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DETERMINANTS OF PROJECT PERFORMANCE IN NON-GOVERMENTAL ORGANIZATIONS IN KENYA, A CASE STUDY OF HAND IN HAND EASTERN AFRICA

Duncan Ngugi Njeri[1]
[1]Jomo Kenyatta University of Agriculture & Technology, School of Human Resource Development, Department of Entrepreneurship & Procurement, City Square, Nairobi 62000-00200, Kenya
dun.hrngugi@gmail.com

Dr. Susan Were[2]
[2] Jomo Kenyatta University of Agriculture & Technology, School of Human Resource Development, Department of Entrepreneurship & Procurement, City Square, Nairobi 62000-00200, Kenya
susanwere@gmail.com

Abstract: There have been many advances in the field of project management and especially in the NGO sector. Nevertheless, many NGO projects across the world still fail to perform and deliver expected benefits. In Kenya, about 30% of non-governmental organizations experience failure in their projects and may fail to achieve targets and objectives due to lack of top management support, culture, schedule and commitment. On this basis, this study sought to establish the determinants of project performance in NGOs in Kenya. Further, the study sought to establish the influence of top management support, project culture, project scheduling and project team commitment on project performance in NGOs in Kenya. The study employed a descriptive research design with a target population of 304 respondents comprising of senior managers, branch managers, field officers and accountants respectively. The study further used stratified random sampling method to draw 105 respondents from each stratum in the target population. The sample size selected was at least 30% of the population. This study made use of primary data that was collected by the use of semi-structured questionnaires. The reliability of the questionnaires was measured statistically by measuring the internal consistency. Internal consistency techniques were measured by use of Cronbach's Alpha. A Cronbach's Alpha of above 0.7 was considered acceptable. A pilot test was conducted to test the validity and reliability of the research instrument. The collected data was then edited, coded and analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 23. Further, correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables. The study found that top management support has a significant influence on project performance in non-governmental organizations in Kenya ($\beta1=0.811$, p-value=0.000). The study also established that project culture has a significant influence on project performance in non-governmental organizations in Kenya ($\beta2=0.796$, p-value=0.000). The study revealed that project scheduling has a significant influence on the influence on project performance in non-governmental organizations in Kenya. ($\beta3=0.789$, p-value=0.015). The study also found that project team commitment has a significant influence on the influence on project performance in non-governmental organizations in Kenya ($\beta1=0.781$, p-value=0.000). The study recommends that the top management should realize the importance of delegating responsibility to the project manager and teams, organizational policies should be geared towards supporting project performance and project team support, the organization should consider using compressed and alternative project schedules to motivate project teams to enhance project performance and there

should be better composition of project teams, competency and level of responsibility to guarantee success of projects.

Keywords: Management; Support; Project; Commitment; Organization; team; Performance;

Introduction

According to Kerzner (2013), the definition of project success has been modified to include completion within allocated period, within the budgeted cost, at the proper performance or specification level. Likewise, project success has been used as an aggregate measure of project performance (Muller, Geraldi & Turner, 2012). Nevertheless, despite the many advances in the field of project management, majority of projects still fail to perform and realize expected benefits (Baily et al., 2012). Across the world, project failures have often been reported more than project success. In addition, transformational top management support and behaviors is a very critical factor for better performance of various projects (Yang *et al.,* 2011). This has hardly been reported in project management. Similarly, Morgan (2012) argued that several studies in project management have ignored the importance of project managers' leadership as a key factor for the project success.

Thi and Swierczek (2010) in their work on Critical Success factors in project management in Vietnam established that external environment, project manager, team members, and organization and project characteristics influence project success. A survey by the Standish Group (2009) on small, medium and large organizations in the USA in the IT sector showed that less than 25% of projects succeeded and almost 76% were challenged or failed. Their second study in 2009 published that only 32% projects succeeded, 44% were challenged and 24% of projects failed. The critical areas for successful project implementation processes are; understanding company goals and objectives, a strategic vision and plan, selecting the right teams, ongoing management of the relationships, a properly structured project plan, open communication with project beneficiaries and involvement, careful attention to personnel issues and finally short-term financial justification.

Lam (2008) states that the management needs to be involved in the up-front project planning efforts and effectiveness of communication, control, management system and organizational culture. Jason (2016) argues that for every project to be successful, senior management support is required as it affects mobilization and use of organization resources for project goals. Senior management support for a particular initiative endears them to allocate sufficient resources. This ensures there are less chances of project failure especially that which can be occasioned by resource constraints. Lack of top management commitment and application of ineffective leadership styles leads to poor working relations and this affects the morale of project implementation teams. It becomes difficult for the project implementation team initiatives to be accepted and supported by the senior managers and this is a key obstacle to project implementation. In some organizations, organizational culture plays a key role in determining the level of top management support. Other factors such as senior management resistance to change, existence of poor organization structure affects communication process which hamper effective decision making process hence affect key project implementation processes (Lepak, 2010). In addition, a study was conducted by Gartner Group from 1999 to 2002 in USA to determine the success and failure of the projects. They claimed that only 25% of projects remained successful (Stewart, 2003). Moreover, Haughey (2010) argued that there is need of gradual and continuous rise in project success rates especially in developing countries where the situation is more alarming.

Most of the projects succeed due to managerial skills and leadership styles of project managers. Well performing projects start with organizations which have a mission that is clearly defined and have created a vision of what they want their impact to be and in their activities and plans (Kraeger, 2011). Lawrence et al, (2007) investigated why projects being implemented by NGO's succeed and established proper project design, realistic budget estimates, realistic time frames, effective communication, secure funding, institutional strengths; prudent risk management as some key determinants of good project performance. The performance enhancing factors once identified are useful diagnostic tools to correct deviations by building in warning systems and assist in improving the project performance and delivery (Muller et al, 2012).

Garbharran, Govender and Msani (2012) in their work titled Critical success factors influencing project success in the construction industry in Durban South Africa found out that both project managers and contractors strongly support the key success factors of competence, commitment, communication and cooperation as significant in achieving project success. Nguyen, et al. (2004) asserts that a construction project is commonly acknowledged as successful when it is completed on time, within budget, and by specifications and to stakeholders' satisfaction. A competent project manager is critical to the success of any project. Garbharran, Govender and Msani (2012) indicated that project managers should possess both technical skills directly related to the project as well as soft skills relating to team management among other skills. Availability of resources is another critical factor for the success of any project. A resource management plan needs to be developed in conjunction with all stakeholders so as to avoid diverting of budgeted funds as the project is being implemented.

There must also be comprehensive contract documentation, particularly among the key stakeholders. This arrangement ensures that there is proper management of expectations. Garbharran, Govender and Msani (2012) quoting Johnson, Scholes and Willington (2006) suggests that costs, time and quality parameters need to be specified and contracted for performance assessment. This project performance factor has been supported by other researchers among them (Agheneza, 2009). They indicated that the process of project planning and implementation is able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations. A study by Phillip (2007) revealed that in Africa, many organizations have not yet managed to succeed in implementation projects within their scope.

Wambugu (2013) in his work titled determinant of successful completion of Rural Electrification projects in Kenya a case study of Rural Electrification Authority finds that supply of quality materials, coordination, planning and efficient management of projects contributed to the timely completion of rural electrification projects in Kenya. Ondari and Gekara (2013) in their work titled factors influencing successful completion of roads projects in Kenya found that management support, design specifications, supervision capacity and contractors' capacity influences successful completion of roads projects in Kenya. In the study, design specifications were found to be the most significant relationship with successful completion of projects. A study by Patrick (2010) established that many non-government organizations are still in the process of embracing project implementation and only few organizations have managed to effectively employ it. According to Ochieng (2009), many non-governmental organizations are unable to successively implement many projects due to lack of an effective implementation strategy. Most of the NGO projects experience many setbacks that affect project implementation process (Muli, 2008). Management commitment and failure to acquire the right knowledge regarding methodologies usually lead to poor implementation processes hence leading to delays in projects (Lysons & Farrington, 2006).

In Kenya, about 30% of non-governmental organizations employing project implementation have been experiencing failure in their projects (Mathew, 2011). United Nations Development Programme (UNDP) one of the leading non-governmental organization in Kenya however implementing various projects has also experienced many obstacles (Muli, 2008). Ndirangu (2008) undertook a study on determinants of power projects performance in the Kenya Power and Lighting Company limited. The study revealed that project management skills, political interference, socio economic factors and government bureaucracy play a major role in project success realization in the KPLC. On ranking, project management skills had the highest effect on project performance while government bureaucracy had the least impact.

Statement of the Problem

Project performance is the most important confirmation that project funds have been utilized appropriately to deliver the project goals and targets. However, many projects still fail to achieve and realize expected benefits (Baily et al 2012). Hence, this has led to project delays and cost overrun in some projects. Across the world, project failures have often been reported more than project success. Standish Group (2009) published that in the USA, only 32% projects succeed, 44% were challenged and 24% of projects failed. Stewart (2003) further claimed that only 25% of projects remain successful. Moreover, in developing countries, project failure is more alarming (Haughey, 2010). It has also been established that critical project success factors influence project completion and performance; project leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%). In Kenya, about 30% of non-governmental organizations experience failure in their projects (Mathew, 2011). Kerzner (2013) observed that projects may fail to achieve targets and objectives due to low morale, de-motivation, poorly managed project team relations and commitment. Thus, transformational top management support and behaviors is a very critical factor for better performance of various projects (Yang *et al.*, 2011). Jason (2016) argues that for every project to be successful, senior management support is required to mobilize resources for project goals. Carson (2009), the level of management support is mostly determined by management commitment. Well performing projects start with organizational culture, a vision of what to be achieved (Kraeger, 2011). NGO projects succeed due to proper project design, realistic budget estimates, realistic time frames, effective communication; secure funding, institutional strengths (Lawrence et al, 2007). Costs, time and quality parameters need to be specified and contracted for performance assessment (Johnson, Scholes & Willington, 2006). In Africa, many organizations have not yet managed to succeed in implementing projects within their scope (Phillip, 2007). Most of the NGO projects experience many setbacks that affect project implementation process (Muli, 2008). It is in regard of the above gaps that this study aimed to assess the determinants of project performance in NGO's in Kenya.

The objectives of this study were;

i. To examine how top management support influence project performance in Non-Governmental Organizations in Kenya.
ii. To establish how project team commitment influence project performance in Non-Governmental Organizations in Kenya.

Literature Review

This chapter reviews the literature relevant to the current study with a critical focus on factors influencing work life balance on employee performance in project based organizations.

Theoretical Review

The Stakeholder Theory exhaustively covers the various stakeholders involved in project implementation such as donors, researchers, management and even the ultimate users of the project (Dennis, 2009). The Stakeholder Theory explains how these elements influence successful implementation and performance of the projects by Non-Governmental Organizations. It is on this basis that this study is grounded on this theory. It is important to involve beneficiaries in projects activities from the start. Stakeholder's Theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson& Preston, 2010). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups. User involvement enhances economic cohesion as they recognize the value of working in partnership with each other and organizations (Miles, 2012).

Phillips (2007) noted that user's involvement also adds economic value both through the mobilization of contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. Government and Non-Governmental Organizations need to ensure the community users and other stakeholders also participate in the decision making, communication is well done and also their interests are considered. This theory therefore assists in the better understanding of the influence of user involvement on project implementation that leads to economic and social growth of the communities (Anderson, 2013).

One of the most influential models of teamwork theory was developed in 1965 by Bruce Tuckman. His original model identified four stages that all groups pass through as they move from "newly formed" to "high-performance" teams. In 1977, he revised the model to include a fifth stage. Those stages are Forming, Storming, Norming, Performing, and Adjourning. During the Forming stage, members of the project team meet each other and learn about the tasks they will need to perform. Team members will try to see how they fit in with each other and understand what is expected of them. During this stage, it is critical for the project manager to provide structure and direction for the team. Clearly defining the project's objectives and making sure each team member understands their role and responsibilities will help you lead the team through this stage successfully.

According to Benson and Lawler (2007), pressures deriving from the need to develop new ideas in dynamic, uncertain and complex environments causes start of team conflicts. The Storming stage is characterized by interpersonal issues such as conflict and polarization. During this stage it is common for team members to challenge each other, including the project manager. Team members will also question what they are doing and how it is being done. As the project manager, this will likely be the most challenging time leading your project. Some teams fail to achieve the high performance expected of them at this level. Understanding that this type of conflict is normal for any team will help you pass through this stage successfully. During this stage, some of the skills that will help you build your team are conflict management, active listening, and relationship building. It is also important for you to be assertive, confident, and positive during this stage, especially if some of the team members are challenging your leadership (Sims, Salas & Burke, 2005).

As conflicts become less intense and the team members begin to understand and accept each other, the team will gradually move into the Norming stage. It is during this stage that your team starts to come together and is able to focus more effectively on the project tasks and objectives. During this stage, you will want to focus on keeping everyone moving in the right direction. Communication and constructive feedback will help you do this (Aritzeta & Alcover, 2006). In the Performing stage, team members are comfortable with each other and group norms have been accepted. Interpersonal and structural issues have been settled and support task performance. Team synergy is high during this stage which results in high performance. Now that the team is performing at a high level, you will be able to focus more of your energy on leadership activities and less on supervisory activities (Goodwin et al., 2009). This level of synergy amplifies the overall effectiveness of your project. Teams at this level provide diversity in knowledge, attitudes, skills and experience, whose integration makes it possible to offer rapid, flexible and innovative responses to problems and challenges, promoting performance and improving the satisfaction of those making up the team.

This is the result of what has been called the wisdom of crowds: increased capacity for achieving various types of performance made possible by the interaction of team members (Salas & Rosen, 2009).As the project comes to an end; the team moves into the adjourning stage. This theory supports the research study by extensively exploring the project team cohesion, project leadership, technology adoption and communication planning. Apparently, team work revolves in all the four objectives because you need a team to conduct communication planning, technology adoption, leadership at all levels of the project and team cohesion and the stages teams go through to deliver results. From the earlier researchers, it is important to note that team synergy, collaboration and communication influences team cohesion. The theory also gives insight to project managers or team leaders on team behavior, the basis and foundation of tackling group issues to enhance performance in executing projects. As the project manager, it is important that you arrange for a celebration to recognize the team's accomplishments. This will close the project on a positive note.

Project management is defined as the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria (Dennis Lock, 2009). A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end usually time-constrained, and often constrained by funding or deliverables undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with operations which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies. The theory of project is provided by the transformation view in operation. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. To understand management is based on three theories: management-as-planning, the dispatching model and the thermostat model. The idea behind management as planning is that management at the operation level is seen to consist of the creation, revision and the implementation of plans (Williamson, 2013).

This approach to management views a strong causal connection between the actions of management and the outcomes of the organization. The dispatching model assumes that the planned tasks can be executed by a notification of the start of the task to the executor. That is, you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of

the world you think that there is a direct relationship between what is on paper the planning and what happens in reality.

Empirical Review

This section reviewed the relevant literature on the variables under study to establish the research gaps and therefore provided a guideline along which this study was conducted.

Top Management Support

Management is defined as the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively that includes planning, organizing, staffing, leading or directing, and controlling an organization to accomplish the goal or target (Khurana 2010). Top management support is one of the prime factors for achieving the project success. In absence of top management support, the project managers despite having excellent skills may fail at any stage of the project (Meredith & Mantel, 2010). Kandelousi, Ooi and Abdollahi (2011) mentioned that top management support can be viewed in several forms, for instance, helping teams in dealing with hurdles, exhibiting commitment to the work and encouraging the subordinates. Moreover, top management support results in availability of in time financial, human and other physical resources required for the successful execution of projects and more importantly, it also refers to the delegation of necessary power to project leaders and project teams. Therefore, top management support is important recommendation for achieving the project success (Lin, 2010). For the reasons, the projects without support of top management rarely survive (Meredith and Mantel, 2010).

The project leader is a person who can intimate and coordinate with top management for getting the required resources for a project through strategic planning. However, limited research has been conducted on the spirit of the top management support with combination of project leadership. In addition, Young and Jordan (2008) discussed that top management support is often discussed as a single paradigm, which is required for the project success. Prior literature has acknowledged the existence of top management support as a valuable template for project success, but no one has discussed the top management as a supporting variable to project managers' transformational leadership for achieving the project success,

Moreover, project managers' transformational leadership is considered to be an important element in project success factors (Yang et al., 2011). Interestingly, scope of project leadership is wide as compared to traditional project management. Despite the significance of project managers' leadership on project success (Geoghegan & Dulewicz, 2008) still in project management role of project managers as leaders is needed to be discussed in more detail. However, Mantel and Meredith (2010) argued that if external environment remains the same, the top management support enables the project leader to transform even the weaker projects into the successful ones. On contrary, in absence of top management support, the project(s) may fail at any stage of project, and usually it results in non-availability of in time resources. Therefore, a project leader should also possess good relationship with top management as well as having the required technical and administrative skills to lead a project toward success (Morgan, 2012).

Project Team Commitment

One of the most important steps of a project is to carefully choose the team. Choosing a team means relegating sympathies and friendship to the core in order to make the right choices for the sake of the project (Carson, 2009). This is one of the most difficult aspects to deal with. Team building means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions, respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary. Baily et al. (2009) propounded that knowledge of the mission, the existence of top-down objectives with related performance measures, and process guidelines link individual or group performance to the firm's goals and expectations of upper management require good qualifications. The use of teams, cross-functional managers, broad process and linkage oriented job responsibilities, and extensive information systems enable individuals to balance conflicting objectives and improve processes.

Professional qualifications are the fulcrum around which performance turns. Without well-motivated, able and well trained staff, even the more brilliantly conceived plans and strategies can fail. A motivated team whose members work for and with each other can beat a team of less motivated people even if they are greater in talent. To improve project performance and implementation, it is essential to understand the roles that are to be performed, the standards to be achieved and how projects are evaluated. The success of a project does not only depend on the project manager but also on the whole team. Composition of the team, their Professional competence, the Level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement of team members in the planning and design of the project and the level of monitoring of the project.

The technical capacity and expertise of the organisation in conducting evaluations, the value and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation.(Vanessa & Gala, 2011). Human resources should be provided with clear job allocation as well as designations which match their expertise. If the human resources in the project are lacking in skills, proper training should be carried out. For the projects whose staffs is sent out to the field in carrying out project activities on their own, there is a need for contact support to ensure quality (Ramesh, 2002). Chan and Kumaraswamy (2005) stated that a number of unexpected problems and changes from original design arise during the construction phase, leading to problems in time schedule and performance. It is found that poor site management, unforeseen ground conditions and low speed of decision making involving all project teams are the three most significant factors causing delays and problems of time performance in local building works. Okuwoga (2008) stated that cost and time performance has been identified as general problems in the construction industry worldwide.

Project Performance

Thuillier (2010) surveyed World Bank Task Team Leaders, project supervisors, and found that the most prominent Critical Success Factors for project supervisors are design and monitoring, at least in part because these are elements over which they have some control, other significant aspects of the management (coordination, training, and institutional environment) are under the control of the national project coordinators. However, there are a number of factors that influence Non-

Governmental Organizations' performance such as organization culture which they must reshape for operational efficiency and effective performance (Reiman & Oedewald, 2002). Limited technical capacities and relatively small resource bases may characterize some NGOs. NGOs sometimes may have limited strategic perspectives and weak linkages with other actors in development. NGOs may have limited managerial and organizational capacities.

Lack of funds grinds to a halt the project work because every activity costs money in terms of human resource, material costs, and many other categories of costs. In its simplest terms, the effectiveness of project implementation incorporates four basic criteria: time, monetary, effectiveness and client satisfaction. According to Schultz and Slevin (2009), management support for projects, project manager, sufficient resources or indeed for any implementation is of great importance in distinguishing between their ultimate success and failure. Project management is seen as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans for the organization or product (Beck, 2006, Manley, 2004). Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications.

Isensi (2006) and Kagiri (2005) analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation. Mwadali (2006) found that inexperienced project managers, poor communication, poor monitoring and control systems negatively affect project management efficiency. Effective communication in project implementation creates a common perception, changing behaviors and acquiring information.

Conceptual Framework

This research relates top management support, project team commitment and project performance in NGOs in Kenya.

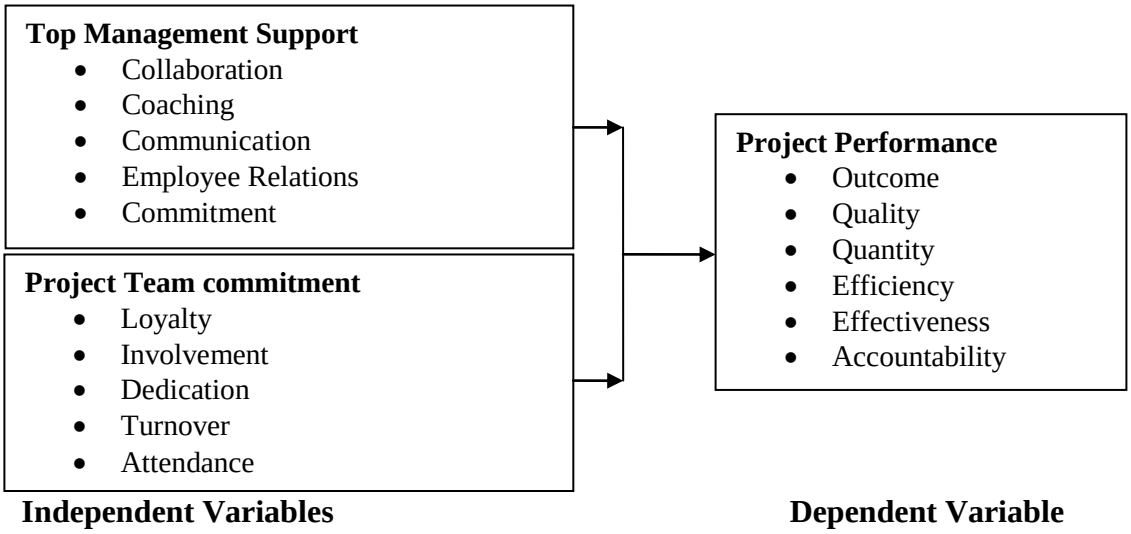

Figure 1: Conceptual Framework

Research Methodology

This research adopted a descriptive research design. According to Kothari (2004), descriptive design allows the researcher to describe and record, analyze and report conditions that exist. The research study adopted a quantitative approach. Data was collected to study the determinants of project performance. A survey design was preferred because it facilitates the collection of a considerable amount of data quickly, efficiently and accurately (Oso & Onen, 2005). This study targeted all the 304 employees working with Hand in Hand Eastern Africa a Non-Governmental Organizations in Kenya. They comprised of 20 Senior Managers, 25 Branch Managers, 40 Accountants and 219 Field Officers.

A sample size of 105 (34.5% of target population) respondents was randomly selected from the target population of 304 respondents. This sample size conforms to Mugenda and Mugenda (2003) who contend that a sample size should be at least 30% of the population. A simple proportional formula (P x n/N); where P is the population, was used to select the respondents per strata for the interviews and questionnaire administration. The study employed stratified random sampling method to draw respondents from the target population at all levels of management.

Table 1: Sample Size Distribution

Categories	Total Population	Sample Size
Senior Managers	20	7
Branch Managers	25	9
Branch Accountants	40	14
Field Officers	219	75
Total	304	105

Source: Hand in Hand Eastern Africa Human Resource and Administration (2016)

The researcher used a structured questionnaire to collect data from the respondents. Questionnaires are research instruments used to collect information geared towards addressing specific objectives (Kombo *et al*., 2006). The questionnaire items were scaled on a five point Likert scale. A pilot test was conducted purposely to test for validity and reliability of the instrument. Validity test measures the ability of the research instruments to measure what it is intended to. Reliability test on the other hand looks at the ability of research instruments to give consistent results over and over again (Kombo et al., 2006). Mugenda and Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. Reliability was calculated with the help of the Statistical Package for Social Sciences (SPSS) version 23. A Cronbach Alpha correlation coefficient greater or equal to 0.7 was accepted.

The data collected was edited, collated to eliminate errors and coded for analysis using the Statistical Package for Social Sciences (SPSS version 23) tool. The coded data was analyzed quantitatively. The unit of analysis in this study was the group of employees from Hand in Hand Eastern Africa. The units of observation were senior managers, branch managers, branch accountants and the field officers. Descriptive and inferential analyses (correlation) were conducted. Regression analysis was conducted to test the statistical significance of the effect of the independent variables on employee performance in project based organizations. The data analysis results were presented on frequency distribution tables.

The regression model to be used is as shown below:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$

Y = Project performance
X_1 = Top management support
X_2 = Project team commitment
α = Y intercept
ε = representing the error term, β_1 and β_2 are the beta coefficients

Findings and Discussions

The study targeted a sample size of 105 participants out of which 94 were completely well filled, returned and consequently used for data analysis. This yielded a response rate of 89.5%. This meets the acceptable response rate of at least 50%.

Participant's Demographic Profile

The study established that there were more male participants (56.4%) while the female participants (43.6%) as illustrated in Table 4.3. This implies that more men than women employees participated in this study. The study sought to determine the age categories of the participants and majority (41.5%) were aged 26 to 30 years followed by those aged between 31 and 35 years respectively. Those aged between 20 and 25 years formed 20.2%. The findings imply that majority of the participants were relatively young in age. From the study it was established that majority of the participants attained college education (47.9%). This was followed by those who had attained university degree education (39.4%) and postgraduate (12.7%). The findings imply that majority of the participants were adequately educated to comprehend and answer the questions appropriately. The study asked the participants to indicate their working experience with Hand in Hand Eastern Africa. The study established that majority (57.4%) of the participants had worked for 3 to 4 years followed by those who had worked for 1-2 years. The findings imply that majority of the participants had sufficient working experience with Hand in Hand Eastern Africa to effectively and sufficiently provide the information sought by the study. The study further sought to establish the positions held by the participants in Hand in Hand Eastern Africa. The field officers (53.2%) were the majority followed by branch managers (21.3%), branch accountants (19.1%) while the senior managers were the least at 6.4% respectively. The findings show a relatively balanced distribution of the participants in the sample size implying the study benefited from a variety of opinions and responses to the questions.

Descriptive Analyses

Descriptive statistics focuses on describing the basic feature of the data in a given study (Cooper & Schindler, 2013). In this section, descriptive analysis was used to summarize data regarding supervisory support, employee commitment and employee performance in project based organizations.

Top Management Support

The study sought to establish the influence of top management support on project performance in NGO's in Kenya. Several statements were fronted to which the participants responded to as shown in Table 2. The findings on the question as to whether top management supports and collaborates with

project manager, team to ensure project success; the mean was 3.95 with a standard deviation of 0.527. On whether top management coaches and helps project teams to handle project hurdles or obstacles, the majority were in agreement with a mean of 4.11 and a standard deviation of 0.516. Further, on whether top management delegates power to project manager and teams to enhance project performance, majority were indifferent with a mean of 3.30 and a standard deviation of 0.483.

Further on whether projects with inadequate top management support rarely survive, the mean was 3.92 with a standard deviation of 0.738. In addition, the study sought to assess whether there are clear communication channels between top management, project manager and project teams, majority were in agreement with a mean of 3.67 and standard deviation of 0.699. On whether the top management is committed and provides resources and leadership to enhance project success, majority of the participants were in agreement with a mean of 4.10 and a standard deviation of 0.736. Moreover, on whether project manager's transformational leadership is very critical in achieving project success, majority were also in agreement with a mean of 4.02 and 0.571. Additionally, on whether project manager should posses both good relations, technical and administrative skills to lead a project to success, the majority were neutral with a mean of 3.35 and a standard deviation of 1.080. This finding is congruent with Dasborough (2002) and Rhoades (2002) who posited that it is undeniable that the management has a great impact on building up the positive responses between supervisors and employees such as creating good workplace environment and giving accurate feedback and criticism to employees. From the findings on the effect of top management support on project performance, most of the recorded means were above average meaning that the respondents' responses ranged from being neutral to agree with the various statements. These findings imply that the project teams had a relatively good top management support in their work.

Table 2: Top Management Support

Statements on Top Management Support	Mean	S.D
Top management supports and collaborates with project manager, team to ensure project success	3.95	.527
Top management coaches and helps project teams to handle project hurdles or obstacles	4.11	.516
Top management delegates power to project manager and teams to enhance project performance	3.30	.483
Projects with inadequate top management support rarely survives	3.92	.738
There are clear communication channels between top management, project manager and project teams	3.67	.699
The top management is committed and provides resources and leadership to enhance project success	4.10	.736
Project manager's transformational leadership is very critical in achieving project success	4.02	.571
Project manager should possess both good relations, technical and administrative skills to lead a project to success	3.35	1.080

Project Team Commitment

The study sought to establish the influence of project team commitment on project performance in Table 3. The first statement sought to determine if the organization conducts team building workshops to discuss project success. The mean score was 3.56 with a standard deviation of 1.054 indicating that

the participants were agreement with the statement. The second statement sought to establish whether motivated and committed project teams enhance project performance. Majority of the participants with a mean score of 3.50 and a standard deviation of 0.792 indicates that the participants were in agreement with the statement.

The third statement asked the respondents whether composition of project teams, competency and level of responsibility accounts for failure or success of projects. The findings indicated that the majority of the participants were in agreement with a mean of 3.76. A standard deviation of 1.033 implies that the participants were indifferent in their responses to the statement. The fought statement sought to ascertain whether project team members felt a strong personal attachment and satisfaction at the work place. The mean score was 3.10 with a standard deviation of 1.197 indicating the participants were neutral and with divergent views to the statement. The fifth statement asked the participants whether the level of involvement of project teams in planning and design determines project performance. The mean score was 4.02 with a standard deviation of 0.568 indicating that the respondents were in agreement and cohesive in their responses to the statements. The study sought to determine how linking project teams with job responsibilities enables project manager to balance conflicting objectives to achieve success. A mean of 3.20 and standard deviation of 0.527 indicated that the participants were neutral in their responses to the statement. The participants were asked in the seventh statement whether lack of adequate project team involvement causes project implementation delays. A mean score of 3.70 and a standard deviation of 1.160 indicated that majority of the participants were in agreement. The eighth statement asked participants whether project team members' attendance to work is a critical indicator of commitment to the organization. From the findings, the mean score was 3.90 and a standard deviation of 1.287.

Table 4: Project Team Commitment

Statements on Project Team Commitment	Mean	S.D
The organization conducts team building workshops to discuss project success	3.56	1.054
Motivated and committed project teams enhance project performance	3.50	.972
Composition of project teams, competency and level of responsibility accounts for failure or success of projects	3.76	1.033
I feel a strong personal attachment and satisfaction at the work place	3.10	1.197
Level of involvement of project teams in planning and design determines project performance	4.02	.568
Linking project teams with job responsibilities enables project manager to balance conflicting objectives to achieve success	3.20	.527
Lack of adequate project team involvement causes project implementation delays	3.70	1.160
Project team members attendance to work is a critical indicator of commitment to the organization	3.90	1.287

Project Performance

The participants were asked whether project design, planning and implementation are critical success factors for project performance in Table 5. Majority of the respondents were in agreement with a mean of 4.30 and a standard deviation of 0.583. This is consistent with Fiedler and House (2002) who posited that successful leadership helps in the accomplishment of employees' needs which results in

active performance. The second statement sought to ascertain whether organization support and project culture are conducive for quality project performance. From the findings, majority of the participants were neutral with a mean of 3.40 and standard deviation of 0.560 implying that their responses were cohesive. The third statement sought to establish whether the level of project team commitment directly affects the performance of projects. The mean score was 4.20 with a standard deviation of 0.789 implying that the participants were in agreement with the statement. The fourth statement asked the participants whether project scheduling for various project activities affects project performance and efficiency.

The mean score was 4.43 with a standard deviation of 0.516 indicating that the participants were in agreement with the statement. This is congruent with Jones and George (2000) who posited that in order to improve performance, organizations are trying to improve the performance of human capital. The study also in the fifth statement sought to establish whether project team effectiveness and accountability directly influences project performance. The mean score was 4.75 with a standard deviation of 0.483 implying that the respondents were strongly in agreement with the statement.

Table 5: Project Performance

Statements on Project performance	Mean	S.D
Project design, planning and implementation are critical success factors for project performance	4.30	.483
Organization support and project culture are conducive for quality project performance	3.40	.568
The level of project team commitment directly affects the performance of projects	4.20	.789
Project scheduling for various project activities affects project performance and efficiency	4.43	.516
Project team effectiveness and accountability directly influences project performance	4.75	.483

Inferential Statistics

In this section, the study conducted both correlation analysis and multiple regression analysis to test the influence among the variables.

Correlation Analysis

Correlation analysis was done to investigate the existence and nature of relationship between top management support and project performance. From the correlation analysis in Table 4.4, the study established that there was a strong and significant positive correlation ($r = 0.912$) between top management support and project performance. This finding supports Mullins (2005) who argued that indicators of top management support are positive relationship between project performance, job satisfaction and quality work by the employee.

The study further sought to determine the relationship between project culture and project performance. The study further established that there was a strong significant and positive relationship ($r = 0.807$) between project team commitment and project performance in Table 4.13. This finding is consistent with Roehling *et al*, (2001) that effective commitment is related to the knowledge that employees have about the project performance programs in their organizations to a greater extent.

Project team commitment has a significant impact on the project performance in Non-Governmental Organizations in Kenya.

Table 6: Correlation Analysis

		Project performance	Top management support	Project team commitment
Top Management Support	Pearson Correlation	.912	1	
	Sig.(2-tailed)	.000		
	N	94		
Project team Commitment	Pearson Correlation	.807	.654	1
	Sig.(2-tailed)	.024	.026	
	N	94	94	

Regression Analysis

Model Summary

The researcher conducted a multiple regression analysis to analyze the determinants of project performance in Non-Governmental Organizations in Kenya. The Regression model summary in Table 7 shows that the four predictor variables accounted for 76.8% of the total variation in project performance because the 'R square' value is 0.768. Therefore, further research should be conducted to investigate the other factors constituting 23.2% which influence project performance.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.876[a]	0.768	0.765	1.015

Analysis of Variance

ANOVA test was conducted to test the significance of the relationship between the independent and dependent variables by predicting the power of the model with that of an intercept only model (Faraway, 2002). The results in Table 8 show that the P-value of 0.000 was established from the ANOVA test. This revealed the existence of a statistically significant relationship between project performance and the two independent variables. The calculated F value was greater than the F critical value (136.572>1.341) implying that Top management support and Project team commitment significantly determine project performance.

Table 8: Analysis of Variance

Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	36.213	2	18.107	127.520	0.000[b]
	Residual	12.921	91	0.142		
	Total	92.134	93			

$Y = 1.542 + 0.811X_1 + 0.796X_2 + 1.1921$

The beta values that were obtained were used to explain the regression equation. The standardized beta coefficients give a measure of influence of each variable to the model and indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The regression model established that taking all factors into account (Top management support and Project team commitment) at zero, the constant is 1.542.

A unit increase in top management support leads to a 0.811 increase in project performance. From the regression equation, the results reveal that top management support significantly determines project performance. This indicates that top management support had a significant influence on project performance in Non-Governmental Organizations in Kenya. A unit increase in project team commitment leads to 0.783 increase in project performance. From the regression equation, the results reveal that project team commitment significantly influence project performance. This indicates that project team commitment had a significant influence on project performance in Non-Governmental Organizations in Kenya.

Table 9: Beta Coefficients

	Un-standardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	β	**Std. Error**	**Beta**		
(Constant)	1.542	1.921		1.766	.024
Top management support	0.811	0.322	0.360	3.305	.000
Project team commitment	0.783	0.346	0.287	3.125	.023

Conclusions of the Study

Based on the first objective, the study concludes that top management support has a positive and significant influence on project performance in Non-Governmental Organizations in Kenya. The study found that collaboration, coaching, communication, employee relations and commitment influence project performance in Non-Governmental Organizations in Kenya. The study also concludes that project team commitment has a positive and significant influence on project performance in Non-Governmental Organizations in Kenya. The study established that Loyalty, Involvement, Dedication, Turnover and Attendance influence project performance in Non-Governmental Organizations in Kenya.

Recommendations of the Study

The study recommends that the top management should prioritize supporting and collaborating with the project manager and team to foster project success. Further, the top management should continue building the capacity of project teams to handle various project challenges and obstacles they may encounter. The top management should realize the importance of delegating responsibility to the project manager and teams in order to enhance project performance. Additionally, the top management should provide sufficient support and resources for project implementation to realize project benefits or success. Further, the study recommends that communication channels should be more open between top management, project manager and project teams.

On the second objective, the study recommends that the organization should conduct team building workshops to discuss project success, feedback and generate solutions to the challenges. The study also recommends that project teams be motivated and committed to enhance project performance. In addition, there should be better composition of project teams, competency and level of responsibility to guarantee success of projects. The project team members should be well taken care of in all aspects to enhance their personal attachment and satisfaction at the work place. Moreover, the study recommends that the level of involvement of project teams in planning and design should be enhanced because this determines project performance.

Areas for Further Studies

The study recommends that a longitudinal study be conducted on the influence of project team commitment on project performance in project based organizations in Kenya. The study on the influence of project team commitment on project performance will enable the findings of this study to be generalized and replicated for Non-Governmental Organizations in Kenya. This will be useful in providing a more reliable reference material for other researchers interested in the area of project performance.

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