demographic information results. Additionally, the chapter details a comprehensive descriptive outcome of the respondent's level of agreement with various constructs under each variable of the study. Lastly, the chapter provides inferential analysis – correlation and regression analysis. The study uses regression analysis outcome for hypothesis testing to make study inferences.

#### 4.2 Response Rate

The study administered 108 questionnaires. The majority of the targeted respondents, 103, filled and returned their questionnaires for analysis. This represented a response rate of 95% as shown in Table 4.1. Previously, Mugenda and Mugenda (2003) detailed that a response rate of 50% is adequate, 60% is good, and above 70% is excellent for analysis and reporting. This implies the established response rate of 95% is excellent and suitable for making conclusions. Nevertheless, five questionnaires were neither filled nor returned for analysis due to lack of interest or inadequate time by the respondents. This is despite frequent reminders by the researcher.

**Table 4.1 Response Rate Outcome**

Questionnaire category	Outcome (F, %)
Filled and returned	103 (95)
Neither filled nor returned	5 (5)
Total	108 (100)

\*Percent are in Brackets; F – Frequency

### 4.3 Reliability of Study Instruments

Reliability of the study instrument was conducted to record whether the instrument of data collection can produce consistent results when used severally. The study used Cronbach's Alpha coefficients to measure internal consistency between different items of the same research question/constructs. According to this measure of consistency, an alpha coefficient of +0.7 and above is considered reliable while below +0.7 is considered unreliable – does not give consistent results. As presented in Table 4.2 of the study, results show all the four variables of the study had Cronbach's alpha of +0.7 and above. For instance, the study established Cronbach's alpha of 0.794, 0.808, 0.799, and 0.701 for project integration, project execution, project monitoring, and project performance respectively. The findings reveal that the instrument is reliable for giving consistent results when used severally.

**Table 4.2 Cronbach's Alpha Reliability Statistics Outcome**

Variables	Cronbach's alpha	No. of items
Project integration	0.794	9
Project execution	0.808	12
Project monitoring	0.799	9
Project performance	0.701	4
Combined	0.808	34

### 4.4 Demographic Information

This study determined the respondents' demographic information to obtain gender and age distribution, years benefited from the project and education level. Precisely, this information was obtained to ensure that there is an adequate representation of the respondents across the four demographic characteristics recorded. The findings were presented in Table 4.3.

Regarding the gender outcome of the respondents, Table 4.3 show 53% are male while 47% were female. This means that both genders were almost equally represented in the study. In addition, no gender was more than two-thirds of the study respondents. The finding suggest there is almost an even representation of both genders in project management practices in the organization.

**Table 4.3 Demographic Information Outcome**

Demographic information	Distribution category	Outcome (F, %)
Gender	Male	55 (53)
	Female	48 (47)
	Total	103 (100)
Age	Below 20 years	8 (8)
	21 – 30 years	24 (23)
	31 – 40 years	36 (35)
	41 – 50 years	26 (25)
	Above 50 years	9 (9)
	Total	103 (100)
Years benefited from the project	Less than 10 years	69 (67)
	10 – 15 years	24 (23)
	16 – 20 years	7 (7)
	Above 20 years	3 (3)
	Total	103 (100)
Education level	Degree holder	32 (31)
	Diploma holder	33 (32)
	Secondary	32 (31)
	Primary	6 (6)
	Total	103 (100)

\*Percent are in Brackets; F – Frequency

The findings also revealed 35% of the respondents are aged 31 – 40 years, 25% are aged 41 – 50 years, and 23% are aged 21 – 30 years. In addition, 9% of the respondents are above 50 years while only 8% are aged below 20 years. The age outcome, thus, show there is the inclusion of both young and old individuals in project management practices based

on the age distribution. The majority of study respondents, therefore, were youths. The study also sought to establish the duration or period individuals have benefitted from the project. Table 4.3 results demonstrate that 67% of the respondents have benefitted from the project for less than 10 years. Approximately 23% have 10 – 15 years, 7% have 16 – 20 years, and 3% have above 20 years. This finding show the majority of the study respondents, therefore, have experience of fewer than 10 years in project management practices. However, there is evidence of adequate knowledge regarding years benefitted from the project.

Concerning the education level of the respondents as reported in Table 4.3, the study report that there are about 31% with degree holder, 32% as diploma holder, and another 31% as the secondary holder. Only 6% of the respondents were primary holders. Based on the established findings, the study deduces that the majority of the respondents are either diploma or degree holders, thus, have adequate knowledge and skills about project management practices.

#### **4.5 Descriptive Statistics**

This section of the analysis provides descriptive findings on respondents' level of agreement with various items of the same construct variable using frequency, mean, and standard deviation. A composite mean equals or greater than 3.0 imply that respondents agree while below 3.0 imply that respondents disagree with various items that denote project management practices and project performance. The confab is as follows.

##### **4.5.1 Project Integration**

The study aimed to establish the influence of project integration on project performance using a 5 – point Likert scale where 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Neutral

(N), 2 – Disagree (D), and 1 – Strongly Disagree (SD). The results in Table 4.4 show that the responses had a composite mean of 4.08 > 3.0 set benchmark. The finding implies that respondents agreed with various items regarding the influence of project integration on the project performance of Oil Firms. About the statement under scope management as the first indicator of project integration, 65% of the respondents agreed that plan scope management “reduces the chances of the project and performance failure” with a mean of 4.04. About 64% of the respondents agreed that plan scope management “is a major factor that enhances monitoring and evaluation (M&E) of project performance” with a mean of 3.99. In addition, 63% agreed that plan scope management “is key in providing a roadmap on how to ensure the performance of Oil Firms” with a mean of 3.92. Though a few of the respondents disagreed with these items provided under plan scope management, the findings, however, imply that project integration influences the performance of a project, particularly those in oil industries.

Table 4.4 also demonstrates that approximately 54% of the respondents agreed with the plan schedule management statement “it bridges the time gap as it defines the project timeframe” with a mean of 4.06. 51 percent of the respondents agreed that plan schedule management “ensures project standardization via policies and procedures documentation that improves performance” with a mean of 4.08. Other 51% of the respondents also agreed that plan schedule management “aims at ensuring that the project is completed on time” with a mean of 4.14. Though a few of the respondents disagreed with these statements, the majority, however, agreed that plan schedule management is part of project integration that influences the project performance of oil firms.

**Table 4.4 Project Integration and Performance Level of Agreement Outcome**

Statement	Outcome (F, %)					Mean	Std. Dev
	SA	A	N	D	SD		
<b>Plan scope management</b>							
It is key in providing a roadmap on how to ensure the performance of oil firms	18(18)	65(63)	17(17)	-	3(3)	3.92	0.776
It's a major factor that enhances M&E of performance	21(20)	66(64)	12(12)	2(2)	2(2)	3.99	0.760
It reduces the chances of project and performance failure	22(21)	67(65)	11(11)	2(2)	1(1)	4.04	0.699
<b>Plan schedule management</b>							
It bridges the time gap as it defines the project timeframe	29(28)	56(54)	14(14)	3(3)	1(1)	4.06	0.790
It ensures project standardization via policies and procedures documentation	32(31)	52(51)	15(15)	3(3)	1(1)	4.08	0.813
It aims at ensuring that the project is complete on time	34(33)	52(51)	15(15)	1(1)	1(1)	4.14	0.768
<b>Plan risk management</b>							
It is a key area of consideration to mitigate unforeseen risks	31(30)	54(52)	14(14)	4(4)	-	4.09	0.768
Enhances confidence in the execution of tasks to improve performance	31(30)	59(57)	11(11)	2(2)	-	4.16	0.683
Provides a backup plan to ensure continuity in the event of a breakdown	39(38)	50(49)	12(12)	2(2)	-	4.22	0.727
<b>Composite Mean</b>						4.08	

\*Percent are in Brackets; F – Frequency

Finally, as indicated in Table 4.4 of the study, 57% of the respondents agreed with a statement under plan risk management that “it enhances confidence in the execution of tasks to improve performance with a mean of 4.16. About 52% agreed that plan risk management “is a key area of consideration to mitigate unforeseen risks” with a mean of 4.09. In addition, 49% agreed that plan risk management “provides back-up plan to ensure continuity of a project in the event of a breakdown” with a mean of 4.22. Therefore, a high

mean and frequency results suggest that respondents agreed that plan risk management is a component of project integration that influences project performance.

#### **4.5.2 Project Execution**

The study further sought to establish the influence of project execution on project performance using a 5 – point Likert scale where 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Neutral (N), 2 – Disagree (D), and 1 – Strongly Disagree (SD). The results as shown in Table 4.5 indicate a composite mean of  $3.97 > 3.0$ . This suggests that respondents agreed with different items given on the influence of project execution on the project performance of oil firms. Under executing human resource management (HRM) indicator statements, the results show that 63% of the respondents agreed, “Qualified and competent personnel are the pillars of project success” with a mean of 4.07. About 58% of the respondents agreed, “HRM is a core component in realizing the project success” with a mean of 4.01. Additionally, 55% also agreed That “HRM determines the sustainability of project performance” with a mean of 3.94. While the study also reported a level of disagreement from a minority of the respondents, findings imply that project execution is very important. It may be significant in designing HRM practices that are linked to project execution practice, thus, influences the project performance.

About communication management statements as an indicator of project execution, 64% of the respondents agreed, “it manages a diverse cultural workforce in harmony to ensure motivation” with a mean of 4.01. 60% agreed, “It provides a platform to explore a technology that enhances project performance” with a mean of 3.95. Additionally, as reported in Table 4.5, 55% agreed, “it provides exposure to information relevant for project sustainability” with a mean of 4.04.

**Table 4.5 Project Execution and Performance Level of Agreement Outcome**

Statement	Outcome (F, %)					Mean	Std. Dev
	SA	A	N	D	SD		
<b>Executing HRM</b>							
HRM is a core component in realizing project success.	23(23)	60(58)	18(18)	2(2)	-	4.01	0.693
Qualified and competent personnel are the pillars of project success	25(24)	65(63)	9(9)	3(3)	1(1)	4.07	0.731
HRM determines the sustainability of project performance	24(23)	57(55)	15(15)	6(6)	1(1)	3.94	0.838
<b>Communication management</b>							
It provides a platform to explore a technology that enhances project performance.	21(20)	62(60)	15(15)	4(4)	1(1)	3.95	0.772
It manages a diverse cultural workforce in harmony to ensure motivation.	22(21)	66(64)	10(10)	4(4)	1(1)	4.01	0.747
Provides exposure to information relevant for project sustainability	27(26)	57(55)	17(17)	-	2(2)	4.04	0.779
<b>Procurement management</b>							
It is key in acquiring quality items for project success.	18(18)	62(60)	20(19)	2(2)	1(1)	3.91	0.729
Its policies ensure quality assurance is adhered to when dealing with project suppliers.	16(16)	70(68)	16(16)	1(1)	-	3.98	0.594
Properly managing all procurement activities saves money, time, and resources.	25(24)	65(63)	10(10)	3(3)	-	4.08	0.670
<b>Stakeholder management</b>							
Provides expertise that increases the feasibility of the project's success.	23(22)	60(58)	15(15)	5(5)	-	3.97	0.751
Creates positive relationships that trigger pump-in resources to support the project's success.	15(15)	61(59)	19(18)	7(7)	1(1)	3.80	0.809
It promotes public confidence and the reputation needed for the project's success.	26(25)	49(48)	17(17)	7(7)	4(4)	3.83	1.011
<b>Composite Mean</b>						3.97	

\*Percent are in Brackets; F – Frequency

The findings as based on the majority of the respondents' perception show that there is a good level of agreement that project execution influences project performance. The study also provided different items under procurement management as part of project execution. Table 4.5 outcome shows that around 68% of the respondents agreed, "Its policies ensure that quality assurance is adhered to when dealing with project suppliers" with a mean of 3.98. Further, 63% agreed, "properly managing all procurement activities saves money, time, and resources" with a mean of 4.08. Likewise, 60% agreed, "it is a key in acquiring quality items for project success" with a mean of 3.91. The findings imply that there exists a general feeling that if procurement management is done properly as part of project execution, it influences the project performance of oil companies.

Similarly, under stakeholder management items as an indicator of project execution, 59% of the respondents agreed, "it creates a positive relationship that triggers pump-in resources to support project success" with a mean of 3.80 as provided in Table 4.5. Around 58% agreed, "It provides the expertise that increases the feasibility of project success" with a mean of 3.97. In addition, 48% agreed, "it promotes public confidence and reputation needed for the project success" with a mean of 3.83. This finding suggests that as an indicator of project execution, the majority of the respondents agree that stakeholder management is integral for the project performance of oil firms.

#### **4.5.3 Project Monitoring**

Similarly, the examination examined the influence of project monitoring on project performance using a 5 – point Likert scale where 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Neutral (N), 2 – Disagree (D), and 1 – Strongly Disagree (SD). Findings are shown in Table 4.6 of the study. The outcome reveals a composite mean of  $3.87 > 3.0$  suggesting

that respondents agreed with various project monitoring items and their influence on project performance. In detail, under M&E scope items, 59% of the respondents agreed, “it provides a basis upon which a project can be analyzed to improve feasibility” with a mean of 3.93. 54% agreed, “M&E scope act as a tool for mitigating project risks to improve performance” with a mean of 3.85. In addition, approximately 52% of the majority agreed, “it helps in assessing the success and performance of the project” with a mean of 3.65. The results infer that there is a general good feeling (agreement) among the respondents that M&E scope as an indicator of project monitoring influences project performance.

Consequently, the study provided additional M&E schedule items as an indicator of project monitoring. The results in Table 4.6 show that 57% of the respondents agreed, “It enables scheduling of activities and resources to ensure project crashing and reduced duration” with a mean of 3.92. Roughly, 55% agreed that “it is effective in formulating plans and strategies necessary for project review” with a mean of 3.84. Finally, under M&E scheduling, another 55% of the respondents agreed, “it ensures tracking progress toward common indicators across related projects” with a mean of 3.89. Therefore, in general, the findings denote that majority of the respondents agreed that M&E scheduling through project monitoring influences project performance.

Regarding the items related to M&E cost as an indicator of project monitoring, the results in Table 4.6 demonstrate that 62% of the respondents agreed with the statement that “it monitors any negative financial deviation and corrects the errors back to the standards” with a mean of 3.88. Close to 57% of the respondents also agreed with the statement “it provides a cost-effective plan to enable the project to operate within the set budget” with a mean of 3.92. Lastly, 54% also agreed, “it ensures resource wastages are reduced

significantly to improve performance” with a mean of 3.94. Based on the respondents’ level of agreement as displayed in Table 4.6, the findings suggest that respondents agreed that project monitoring influences the project performance of oil companies.

**Table 4.6 Project Monitoring and Performance Level of Agreement Outcome**

Statement	Outcome (F, %)					Mean	Std. Dev
	SA	A	N	D	SD		
<b>M&amp;E scope</b>							
It provides a basis upon which a project can be analysed to improve feasibility.	18(18)	61(59)	23(22)	1(1)	-	3.93	0.661
It helps in assessing the success and performance of the project.	29(28)	53(52)	16(16)	5(5)	-	3.65	0.607
M&E scope act as a tool for mitigating project risks to improve performance.	21(20)	56(54)	18(18)	6(6)	2(2)	3.85	0.879
<b>M&amp;E schedule</b>							
It is effective in formulating plans and strategies necessary for project review.	19(18)	57(55)	21(20)	4(4)	2(2)	3.84	0.837
It enables scheduling of activities and resources to ensure project crashing and reduced duration.	22(21)	59(57)	16(16)	4(4)	2(2)	3.92	0.837
It ensures tracking progress toward common indicators across related projects.	22(21)	57(55)	17(17)	5(5)	2(2)	3.89	0.862
<b>M&amp;E cost</b>							
It provides a cost-effective plan to enable the project to operate within the set budget.	23(22)	59(57)	13(13)	8(8)	-	3.92	0.808
It monitors any negative financial deviation and corrects the errors back to the standards.	19(18)	64(62)	13(13)	3(3)	4(4)	3.88	0.878
It ensures resource wastages are reduced significantly to improve performance.	21(20)	56(54)	17(17)	5(5)	4(4)	3.94	0.767
<b>Composite Mean</b>						3.87	

\*Percent are in Brackets; F – Frequency

#### 4.5.4 Project Performance

This was the dependent variable of the study. The researcher sought to establish respondents’ level of agreement with various items given to illustrate the importance of

project performance using a 5 – point Likert scale where 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Neutral (N), 2 – Disagree (D), and 1 – Strongly Disagree (SD). The results are revealed in Table 4.7. The findings established a general mean of  $3.89 > 3.0$  indicating that respondents agreed that project performance is an important factor in the sustainability of any organization. Simultaneously, under project completion within budget as an indicator of project performance, the majority of the respondents, 65% agreed, “it is a significant and essential parameter for attaining project success” with a mean of 3.99. The study also found out that 58% of the respondents agreed with the statement “it is an indication that the value for money was realized” with

**Table 4.7 Project Performance Level of Agreement Outcome**

Statement	Outcome (F, %)					Mean	Std. Dev
	SA	A	N	D	SD		
<b>Project completion within budget</b>							
It is a significant and essential parameter for attaining project success.	18(18)	67(65)	17(17)	1(1)	-	3.99	0.618
It is an indication that the value for money was realized.	22(21)	60(58)	18(18)	3(3)	-	3.98	0.714
<b>Project completion on time</b>							
It bridges the time gap hence ensuring the accomplishment of project objectives.	14(14)	64(62)	19(18)	6(6)	-	3.83	0.729
It is indicative of proper planning of organization and control of the project.	15(15)	62(60)	15(15)	6(6)	5(5)	3.74	0.949
<b>Composite Mean</b>						3.89	

\*Percent are in Brackets; F – Frequency

A mean of 3.98. The findings infer that budget constraint is an indicator of project performance as the majority of the respondents agreed with various budget statements, which signify project performance. About project completion on-time items, the findings in Table 4.7 indicate that majority of the respondents, 62%, agreed with the statement that

“it bridges the time gap, hence, ensuring the accomplishment of project objectives” with a mean of 3.83. In addition, about 60% of the respondents agreed with the statement “it is an indicative proper planning of organization and control of the project” with a mean of 3.74. These results suggest that project performance is very important for the success of the project itself and the sustainability of the organization. This is because the majority of the respondents agreed or have a positive feeling regarding items provided under project performance indicators.

#### **4.6 Inferential Statistics**

This section reports the correlation and regression analysis of the data findings. Correlation aims to show the strength of the linear relationship between the independent and dependent variables and ranges between -1 and +1. Pearson correlation coefficient was used. Specifically, the correlation coefficient of 0.3 – 0.5 reveals a moderate linear relationship while a coefficient of above 0.5 reveals a perfect positive and strong linear relationship between the study variables. Additionally, the study conducted a multiple regression analysis to establish the relationship between independent and dependent variables of the study at a 0.05 significance level. The objective was to find out whether there exists a significant influence of independent variables on the dependent variable.

##### **4.6.1 Correlation Analysis**

As shown in Table 4.8, the results shows a weak insignificant correlation ( $r$ ) between project integration and project performance of oil companies ( $r = 0.087$ ,  $p = 0.385 > 0.05$ ). The finding implies that there exists a weak linear relationship between the two variables of the study. About the second objective of the study, project execution, the findings indicate a perfect positive and moderate significant correlation between project execution

and project performance of oil companies ( $r = 0.422$ ,  $p = 0.000 < 0.05$ ). This finding suggests that there exists a perfect positive linear correlation between the study variables.

**Table 4.8 Correlation Analysis Outcome**

Variables		Project performance	Project integration	Project execution	Project monitoring
Project performance	Pearson correlation	1			
	Sig. (2-tailed)				
	N	103			
Project integration	Pearson correlation	0.087	1		
	Sig. (2-tailed)	0.385			
	N	103	103		
Project execution	Pearson correlation	0.422**	0.255**	1	
	Sig. (2-tailed)	0.000	0.009		
	N	103	103	103	
Project monitoring	Pearson correlation	0.572**	0.170	0.423**	1
	Sig. (2-tailed)	0.000	0.086	0.000	
	N	103	103	103	103

\*\* . Correlation is significant at the 0.01 and 0.05 level (2-tailed)

Lastly, the study outcome demonstrates a perfect positive and strong significant correlation between project monitoring and project performance of oil companies ( $r = 0.572$ ,  $p = 0.000 < 0.05$ ). The result suggests a perfect positive linear correlation between the study variables. Therefore, of the three independent variables of the study (Table 4.8), findings show a strong and linear correlation between project monitoring and project performance followed by project execution. Project integration has the lowest and weakest positive correlation coefficients.

#### 4.6.2 Regression Analysis

The multiple regression output included a model summary, analysis of variance (ANOVA), and regression coefficient. As indicated in Table 4.9, the study established an R of 0.608

inferring a significantly positive and strong linear correlation between project integration, execution, and monitoring and project performance of oil companies. The study also reported an R-Square of 0.369 (which was derived from 11.480/31.097 as shown under Sum of Squares in the ANOVA output Table 4.10). Therefore, the  $R^2$  of 0.369 show project integration, execution, and monitoring elucidate 35.0% variability in the project performance of oil companies. This suggests that around 65% of another variability in the project performance could be influenced by other project management practices not explained in the current study.

**Table 4.9 Model Summary Outcome**

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin Watson
1	0.608 <sup>a</sup>	0.369	0.350	0.44514	1.449

a. Predictors: (Constant), Project integration, Project execution, Project monitoring

b. Dependent Variable: Project Performance

In addition, Table 4.10 of the study results shows an overall ANOVA model, which projects the overall influence of project management practices (project integration, execution, and monitoring) on the project performance of oil companies. The degree of freedom (df) or F (3, 99) and the significance level of  $0.000 < 0.05$  are shown. Additionally, and F – Statistics of 19.913 (which was derived from Mean Square 3.827/0.198) is reported. The reported findings show that there is sustainable strong evidence that the regression model fits the study in testing the proposed hypothesis.

**Table 4.10 ANOVA Output Outcome**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.480	3	3.827	19.313	0.000 <sup>b</sup>
Residual	19.617	99	0.198		
Total	31.097	102			

a. Predictors: (Constant), Project integration, Project execution, Project monitoring

## b. Dependent Variable: Project Performance

Table 4.11 also indicated the overall multiple regression coefficients of the study. The established outcome shows that both project execution and project monitoring have positive regression coefficients at a 0.05 significance level. However, project integration had a negative regression coefficient, not within the 0.05 significance level. Generally, the findings show that there exists an inverse relationship between project integration and project performance of Oil Companies ( $B = -0.065, p = 0.509 > 0.05$ ). About project execution, the study reports a weak but significant positive relationship between project execution and project performance of Oil Companies ( $B = 0.287, p = 0.011 < 0.05$ ). Finally, the results demonstrate a strong and significant positive relationship between project monitoring and project performance of Oil Companies ( $B = 484, p = 0.000 < 0.05$ ).

**Table 4.11 Overall Multiple Regression Coefficients Outcome**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 ( Constant)	1.134	0.513		2.212	0.029
Project integration	-0.065	0.099	-0.055	-0.663	0.509
Project execution	0.287	0.111	0.232	2.577	0.011
Project monitoring	0.484	0.089	0.483	5.467	0.000

a. Dependent Variable: Project performance of Oil Companies

The study proposed a multiple regression model equation as shown:

$$Y = 1.134 - 0.065X_1 + 0.287X_2 + 0.484X_3$$

As depicted in the established equation, the study established a strong and significantly positive influence of project monitoring on project performance. This point to the fact as to the increased focus of project monitoring over the years including establishing

monitoring scope, Monitoring schedule, and monitoring cost. In addition, there exists a significant positive influence of project execution on the project performance of Oil Companies. However, the study established an insignificant influence of project integration on project performance. The findings point to the need for project management practices to provide more emphasis on integration as an important element of project performance.

Additionally, taking project integration ( $X_1$ ), project execution ( $X_2$ ), and project monitoring ( $X_3$ ) at zero, the study reports that the project performance of Oil Companies will be 1.134. Accordingly, significant changes or increases in the implementation of project execution and project monitoring practices would result in improved project performance of Oil Companies by 0.287 and 0.484 respectively. However, a unit increase in project integration practices would result in reduced project performance by 0.065. Generally, project monitoring had the greatest and significant influence on project performance followed by project execution. Project integration came last as it has an inverse influence on the project performance of Oil Firms.

#### **4.6.3 Hypothesis Testing**

The first null hypothesis of the study,  $H_{01}$ , Project integration has no significant influence on project performance of Oil Companies in South Sudan. The study outcome further shows project integration had a p-value of 0.509, which is greater than the level of significance of 5% adopted in this study (Table 4.12). The study, therefore, failed to reject the null hypothesis and concluded that project integration has no statistically significant influence on project performance of Oil Companies in South Sudan.

Consequently, the second null hypothesis of the study,  $H_{02}$ , stated Project Execution has no significant influence on project performance of Oil Companies in South Sudan. The

results, however, reported a project execution had a significant influence on performance of oil firms in South Sudan, as the p-value of this variable was p-value 0.011, which was lower than the level of significance of 5% adopted in this study (Table 4.12). The study, thus, rejected the null hypothesis and accepted the alternative hypothesis that project execution has a statistically significant influence on project performance of Oil Companies in South Sudan.

The final hypothesis of the study, H<sub>03</sub>, stated that project monitoring has no significant influence on project performance of Oil Companies in South Sudan. The findings show project monitoring has a significant influence on performance of oil firms in South Sudan as the p-value of this variable was 0.000, which is lower than the level of significance of 5% adopted in this study (Table 4.12). The study therefore rejected the null hypothesis and concluded project monitoring has a statistically significant influence on oil firms in South Sudan.

**Table 4.12 Hypothesis Testing Outcome**

	Hypothesis	p-value (Sig.)	Comment (Decision)
H <sub>01</sub>	Project Integration has no significant influence on project performance of oil firms in South Sudan.	0.509	Accept
H <sub>02</sub>	Project Execution has no significant influence on project performance of oil firms in South Sudan.	0.011	Reject
H <sub>03</sub>	Project Monitoring has no significant influence on project performance of oil firms in South Sudan.	0.000	Reject

## CHAPTER FIVE

### SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter summarizes the findings of the study in relation to its main objectives and the theoretical framework, and draws conclusions. It also covers summary of the study objectives. The chapter goes further to make conclusions and make recommendations derived from the study findings and analysis of data.

#### 5.2 Summary of Findings

Project management practices has continued to be a major drawback for many organizations in enhancing performance. This study sought to establish the extent in which influence of project management practices on project performance of oil firms in South Sudan; a case of Nile Petroleum Corporation. The study had three objectives namely; to establish the influence of project integration on project performance of oil firms in South Sudan; to investigate the influence of project execution on project performance of oil firms in South Sudan, and to establish the influence of project monitoring on project performance of oil firms in South Sudan. The study further established that majority of the respondents who took part in the study were male with majority being diploma holders. The study further indicated that respondents agreed that project management practices enhanced project performance, which constituted of project integration, project execution and project monitoring. This finding was based on the descriptive statistics in which respondents agreed that project management practices did constitute to improved performance.

### **5.3 Discussion**

The discussions of the study are based on the three objectives of the research study.

#### **5.3.1 Project Integration**

Project Integration offers a clear description on the components that extract performance of the project thus translation of information into a common object model. The study sought to establish the influence of project integration on project performance of oil firms in South Sudan. Based on descriptive findings of the study, the results revealed that respondents agreed that project integration enhanced project performance of oil firms in South Sudan. The findings were agreed with the findings of Mutwiri, Were and Odhiambo (2018) noted that project integration practices never fault the performance of CDF projects. Therefore, sufficient emphasis should be based on the various project management practices.

The study also performed correlation analysis between project integration and project performance of oil firms in South Sudan. The results established that there is a positive correlation between project integration and performance of oil firms in South Sudan. Indeed, this was attributed to plan scope management, plan scheduling, calculation of risk, and stakeholders' identification. The findings also collaborated with the findings of Demirkesen and Ozorhon (2017) who did a study upon associating the implication of project integration and performance. Overall, the null hypothesis of the study,  $H_{01}$ , stated that there is no significant influence of project integration on project performance of Oil Companies in South Sudan. The study outcome further shows a statistically insignificant (inverse) influence of project integration on project performance. The study, therefore, failed to reject the null hypothesis and concluded that there is no significant influence of

project integration on the project performance of Oil Companies since the significance level for the variable was 0.509.

### **5.3.2 Project Execution**

The second objective of the study was to determine the influence of project execution on performance of oil firms in South Sudan. Further, the firm through the specific project managers should focus on implementation technique that gives an overview of the progress of the project. Based on the descriptive findings, the study established that on overall, the respondents agreed the project execution tends to improve the project performance of oil firms. Additionally, the study indicated that there was a positive correlation between project execution and performance of oil firms in South Sudan. As a result, the findings of this study are in agreement with the previous studies such as Igbal, Rehman, Asgar and Harder (2020) whose findings indicated that there is a positive relationship between project execution and performance. However, null hypothesis of the study,  $H_{02}$ , stated that there is no significant influence of project execution on the project performance of Oil Companies in South Sudan. The results, however, reported a significant influence of project execution on project performance. The study, thus, rejected the null hypothesis and accepted the alternative hypothesis that there is a significant influence of project execution on project performance of Oil Companies since the significance level for the variable was 0.011.

### **5.3.3 Project Monitoring**

Project monitoring is the process that involve keeping track of all projects related metrics that constitute of team performance and task duration. This study sought to examine the influence project monitoring on project performance of oil firms in South Sudan; a case of Nile Petroleum Corporation. Based on the descriptive findings of the study, the results

revealed that respondents agreed that project monitoring determines the performance of oil firms in South Sudan. Moreover, the study agreed with the findings of Kiruja, (2015) whose study findings concluded that project monitoring influences project performance.

The study performed a correlation analysis between project monitoring on project performance of oil firms in South Sudan. The results established that there is a positive correlation between project monitoring and project performance. The findings corroborates with the findings of Waithera and Wanyoike, (2015) established that project monitoring enhanced the performance of youth project.  $H_{03}$  stated that there is no significant influence of project monitoring on the project performance of Oil Companies. The findings, nonetheless, show a significant influence of project monitoring on project performance. The study rejected the null hypothesis and concluded that there is a significant influence of project monitoring on the project performance of Oil Firms since the significance level for the variable was 0.000.

#### **5.4 Conclusion**

The study concludes that project integration does not have a significant influence on project performance of oil firms in South Sudan. The firm should incorporate plan scope management, plan schedule management, plan risk management and stakeholder identification, which constitute to the overall performance of the firm. On the hand, attributes of project execution, which includes the number of project staff members, executing communication management and executing procurement management, which by extension has a statistically significant influence on performance. Finally, project monitoring which involves having a proper scheduling timing, cost monitoring,

communication frequency and mode of training does enhances the performance of oil firms in South Sudan.

### **5.5 Recommendations of the Study**

Based on the above findings, the researcher would like to recommend the following;

Project Integration should be considered because it provides coordination and synchronization throughout the project lifecycle although it does not have a significant influence on performance of oil firms in South Sudan. That is because based on descriptive statistics derived in this study it ensures the running smoothly of a project, creation of a clear understanding of their roles and responsibilities. Project Execution does improve the chances of achieving the desired result, which is the overall goal for the oil firms. Actually, it gains fresh perspectives on the project, and what business strategy that need to be applied. Project Monitoring offers an overview of improved level of transparency that is ensures that resources are utilized efficiently helps organization to learn from the mistakes and improves decision-making.

### **5.6 Area of Further Studies**

The study was conducted at Nile Petroleum Corporation in South Sudan. This limited the study coverage. The study also measured the viewpoints of beneficiaries and staff only thus eliminating the views of other government officials, which are considered critical for the study. The researcher clearly recommends that other studies be conducted on the same area in other countries for comparative results.

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**APPENDIX I: INTRODUCTION LETTER**

14/01/2022

Africa Nazarene University,

P.O Box 53067-00200,

Nairobi.

Dear Respondents,

**REF: REQUEST FOR QUESTIONNAIRE COMPLETION**

I am a student of Master in Business Administration at Africa Nazarene University. I am conducting research on the influence of project management practices on project performance of oil firms in South Sudan; a case of Nile Petroleum Corporation. The study will be conducted in Nile Petroleum Corporation, headquarter branch. Your feedback in filling the questionnaire will be of significance, since it is important for my passing the degree requirements. Kindly help me achieve this goal by completing the questionnaire given the best of your knowledge following the researcher. Your cooperation and assistance in this study is highly appreciated.

Lilian Achol Aru

Signature: -----Date: -----

## APPENDIX II: QUESTIONNAIRE FOR BENEFICIARIES

I am a postgraduate student at Africa Nazarene University, pursuing a master's Degree in Business Administration (MBA). I am undertaking the research on the influence of project management practice on the performance of oil firms in South Sudan: a case of study of Nile Petroleum Corporation. I would be very grateful if you could answer the questions in the questionnaires provided as honestly as possible.

**Instructions: Tick where appropriate ( )**

### Section A: Background Information

---

1. Gender:

Male

Female

2. Age

Below 20  21- 30  31-40  41-50  Above 50

3. For how long have you benefited in the project?

a) Less than 10 years

b) 10- 15 years

c) 16-20 years

d) Over 21 years

4. Level of education

a) Degree holder

b) Diploma holder

c) Secondary

d) d)Primary

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**Section B: Measurements of Study Variables**


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**Instructions; Tick where appropriate**

**Measurement of Independent variables**

Level of project integration on performance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p><b>Plan Scope Management</b></p> <ul style="list-style-type: none"> <li>● Plan scope is key in providing a roadmap on how to ensure performance of oil firms.</li> <li>● It is a major factor that enhances monitoring and evaluation of performance.</li> <li>● It reduces the probability of the project and performance failure</li> </ul>					
<p><b>Plan Schedule Management</b></p> <ul style="list-style-type: none"> <li>● It bridges the time gap as it defines the period of the project.</li> <li>● Ensures standardization of the project through documentation of policies and procedures.</li> <li>● Plan schedule aims at ensuring that the project is complete in time</li> </ul>					
<p><b>Plan Risk Management</b></p> <ul style="list-style-type: none"> <li>● It is key area of consideration in order to mitigate unforeseen risks.</li> <li>● Plan risk management enhances confidence in the execution of task to enhance performance</li> </ul>					

<ul style="list-style-type: none"> <li>Provides a back-up plan to ensure continuity in the event of a breakdown</li> </ul>					
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<b>Level of project execution</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Executing HRM</b> <ul style="list-style-type: none"> <li>Human resource management is a core component in realizing the success of a project.</li> <li>Qualified and competent personnel are the pillars of success in ensuring</li> <li>Human resource determines the sustainability of a project performance</li> </ul>					
<b>Executing Communication Management</b> <ul style="list-style-type: none"> <li>Communication management provides a platform to explore technology that enhance performance</li> <li>It manages diverse cultural workforce in harmony to ensure motivation.</li> <li>Exposure to information that is relevant and up-to-date for sustainability of the project</li> </ul>					
<b>Executing Procurement Management</b>					

<ul style="list-style-type: none"> <li>• Procurement management is key in acquiring quality items for project success</li> <li>• Procurement policies ensures quality assurance is adhered to when dealing with suppliers.</li> <li>• Properly managing all procurement activities saves money, time, and resources</li> </ul>					
<p><b>Executing stakeholder</b></p> <ul style="list-style-type: none"> <li>• Stakeholder provide expertise that increase the feasibility of the project success</li> <li>• Positive relationship with shareholders may trigger them to pump in resources to support the project success</li> <li>• Executing stakeholder promotes public confidence and reputation necessary for the success of the project</li> </ul>					

<b>Level of project monitoring</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<p><b>M&amp;E scope</b></p> <ul style="list-style-type: none"> <li>• M&amp;E scope provides a basis upon which a project can be analyzed to improve feasibility</li> <li>• M&amp;E scope helps in assessing the performance of the project</li> </ul>					

<ul style="list-style-type: none"> <li>• M&amp;E scope is a tool for mitigating risk.</li> </ul>					
<p><b>M&amp;E Schedule</b></p> <ul style="list-style-type: none"> <li>• It is effective in formulating plans and strategies necessary for project review</li> <li>• It enables scheduling of activities and resources to ensure project crashing aiming at reducing project duration</li> <li>• M&amp;E scheduling ensures tracking progress toward common indicators across related projects</li> </ul>					
<p><b>M&amp;E Cost</b></p> <ul style="list-style-type: none"> <li>• It provides a cost effective plan to enable the project operates within the set budget</li> <li>• M&amp;E cost monitors any negative financial deviation and corrects the errors back to the standards</li> <li>• Resource wastage is reduced significantly.</li> </ul>					

### Measurement of Dependent variable

<b>Project Performance of Oil Firms in South Sudan</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<p><b>Completion of projects within budget</b></p> <ul style="list-style-type: none"> <li>• It is a significant and essential parameter for attaining project success.</li> <li>• It is an indication that the value for money was actually realized</li> </ul>					
<p><b>Completion of project on Time</b></p> <ul style="list-style-type: none"> <li>• It bridges the time gap hence ensuring the accomplishment of project objectives</li> <li>• Indicative of proper planning, organization and control of the project.</li> </ul>					

**End**

**Thank you for your response**

### APPENDIX III: UNIVERSITY INTRODUCTION LETTER



19<sup>th</sup>, May, 2021

E-mail: [researchwriting.mba.anu@gmail.com](mailto:researchwriting.mba.anu@gmail.com)

Tel. 0202711213

*Our Ref:* 18M03EMGP030

The Director.  
National Commission for Science,  
Technology and Innovation  
(NACOSTI), P. O. Box 30623,  
00100  
Nairobi.  
Kenya  
Dear  
Sir/Madam

#### **RE: RESEARCH AUTHORIZATION FOR: LILIAN ACHOL ARU**

Miss. Lilian is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program. In order to complete her program, Miss. Lilian is conducting a research entitled: **“Influence of Project Management Practice on the Performance of Oil Firms in South Sudan: A Case of Nile Petroleum Corporation.”**

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,  
MBA, Coordinator, School of Business,  
**Africa Nazarene University.**

**APPENDIX IV: NACOSTI PERMIT**

**APPENDIX V: PROPOSAL WORK-PLAN**

<b>Activity</b>	<b>December 2020</b>	<b>January 2021</b>	<b>February 2022</b>	<b>May 2022</b>
Topic search and approval	[√]			
Concept paper/ proposal draft	[√]	[√]		
Proposal discussion - supervisor		[√]	[√]	
Proposal adjustments			[√]	
Project submission				[√]
Project defence				[√]

**APPENDIX VI: PROPOSAL BUDGET**

Items	Description	Unit cost	Amount - KES
Stationery	Photocopy papers	3 rims @ 575	1,725
	Photocopying	3 copies @ 300	900
	Stationery	1 Laptop @ 55,000	35,000
Typing and internet services	Typing	60 pages @ 50	3,000
	Bundles	3*5 GB @ 2,500	7,500
Printing	Proposal	4 copies @ 1,200	1,200
Data collection	questionnaires	40 copies @ 100	4,000
Research assistant	Data collector	1 @ 7,500	7,500
Data analysis	SPSS- Version 21.0	@ 27,000	18,000
Miscellaneous expense		12,000	6,000
<b>Total</b>			<b>84,825</b>

**APPENDIX VII: MAP OF SOUTH SUDAN**

