# PROJECT EXECUTION AND PERFORMANCE OF PROJECTS AT THE TELKOM KENYA

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## DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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## DEDICATION

I dedicate this research project to my family for the support during my study and preparation for this research paper.

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## ABSTRACT

Project performance in the telecommunication sector in Kenya faces significant challenges due to frequent delays, budget overruns, and inadequate resource management. As a result, many telecom projects fail to meet their intended goals, affecting service delivery and industry growth. The purpose of the study was to investigate the effect of project execution on project performance within the telecommunication sector in Kenya, focusing on Telkom Kenya as a case study. The specific objectives were establishing the effect of project funding, stakeholder involvement, and project strategy on project performance in the telecommunication sector in Kenya. The study anchor theory was stakeholder theory supplemented by participative leadership theory and theory of constraints. The study adopted a correlational research design. The target population for the study was 1111 employees of Telkom Kenya where a sample size of 294 employees was computed using Slovin's formula. The study collected primary data using a structured questionnaire. The study utilized SPSS version 29 to analyze data where both descriptive and inferential statistics were employed. On aggregate, majority of the employees agreed that project strategy is essential for project performance in the telecommunication sector as supported by aggregate mean response of 4.33 with standard deviation of 0.79 followed by stakeholder involvement (aggregate mean of 4.09 and standard deviation of 0.88) and finally project funding with aggregate mean response of 4.06 and standard deviation of 0.86. There was a strong positive and significant correlation between stakeholder involvement ($r=.590$, $p<0.05$), project funding($r=.576$, $p<0.05$), and project strategy ($r=.545$, $p<0.05$) with project performance. Similarly, regression coefficient results showed that stakeholder involvement, project funding and project strategy have a positive significant influence on performance of telecommunication projects. Thus, the study concluded that project funding, stakeholder involvement and project strategy have a significant effect on the project performance. When securing project funding, it is crucial to identify the most appropriate funding sources, whether through grants, loans, venture capital, or crowdfunding, and ensure that project proposal aligns with their priorities. For effective project strategies, project managers should emphasize clear communication, defined goals, and continuous monitoring establish measurable milestones and regularly assess progress through transparent reporting. There is need to involve all key stakeholders like customers, regulatory bodies, partners, and internal teams early and consistently for smooth operations and project success. Regularly engage these stakeholders through meetings, progress updates, and feedback loops to manage expectations and address concerns.

## OPERATIONAL DEFINITION OF TERMS

**Project execution**: this is a crucial step in the project's cycle and involves putting into action the set-out plan to achieve the goals and objectives as outlined. In this study, project execution was measured in using project funding, stakeholder involvement and project strategy.

**Project Funding**: refers to comprehensive plan that is designed to enable the project to achieve its objectives. In this study, project funding was measured using funding source, financial sufficiency and funding policy.

**Project Performance**: involves the progress or achievement of the objectives as outlined in a project plan or framework. Project performance in this study was operationalised as the ability of the telecommunication projects are completed and meet project objectives/requirements, are completed with budget and time.

**Project Strategy**: refers to comprehensive plan that is designed to enable the project to achieve its objectives. In this study, project strategy was measured as project initiation and planning, project execution and implementation and project monitoring and closure.

**Stakeholder involvement**: the action of being associated with the process of project implementation and contributing to the implementation process. In this study, stakeholder involvement was measured using channels of communication, organization and delegation.

**Telecommunication** involves communicating over long distances by using cable, telephone or broadcasting.

## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **ABB** | Asea Brown Boveri |
| **AU** | African Union |
| **CCK** | Communication Commission of Kenya |
| **CNH** | Case New Holland |
| **EAC** | East African Countries |
| **EAPST** | East African Posts and Telecommunication |
| **EAT** | East Africa Telecommunication |
| **EU** | European Union |
| **GoK** | Government of Kenya |
| **KPTC** | Kenya Posts and Telecommunication Company |
| **NGO** | Non-governmental Organisations |
| **SADC** | Southern African Development Community |

# CHAPTER ONE

# INTRODUCTION AND BACKGROUND OF THE STUDY

The study examines project execution and project performance within the telecommunication sector in Kenya with a focus on Telkom Kenya. The chapter gives the background of the study, the problem of the statement, purpose of the study, objectives of the study, study hypotheses, scope of the study, delimitation and limitations of the study, assumptions of the study. It also highlights the theoretical framework and conceptual framework.

## 1.1 Background of the Study

The discipline of getting things done is what differentiates projects that succeed from those that just muddle through or fail. Aldehayyat and Khattab (2023) argue that project implementation is important if the organization is to achieve the desired results. In this regard, leaders must conceive the way forward despite the turbulence in the business environments created by the dynamism in the world economy. In many companies, the management team are full of ideas and comes up with different types of strategies for it, strategies that would make organisations competitive and profitable (Guo & Zhang, 2022). The ideas sound great, but prior to implementation, they cannot make any type of significant difference in revenue or profits.

Project execution is what drives the organisation's projects along the identified direction to allow organisations to take advantage of opportunities marketplace and make good use of them. Villazon *et al.* (2020) affirm that organization that are able to develop proper internal practices are more likely to compete favourably in the dynamic business environment and gain competitive advantage. In addition, the ability to execute projects is more than even the quality of the project itself. Denicol *et al.* (2020) also found a positive association between project execution and the performance of an entity, as well as the innovation and autonomy of leadership at different management levels.

Though many organizations are well-experienced, turning projects and plans into reality is a challenge. Many organizations fail to motivate teams to enable them to work collaboratively to ensure that goals and objectives of the organization are achieved

(Kozlowsk & Ilgen, 2006). A globalized business environment has enabled organization to have understanding of the businesses and project that can enable them to achieve success (Nygaard et al., 2023). They, however, struggle to put them into reality and sustain them. Zhu and Cheung (2022) argue that new ideas or strategies are prone to failure. As a result, there is a need to learn how to make projects and ideas a reality. It is, therefore, with this background that the study sought to examine the effect of project execution on project performance in the telecommunication sector in Kenya using a case study of Telkom Kenya.

Project undergoes different stages that are important for the overall success of the project. Accordingly, it undergoes the initiation stage, planning, execution, monitoring and evaluation and closure (Morton, 2024). During the initiation, the project is defined and stakeholders that will help during planning, executions and monitoring of the project are identified. The planning stage entails breaking down the project to make it manageable. Execution entails putting down the project or putting down the plan into the reality (Boadu *et al.,* 2020). This is an important stage of the project as it turns the plan into reality. The stage also ensures that project risks are mitigated effectively and that stakeholders are engaged which is important to ensure success of the project. It also entails adjustment of the project to meet the changing needs and this is important to make it flexible to meet the changing needs (Morton, 2024). The monitoring of the project examines whether the projects works as intended. The stage is important as it identifies challenges and risks and ensures that they are rectified to enable the implementation of the project to achieve success.

The telecommunication sector across the world has been growing significantly over the years owing to the advancement in technology globalisation. The sector has been driven largely by video traffic and global data consumption and is expected to reach 2.7 million petabytes by 2027 (PWC, 2024). Telecommunications have also grown tremendously in Kenya, reaching over 60 million subscribers (Communications Authority of Kenya, 2024). This trend is expected to continue with an increase in the development of the telecommunication infrastructure. As telecommunication grows, doing business in the sector becomes competitive. Understanding how project execution can affect project performance in the sector is important as it informs strategies that can enable the sector to become competitive. Examining project funding, stakeholder involvement, and

project strategy, in particular, help to promote an understanding of the project's performance.

In Pakistan and the United Kingdom, Urbanski *et al.* (2019) found that dealing with project risks requires proper funding. Proper funding is important for proper planning, which is important for mitigating and reducing risks significantly. Though project funding is important for the success of the project, ensuring that funds are used appropriately is important. Misappropriation of funds and failure to ensure that a well-balanced budget is developed sometimes bring problems that adversely affect the performance of the project. Barbosa *et al.* (2021) opine that funding is important to manage project challenges and ensure that the project achieves success. Ensuring that the best project practices are adopted is important as it will ensure that the project is executed diligently, which is important to ensure that it achieves success.

In Nigeria, Eja and Ramegowda (2020) identified government failure to ensure that all stakeholders are well involved in public projects as one of the factors affecting project performance in developing countries. Failure to ensure that all stakeholders are well involved in the implementation of the project opens "holes" that can cause misappropriation of funds or corruption. Boadu *et al.* (2020) observe that proper involvement of stakeholders can help to reduce corruption in the undertaking of projects in developing countries. Ensuring that resources are well used is still a challenge in developing countries, and this should be addressed for the projects to succeed and enable the country to get value for its money. A country should also identify a strategy that best works for them, as countries differ based on needs and preferences (Unegbu *et al.,* 2022). The strategy that they adopt can help streamline project implementation significantly, which is important to improve its performance significantly.

In Kenya, Mulago and Oloko (2019) found that strategic alignment is important for the performance of the telecommunication sector. This, however, cannot be achieved without proper funding. Strategic alignment can enable the organization to develop strategic partnerships that expose the organization to a wide range of opportunities that are important to improve its performance significantly. Many organisations have experienced projects whose performance has fallen below target. In Kenya, the number of projects that have so far demonstrated to be obsolete and ineffective in connection to meeting set objectives is greatly worrying. The condition appears to be worse when

the attention is put on Non-Governmental Organization projects. According to Korhonen *et al.* (2023), the performance of a project is important as it can be used to measure success as per the objectives.

Project execution is simply the process of successfully developing and introducing projects in the organisation, which amounts to the process of implementation (Kamau, 2021). This process is really important for organisations because it presents an ongoing challenge for managers, given that it has a direct effect on the success of an organisation, especially with regard to the attainment of the objectives of the said organisation.

Summing up, the literature about project execution and project performance suggests that project funding, shareholder involvement and project strategy are important in attaining project success especially in the context of Telkom Kenya. Adequate funding is key to ensure timely execution of the project, stakeholder involvement is important to ensure that goals are well aligned and adaptability is improved while well-defined project strategy provide a clear roadmap to balance risks and opportunities. The variables, therefore, can provide a good foundation that can help to enhance Telkom Kenya's efficiency and quality of service delivery which explains why this study was important.

### 1.1.1. Project Performance

Project performance refers to examination of the project metrics to determine whether it meets its objectives, goals and expectations. The performance of a project is generally is a concern to all organisations when it comes to project execution (Assaad *et al.*, 2020). This is primarily because project performance entails proper design and development of the project schedule, which includes an understanding of the key success factors (Venczel et al., 2021). Good project performance makes it possible for the management of any organisation to make the right decisions and act towards improving the performance of an organisation (Englund & Graham, 2019).

Organisations globally have been keen to learn from companies in the same sector. This is important as it gives them invaluable information that is important in the development of the strategies, irrespective of whether the company fails or succeeds. The

Transatlantic Fiber-Optic Cable has grown to be one of the most successful companies in our history since its inception. It is credited for developing the Fiber-optic cable that connected three countries, the United States, the United Kingdom and France, thus making communication faster and more reliable across the continents (The Geography of Transport Systems, 2023). Other projects that achieved significant success are Eurotunnel, an underwater rail tunnel connecting England and France and SpaceX Falcon 1, liquid-fuelled rocket (Eurostar, 2024; Spudis, 2019). The success of these projects is attributed to proper funding and collaboration. Adequate funding promoted research that was important to ensure that these projects achieved success.

Some of the projects have faced numerous challenges, making them fail to achieve their objectives. Examples of the projects that have failed include Sony Betamax, which had an early lead but later failed owing to the development of better alternatives (Malsam, 2024). Another project is New Coke, which Coca-Cola used to develop and market. Consumers later preferred the old Coke, thus making the project fail terribly. The business environment is becoming dynamic day by day. This has made the business environment to be more competitive. New entrants and disruptions in the industry pose challenges to the existing business, which calls for adaptation. In Kenya, the Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) has largely succeeded, and this can be attributed to the collaboration and allocation of resources (Kirwa, 2024). The project is expected to open up Kenya to South Sudan and Ethiopia. Lake Turkana Fish Processing Plant, which was funded by the Norwegian government, failed terribly (NBC News, 2024). This can be partly attributed to the fact that locals are traditionally nomads and have no history of fishing.

In the recent years, Telkom Kenya has faced challenges in its development and performance. Though the company has been keen to modernize its infrastructure, the telecommunication landscape has been changing day by day making it more competitive. According to the study by Bulle (2020), the company performance has been stagnating owing to competition in the market, regulatory changes and financial challenges (Kiprop, 2023). These things have affected the position of the company in the market and its growth of revenue.

### 1.2.2 Project Execution

Project execution has been seen to have a role to play when it comes to the performance of projects. According to Townsend and Gershon (2020), project execution is important for the success of the project. Looking at worldwide examples in a study by Barbosa *et al.* (2021), it was established that project execution positively relates to project performance. In addition, the study reveals that a management team that successfully executes projects have the luxury of achieving better project performance given the extent to which the team leadership has a responsibility when it comes to the implementation process as they act from an informed position, which would consequently ensure improved project performance.

During execution, the requirements establish and maintain an understanding and agreement of the scope and capabilities of the project. Requirements statements, which will evolve over the life of the project, form the basis for estimating, project strategy, performing, and tracking the project's activities and are critical to obtaining acceptance of the deliverables at the end of the project (Pounder & Devonish, 2008). Similarly, Pounder and Devonish (2008), mastering the critical areas in the project related to institutional capacity, project management strategies, stakeholders' involvement, and project funding are all vital to the success of the project. According to Silvius and Schipper (2019), project execution aims to actively involve the stakeholders in project activities. This promotes effective and efficient implementation of the project. This study narrowed to project funding, stakeholder involvement and project strategy as the aspects of project execution.

The contribution of the mobile telecommunications sector when it comes to economic growth is visible by way of effective participation in the telecommunication industry globally (Regli, 2020). Players in the telecommunications industry are, however, faced with the challenge of inherent dynamism, which compels them to continuously expand while also upgrading their network infrastructure capacity so as to be able to provide support to the ever-changing and increasing consumer demands (Townsend & Gershon, 2020). This is also mainly a result of the ever-increasing demand for high-speed connectivity as well as faster protocols that are useful for the transfer of data. Project execution can be a costly affair. Schmit and Severson (2021) in the United States

examined the feasibility of rural broadband cooperatives and found that it is costly to venture into new rural broadband cooperatives. Using the existing one is more feasible. It, however, requires proper planning to enable it to achieve success.

Global Information Communication Technologies (ICT) trends have continually provided an indication that growth in mobile-cellular services, Internet services and broadband services is inevitable (Communications Authority of Kenya, 2024). In Europe, for instance, fifth-generation (5G) mobile network coverage growth is forecast to reach three-quarters of the population by the year 2025 (GSMA Intelligence, 2023). In Africa, on the other hand, fourth-generation (4G) mobile networks in Sub-Saharan Africa will double is likely to grow to 28% by the year 2025, in comparison to a global average of 57% (GSMA Intelligence, 2023). To this end, therefore, their telecommunication firms are investing in projects to implement telecommunication network upgrades so as to effectively meet the growing demand.

#### 1.2.2.1 Project Funding

Project funding is important in project execution as it helps in planning and its implementation (AlMarar, 2019). Project funding can be measured based on the source of the funds, financial sufficiency and adherence to the funding policies (Oso *et al.,* 2025; Vammalle & Bambalaite, 2021). Funding for the projects in an organization can be internal or external. Fund sources differ depending on reliability and oversight and plays an important role in ensuring success of the project. Financial sufficiency is important as it ensures that enough funds are available to complete all the phases of the project (Mulesa *et al.,* 2023). Funding policies are important as they set standards that are important to ensure effective budgeting, allocation and accountability that is important to ensure transparency in the management of the project.

#### 1.2.2.2 Stakeholder Involvement

Stakeholder involvement is important during the execution of the project and for the success of the project. Collaboration with regulators, organizational management and employee involvement are key measurements for stakeholder involvement (Ali & Haapasalo, 2023; Silvius & Schipper, 2019). Effective collaboration with regulators enables the organization to comply with industry and set standards, thus enabling it to

reduce or eliminate legal risks. It is important in enhancing trust which is important to ensure that work is done effectively and efficiently. Proper organizational management should be in place ensure effective and clear communication and focus on the goals to enable organizations to achieve success. Involvement of the employees gives them ownership and motivation that is important to ensure that the project achieves success (Lehtinen & Aaltonen, 2020). Overall, stakeholder involvement is important to ensure efficiency of the project which is important to improve project outcomes.

#### 1.2.2.3 Project Strategy

A well-defined project strategy is important to enable the project to meet its objectives and project outcomes. Project strategy can be measured based on project initiation and planning, project execution and implement, project monitoring and closure (Radomska & Kozyra, 2020; Kifle, 2022). The initiation and planning of the project forms that foundation of the project and is important in ensuring that the project is well aligned to the project goals. The execution and implementation of the project ensures that tasks are carried out as planned and that resources are well used (Al-Sawi *et al.,* 2023). Project monitoring and closure ensures proper oversight that is important to identify emerging issues and address them effectively which is important to ensure that desired outcomes are achieved.

### 1.2.3 Telecommunication sector in Kenya

Telecommunication in Kenya traces its roots to British telecommunication in 20$^{th}$ century. When Uganda, Kenya and Tanzania gained independence between 1961 and 1963, British telecommunication changed to multi-East African posts and telecommunication (EAPST) (Telkom Kenya, 2024). The collapse of East African community in 1977 led to the collapse of the East Africa Telecommunication (EAT) giving birth to the Kenya Posts and Telecommunication Company (KPTC). KPTC continued to provide telecommunication services until Safaricom and Kencell was given license the Communication Authority of Kenya (CAK) consequently opening telecommunication to competition. The ECONET communications was given license as a third mobile subscriber network in 2003 (GoK, 2023). The telecommunication industry now has Safaricom, Airtel, Telkom Kenya, Equitel, and Jamii Telkom, with

market share of 61.9%, 32.7%, 2.5%, 1.6% and 1.3% respectively (Research and Markets ltd, 2024). The sector to over 60 million active subscribers. With the advancement in technology, the sector has undergone or made profound changes (CAK, 2024). The sector has undergone massive transformation and attracted private participants which has made the sector more competitive.

### 1.2.4 Telkom Kenya Limited

Telkom Kenya traces its roots to Kenya Posts and Telecommunication Corporation (KPTC), which was established in 1977. The Companies Act in April 1999 established Telkom Kenya Limited to provide communication services and solutions (Telkom Kenya, 2024). The organization was charged with the responsibility of providing voice and data services and network residential and business premises. 51% of Telkom Kenya was sold to France Telecom under the brand name Orange. The company currently has one thousand five hundred and seventy-four members of staff (1,111) (Telkom Kenya, 2024). Telkom Kenya faces competition from Safaricom and Airtel Kenya, among other new entrants. The company, however, has responded to the competition by developing strategic partnerships that have enabled it to improve customer experience, thus improving service delivery.

## 1.2.Statement of the Problem

The telecommunication sector across the world has been growing significantly over the years owing to the advancement in technology globalisation. The sector is expected to reach 2.7 million petabytes by 2027 (PWC, 2024). Dynamism in the telecommunication sector calls for adjustments to deal with emerging issues and challenges. Projects in telecommunication are challenging as they require adequate funding, strategy management, and the involvement of stakeholders or collaboration to achieve success.

Project performance in the telecommunication sector in Kenya faces significant challenges due to frequent delays, budget overruns, and inadequate resource management. These issues are exacerbated by rapid technological changes, regulatory pressures, and limited project management capacity. As a result, many telecom projects fail to meet their intended goals, affecting service delivery and industry growth. Project performance in Kenya's telecommunication sector faces challenges, with a significant

portion of projects failing to meet objectives, exceeding budgets, and experiencing delays. While the sector shows rapid growth, particularly in mobile technology, infrastructure expansion and mobile money, many projects struggle with timely completion and cost management. In the context of the study, Telkom Kenya lost around 1 million customers representing 41% decline in customer base owing to falling quality of services and unavailable critical telecommunication infrastructural to support them. Lack of proper telecommunication infrastructural projects has led to falling quality of services to 65% as noted by CA (2024).

Urbanski *et al.* (2019) articulate the existence of a gap between project goals and the intended results. This gap emanates from the complexity of the transition process from idea to reality. This, according to Eja and Ramegowda (2020), is attributed to the lack of a link between project and execution. Zhu and Cheung (2022) also articulate that there is a myriad of factors, including funding, poor strategy and lack of collaboration between stakeholders, which potentially affect the challenging process of turning the project into organisational action.

Irrespective of the importance of project execution, it has not received the required attention (Villazon *et al.*, 2020). The review of the literature has exposed gaps in project execution that required attention as emphasised by Guo and Zhang (2022), who argue that the most of researches has focused more on long-term planning and project management content rather than execution of projects. Aldehayyat and Khattab (2023) also is of the view that there is lack of comprehensive literature on project execution as the topic is not attractive area of research. Researchers also view the topic as challenging to research on and it is view to have fewer conceptual models (Aaltonen & Ikavalko, 2013). Similarly, Powers (2018) agrees that organizational leaders are trained to come up with good projects but are trained less to execute them. This places organizations in awkward positions as they able to formulate project but do not have the needed ability to implement them.

In Kenya, Mulago and Oloko (2019) found that strategic alignment is important for the performance of the telecommunication sector. This, however, cannot be achieved without proper funding. The study has examined strategic alignment in detail and how organizations can use strategic partnerships to access a wide range of opportunities and

improve performance significantly. Nonetheless, the study has done little to examine stakeholder and project funding.

Though studies have examined project execution's effect on performance, more needs to be done to examine specific determinants, including project funding, stakeholder involvement and project strategy. No studies have focused explicitly on project execution's effect on performance in telecommunication and, in particular, Telkom Kenya. Telkom Kenya has faced financial challenges and lost market share due to intense competition. These challenges have led to a shrinking customer base and a decrease in market share and fall in revenue decline (Ouma, 2022).

## 1.4 Purpose of the study

Project execution is important for the success of an organization's projects. The purpose of the study was to examine the effect of project execution on performance Telkom Kenya.

## 1.5 Objectives of the study

### 1.5.1 General Objective

To examine the effect of project execution on performance of Telkom Kenya

### 1.5.2 Specific Objectives

The specific objectives of the research include:

i. To establish the effect of project funding on performance of Telkom Kenya
ii. To evaluate the effect of stakeholder involvement on performance of Telkom Kenya
iii. To establish effect of project strategy on performance of Telkom Kenya

## 1.6 Study Hypotheses

The study is was guided by the following null hypothesis;

i. $H_{01}$: Project funding has no significant effect on performance of Telkom Kenya.
ii. $H_{02}$: Stakeholder involvement has no significant effect on performance of Telkom Kenya.
iii. $H_{03}$: Project strategy has no significant effect on performance of Telkom Kenya.

## 1.7 Significance of the Study

The study gives insights that are important in improving strategic and operational capacity of Telkom Kenya. Accordingly, it provides insights that is important to optimize project execution strategies and improving the performance of Telkom Kenya. The insights also can be instrumental in addressing industry specific challenges which is important to improve capabilities and operational efficiency of Telkom Kenya which is important to enable it to gain competitive advantage. The stakeholders that can benefit from this are Telkom Kenya management team, employees, customers and Kenya telecommunication industry.

The findings from project execution provide managers of a telecommunication company with critical insights into operational efficiency, resource utilization, and adherence to timelines. These insights help identify gaps between planned and actual performance, enabling more informed decision-making and risk mitigation in future projects. Ultimately, they contribute to improving service delivery, customer satisfaction, and competitive advantage.

Project execution findings help telecom employees understand how their roles and contributions impact overall project success and company goals. They provide clarity on performance expectations, highlight areas for skill development, and foster a culture of accountability and continuous improvement. By learning from past projects, employees can adapt better to challenges and contribute more effectively to future initiatives.

Further result offer telecom stakeholders and policymakers valuable data on the effectiveness, compliance, and impact of infrastructure and service delivery initiatives. These insights support informed decision-making regarding future investments, regulatory adjustments, and policy development to ensure industry standards and public interest are upheld. For regulators, the findings also help assess whether projects align with national connectivity goals, and quality of service benchmarks. The study findings are also beneficial to the telecommunication managers as it can guide them in the development of the policies that can enable their organizations to manage projects effectively. It can also enable them to be updated about management practices which is important to enable to be updated on what is going on in the industry.

The findings of the study also add to the existing knowledge about project execution and its effect on the performance. The findings was beneficial to the researchers who may want to research about the topic as the findings are sources of reference for future studies. The findings provide a valuable evidence base for identifying patterns, gaps, and success factors that can inform future research initiatives within a telecommunication sector.

### 1.8 Scope of the Study

The purpose of the study is to examine the effect of project execution on project performance in the telecommunication sector in Kenya using a case study of Telkom Kenya. The study's target population is 1111 employees of Telkom Kenya. The study focused at the headquarters of Telkom Kenya in Nairobi, where most of the employees are concentrated. The study focused on three variables; project funding, stakeholder involvement and project strategy effect on performance. The study was anchored on stakeholder theory and participative leadership theory. The study was done between June 2024 and February 2025.

### 1.9 Delimitations of the study

Delimitations clarify the boundaries of research and any nominated facets of the problem, period and site of the study and trial selected, to name a few of those variables (Bhosale & Bhosale, 2024). This research was delimited to Nairobi County, where the headquarters of Telkom Kenya is based. The focus was on employees of Telkom Kenya in various departments that include business market, carrier services, chief executive office, company secretary/legal, corporate communications, customer care, facilities, finance, human resources, investigations, it & network, marketing & strategy, mass market, quality & audit and security. The study was done between June 2024 and February 2025.

### 1.10 Limitations of the study

This research was conducted at the Telkom Kenya headquarters in Nairobi County, where employees of Telkom Kenya was studied. The study intends to do so using a fixed budget. Any emerging issue during the study, therefore, may not be addressed adequately, and this may limit or affect the study's findings. Studying employees of the

company may also be sensitive as some employees may fear participating in the study or giving correct information. To mitigate this, the researcher explained the intentions of the study and give assurance to the participants that the study is intended to fulfill academic objectives.

### 1.11 Assumptions of the study

The study assumed that the participants answered all the questions and gave honest views. The study also assumed that the study participants were available during the appointed time of the study. The study assumed that participants had enough time to answer the questionnaires during the appointed time. The study also assumed that the participants were objective in filling out the questionnaire, which is important to enable the study to achieve its objectives. Lastly, the study assumed that the sample selected was representative of the study.

### 1.12 Theoretical Framework

This section outlines the stakeholder theory, which explains, predicts, and understands phenomena. The research involves project execution and project performance from the stakeholder's perspective.

#### 1.12.1 Stakeholder Theory

The stakeholder theory proposes a robust approach that is important in understanding a firm in the context of its environment (Bridoux & Stoelhorst, 2022). The approach focuses improving the vision of the management of the organization to expand their roles and responsibilities and see beyond making profits for the organization (Shah & Guild, 2022). The approach brings together all stakeholders including non-stockholding groups (Kivits & Sawang, 2021). According, all persons or groups with interest in the organization and intention to benefit from the organization should be considered. This is important as it provided them with the opportunity to provide their contribution which is important for the growth and development of the organization.

Stakeholder theory is relevant in highlighting the responsibilities of managers in pursuing and achieving the shareholder need including generating profit to the organisation while protecting the value of the shareholders. The theory is beneficial as

it has been found to offer insights that are important for the long-term survival of the organisation. The theory has been applied in different fields and used in different ways using different approaches, concepts and assessment and has shown commendable results (Bridoux & Stoelhorst, 2022). The success of the theory in different fields has raised interest in the stakeholder theory.

Stakeholder theory has been criticized for being broad focused which may affect setting of strategic priorities and decision making (Freudenreich *et al.,* 2019). The theory emphasizes balancing of the stakeholder needs which may have financial implications on the organization. This brings theoretical gap concerning prioritization of diverse stakeholder interests in cases where resources are scarce (Schaltegger *et al.*, 2021). The theory also does not have proper guidelines to address challenges regarding long-term sustainability and immediate stakeholder needs and demands.

The theory, nonetheless, was applicable to the study as it promoted understanding of the role of organisation management in advocating and protecting the interest of all stakeholders in an organisation. Accordingly, it promoted understanding of how managers can ensure the success of the projects by ensuring that various stakeholders are brought on board to participate. The stakeholder's theory was applied with full knowledge that the relationship between management and stakeholders is important for the success of the project.

### 1.12.2 Participative Leadership Theory

Participative leadership theory talks about ideal leadership style which according to the theory is a form of leadership that considers that input of others. Accordingly, leaders should encourage their subjects to participate and contribute in making decisions for the organization. Leaders should help their subjects to become more accountable and committed to the make decisions for the organization (Wang *et al.,* 2022). Achieving this requires a leader to advocate for teamwork by improving the communication and morale of the subjects. According to the participative leadership theory the best leadership style give emphasis to the input of others and encourage others to participate in decision making.

According to Chang *et al.* (2020) participative leaders play an important role in stirring up group members' involvement and contribution in project and decision making which is important to ensure success of the project. A strategic leader makes use of a participative leadership style to bring employees on board and ensure that they are involved (Usman *et al.,* 2021). This is important as it enhances commitment of the employees which improve the performance of the industry significantly.

Participative leadership theory has been criticised for lacking clarity in the definition of the degree of participation that is necessary for effective leadership to be attained. The approach also can slow decision making and has the potential of diluting authority especially in high stake situations (Wang *et al.,* 2022). The theory also assumes that all team members have ability and interest to offer meaningful contribution which may not be true for diverse workforce.

Participative leadership theory was relevant as it embraces participation or involvement, which enhances sharing of new ideas and better strategies and clearly bringing out the strategic leadership characteristics in community projects. In addition, it gives value to the contribution of the community project stakeholders as it sees them as part and parcel of the decision-making process.

### 1.12.3 Theory of Constraints (TOC)

Goldratt (1980) developed Theory of Constraints (TOC) in 1980s (Ikeziri *et al.,* 2019). The theory was developed with an aim of identifying and managing challenges that hinder the performance of the organization. The theory outlines the approach that can be used to optimize business processes. According to the theory, at least one constraint limit or hinder the overall performance of the organization (De Jesus Pacheco *et al.,* 2019). The theory aims to improve efficiency across the system which is important to improve performance. TOC is beneficial as it focuses on the most significant constraints that affect the performance of the organization. It helps in ensuring that processes are streamlined through reduction or elimination of the inefficiencies. The theory's approach is important in supporting fast project completion by ensuring that resources are well aligned to achieve efficiency.

The theory, however, has been criticized for focusing much on constraints at the expense of systemic issues like quality improvement and alignment of the stakeholders which impacts on the overall outcome (Bauer *et al.,* 2019). The theory also may not be applicable in highly complex projects where there are multiple interdependencies (Ikeziri *et al.,* 2019). Also, integrating the theory into the project execution framework can be challenging.

The theory nonetheless was relevant and applicable to the study as efficiency which is the focus of the theory is important in project execution. The theory also provides a structured approach that is important in the identification and dealing with bottlenecks.

### 1.12.4 The Theory of Management

The Theory of Management was advanced by Project Management Institute in 1969. The theory of management has categorized the management processes into five phases. These phases include initiating phase, planning phase, execution phase, controlling phase and closing phase (Massie, 2013). However, the key phases of project management are the planning, execution and execution phases. These phases are interdependent on each other according to the theory of management. The execution of plans entails correction and performance monitoring and where possible, changing of plans. Based on the theory of management, the activities that take place at the planning stage include, scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, schedule development, cost budgeting and project plan development (Koskela & Howell, 2002).

Planning as a component of the theory of project management has been criticized by a number of scholars. The criticisms include the point held that it is not generally possible to have a maintain a complete representation of the current circumstances, have absolute separation of management and execution and finally push tasks to execution without taking the status of the production system into account. On the other hand, execution has been criticized on the assumption that the inputs to a task and the resources to execute it are ready at the time of authorization and the way action is thought to flow after the authorization of the job.

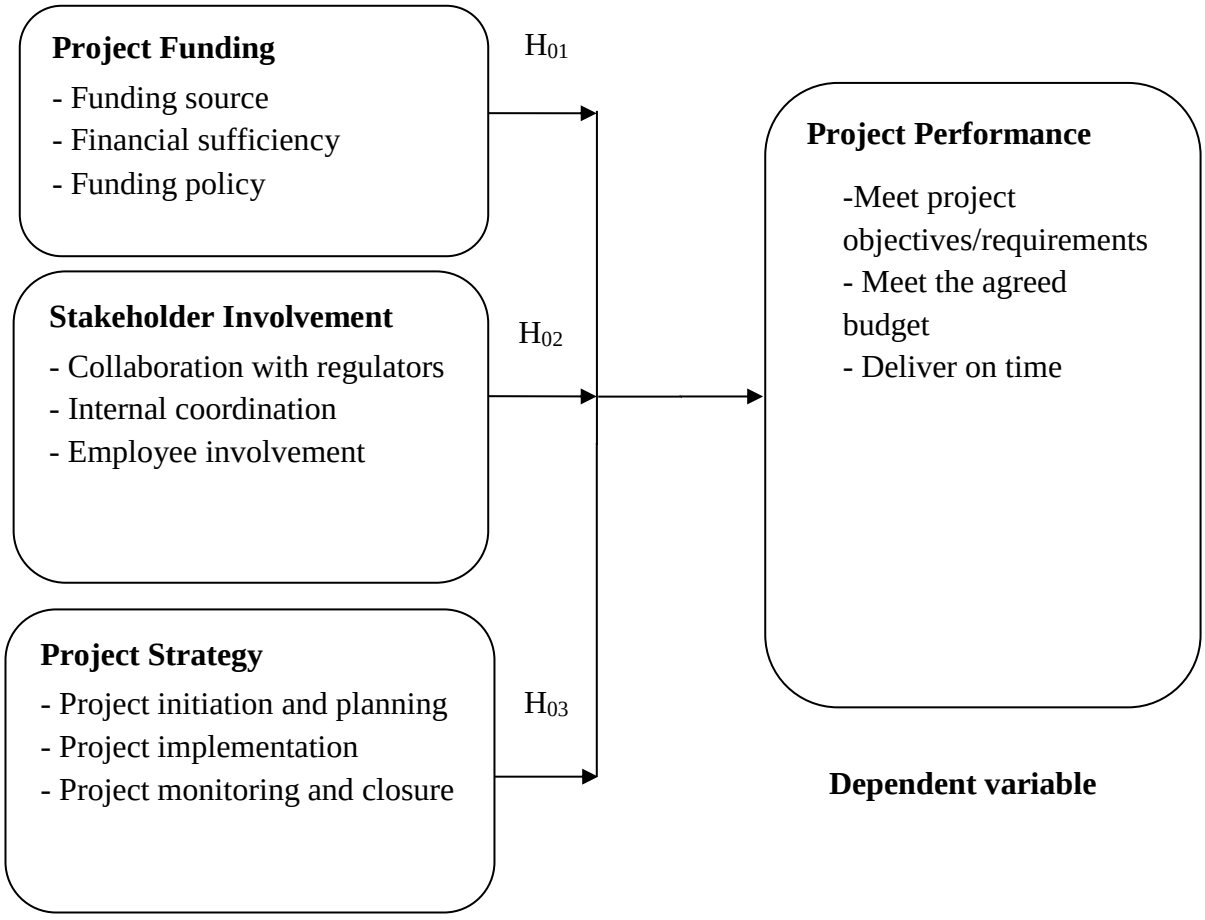
The theory of management has been improved by a number of scholars. With regards to the planning phase as put forward by the theory of management, the concept of human activity has been introduced (Koskela & Howell, 2002). This therefore calls for consideration on the environmental effects of the plan. With regards to the execution, the theory has been improved to adopt a two-way communication and commitment that is participative. Concerning control, the theory has adopted learning on top of control where the outcomes of the project provide a basis for learning and not just control.

The theory of management is applicable to this study in several ways. It highlights the phases to be followed when undertaking a project. The theory of management summarizes these phase including setting project strategy and planning. For a successful completion of telecommunication project, the three phases must be carefully followed. This will ensure the success of the project in terms of its timely completion and also cost management.

### 1.13 Conceptual Framework

As presented in Figure 1.1, the dependent variable was Project Performance, which was measured based on organizational ability to meet project objectives, meet the agreed budget, and finally deliver results on time.

**Figure 1.1: Conceptual Framework**




**Source: Researcher (2024)**

The first independent variable was project funding, which was measured in terms of funding source, financial sufficiency, and funding policy variables. The second independent variable was stakeholder involvement, which was measured in terms of collaboration with regulators, internal coordination and employee involvement, and the third and final variable was project Strategy, which was measured in terms of project initiation and planning, project implementation and finally project monitoring and closure.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1. Introduction

The chapter reviews the empirical literature based on the study objectives. The chapter then summarises the reviewed literature and outline the knowledge gaps to be addressed in this research study.

## 2.2. Empirical Review

This is where knowledge is gained by direct or indirect observation, as recorded by previous studies on the study objectives.

### 2.2.1. Project Funding and Project Performance

Project funding refers to the allocation of financial resources to cover project costs (Schwartz, 2024). Adequate project funding plays an important role in project performance. Adequate funding enables project managers to ensure that project activities are done to the required standards within the required time. It also helps to mitigate the risks of the project, which is important to ensure that the project achieves success. Lack of adequate funding can delay the execution of the project and compromise its quality. Adequate funding provides the necessary resources and flexibility that are important to ensure that desired project outcomes are achieved (Ghanbaripour *et al.,* 2020). Proper financial planning and management, therefore, is important to enhance the performance of the project and achieve the project objectives.

In Brazil, Brancalion *et al.* (2019) examined the cost of ecosystem restoration projects. In doing so, the study performed a systemic cost assessment of Amazon, Cerrado, and Atlantic Forest. They found out that most of the projects used costly methods, thus making the project spend lots of money unnecessarily. According to the study, proper planning and research are needed to come up with less costly methods. This is important to get value for the money. It is also important to avoid unnecessary waste of resources, thus saving resources for other important projects. Though the study has looked into project cost, it has failed to examine it in relation to project performance.

In the Peruvian Amazon, Chambers *et al.* (2019) examined why joint conservation and development failed. The study employed a mixed-method approach where 270 families living near 15 projects were studied. The study found that a lack of proper laws, an individualistic mind, and inadequate resources make the projects fail. Ensuring that projects are adequately funded and that people are motivated to have the right mindset is important. Proper laws should also be put in place to guide project implementation. The study brings out contextual and conceptual gaps as it focuses on conservation and development projects in the Peruvian Amazon, while this study focuses on telecommunication in the Kenyan context. Telecommunication project execution differs significantly from conservation and development projects as they require different strategies based on their objectives and operations.

In Nigeria, Muhammad and Johar (2019) examined factors that contribute to the success of the public-private projects. The study did this by comparing housing projects in Malaysia and Nigeria. The study found that political stability, equitable allocation of risks and resources, and working with reputable partners are essential for the success of public-private projects. The equitable allocation of resources motivates the stakeholders to give their best, and this is important to enabling the project to achieve success. The study, nonetheless, has failed to examine resource allocation explicitly as it has focused on many factors. The attention of the study has been spread out, failing to study resource allocation in detail in relation to performance.

In Egypt, Al-Janabi et al. (2020) examined factors that cause delays and cost overruns in the construction industry. The study did an extensive literature review and studied 67 Egyptian construction professionals. The study found that inadequate funding makes construction companies do inadequate feasibility, consequently causing project delays and increasing costs as they will require additional allocations to be completed. Investing adequately in research and feasibility is important if the project is to achieve success. The study brings about a methodological gap as it adopted a systematic review approach, while the current study adopted a correlational research design.

In Kenya, Chileshe *et al.* (2020) examined factors that are important for the success of public-private housing projects. The study conducted a survey of 27 Kenyan stakeholders and performed descriptive and inferential analyses. The study found that

adequate feasibility and allocation of resources are important for the success of public-private housing projects. There is a need to ensure that adequate feasibility is done. Resources should also be adequately allocated to ensure that projects are completed within the required schedule. The study nonetheless brings out a contextual gap as it focuses on the construction industry as opposed to telecommunication. The operations of the telecommunication industry differ significantly from the operations of the construction industry.

Similarly, Mugadizi and Yusuf (2021) did a study to investigate the scope management and performance of telecommunication projects in Safaricom Company. The study adopted descriptive survey design. The study found out project resources are important and significantly influence performance of telecommunication projects of Safaricom Company. While the study elaborated the role of project resources and stakeholder involvement in the performance of telecommunication projects, it did not interrogate the role of project strategy in performance of telecommunication projects.

### 2.2.2. Stakeholder Involvement and Project Performance

Stakeholder involvement refers to the active engagement and participation of interested parties in a project (Demirkesen & Reinhardt, 2021). Stakeholder involvement is important for the success of the project as it influences the project's ability to attain its objectives and ensure that stakeholders are satisfied. The engagement of the stakeholders through the project is, therefore, important. Stakeholder involvement in the project is important as it gives valuable insights, resources, and motivation that are needed to ensure that the project achieves success (Demirkesen & Reinhardt, 2021). Stakeholder involvement should be aligned with the objectives of the project to enable the project to achieve success.

In Canada, Hoicka *et al*. (2021) examined the involvement of Indigenous communities in energy renewable projects. The study examined 194 renewable projects and found that community involvement in the project creates a sense of ownership that is important to enable the project to succeed. A sense of ownership motivates people to work hard to ensure that the project achieves success. It motivates us to adhere strictly to the requirements of the projects, thus enabling them to be completed as per the objectives. The study nonetheless brings out a contextual gap as it focuses on the energy

sector, which differs significantly in terms of operations in the telecommunication sector.

Brush *et al.* (2019) did a literature review of the community participation in projects. The study found that the participation of the community in the projects contributes significantly to the success of the project. Identification of the stakeholders and factors that can enable the project to succeed is important. Factors that can enable the project to succeed should be implemented to the letter to increase chances of success of the project. The success of the community projects is highly dependent on interests of those who are involved. A good understanding of the stakeholders who are involved in the project is important as it will enhance management of the stakeholders which is important to enable the project to achieve success. The study, though it has managed to examine community involvement in the project, has failed to link it adequately to project performance.

In South Africa, Ziervogel (2019) emphasized the importance of building transformative capacity to enable the projects to achieve success. The study made use of two case studies and found that the involvement of local government and urban poor is important to enable the projects to succeed. Accordingly, viable correspondence is an essential factor in building and maintaining connections and keeping up the support and obligation of all the pertinent stakeholders. Success in a project is connected to the type of the relationships built by effective communication with all pertinent stakeholder groups. The study nonetheless brings out a contextual gap as it focuses on urban upgrades in South Africa, while this study focused on telecommunication in the Kenyan context. Upgrade projects differ in operations from operations of telecommunication, which explains the contextual gap.

Leso and Cortimiglia (2021) examined user involvement in the adoption of the information system. According to the study user involvement is important in the adoption of the information system as it will ensure quality and the success of the system implementation. Conferences about the information systems implementation is important as it will enhance the system usage. It also enhances the satisfaction of the users which is important to enable implementation to achieve success. The study,

nonetheless, has failed to provide an explicit link between user involvement and performance.

In Somalia, Kalif and Nyang'au (2024) investigated the influence of project management practices on performance of telecommunication projects by focusing at Golis Telecommunication Somalia. The study adopted descriptive design targeting a population of 214 employees at Golia limited. Semi structured questionnaires was used in collecting data. Employing multiple linear regression, the study found that stakeholder involvement has a substantial effect on the performance of telecommunication projects. Glois Telecommunication Somalia and Telkom Kenya operate in different jurisdiction subjected to different policy frameworks that may bring about contextual gaps.

In Kenya, Achar *et al.* (2021) examined the role of communication channels in the execution of housing projects. The study adopted a descriptive research design where data was collected from 256 participants. The study found that communication channels are important to promote the active involvement of all stakeholders in a project. Appropriate channels of communication include meetings, reports, casual exchanges, and presentations. Maintaining dynamic relationships in the form of active communication systems will give important indicators at an early stage as warnings to show that there is a problem among senior stakeholders (Karimi *et al.,* 2020). These signs can take numerous forms, for example, meddling in the project without counsel, not providing help when required, poor communication connections brought about by many reporting levels between the task and the supervisor, and baseless pledges or obligations. These circumstances can be risky and need to be managed closely through the intended communication techniques, as characterized in the project plan.

### 2.2.3. Project Strategy and Project Performance

Project strategy refers to a comprehensive plan that is designed to enable the project to achieve its objectives (Derakhshan *et al.,* 2019). Project strategy is important as it shapes the performance outcome of the project. A well-designed strategy provides a clear roadmap that is important to ensure that the objectives of the project are achieved. It guides decision-making, thus ensuring that project risks are adequately addressed. A

robust strategy is adaptable and dynamic and this is important to enable the project to respond appropriately to the changing circumstances and make good use of the merging opportunities (Derakhshan *et al.,* 2019). It enhances project resilience which is important to ensure that performance is improved significantly in the long run.

Correani *et al.* (2020) examined digital strategy using three companies Asea Brown Boveri (ABB), Vodafone, and Case New Holland (CNH) industrial. The study found that strategy formulation and implementation are important for the success of the project. According to the study, developing a good execution strategy will enable the company to stand out. It will also enable the company to ensure that the strategy aligns to the structures of the company which is important to enable implementation to achieve success.

Chanias *et al.* (2019) digital transformation strategy in European financial services. The study did an in-depth investigation of the European financial services and, found that digital transformation strategy is important in revolutionizing the financial sector and improving the performance of the financial sector. Ensuring that an elaborate digital strategy is in place helps a lot to navigate the dynamic business environment (Kitsios *et al.,* 2021). It presents opportunities that are important to enable businesses to bring disruptions in the business environment which will enhance growth and development of the financial sector. The study nonetheless brings out a contextual gap as it focuses on the financial sector which differs significantly from the telecommunication sector in terms of operations.

In Ghana, Osei-Kyei and Chan (2019) studied the success of public-private projects prediction model. The study found that risk allocation, proper sharing of resources, and identification of the right project are key to ensuring the project achieves success. Proper sharing of resources is important to ensure that risks are neutralized or mitigated. The study observes that some risks are a result of inadequate resources. Proper allocation of the resources, therefore, is important risks are identified on time and addressed. The study nonetheless brings out a contextual gap as it focuses on public-private projects as opposed to telecommunication. The operations of telecommunication differ significantly from those of public-private projects.

In Kenya, Mwangi and Njuguna (2019) examined performance appraisal strategies in public secondary schools in Kiambu County. The study employed a descriptive research design where data was collected using 686 TSC teachers and administrators. The study found that effective performance strategies are important to improve teachers' performance. The strategies, however, should be improved in line with the changing needs for them to be continuously effective. The strategies should focus on proper management of teachers which is important to ensure that they are motivated to work. The study nonetheless brings out a contextual gap as it focuses on public secondary schools as opposed to telecommunication. The operations of telecommunication differ significantly from those of public secondary schools.

Using desktop review, Osendi *et al.* (2024) did a study on strategic alignment and project performance in the telecommunication industry in Kenya. The study reviewed existing studies to make inference about the study topic. The study results demonstrated a robust positive correlation between strategic alignment and project performance in the telecommunication industry using metrics like project success, completion rate and schedule adherence. While strategic alignment is a concept of project strategy, it did not explore the aspects of project monitoring presenting conceptual gap. Additionally the study employed desktop review while this study employs descriptive research design presenting methodological gap.

### 2.3 Summary and Research Gap

The chapter has done an empirical review of the literature which has helped to identify knowledge gaps in project execution and its effect on project performance. The review also has helped to bring out the contextual, conceptual, and methodological gaps. The conceptual gaps are based on the fact that the reviewed literature did not discuss the concepts that were the focus of this study. The contextual gaps were identified based on the fact that the reviewed literature did not target similar contextual backgrounds as the current study. The reviewed literature shows the need to examine the effect of project execution on project performance in the telecommunication sector in Kenya.

A study by Brancalion *et al.* (2019), failed to examine the relationship between project cost or funding and performance. Chambers *et al.* (2019) brings out contextual and conceptual gaps as it focuses on conservation and development projects in the Peruvian

Amazon, while this study focuses on telecommunication in the Kenyan context. Muhammad and Johar (2019) failed to examine resource allocation explicitly as it focused on many factors. The attention of the study was spread out, failing to study resource allocation in detail in relation to performance. Al-Janabi *et al.* (2020) brings out methodological gap as it adopted a systematic review approach, while the current study adopted a correlational research design. Chileshe *et al.* (2020) brings out a contextual gap as it focused on the construction industry as opposed to the telecommunication industry. The operations of the telecommunication industry differ significantly from the operations of the construction industry.

Hoicka *et al.* (2021) brings out a contextual gap as it focuses on the energy sector, which differs significantly in terms of operations in the telecommunication sector. Brush *et al.* (2019) failed to link community involvement adequately to project performance. Ziervogel's (2019) brings a contextual gap as it focuses on urban upgrades in South Africa, while this study focused on telecommunication in the Kenyan context. Upgrade projects differ in operations from operations of telecommunication, which explains the contextual gap. Leso and Cortimiglia (2021) failed to provide an explicit link between user involvement and performance.

Correani *et al.* (2020) failed to discuss project strategy explicitly. In Ghana, Osei-Kyei and Chan's (2019) brings out contextual gap as it focuses on public-private projects as opposed to telecommunication. The operations of telecommunication differ significantly from those of public-private projects. Mwangi and Njuguna (2019), brings out contextual gap as the study focused on public secondary schools as opposed to telecommunication. The operations of telecommunication differ significantly from those of public secondary schools.

Though project execution is important, has not received the attention that is needed in the research. Literature that has been reviewed shows numerous gaps as emphasized by Demirkesen and Reinhardt (2021) who is of the view that researches have focused much on long-term planning and the project management as opposed to the actual implementation of the project. Urbanski *et al.* (2019), is also of the view that there is lack of detail literature about project execution as it is seen as unattractive area with fewer conceptual models (Achar *et al.*, 2021). Similarly, Aldehayyat and Khattab

(2023) argues that managers training focuses majorly on formulation of the projects with little focus on their implementation. This makes organization to have knowledge to come up with project but little knowledge of the implementation. The purpose of this study is to analyze the project execution processes among telecommunication companies in Kenya specifically Telkom Kenya**.**

There have been studies nevertheless on project implementation, although there have been no studies comparing similarities and differences in project execution among telecommunication companies in Kenya. This study therefore seeks to narrow the gaps mentioned. The purpose of this study is therefore to analyse the project execution processes among telecommunication companies in Kenya specifically Telkom Kenya**.** Table 2.1 below highlights the gaps that have been identified appropriately.

**Table 2.1: Summary of the Knowledge gaps**

| **Author** | **Focus of Study** | **Methodology** | **The Findings of the Study** | **Research Gap** | **Current study focus** |
|---|---|---|---|---|---|
| Brancalion *et al.* (2019) | Cost of ecosystem restoration projects in Amazon, Cerrado, and Atlantic Forest, Brazil | Systematic review | They found out that most of the projects used costly methods, thus making the project spend lots of money unnecessarily . | Though the study has looked into project cost, it has failed to examine it in relation to project performance. | Examines project funding in relation to performance |
| Chambers *et al.* (2019) | joint conservation and development failed in Peruvian Amazon | Mixed-method approach | Inadequate resources make the projects fail | The study brings out contextual and conceptual gaps as it focuses on conservation and development projects in the Peruvian Amazon | This study focuses on telecommunication in the Kenyan context |

| Author | Focus of Study | Methodology | The Findings of the Study | Research Gap | Current study focus |
|---|---|---|---|---|---|
| Muhammad and Johar (2019) | Examined factors that contribute to the success of the public-private projects in Nigeria | Case study approach | Equitable allocation of risks and resources, and working with reputable partners are essential for the success of public-private projects | The study, nonetheless, has failed to examine resource allocation explicitly as it has focused on many factors | Studies resource allocation in detail in relation to performance. |
| Al-Janabi *et al.* (2020) | Factors that cause delays and cost overruns in the construction industry in Egypt | Extensive literature review | Inadequate funding makes construction companies do inadequate feasibility, consequently causing project delays and increasing costs | The study brings about a methodological gap as it adopted a systematic review approach | The current study adopted a correlational research design |
| Mugadizi and Yusuf (2021) | Investigated the scope management and performance of telecommunication projects in Safaricom Company | Descriptive survey design | project resources are important and significantly influence performance of telecommunication projects of Safaricom Company | While the study elaborated the role of project resources and stakeholder involvement in the performance of telecommunication projects, it did not interrogate the role of project | Interrogates the role of project strategy in performance of telecommunication projects. |

| Author | Focus of Study | Methodology | The Findings of the Study | Research Gap | Current study focus |
|---|---|---|---|---|---|
| | | | | strategy in performance of telecommunication projects. | |
| Hoicka *et al.* (2021) | Involvement of Indigenous communities in energy renewable projects in Canada | Literature review | Community involvement in the project creates a sense of ownership that is important to enable the project to succeed | The study nonetheless brings out a contextual gap as it focuses on the energy sector, which differs significantly in terms of operations in the telecommunication sector. | Focuses on telecommunication projects with focus to Telkom Kenya |
| Brush *et al.* (2019) | Community participation in projects | Literature review | Found that the participation of the community in the projects contributes significantly to the success of the project | The study, though it has managed to examine community involvement in the project, has failed to link it adequately to project performance. | Links stakeholder involvement to project performance |
| Ziervogel (2019) | Importance of building transformative capacity to enable the projects to achieve success in South Africa | Case study | Involvement of local government and urban poor is important to enable the projects to succeed | The study nonetheless brings out a contextual gap as it focuses on urban upgrades in South Africa, while this | This study focused on telecommunication in the Kenyan context. Upgrade projects differ in |

| Author | Focus of Study | Methodology | The Findings of the Study | Research Gap | Current study focus |
|---|---|---|---|---|---|
| | | | | study focused on telecommunication in the Kenyan context. | operations from operations of telecommunication, which explains the contextual gap. |
| Leso and Cortimiglia (2021) | User involvement in the adoption of the information system | Systematic review | User involvement is important in the adoption of the information system | The study, nonetheless, has failed to provide an explicit link between user involvement and performance | Focuses at user involvement and performance of telecommunication projects |
| Kalif and Nyang'au (2024) | Influence of project management practices on performance of telecommunication projects by focusing at Golis Telecommunication Somalia | Descriptive design | Stakeholder involvement has a substantial effect on the performance of telecommunication project. | T Glois Telecommunication Somalia and Telkom Kenya operate in different jurisdiction subjected to different policy frameworks that may bring about contextual gaps | Focuses at Telkom Kenya |
| Correani *et al.* (2020) | digital strategy using three companies Asea Brown Boveri, | Systematic review | Strategy formulation and implementation are important for | Contextual gap as it did not focus to firms dealing with telecommuni | Focuses at telecommunication projects |

| Author | Focus of Study | Methodology | The Findings of the Study | Research Gap | Current study focus |
|---|---|---|---|---|---|
| | Vodafone, and Case New Holland industrial | | the success of the project | cation projects | |
| Chanias *et al.* (2019) | Digital transformation strategy in European financial services in European Union | In-depth case study research | Digital transformation strategy is important in revolutionizing the financial sector and improving the performance of the financial sector | The study nonetheless brings out a contextual gap as it focuses on the financial sector which differs significantly from the telecommunication sector in terms of operations. | Focuses at telecommunication projects |
| Osendi *et al.* (2024) | Strategic alignment and project performance in the telecommunication industry in Kenya | Desktop review | Demonstrated a robust positive correlation between strategic alignment and project performance in the telecommunication industry | While strategic alignment is a concept of project strategy, it did not explore the aspects of project monitoring presenting conceptual gap. Additionally the study employed desktop review while this study employs descriptive research design | Focuses at effect of project strategy and performance of telecommunication projects by adopting quantitative approach |

| Author | Focus of Study | Methodology | The Findings of the Study | Research Gap | Current study focus |
|---|---|---|---|---|---|
| | | | | presenting methodological gap. | |

**Source: Researcher (2025)**

# CHAPTER THREE: RESEARCH METHODOLOGY

## 3.1. Introduction

This chapter gives the research design that the study adopted. The chapter also discusses the research site and rationale, target population, sampling design, data collection, data processing and analysis, and ethical considerations.

## 3.2. Research Design

Research design refer to the process that is followed in research to collect and analyze data to enable the study to answer the research questions and ensure that the objectives of the study are met (Hassan, 2023). This research adopted a descriptive research design. Descriptive research design was appropriate as it enabled the study to explore and understand the specific phenomenon without manipulating variables. It also enabled the study to gather detail information about and explain different characteristics of the variables (Siedlecki, 2019). It also ensured identification of the patterns or trends which is important to better understand the variables. In particular, a case study research design was employed using a structured questionnaire to collect data from the employees of Telkom Kenya. The use of this method is appropriate as it promoted a better understanding of the target population (Fife-Schaw, 2020).

## 3.3. Research Site and Rationale

This study was carried out at Telkom Kenya headquarters in Nairobi County, which is accessible to the researcher. The reason for choosing Telkom Kenya headquarters in Nairobi is its accessibility to the researcher, which made the study affordable. Telkom Kenya also provided the study with the opportunity to explore variables that have been identified. The telecommunication industry is very competitive owing to advancements in technology, and, as a result, companies in the sector are keen on performance (Mulago & Oloko, 2019). Telkom Kenya, being one of them, helped to promote an understanding of project execution and its effects on performance.

### 3.4. Target Population

The target population is a group of individuals or items that the research intends to study and come up with a conclusion about (Willie, 2022). The target population for the study was 1111 employees of Telkom Kenya, head office (Telkom Kenya, 2024). The focus on all the employees of Telkom Kenya is important as they have a good understanding of the organization's operations and are involved in various projects undertaken in the organisation. By targeting all the employees, the study minimized bias of responses while improving the generalizability of the responses in informing the study objectives. As a result, was in a good position to give insights about project executions and impact on the performance of Telkom Kenya. The unit of analysis was Telkom Kenya while the unit of observation was employees drawn from identified different departments.

**Table 3.1: Target Population**

| Department | No of Employees | Percentage (%) |
|---|---|---|
| Office of the Chief Executive Officer | 12 | 1.1 |
| Legal Affairs | 27 | 2.4 |
| Human Resource | 63 | 5.7 |
| Internal Audit and Risk Management | 59 | 5.3 |
| Corporate Communications | 39 | 3.5 |
| Transformation and Performance | 43 | 3.9 |
| Strategy and Business Development | 247 | 22.2 |
| Finance | 181 | 16.3 |
| Operations | 440 | 39.6 |
| **Total** | **1111** | **100** |

Source: (Telkom Kenya, 2024)

### 3.5. Sampling Design and procedures

Sampling refers to the technique of selecting a specific group of individuals or items to represent the population of focus in the study (Tuovila, 2024). The study used stratified sampling technique in stratifying the populations across the departments. In selecting actual respondents who participated in the study, simple random sampling was used. Thus, 3 employees from the office of the Chief Executive Officer were selected, 7

employees from Legal Affairs, 17 employees from human resource, 16 employees from Internal Audit and Risk Management, 10 employees from Corporate Communications, 11 from Transformation and Performance, 65 employees from Strategy and Business Development, 48 employees from Finance and 116 employees from operations. The use of stratified sampling ensured efficient use of resources and that each stratum is well represented leading to quality findings (Hassan, 2023).

A sample refers to the portion of the population that is chosen for investigation (Bryman & Bell, 2003). Sample size of the employees was done using Slovin's Formula shown below to avoid biasness;

$n = N / (1 + Ne^2)$

Where:

n = sample size

N = population size

e = acceptable margin of error

The sample size $n= 1111 / (1+1111 *(0.05)^2)$

= 294.109

=294

The sample size, therefore, was 294 employees of Telkom.

The distribution of participants is shown in Table 3.2

**Table 3.2: Distribution of Sample as per Departments**

| Department | Population | No. of employees |
|---|---|---|
| Office of the Chief Executive Officer | 12 | 3 |
| Legal Affairs | 27 | 7 |
| Human Resource | 63 | 17 |
| Internal Audit and Risk Management | 59 | 16 |
| Corporate Communications | 39 | 10 |
| Transformation and Performance | 43 | 11 |
| Strategy and Business Development | 247 | 65 |

| | | |
|---|---|---|
| Finance | 181 | 48 |
| Operations | 440 | 116 |
| **Total** | **1111** | **294** |

**Source: Researcher (2024)**

### 3.6. Data Collection

The sections presents the data collection instrument used in the study. It also presents data collection procedures, pilot study, reliability test and validity test of the questionnaire.

#### 3.6.1 Data Collection Instruments

A survey using structured questionnaires was used to collect primary data. The questionnaire was developed using simple language to make it clear and understandable. Using a structured questionnaire is cost-effective and enabled the study to collect data that is not biased (Caduff & Ranganathan, 2023). A structured questionnaire is also appropriate as it enabled the study to address specific questions appropriately.

The questionnaire contained structured questions with a 5-point Likert scale that measures different features of the variables under study. The questionnaire had three sections, with section A being the respondents' demographic information, section B consisting of questions about project funding, stakeholder involvement, and project strategy, and section C covering project performance.

#### 3.6.2 Pilot Study

The pilot study was done to test the validity of the instrument using 10% of the sample (O'Neill, 2022). Employees from Safaricom Kenya headquarters in Nairobi was used in the pilot study. The focus on Safaricom is important as it is the biggest telecommunication company with a wider portfolio of projects (Oluwole, 2021). Thus, the responses in the pilot study were useful in reviewing the data collection tool. 29 employees representing 10% of the sample size participated in the pilot study. According to Lakens (2022), using 10% of the sample size is good as it gave a good

understanding of the items and research tool. The questionnaire was adjusted appropriately depending on the results of the pilot study.

### 3.6.3 Reliability of Research Instrument

Reliability measures the degree that a research tool can give consistent results data when repeated trials are done (Nicolas & Nicolas, 2023). It is the consistency of the research instrument items being applied to produce same result every time it is used. The researcher made use internal consistency to test for reliability where different aspects of a particular concept in the questionnaire was measured. Cronbach's coefficient alpha was used to measure internal consistency. According to Cronbach (1951), and Mata-López *et al.* (2021), 0.7 or above Cronbach's alpha value shows that the research instrument is credible and reliable. Taherdoost (2016) provided the following rules of thumb: >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor, and <0.5 – Unacceptable.Thus, the research assessed the internal consistency of the research instrument in the pilot study.

Reliability and validity assess the effectiveness of the data collection tool. Reliability defines the consistency of the measure to produce the same results in different conditions. In contrast, validity defines the accuracy of a measure in representing what they are supposed to measure.

The reliability of the measurement Indicators was tested using Cronbach’s alpha coefficient (α). The Cronbach’s alpha ranges from 0 to 1 (Heale & Twycross, 2015). According to Cronbach (1951), the instrument is reliable if the study variables attract Cronbach's Alpha coefficients of 0.7 and above. According to Daud *et al.* (2018), Cronbach Alpha less than 0.6 is considered low, Cronbach alpha coefficient of 0.6 - 0.8 are viewed as moderate but acceptable, whereas Cronbach Alpha in the ranges of 0.8 and up to 1.00 is considered very good. In this study, the Cronbach Alpha coefficient of 0.7 was adopted as proposed by Cronbach (1951). Table 3.3 shows the reliability test output.

**Table 3.3: Reliability Test results**

| Variables | Composite Cronbach's Alpha (α) |
|---|---|
| Project funding | .816 |
| Stakeholder involvement | .704 |
| Project strategy | .869 |
| Project performance | .751 |

The Cronbach alpha coefficient for project funding, stakeholder involvement, project strategy and project performance were above the acceptability level of 0.7 alpha. This is within the acceptable cut-off of 0.7 and above, as proposed by Cronbach (1951), while according to Taherdoost (2016), the Cronbach alpha coefficient for the variables was excellent. Thus, the measurement tool was reliable and consistent, producing the same results in different conditions.

### 3.6.4 Validity of Research Instrument

Validity refers to the degree to which an instrument measures what it implies to measure. Face Validity is the extent to which the questions appear to measure a particular construct as seen by respondents. Face validity shows how representative a research project is at face value and whether it appears to be a good project. The quality of research is determined by the validity of the instruments used. The researcher used content validity and face validity to ascertain the validity of the questionnaires. Past studies were used to design a questionnaire. The questionnaire was modified as per the identified objectives. The questionnaire was given to the supervisor for checking and making recommendations to ensure its validity. A KMO test was used to check for construct validity, and a factor loading of 0.5 and above was retained (Gupta & Falk, 2017). According to Tavakol and Wetzel (2020), a factor loading of 0.5 and above implies the questionnaire meets the validity test. The validity test results are indicated in Table 3.4.

**Table 3.4: Validity Test Results of the Instrument**

| Variable | Indicators | Factor loadings | KMO and Bartlett's Test | | | |
|---|---|---|---|---|---|---|
| | | | KMO Measure of Sampling Adequacy | Approx. Chi-Square | df | Sig. |
| Project funding | Indicator 1 | .606 | | | | |
| | Indicator 2 | .532 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Indicator 3 | .705 | | | | |
| | Indicator 4 | .658 | | | | |
| | Indicator 5 | .664 | | | | |
| | Indicator 6 | 519 | .877 | 695.076 | 10 | .000 |
| Stakeholder | Indicator 1 | .635 | | | | |
| involvement | Indicator 2 | .735 | | | | |
| | Indicator 3 | .518 | | | | |
| | Indicator 4 | .602 | | | | |
| | Indicator 5 | .740 | | | | |
| | Indicator 6 | .572 | .851 | 967.435 | 9 | .000 |
| Project strategy | Indicator 1 | .786 | | | | |
| | Indicator 2 | .645 | | | | |
| | Indicator 3 | .556 | | | | |
| | Indicator 4 | .759 | | | | |
| | Indicator 5 | .647 | | | | |
| | Indicator 6 | .756 | .565 | 306.618 | 8 | .010 |
| Project performance | Indicator 1 | .859 | | | | |
| | Indicator 2 | .529 | | | | |
| | Indicator 3 | .619 | | | | |
| | Indicator 4 | .714 | | | | |
| | Indicator 5 | .756 | .768 | 509.867 | 10 | .000 |

The validity test results for the measurement indicators for all the variables attracted factor loadings > 0.5. As a result, all the measurement indicators for project funding, stakeholder involvement, project strategy and project performance were retained for further analysis. For the KMO and Bartlett's Test, the calculated p-value for the study variables was <0.05, implying that the measurement indicators attained the validity test threshold. This is in tandem with Gupta and Falk (2017), Kilic and Doğan (2021) that statements with factor loadings > 0.5 are acceptable. However, according to Hair *et al.* (2010), factor loadings >0.7 are most preferred.

### 3.6.5 Data Collection Procedure

To conduct the study, necessary permissions was sought from the university, as well as permits from the National Commission for Science, Technology, and Innovation and Telkom Kenya. The questionnaires were administered using the drop-and-pick method, and additional efforts such as follow-up calls and messages was made by the researcher to increase the response rate. Accordingly, questionnaires were dropped, and respondents was given time to fill them out and collect them after the agreed time. The researcher clarified sections that might not be clear to the respondents while dropping the questionnaires, which is important to increase the response rate. Follow-up calls and messages also was made by the researcher to increase the rate of response. The

questionnaire was accompanied by an introduction letter that explains the intention or purpose of the study and the fact that collected data was treated with utmost confidentiality.

### 3.7. Data Processing and Analysis

Collected quantitative data from the questionnaires were edited and checked to remove errors. Quantitative data was coded as per the objectives using Statistical Package for Social Sciences (SPSS) version 29. SPSS was used to analyze where both descriptive and inferential statistics was done. Descriptive statistics was conducted using mean, standard deviation, frequency counts and percentages to show the distribution of responses on the key things in the study objectives. Inferential statistics was done using correlation and regression analysis. Regression analysis entailed the use of model summaries, ANOVA and regression coefficients. Correlation and regression analysis was important as it enabled the study to know the relationship between variables. Finally, the multiple linear regression was employed to determine the effect of project execution on project performance on Telkom Kenya. The multiple linear regression employed was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y– Project performance

$X_1$ – Project funding

$X_2$ – Stakeholder involvement

$X_3$ – Project strategy

Є= Error term

$\beta_0$ = constant term

In the model, $\beta_i = 1\ldots.4$ measures the sensitivity of the dependent variable (Y) to unit changes in the predictor variables $X_1$, $X_2$ and $X_3$. Є captures the unexplained variations in the model.

### 3.7.1 Hypothesis Testing

The hypothesis was tested using p value calculated values. The acceptance/rejection criterion is that, if the p value is greater than 0.05, we fail to reject the Ho but if it's less than 0.05, the Ho is rejected.

### 3.7.2 Diagnostic Tests

#### 3.7.2.1 Autocorrelation Test

Autocorrelation defines the fact that error variances in collected data are contrast overtime. Since this study relied on primary data, the appropriate technique to check for autocorrelation was Durbin Watson test (DW). The scale presents in range of 0 to 4. Scores within 2 depict autocorrelation, scores close to 4 imply negative correlation while scores close to zero allude to greater positive correlation (Turner, 2019). Data not affected by autocorrelation problem fall in a scale of 0-4 (Uyanto, 2020).

#### 3.7.2.2 Normality Test

A common normality test was conducted to establish whether the data collected is fit to be analyzed in a linear model. The study used Kolmogorov Smirnov to test whether data is normally distributed (Mishra *et al.,* 2019). The significance value of 0.05 shows that data is normally distributed and, as a result, can be subjected to further analysis.

#### 3.7.2.3 Multicollinearity

Multicollinearity involves checking the nature and strength of correlation between research variables, and those highly correlated predictor variables suffer from multicollinearity (Shrestha, 2020). The research adopted the variance inflation factor to detect multicollinearity. Appropriate models are supposed to have a VIF value of <5 and thus have an acceptable level of multicollinearity, while VIFs greater than 5 indicate a high level of multicollinearity.

#### 3.7.2.4 Heteroscedasticity

Heteroscedasticity was tested using a scatter plot. It is assumed that data have homoscedastic error variance. If tests reveal an error variance in the non-homoscedastic data, then heteroscedasticity exists in the panel data. The scatter plot that showed the fitted values versus the residual plot was used to examine heteroscedasticity. When the

fitted data become larger and the residuals become more spread out, forming a "cone" shape, then it is an indication of heteroscedasticity (Bobbitt, 2020).

### 3.8. Legal and Ethical Considerations

The study obtained the necessary permission, consent, and approvals before collecting data. The study sought permission from the university to do the study. It sought a permit from NACOSTI to get permission to do the study. Participants was allowed to decide voluntarily whether to participate in the study or not (Rana *et al.*, 2021). Participants was informed that they are free to participate and that they will not be victimized for choosing not to participate. The researcher obtained a permit from Telkom Kenya, which was presented to the respondents. The researcher also prepared a letter of introduction. The letter informs the respondents what the project is about and the desired outcome. Respondents was kept anonymous; this is observed by asking the respondents not to write their names on the questionnaire. The respondent's identity was not revealed in any way in the resulting reports, and this ensured utmost confidentiality.

# CHAPTER FOUR

# DATA ANALYSIS AND FINDINGS

## 4.1 Introduction

This chapter presents the outcomes of the data analysis and discussion. Tables and graphs are used to present what was found during data analysis.

## 4.2 Response Rate

The study targeted 294 employees of Telkom Kenya. 294 questionnaires were administered and the results are shown in Table 4.1.

**Table 4.1: Response Rate**

| Category | Frequency | Percentage |
|---|---|---|
| Returned Questionnaires | 181 | 61.56 |
| Questionnaires that were not returned | 113 | 38.44 |
| Total | 294 | 100 |

**Source: Researcher (2025)**

A total of 181 questionnaires representing 61.56% response rate were completed and returned while 113 questionnaires were not returned or incomplete. According to D'Exelle (2014), when more than 50% are able to fill and return the responses, then it is good representative of the population. Thus, a 61.56% response rate was good and acceptable as a representative of the population.

## 4.3 Demographic Characteristics

### 4.3.1 Gender of the Respondents

The study sough to establish the gender of the study's respondents. The results are shown in Figure 4.1

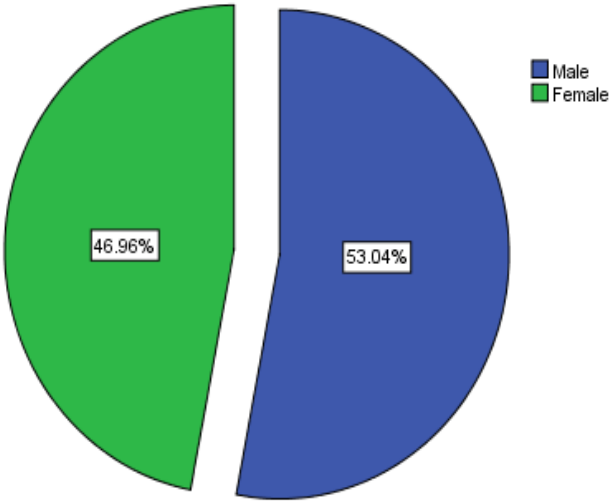



**Figure 4.1: Gender of the respondents**

**Source: Researcher (2025)**

The study showed that 53.04% of those who participated were male while 46.96% were female indicating some level of employee disparities in the telecom industry. According to Molina and Wood (2015), women make up less than 40% of the workforce across the telecommunication sector. Ensuring that gender representation is fair enables the study to get inclusive results and findings (Saxena *et al.,* 2021). This is because fair representation of the gender enables the researcher to get different perspectives of the study. It gives ideas of all genders, which is important to arrive at a conclusion that can be relied upon.

### 4.3.2 Age Bracket

Further, the study sough to establish the age of the study's respondents. The results are shown in Figure 4.2.

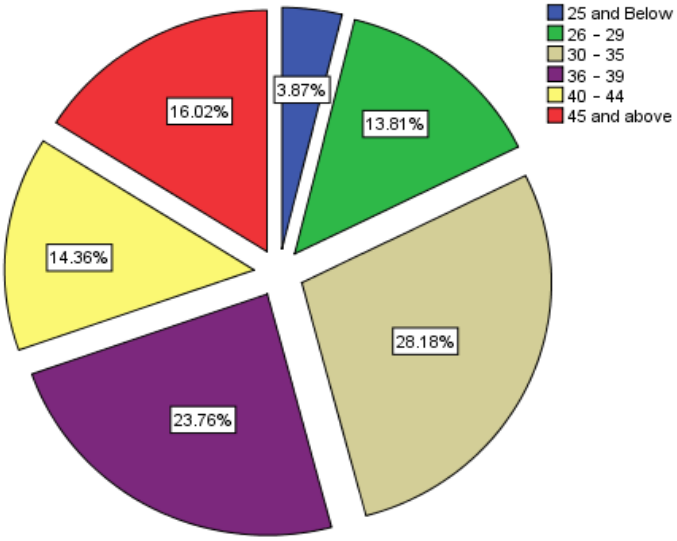



**Figure 4.2: Age of the Respondents**

**Source: Researcher (2025)**

Figure 4.2 indicates that 3.87% of the respondents were aged 25 years and below, 13.81% were aged 26-29 years, 28.18% were aged 30-35 years, 23.76% were aged 36-39 years, 14.36% were aged 40-44 while 16.02% were above 45 years. The study showed that a good number of those who participated were of the age above 29 years old. The study results indicate that majority of the employees in the telecom industry comprise young workforce aged between 30 to 39 years. This is in line with Eurostat (2020) and Liu et al. (2024) who indicated that majority of the employees in the telecommunication industry are aged between 30 to 40 years.

### 4.3.3 Level of Education

Further, the study sough to establish the educational attainment of the respondents. The results are shown in Figure 4.3.

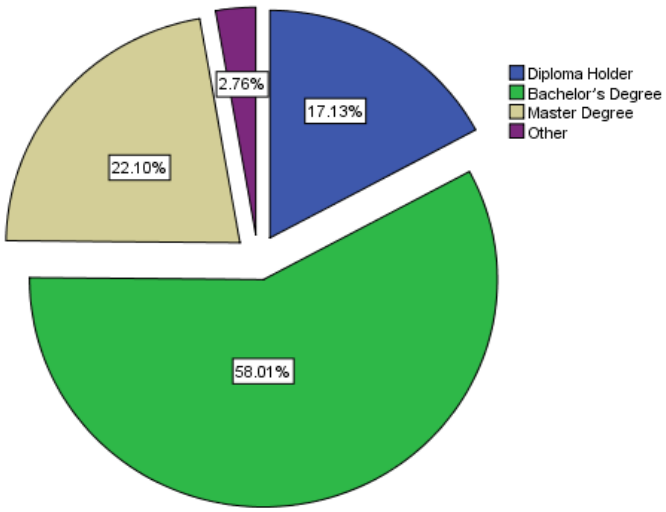



**Figure 4.3: Level of Education of the Respondents**

**Source: Researcher (2025)**

The findings in Figure 4.3 indicate that 17.13% of respondents had diploma level of education, 58.01% had undergraduate level of education, 2.76% had master's level of education while 22.01% indicated that they had other level of education. From the results, the respondents were literate with diploma and above level of education. As a result, they were in a position to understand questions and give responses that could be relied upon. In addition, the results imply that the workforce is educated enough and have necessary skills and competencies required to undertake their mandates and responsibilities. The findings are in tandem with Liu et al. (2024) who established that in the telecommunications industry, a significant portion of employees hold university-level degrees, with bachelor's degrees being the most common, followed by diplomas.

### 4.3.4 Duration of Working with Telkom Kenya

Further, the study sough to establish the durational of working with Telkom Kenya. The results are shown in Figure 4.4.

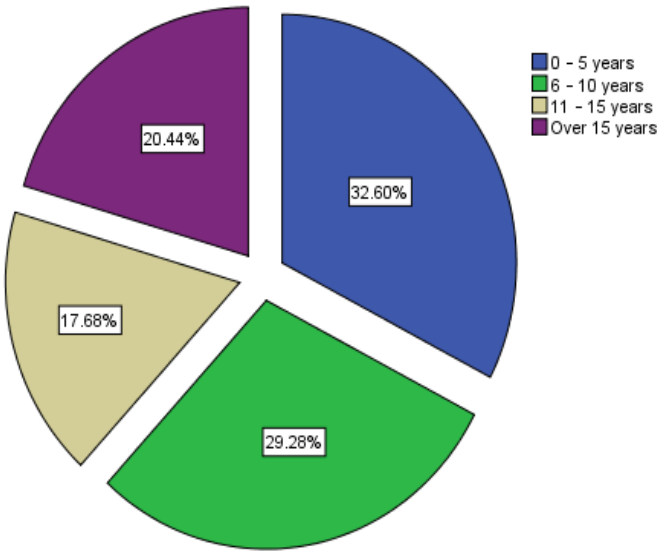



**Figure 4.4: Duration of working with Telkom Kenya**

**Source: Researcher (2025)**

From the study, 32.60% of the respondents had worked with Telkom Kenya for 0-5 years, 29.28% had worked for 6-10 years, 17.68% had worked for 11-15 years while 20.44% had worked for over 15 years. Experience with the organization is important during the research. From the study, a good number of the participants had the needed experience to answer the questions appropriately as they had worked with Telkom Kenya for a good number of years. Respondents who have worked for an organization for a good number of years have a good understanding of the functioning of the company and the opportunities and challenges the company is facing and can give invaluable responses which is important to come up with quality reports (Dennis, 2014).

In the telecommunications industry, employee experience varies significantly, with some individuals having extensive experience and others being relatively new to the field. While the trend may vary across organisations, Liu et al. (2024) noted that a high proportion of employees in the telecommunication sector have worked for less than 5 years with a significant portion having 6-10 years.

### 4.3.5 Department

Table 4.2 shows the categorisation of respondents by departments.

**Table 4.2: Distribution of Respondents as per Departments**

| Department | Frequency | Percent (%) |
|---|---|---|
| Operations | 141 | 77.9 |
| Corporate Communications | 7 | 3.9 |
| Strategy and Business Development | 19 | 10.5 |
| Finance | 8 | 4.4 |
| Legal affairs | 2 | 1.1 |
| Transformation and Performance | 3 | 1.7 |
| Internal Audit and Risk Management | 1 | 0.6 |
| **Total** | **181** | **100** |

**Source: Researcher (2025)**

From the study, 77.9% of the respondents were from operations department, 3.9% were from corporate communications department, 10.5% were from strategy and business development, 4.4% were from finance department, 1.1% were from legal affairs department, 1.7% were from transformation and performance while 0.6% were from internal audit and risk management department. The results shows that the departments that were important for study were well represented and, as a result, reliable findings could be gotten.

### 4.3.6 Knowledge of Project Execution

The study sought to establish whether respondents were knowledgeable about project execution. The results are shown in Figure 4.5

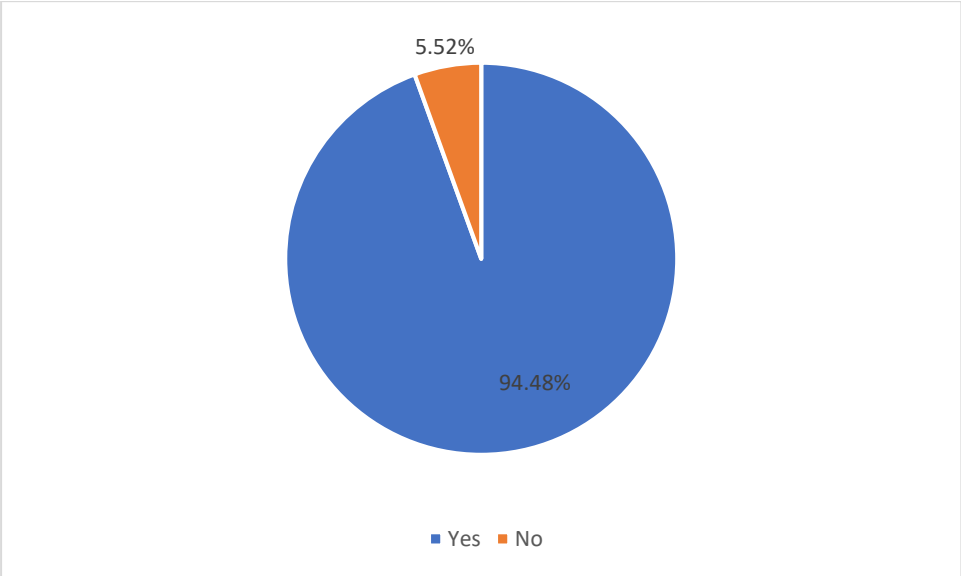



**Figure 4.5: Respondents Knowledge of Project Execution**

**Source: Researcher (2025)**

From the study, 94.48% of the respondents said they had knowledge of project execution in the company while 5.52% said they had no knowledge of the project execution in the company. The results show that most of the respondents had knowledge of what was going on in the company.

### 4.4 Descriptive Statistics Results

The descriptive statistics findings were discussed as per variables. The indicators that were used were the mean score and standard deviation.

#### 4.4.1 Project Funding

The study examined project funding as per different identified measurements. The results are shown in Table 4.3.

**Table 4.3: Descriptive statistics for Project Funding**

| | Mean | Std. D |
|---|---|---|
| Funding is a key factor in the project implementation which directly affects performance | 4.59 | 0.80 |
| Proper budgetary allocation affects the performance of a project under implementation | 4.56 | 0.76 |
| Insufficiency of finances derails project implementation, thereby affecting performance. | 4.48 | 0.82 |
| The flow of finances in project implementation affects the progress of the project and eventual performance. | 4.19 | 0.83 |
| A clear framework of funding in the organization influences performance | 4.23 | 0.92 |
| Your organization has sufficient resources/finances to enhance project performance. | 2.33 | 1.04 |
| **Average** | **4.06** | **0.86** |

**Source: Researcher (2025)**

From Table 4.3 the respondents agreed that funding is a key factor in the project implementation and affects performance directly with a mean of 4.59. The standard deviation was 0.80 showing that the responses are consistent. They agreed that proper budgetary allocation affects the performance of a project under implementation with a mean of 4.56. The standard deviation was 0.76 showing that the responses are consistent. They agreed that insufficiency of finances derails project implementation, thereby affecting performance with a mean of 4.48. The standard deviation was 0.82 showing that the responses are consistent. They also agreed that the flow of finances in project implementation affects the progress of the project and eventual performance with a mean of 4.19. The standard deviation was 0.83 showing that the responses are consistent. They agreed that a clear framework of funding in the organization influences performance with a mean of 4.23. The standard deviation was 0.92 showing that the responses are consistent. They, however, disagreed that their organization had sufficient resources/finances to enhance project performance with a mean of 2.33. The standard deviation was 1.04 showing that the responses are consistent. The aggregate mean was 4.06 showing that most of the respondents were in agreement that project funding influences performance of projects while the standard deviation was 0.86 indicating low deviation from the mean.

The findings are in line with the findings of Urbanski *et al.* (2019) who found out that project funding is important especially if the organization is to deal with risks that may arise from time to time. Accordingly, proper funding ensures proper planning, which is

important mitigate and reduce risks significantly. It is important to note that though project funding is important for the success of the project, ensuring that funds are used appropriately is important. Misappropriation of funds and failure to ensure that a well-balanced budget is developed sometimes bring problems that may adversely affect the performance of the project. Barbosa *et al.* (2021) also agrees that project funding is important to manage project challenges appropriately and ensure that the project achieves success. Ensuring that the best project practices are adopted is important as it enabled the organization to ensure that the project is executed diligently, which is important to ensure that it achieves success.

### 4.4.2 Stakeholder Involvement

The study sought to examine stakeholder involvement as per identified measurements. The results are shown in Figure 4.4.

**Table 4.4: Descriptive statistics for Stakeholder Involvement**

| | **Mean** | **Std. D** |
|---|---|---|
| Stakeholders play a pivotal role in improving project performance. | 4.21 | 0.93 |
| Telkom involves stakeholders to improve project performance. | 3.80 | 0.91 |
| Effective communication with stakeholders enhances project implementation and eventual performance. | 4.31 | 0.89 |
| The frequency of communication between project implementers and the stakeholders helps in checking and balancing the progress of the project to achieve set goals. | 4.46 | 0.76 |
| Telkom stakeholder's involvement is organized such that every player in project implementation has a clear mandate which enhances project execution and performance. | 3.61 | 1.03 |
| Delegating some duties and practices to stakeholders in project process helps to streamline implementation process progress and improve performance. | 4.15 | 0.77 |
| **Average** | **4.09** | **0.88** |

**Source: Researcher (2025)**

From Table 4.4, the respondents agreed that stakeholders play a pivotal role in improving project performance with a mean of 4.21. The standard deviation was 0.93 showing that the responses are consistent. They agreed that Telkom involves stakeholders to improve project performance with a mean of 3.80. The standard deviation was 0.91 showing that the responses are consistent. They agreed that effective communication with stakeholders enhances project implementation and eventual performance with a mean of 4.31. The standard deviation was 0.89 showing that the

responses are consistent. They agreed that the frequency of communication between project implementers and the stakeholders helps in checking and balancing the progress of the project to achieve set goals with a mean of 4.46. The standard deviation was 0.76 showing that the responses are consistent. They also agreed Telkom stakeholder's involvement is organized such that every player in project implementation has a clear mandate which enhances project execution and performance with a mean of 3.61. The standard deviation was 1.03 showing that the responses are consistent. Lastly, they agreed that delegating some duties and practices to stakeholders in project process helps to streamline implementation process progress and improve performance with a mean of 4.15. The standard deviation was 0.77 showing that the responses are consistent. The aggregate mean was 4.09 indicating that most of the respondents were in agreement that stakeholder involvement play significant role in the performance of projects while the standard deviation was 0.88 indicating low deviation from the mean.

The findings agree with the findings of Eja and Ramegowda (2020) found out that stakeholders' involvement increases chances of the success of the project. The study also found that failure to ensure that all stakeholders are well involved in public projects as one of the factors affecting project performance in developing countries. Failing to involve stakeholders in the project opens "holes" that can cause misappropriation of funds or corruption. According to Boadu *et al.* (2020) proper involvement of stakeholders can help to reduce corruption in the undertaking of projects. It ensures that resources are well used and that value for the money is gotten.

### 4.4.3 Project Strategy

The study sought to examine project strategy as per identified measurement. The results are shown in Table 4.5.

**Table 4.5: Descriptive statistics for Project Strategy**

| | Mean | Std. D |
|---|---|---|
| Project strategy and its implementation process directly influence the eventual performance of the project. | 4.43 | 0.75 |
| Effective project planning at Telkom Kenya will ensure the company's goals and objectives are met to improve performance. | 4.38 | 0.82 |
| Project planning is necessary to ensure target goals and objectives are achievable. | 4.49 | 0.84 |
| Strategy execution should be compatible with the company's mission to influence performance positively. | 4.33 | 0.78 |
| The policies and practices at Telkom Kenya enhance project-strategy implementation to achieve improved performance. | 3.91 | 0.86 |
| Monitoring and evaluation are necessary in project implementation process to ensure achieving the desired results. | 4.43 | 0.72 |
| **Average** | **4.33** | **0.79** |

**Source: Researcher (2025)**

From Table 4.5, the respondents agreed that project strategy and its implementation process directly influence the eventual performance of the project with a mean of 4.43. The standard deviation was 0.75 showing that the responses are consistent. They agreed that effective project planning at Telkom Kenya will ensure the company's goals and objectives are met to improve performance with a mean a of 4.38. The standard deviation was 0.82 showing that the responses are consistent. They agreed that project planning is necessary to ensure target goals and objectives are achievable with a mean of 4.49. The standard deviation was 0.84 showing that the responses are consistent. They agreed that strategy execution should be compatible with the company's mission to influence performance positively with a mean of 4.33. The standard deviation was 0.78 showing that the responses are consistent. They also agreed that the policies and practices at Telkom Kenya enhance project-strategy implementation to achieve improved performance with a mean of 3.91. The standard deviation was 0.86 showing that the responses are consistent. Lastly, they agreed monitoring and evaluation are necessary in project implementation process to ensure achieving the desired results with a mean of 4.43. The standard deviation was 0.72 showing that the responses are consistent. The aggregate mean was 4.33 indicating that most of the respondents were in agreement that project strategy play significant role in the performance of projects while the standard deviation was 0.79 indicating low deviation from the mean.

The findings agree with the findings of Mulago and Oloko (2019) found that project strategy and strategic alignment is important for the performance of the telecommunication sector. Ensuring that organization has proper strategy helps to develop strategic partnerships that expose the organization to a wide range of opportunities that are important to improve its performance significantly. It helps the organization to plan well and avoid investing in projects that may fall below the target. Project strategy also can help the organization to navigate through the challenges consequently increasing chances for the success of the project.

### 4.4.4 Project Performance

The study sought to examine project performance as per identified factors. The results are shown in Table 4.6.

**Table 4.6: Descriptive statistics for Project Performance**

| | Mean | Std. Dev |
|---|---|---|
| Project strategies are important for sustainability of project performance. | 4.18 | 0.93 |
| Meeting the project timeline is important for improvement of project performance. | 4.13 | 0.85 |
| Working within the project budget important for improvement of project performance. | 4.17 | 0.81 |
| Meeting the project objectives or requirements is important for improvement of project performance. | 4.44 | 0.72 |
| Collaboration of stakeholders is important for the improvement of project performance | 4.44 | 0.71 |
| **Average** | **4.27** | **0.80** |

**Source: Researcher (2025)**

From Table 4.6, the respondents agreed that project strategies are important for sustainability of project performance with a mean of 4.18. The standard deviation was 0.93 showing that the responses are consistent. They agreed that meeting the project timeline is important for improvement of project performance with a mean of 4.13. The standard deviation was 0.85 showing that the responses are consistent. They agreed that working within the project budget important for improvement of project performance with a mean of 4.17. The standard deviation was 0.81 showing that the responses are consistent. They also agreed that meeting the project objectives or requirements is important for improvement of project performance with a mean of 4.44. The standard

deviation was 0.72 showing that the responses are consistent. Lastly, they agreed that collaboration of stakeholders is important for the improvement of project performance with a mean of 4.44. The standard deviation was 0.71 showing that the responses are consistent. The aggregate mean was 4.27 while the standard deviation was 0.80 indicating low deviation from the mean.

The findings are in line with the views of Morton (2024) who found that project strategies have a big impact on organizational performance. Project strategies should be continuously developed to meet the changing needs. The study recognizes the fact that business environment is changing which calls for the need to ensure that project strategies are up to date. Organizations should also stick to the goals and objectives of the organization as it will ensure constituency which is important to ensure that performance is improved significantly. Fostering collaboration is also important to ensure that this is achieved.

## 4.5 Diagnostic Tests

### 4.5.1 Autocorrelation Test

The autocorrelation results are shown in Table 4.7.

**Table 4.7: Autocorrelation Test**

| Model | Durbin-Watson |
|---|---|
| 1 | 2.398 |

**Source: Researcher (2025)**

Autocorrelation defines the fact that error variances in collected data are contrast overtime. From Table 4.7, Durbin Watson value is 2.398 which falls within the range of 0 to 4. This implies that data was not affected by the problem of autocorrelation according to Uyanto (2020).

### 4.5.2 Normality Test

The normality test is important when estimating regression tests because the failure to account for normality may result to skewed or incorrect parameter model coefficients (Mishra *et al.*, 2019). This study used Kolmogorov-Smirnov statistic to check for normality tests. The normality test results are shown in Table 4.8

**Table 4.8: Kolmogorov-Smirnov Test**

| | Kolmogorov-Smirnov[a] | | |
|---|---|---|---|
| | **Statistic** | **df** | **Sig.** |
| Project Funding | .120 | 164 | .074 |
| Stakeholder Involvement | .089 | 164 | .403 |
| Project Strategy | .127 | 164 | .635 |

**Source: Researcher (2025)**

From Kolmogorov–Smirnov test in Table 4.8 project funding had a p-value of 0.074, >0.05 while stakeholder involvement had a p-value of 0.403, >0.05 and project strategy had a p-value of 0.635, >0.05. Based on the results, data is normally distributed and, as a result, was subjected to further analysis.

### 4.5.3 Multicollinearity

Severe multicollinearity results to large standard errors and this may influence the accuracy of the regression model to be estimated (Shrestha, 2020). The study used Variance Inflation factors (VIF) to test multicollinearity. The null hypothesis when testing for multicollinearity is that there is no multicollinearity between the independent variables in a regression model. The results are shown in Table 4.9.

**Table 4.9: Test of Multicollinearity**

| **Research Variable** | **Multicollinearity Statistic** | | **Conclusion** |
|---|---|---|---|
| | **Tolerance Value** | **VIF** | |
| Project Funding | 0.74 | 1.352 | No Multicollinearity |
| Stakeholder Involvement | 0.668 | 1.497 | No Multicollinearity |
| Project Strategy | 0.627 | 1.594 | No Multicollinearity |

**Source: Researcher (2025)**

From Table 4.9, the VIF values for the identified variables are below 5. Based on the results, the study failed to reject the null hypothesis that there is no multicollinearity between the independent variables in a regression model. This implied that variable data did not suffer from severe a multicollinearity. The findings meant that data could be subjected to further analysis.

### 4.5.4 Heteroscedasticity

A scatter plot was used to test the heteroscedasticity. The results are depicted in Figure 4.6.

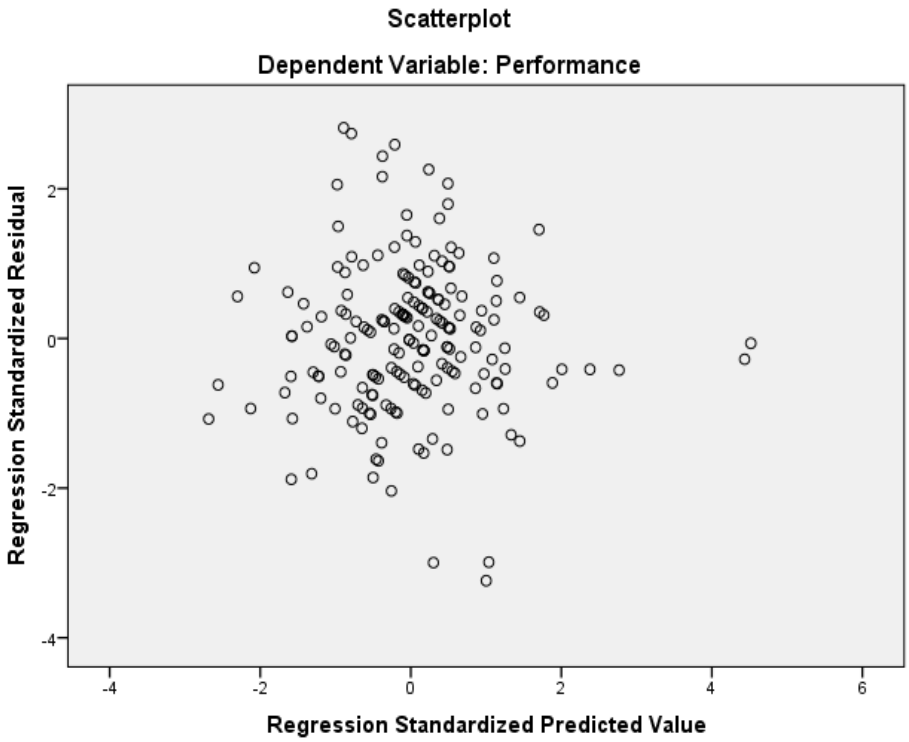



**Figure 4.6: Scatter Plot**

**Source: Researcher (2025)**

Examining the scatter plot in Figure 4.6, data is distributed evenly indicating that data does not suffer from heteroscedasticity. The data was, therefore, subjected to further analysis as per Bobbitt (2020) who argued that when fitted data become larger and the residuals become more spread out without forming a "cone" shape, it indicates that there is no heteroscedasticity and, as a result, data should be subjected to further studies or analysis.

## 4.5 Inferential Analysis

### 4.5.1 Correlations Results

Correlation analysis presents the relationship between variables in a study. The study adopted Pearson correlation method. Pearson correlation (r) measures the nature and

strength of association between research variables and ranges ±1. The results are shown in Table 4.10.

**Table 4.10: Correlations Results**

| | | Project Funding | Stakeholder Involvement | Project Strategy | Project Performance |
|---|---|---|---|---|---|
| Project Funding | Pearson Correlation | 1 | .418** | .474** | .576** |
| | Sig. (2-tailed) | | 0.000 | 0.000 | 0.000 |
| | N | 181 | 181 | 181 | 181 |
| Stakeholder Involvement | Pearson Correlation | .418** | 1 | .547** | .590** |
| | Sig. (2-tailed) | 0.000 | | 0.000 | 0.000 |
| | N | 181 | 181 | 181 | 181 |
| Project Strategy | Pearson Correlation | .474** | .547** | 1 | .545** |
| | Sig. (2-tailed) | 0.000 | 0.000 | | 0.000 |
| | N | 181 | 181 | 181 | 181 |
| Project Performance | Pearson Correlation | .576** | .590** | .545** | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | |
| | N | 181 | 181 | 181 | 181 |

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

**Source: Researcher (2025)**

Project funding, stakeholder involvement and project strategy had a Pearson correlation (r) value of 0.576, 0.590 and 0.545 respectively. As per Schober *et al.* (2018), r of 0.7 and above implies very strong correlation, 0.5-0.69 strong correlations, r of 0.39 to 0.49 is moderate correlation, r less than 0.39 is weak correlation, r of 1 is perfect correlation whereas 0 implies no correlation. The coefficients values are above 0.5 (50%) and this shows that there was a positive relationship between the study variables.

### 4.5.2 Regressions Analysis

The study did a regression analysis of the linear relationship between variables. The interpretation of the result was based on regression coefficients, coefficient of determination, ANOVA, and model summaries. The results were presented in Table 4.11, Table 4.12 and Table 4.13.

**Table 4.1: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .710a | 0.504 | 0.495 | 0.45481 |

a Predictors: (Constant), Project Strategy, Project Funding, Stakeholder Involvement

**Source: Researcher (2025)**

The results in Table 4.11, show that there was a strong correlation between the factors considered (project funding, stakeholder involvement and project strategy) and project performance as indicated by R of .710. The R square was .504 implying that project funding, stakeholder involvement and project strategy explain 50.4% of performance of telecommunication projects. The adjusted $R^2$ was 0.495 implying that the model fits well in explaining project performance to a tune of 49.5%. This is in line with Khan (2016) who noted that that while there is no single "acceptable" value for adjusted R-squared, as it depends heavily on the field of study and the nature of the data being analyzed, a value above 0.5 are often considered a good fit. In fact, Ozili (2023) indicates that R-square above 10% is still viable as long as some or most of the predictors or explanatory variables are statistically significant. The results imply that while project funding, stakeholder involvement and project strategy explain 49.5% to 50.4% of performance of telecommunication projects, there are factors that affect performance of telecommunication projects. Other factors include monitoring and evaluation, project planning, project risk management, communication, regulatory environment, technological related factors, employee competence and organization support. Analysis of variance results are presented in Table 4.12.

**Table 4.2: ANOVA results**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 37.187 | 3 | 12.396 | 59.927 | .000b |
| | Residual | 36.612 | 177 | 0.207 | | |
| | Total | 73.799 | 180 | | | |

a Dependent Variable: Project Performance

b Predictors: (Constant), Project Strategy, Project Funding, Stakeholder Involvement

**Source: Researcher (2025)**

Thu null hypothesis was that the model is not statistically significant. The results of the processed data ANOVA reveal an F calculated value of 59.927, while F critical was 2.68, at a 5% level of significance. Since F computed was greater than F critical, the study rejected the null hypothesis. Thus, the full regression model was significant in predicting the correlation between the research variables. The p-value was 0.000 which was less than 0.05 meaning the research's predictor factors had a statistically significant impact on project performance.

**Table 4.3: Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.325 | 0.301 | | 1.08 | 0.281 |
| | Project Funding | 0.389 | 0.07 | 0.34 | 5.529 | 0.000 |
| | Stakeholder Involvement | 0.350 | 0.067 | 0.339 | 5.232 | 0.000 |
| | Project Strategy | 0.219 | 0.074 | 0.198 | 2.967 | 0.003 |

a Dependent Variable: Project performance

**Source: Researcher (2025)**

When the independent variables (project funding, stakeholder involvement and project strategy) were regressed together in a multivariate regression, the results are as shown in Table 15. Each of the independent variables project funding, stakeholder involvement and project strategy were related to project performance at a 0.05 significance level.

Table 4.13 showed that project funding had a positive and significant effect on project performance ($\beta$=0.389, p=0.000). It means that when project funding is increased by one unit, project performance was increased by 0.389 units. P-value= 0.000 which is lower than 0.05 consequently showing that the relationship between project funding and project performance. Thus, the study rejected the null hypothesis that project funding has no significant influence on project performance at Telkom Kenya concluding that project funding has a significant influence on project performance at Telkom Kenya.

Adequate project funding is not only important in improving project performance but also enables the organizations to navigate through challenges in the business environment (Schwartz, 2024). Adequate funding enables project managers to ensure that project activities are done to the required standards within the required time. It also helps to mitigate the risks of the project, which is important to ensure that the project achieves success. Accordingly, proper planning should be put in place to ensure that this is achieved (Brancalion *et al.,* 2019). This helps to ensure that organization gets value for the money. It is also important to avoid unnecessary waste of resources, thus saving resources for other important projects. Ensuring that projects are adequately funded and that people are motivated to have the right mindset is important (Chambers *et al.,* 2019). Proper laws should also be put in place to guide project implementation which is important to improve the success of the project.

Stakeholder involvement had a positive and significant effect on project performance ($\beta$=0.35, p=0.000). It means that when stakeholder involvement is increased by one unit, project performance was increased by 0.35 units. P-value= 0.000 which is lower than 0.05 consequently showing that the relationship between stakeholder involvement and project performance. Thus, the study rejected the null hypothesis that stakeholder involvement has no significant influence on project performance at Telkom Kenya concluding that stakeholder involvement has a significant influence on project performance at Telkom Kenya.

Stakeholder involvement is important for the success of the project as it influences the project's ability to attain its objectives and ensure that stakeholders are satisfied, thus improving project performance (Demirkesen & Reinhardt, 2021). Stakeholder involvement ensures that stakeholders are engaged in the project and gives them opportunity to give valuable insights, resources, and motivation that are needed to ensure that the project achieves success (Demirkesen & Reinhardt, 2021). Stakeholder involvement also gives stakeholders a sense of ownership of the project. A sense of ownership motivates people to work hard to ensure that the project achieves success. It motivates them to adhere strictly to the requirements of the projects, thus enabling them to be completed as per the objectives (Hoicka *et al.,* 2021). Success in a project is connected to the type of the relationships built by effective communication with all pertinent stakeholder groups. Viable correspondence is an essential factor in building

and maintaining connections and keeping up the support and obligation of all the pertinent stakeholders which is important to improve success and performance of the project.

Project strategy had a positive and significant effect on project performance (β=0.219, p=0.003). It means that when project strategy is increased by one unit, project performance was increased by 0.219 units. P-value= 0.003 which is lower than 0.05 consequently showing that the relationship between project strategy and project performance. Therefore, the study rejected the null hypothesis that project strategy has no significant influence on project performance at Telkom Kenya concluding that project strategy has a significant influence on project performance at Telkom Kenya.

Project strategy is important as it shapes the performance outcome of the project. An organization should have well-designed strategy to provide clear roadmap which is important to enable to achieve goals and objectives of the project (Derakhshan *et al.*, 2019). Project strategy also helps to ensure that correct decisions are made which is important to ensure that project risks are adequately addressed. With the advancement in technology and globalization, organization should have adaptable and dynamic which important to enable the project to respond appropriately to the changing circumstances and make good use of the merging opportunities (Correani *et al.*, 2020). It helps to enhance project resilience which in the long run will ensure that performance is improved significantly. It is important to note also developing a good execution strategy will enable the company to stand out. It will also enable the company to ensure that the strategy aligns to the structures of the company which is important to enable smooth implementation and success.

# CHAPTER FIVE

# DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presents a summary of the findings of the study, presents conclusions and makes recommendations and suggestions for further research based on the findings of the study.

## 5.2 Discussion

This sections presents a discussion of the study findings. The findings are compared and contrasted with other existing studies. The presentation of the section has been done as guided by the study objectives.

### 5.2.1 Project Funding and Project Performance

The first objective of the study was to establish the project funding and project performance in the telecommunication sector in Kenya. Results from the study indicated that project funding has a significant effect on the project performance. According to the study, adequate project funding helps the organization to meet the goals and objectives of the project, thus improving its performance. The findings are supported by the theory of constraints which emphasizes on proper funding to deal with challenges or bottlenecks in the implementation of the project. According to the theory, adequate funding provides the necessary resources and flexibility that are important to ensure that desired project outcomes are achieved (De Jesus Pacheco *et al.,* 2019). Proper financial planning and management, therefore, is important to enhance the performance of the project and achieve the project objectives.

The findings are also supported by Urbanski *et al.* (2019) and Barbosa *et al.* (2021) who have emphasized importance of project funding to enable the project to adequately meet its needs and deal with risks that may arise from time to time. According to the researches proper funding ensures proper planning which is important for smooth execution and implementation of the project. Ensuring that funds are used appropriately is, however, important as it will prevent wastage. Misappropriation of funds and failure to ensure that a well-balanced budget is developed may cause wastage making the

project not to achieve its goals and objectives and this will affect the performance in the long run (Barbosa *et al.,* 2021). Organizations while allocating resources to the projects should ensure that best project practices are adopted which is important to ensure that the project is executed diligently.

### 5.2.2 Stakeholder Involvement and Project Performance

The second objective of the study was to evaluate stakeholder involvement and project performance in the telecommunication sector in Kenya. The results of the study established stakeholder involvement has a significant effect on the project performance. According to the study, adequate involvement of stakeholders makes them to be engaged in the project and support it which is important for the success of the projects. The findings are support by stakeholder theory and participative leadership theory. According to stakeholder theory, all persons or groups with interest in the organization and intention to benefit from the organization should be considered as it will enable them to support the goals and vision of the project (Shah & Guild, 2022). Participative leadership theory, on the other hand, advocate for teamwork by improving the communication and morale of the subjects and ensuring that they are well engaged in the running of project (Wang *et al.,* 2022). According to the participative leadership theory the best leadership style give emphasis to the input of others and encourage others to participate in decision making.

The results imply that stakeholder involvement is an important pillar in project execution and implementation. This is supported by the findings of Eja and Ramegowda (2020) who asserts that stakeholders' involvement increases chances of the success of the project. Failing to ensure that stakeholders are well involved in the project may make the project not to receive the support it needs to achieve success. Failing to involve stakeholders may cause chaos and conflicts and this may affect the performance of the project. It may also open opportunities for misappropriation of the funds consequently leading to wastage of the resources in the long run (Boadu *et al.,* 2020). Proper involvement of stakeholders, therefore, can help to reduce misappropriation in the undertaking of projects as it will ensure that resources are well used and that value for the money is gotten.

### 5.2.3 Project Strategy and Project Performance

The third objective was to establish project strategy and project performance in the telecommunication sector in Kenya. The results of the study showed project strategy has a significant effect on the project performance. Accordingly, project strategy enables the project to adapt accordingly to the dynamics of the business environment and even navigate challenges, thus enabling it to achieve success. The results are supported by theory of constraints which emphasizes strategy to deal with challenges and bottlenecks (De Jesus Pacheco *et al.,* 2019). It helps in ensuring that processes are streamlined through reduction or elimination of the inefficiencies. It also helps to support fast project completion by ensuring that resources are well aligned to achieve efficiency.

The results are also supported by Mulago and Oloko (2019) who is of the view that project strategy enables the project to have a clear roadmap. It also enables the organization to seek collaboration and develop strategic partnerships that expose the organization to a wide range of opportunities that are important to improve its performance significantly. With proper project strategy an organization can, be able to plan well and avoid investing in projects that may fall below the target. Project strategy also can help the organization to navigate through the challenges consequently increasing chances for the success of the project (Correani *et al.,* 2020). Project strategy also enhance project resilience which in the long run will ensure that performance is improved significantly.

## 5.3 Summary of Main Findings

The first objective was to establish the effect of project funding on performance of Telkom Kenya. The aggregate mean was 4.06 showing that most of the respondents were in agreement that project funding influences performance of projects while the standard deviation was 0.86 indicating low deviation from the mean. Correlation results depicted a strong correlation between project funding and performance of Telkom Kenya. Likewise, regression coefficient of results showed that project funding has a statistically significant positive effect on performance of Telkom Kenya. Project funding is an important component of project execution and has a significant effect on the project performance. It helps the organization to meet the goals and objectives of

the project. It also helps to deal with challenges and risks that may affect the execution and prevent it from improving performance and enabling it to achieve success. Project funding ensures that organization have resources that can enable it to flexible adjust and adapt consequently ensure that the desired project outcomes are achieved. Funding ensures smooth execution and implementation of the project.

The second objective of the study was to evaluate the effect of stakeholder involvement on performance of Telkom Kenya. The aggregate mean was 4.09 indicating that most of the respondents were in agreement that stakeholder involvement play significant role in the performance of projects while the standard deviation was 0.88 indicating low deviation from the mean. Correlation results depicted a strong correlation between stakeholder involvement and performance of Telkom Kenya. Likewise, regression coefficient of results showed that stakeholder involvement has a statistically significant positive effect on performance of Telkom Kenya. It was also found out that stakeholder involvement has a significant effect on the project performance. Stakeholder involvement ensures that the project has the needed good will to succeed. It enables the stakeholders to be part and parcel of the project and this helps the project to improves its performance and succeed. Notably, engaging the stakeholders enables them to own the project and this helps a lot to enable it to get the support it needs to succeed. Involvement of stakeholders also opens up the project to opportunities and this is important to enable it improve its performance.

Finally, the third objective was to establish effect of project strategy on performance of Telkom Kenya. The aggregate mean was 4.33 indicating that most of the respondents were in agreement that project strategy play significant role in the performance of projects while the standard deviation was 0.79 indicating low deviation from the mean. Correlation results revealed a strong correlation between project strategy and performance of Telkom Kenya. Further, regression coefficient of results showed that project strategy has a statistically significant positive effect on performance of Telkom Kenya. Lastly, the study established that project strategy has a significant effect on the project performance. Project strategy gives the project roadmap that is important to adapt to the dynamics of the business environment. This is important if the project is to navigate through the challenges and risks that may hinder the improvement of the performance of the project. Project strategy streamlines the process of the project

execution consequently ensuring fast project completion as it helps to ensure proper allocation to resources to achieve efficiency.

### 5.4 Conclusions

Study findings showed that project funding has a statistically significant positive effect on performance of Telkom Kenya. The study concludes that project funding has a significant effect on the project performance. Organizations, therefore, should ensure that projects are adequately funded. They should ensure that each component of the project is well funded as it will ensure efficiency in the execution and implementation of the project. Project funding also gives the organization the needed strength to navigate challenges and ensure that goals of the project are achieved.

Further, study results showed that stakeholder involvement has a statistically significant positive effect on performance of Telkom Kenya. The study also concludes that stakeholder involvement has a significant effect on the project performance. It helps to bring on board interested parties consequently enabling the project to receive the support it needs to improve performance. Stakeholder involvement enables the stakeholders to have sense of ownership and this enables them to be fully engaged to ensure the success of the project. It also enables the project to make good use of the opportunities and become competitive.

Lastly, results of the study showed that project strategy has a statistically significant positive effect on performance of Telkom Kenya. The study concluded that project strategy has a significant effect on the project performance. Project strategy plays an important role in guiding the execution of the project and enables it to navigate dynamics and risks of the business environment. It helps the organizations to execute project processes with ease and achieve success in the long run.

### 5.5 Recommendations

Based on the results, project strategies should particularly focus on ensuring that projects are well-funded to enable them to operate effectively and efficiently. When securing project funding, it is crucial to clearly define the projects goals, expected outcomes, and potential return on investment to attract investors or stakeholders. It is worth identifying the most appropriate funding sources, whether through grants, loans, venture capital, or crowdfunding, and ensure that project proposal aligns with their

priorities. Build a detailed budget that accounts for all expenses, including contingency funds for unexpected costs, and demonstrate a realistic financial plan. There is also need to diversify funding sources to reduce dependency on one channel, increasing your project's financial stability.

The study recommends establishment of proper strategies to support project execution. For effective project strategies, project managers should emphasize clear communication, defined goals, and continuous monitoring. First, ensure that all stakeholders are aligned with the project's objectives and expectations. Establish measurable milestones and regularly assess progress through transparent reporting. It is also essential to anticipate risks by creating contingency plans and maintaining flexibility to adapt to changes. Lastly, focus on delivering value by prioritizing tasks that directly contribute to the project's success and staying within scope, budget, and timeline. Telecom firms should establish of the universal standards to guide project strategy especially in dynamic business environment. This is important, as it will enable small businesses to cope up with the dynamics in the business environment and compete favorably.

There is need to involve all key stakeholders like customers, regulatory bodies, partners, and internal teams early and consistently for smooth operations and project success. Regularly engage these stakeholders through meetings, progress updates, and feedback loops to manage expectations and address concerns. Actively involve stakeholders in decision-making processes, particularly when it comes to technical requirements, timelines, and potential risks. Foster strong collaboration to resolve issues quickly and align on any changes to project scope or strategy. By maintaining transparency and prioritizing stakeholder input, telecom projects can stay on track, meet objectives, and ensure long-term success.

### 5.6 Contribution of the study to Knowledge and theory

The study found that project execution has significant impact on performance of telecommunication projects. This findings significantly contribute to the body of knowledge on the role of project execution in the successful completion of telecommunication projects. It highlights the critical role of project funding, stakeholder engagement, and project in achieving project success. By analyzing specific case studies or data from the telecommunication sector, the research bridges

the gap between theoretical project management frameworks and practical outcomes, thereby informing best practices and strategic decision-making. The findings can guide project managers and policymakers in improving execution strategies to enhance efficiency, reduce delays, and ensure the successful delivery of telecommunication infrastructure and services. This is in tandem with Denicol *et al.* (2020), there exists a positive association between project execution and the performance of an entity. According to Townsend and Gershon (2020), project execution encompassing project funding, project strategy and stakeholder involvement are important for the success of the project. The results further makes significant contribution to theories. For example, it was found that stakeholder engagement has a positive effect on performance of telecommunication projects. This results supports the assertion of the Stakeholder Theory that involving all key stakeholders like mangers, employees, government and community are important to the successful delivery of a project. Similarly, participative leadership theory underscores the importance of collaborative engagement in the success of a project.

### 5.7 Areas for further research

The study only focused on project execution and project performance in the context of Telkom Kenya. Further research may entail investigating project execution and project performance in other sectors other than telecommunication sector in Kenya. The study also focused on three variables, project funding, stakeholder involvement and project strategy. Further studies should focus on other factors that may be influencing project performance such as technology. Other factors that affect project performance include monitoring and evaluation, project planning, project risk management, communication, regulatory environment, technological related factors, employee competence and organization support. This was a case study focusing on only Telkom Kenya. Future studies may expand the scope to include other telecommunication companies in Kenya for comparative purposes bring about methodological gap.

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# APPENDICES

## Appendix I: Letter of Introduction

**Dear respondent,**

My name is Cathrine Mburu, an MBA student at Africa Nazarene University (ANU), undertaking a research study on "*Project Execution and Project Performance in the Telecommunication Sector in Kenya: A Case of Telkom Kenya*." This is a part of my requirements for the above-stated degree. I hereby kindly request your participation in this survey process, which will enable me to come up with crucial information to realise the study objective. Thereby, you have been selected to participate in the survey, which is voluntary, and your identity will remain anonymous.

The responses given was handled with the utmost confidentiality and will only be utilised for the purposes of this research study. Answering the questionnaire will take approximately 15 minutes. Kindly respond to the best of your ability. In case of any queries or clarification, kindly feel free to contact me through email: cathrinemburu@gmail.com, phone number +254 775 592 228, or directly contact the Business School of Africa Nazarene University.

Thank you.

Yours

Cathrine Mburu,

Sign: ..... Date: 26/02/2025……

**(Researcher)**

I give my consent to participate in this study.

Sign: ..... (Optional) Date: .....

**(Respondent)**

**Appendix II: Questionnaire for employees**

This sample questionnaire has been structured in four parts, comprised of section A covering the general information and sections B to D on the study objectives. Kindly answer each question to the best of your knowledge. Kindly answer the questions as outlined by ticking the correct spaces or boxes [ ] and/or by commenting in the space provided.

**SECTION A:**

**General Information**

**1.** Choose your gender.

Male [ ] Female [ ]

**2.** Tick your age.

| | | | |
|---|---|---|---|
| 25 and Below | [ ] | 26 – 29 | [ ] |
| 30 – 35 | [ ] | 36 – 39 | [ ] |
| 40 – 44 | [ ] | 45 and above | [ ] |

**3.** Choose your highest level of education.

| | |
|---|---|
| Secondary School graduate | [ ] |
| Diploma Holder | [ ] |
| Bachelor's Degree | [ ] |
| Master Degree | [ ] |
| Other | [ ] |

Specify.....

**4.** Duration of working with Telkom Kenya?

| | |
|---|---|
| 0 – 5 years | [ ] |
| 6 – 10 years | [ ] |
| 11 – 15 years | [ ] |
| Over 15 years | [ ] |

**5.** Department

Operations [ ]

Corporate Communications [ ]

Strategy and Business Development [ ]

Finance [ ]

Legal Affairs [ ]

Transformation and Performance [ ]

Internal Audit and Risk Management [ ]

**6.** Do you have knowledge of project execution in your company?

Yes [ ] No [ ]

**SECTION B:**

**a). Project Funding**

The questions in this section seek to establish the effect of project funding on project performance at Telkom Kenya.

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| (i) Funding is a key factor in the project implementation which directly affects performance | | | | | |
| (ii) Proper budgetary allocation affects the performance of a project under implementation | | | | | |
| (iii) Insufficiency of finances derails project implementation, thereby affecting performance. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| (iv) The flow of finances in project implementation affects the progress of the project and eventual performance. | | | | | |
| (v) A clear framework of funding in the organisation influences performance | | | | | |
| (vi) Your organisation has sufficient resources/finances to enhance project performance. | | | | | |

**b). Stakeholder Involvement**

The questions in this section seek to evaluate the effect of stakeholder involvement on project performance at Telkom Kenya. Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| i) Stakeholders play a pivotal role in improving project performance. | | | | | |
| ii) Telkom involves stakeholders to improve project performance. | | | | | |
| iii) Effective communication with stakeholders enhances project implementation and eventual performance. | | | | | |
| iv) The frequency of communication between project implementers and the stakeholders helps in checking and balancing the progress of the project to achieve set goals. | | | | | |
| v) Telkom stakeholder's involvement is organised such that every player in project implementation has a clear mandate which enhances project execution and performance. | | | | | |
| vi) Delegating some duties and practices to stakeholders in project process helps to streamline implementation process progress and improve performance. | | | | | |

**c). Project Strategy**

The questions in this section seek to establish the effect of project strategy on project performance at Telkom Kenya.

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| (i) Project strategy and its implementation process directly influence the eventual performance of the project. | | | | | |
| (ii) Effective project planning at Telkom Kenya will ensure the company's goals and objectives are met to improve performance. | | | | | |
| (iii) Project planning is necessary to ensure target goals and objectives are achievable. | | | | | |
| (iv) Strategy execution should be compatible with the company's mission to influence performance positively. | | | | | |
| (v) The policies and practices at Telkom Kenya enhance project-strategy implementation to achieve improved performance. | | | | | |
| (vi) Monitoring and evaluation is necessary in project implementation process to ensure achieving the desired results. | | | | | |

**SECTION C: Project Performance**

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree).

| **STATEMENT** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| i. Project strategies are important for sustainability of project performance. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| ii. | Meeting the project timeline is important for improvement of project performance. | | | | | |
| iii. | Working within the project budget important for improvement of project performance. | | | | | |
| iv. | Meeting the project objectives or requirements is important for improvement of project performance. | | | | | |
| v. | Collaboration of stakeholders is important for the improvement of project performance | | | | | |

**THANK YOU**

**Appendix III: Authorization Letter**

*13th, January 2025*

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

*Our Ref:* 14S03EMBA008

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

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: CATHRINE MBURU**

Miss Cathrine Mburu is a postgraduate student pursuing a Master of Business Administration (MBA) at Africa Nazarene University.

As part of her academic journey, Miss Cathrine is conducting a research study titled: *"**Project Execution and Project Performance in the Telecommunication Industry in Kenya: A Case of Telkom Kenya**."*

We kindly request your support in facilitating her research. Any assistance extended to her will be greatly appreciated and will contribute significantly to the successful completion of her studies.

Yours faithfully,

**DR. Kimani**

**Gichuhi, MBA,**

**Coordinator,**

**School of Business,**

**Africa Nazarene University.**

## Appendix IV: NACOSTI Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **660801**

Date of Issue: **23/January/2025**

**RESEARCH LICENSE**

**This is to Certify that Miss.. Cathrine Wambui Wambui of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Project Execution and Project Performance in the Telecommunication Industry in Kenya: A Case of Telkom Kenya for the period ending : 23/January/2026.**

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