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PROJECT RISK MANAGEMENT ON PERFORMANCE OF KENYA RURAL ROADS AUTHORITY IN SIAYA COUNTY

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ABSTRACT

Project Management best practices institutionalization in both public and private sectors plays a critical role in success of projects. Cases of project failure and poor management practices continue to be reported despite many studies having been done highlighting areas that have been weighed and found wanting. These studies have made various recommendations but improvements with regards to institutionalizing best practices in project management remain insignificant especially in the public sector. This study sought to establish the influence of Project Risk Management on performance of Kenya rural roads authority in Siaya County. The study adopted descriptive survey design. This study was targeting the management and various levels of employees working at Kenya rural roads authority in Siaya County. Stratified random sampling design was used to select 380 respondents from the six sub-counties. Primary data was collected using structured and semi-structured questionnaire. Pilot study was conducted to test validity and reliability. Quantitative data was analyzed descriptively using frequencies, Mean, Standard deviation and percentage while Pearson's Correlation Coefficient and Multiple linear regression analysis with aid of SPSS version 25 was used to generate inferential statistics. The data was presented in form of tables. Qualitative data was analyzed using content analysis. The research findings indicated that there was a positive significant relationship between Project Risk Management and performance of Kenya rural roads authority in Siaya County. The study therefore recommended that management of projects in Siaya county KURA office to take note of these Project Management Practices. Managers of Projects in Siaya County should take keen note on the best project management approaches/strategies and offer support to subordinates, put in place clear communication channels, have efficient Monitoring mechanisms and always approach organizational changes from a project management perspective.

Key Words: Project Management, Project Risk Management, performance

INTRODUCTION

Project management has obtained a reputation from industry and academia as a discipline that helps a project and organization achieve improved performance (Suk, Mulwa, Caldas & An, 2017). There is substantial research supporting the value of institutionalizing best practices in project management. However, its effective implementation in many organizations especially in the public remains elusive (Ajmal, Malik & Saber, 2017). Furthermore, identifying practices that contribute to successful project management is still a challenge with term "project success" also subject to different opinions. In this regard, Fernandes, Ward and Arauj (2014) note that although there is sufficient literature on how project management provides advice on how to improve project management practice, organizations need guidance on the key project management initiatives they should put more efforts on.

According to Kerzner (2018) building of project management practices and methodologies is centered on unique organizational culture of each company and how each of the companies undertakes their teamwork, problem solving and decision making. These views are also supported by Wana, Ogola and Datche (2019) who allege that organizations that implement projects successfully have effective project management practices in place as tools to achieve business objectives and align projects to organizational goals. While the knowledge in project management theory is gaining grounds especially in academia, there is still much to be done especially regarding the full integration of the project management practice (Ahadzie, Kissi & Adjei-Kumi, 2012).

According Besner and Hobbs (2013) project management is practiced in many different contexts, each with its particular management problems. Project management practices institutionalization is crucial today despite the different contexts of application, as it leads to better development of projects, management of resources within time, cost, and quality constraints. Further there is need for organizations to confirm the strategic alignments of their projects with the organization goals before the application of best practices (Ferreira *et al.*, 2013; Fraz, Asim, Saad, Mohsin, Syed & Safia, 2016; Fitsilis & Chalatsis, 2014).

Indeed from a review of literature, there are ten project management practices also referred to as" knowledge areas" to be adopted; time management, human resource management, cost management, scope management, communication management, stakeholder management, procurement management, change management, Project Risk Management and integration management (PMI, 2013).Some literature sources tend to look at initiating, planning, executing, controlling, and closing (project life cycle) as the practices in project management (Alotaibi, 2019). This study will focus on the role of management of Project Monitoring and evaluation, Project Risk Management, project leadership and project stakeholder in enhancing chance of project success.

Adoption of best project management approaches come with some challenges. In line with this assertion, Akira and Simba (2016) note that project management has evolved over the past couple decades as researchers and practitioners have attempted to identify the causes of project failure and the various factors that lead to project success. Furthermore, contemporary project management of organizations cannot guarantee project success always (Ajmal *et al*., 2017). Desta *et al*. (2006) while reviewing Jessen (1992) findings, observed that one of the main challenge stems from the one –time nature of projects, making it difficult for organizations to derive benefit from past project successes and failures due to lack of transfer of knowledge between projects. The authors argue that project success depends greatly on how the project is managed and controlled and central to this, is the aspects of planning, implementation, cost and time overruns and quality non achievement.

Given the strategic importance of projects to organizations reaching their goals, effective implementation of tried and tested project management practices that measure progress and risk remain key to ensuring the right projects can be delivered. This can be done while aligning the projects with organizational priorities in order to realize improved organizational performance and to produce consistent outcomes (Wana, *et al*., 2019). Project management practices in this study are simply seen as those practices that practitioners see as key to executing projects. This study aims to make some contribution on importance of adoption of best practice for public organizations when they chose to invest in improving project management performance by the use of specific project management practices.

Statement of the Problem

The performance of a project is a primary consideration in any project, and different strategies are usually employed to ensure better project performance. Over time, different studies have attempted to examine the different project management practices affecting Kenya Rural Roads Authority. Time and cost are two critical indicators of project success; however, it has been found that 9 out of 10 projects experience cost overruns (Flyvbjerg et al., 2014), and the cost overruns can be as high as 183% (Odeck, 2014; Love et al., 2012), suggesting that the project management practices are not effective.

The project management practices, specifically planning, resource scheduling, communication, and Project Monitoring and evaluation have a substantial influence on the performance of roads construction projects. In the past few years in Kenya, there has been an increase in the number of rural roads being constructed. However, there exist several critical elements that have arisen in relation to the project performance executed by the contractors (Kihoro & Waiganjo, 2013). According to Musyoka (2017), the success of roads construction project often depends on the project management practices employed in particular projects.

The lack of proper project planning, effective resource scheduling, effective project communication, and Project Monitoring and evaluation has continually led to the poor performance of road construction projects. A literature review reveals that a number of public construction projects and rural road construction projects still register poor performance related to the project management practices (Boru, 2016; Durdyev, Omarov, & Ismail, 2017; Gituro & Mwawasi, 2016; Kwatsima, 2016; Seboru, 2015). Ochenge (2018) acknowledged that the performance of road infrastructure projects was significantly affected by project management practices.

Some of the factors associated with poor performing projects are sector-specific, especially the difference in how projects are managed within the public and the private sector. Nzingu and Karanja's (2018) study focused on the influence of M&E practices on road construction success within success, highlighting that more knowledge about the Project Monitoring tools is needed for the success of the projects. While the reviewed studies have examined the link between project management practices and the performance of most rural roads' construction projects and other construction projects. Furthermore, public and private construction projects are faced with different circumstances and challenges. Therefore, the current study attempts to address the gap by examining the Project Risk Management and the performance of Kenya rural roads authority in Siaya County.

Specific Objectives

i. To establish the influence of Project Risk Management on performance of Kenya Rural Roads Authority in Siaya County

LITERATURE REVIEW

Theoretical Review

Project Risk Management Theory

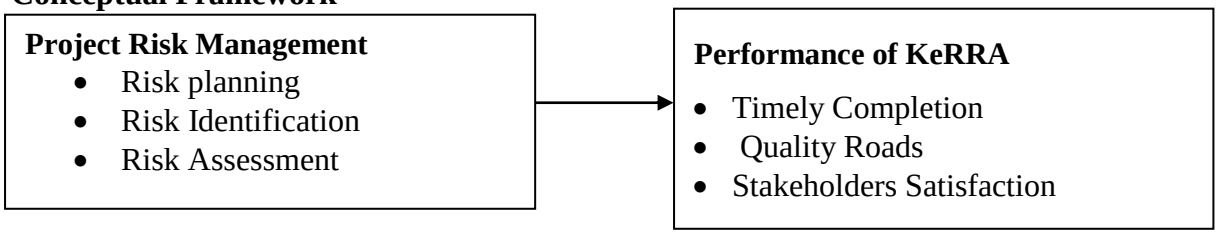
The theory of Project Risk Management is concerned with how individuals and organizations allocate resources through time to recover from or avoid disasters (Arrow, 1965). The theory seeks to explain how solutions to the problems faced in allocating resources through time are facilitated by the existence of risks in the project environment (David, 2007). The concept of Project Risk Management theory involves studying the various ways by which businesses and individuals can avoid, mitigate, transfer and accept risk during the project life cycle (Sarkis, 2011). Numerous theories have explained the role of Project Risk Management in a project environment. The underlying theories under Project Risk Management include financial theory, agency theory, contract theory, prospect theory and new institution economic theory. Tseng (2007) posit that Project Risk Management theory focuses on how an organization or an individual can adopt a systematic and consistent approach to manage all kinds of risks. According to this theory, one component in project life cycle affects the next level therefore there is need to adopt multi-directional approach in Project Risk Management. The theories considered include Project Risk Management models developed within the body of the agency theory, stakeholder theory and new institutional economics (Klimczak, 2007).

Agency theory broadens the investigation of the firm to incorporate division of possession and control, and administrative inspiration. In the field of hazard the executive's office issues have been appeared to impact administrative frames of mind toward chance taking (Smith and Stulz, 1985). Hypothesis likewise clarifies a potential befuddle of enthusiasm between partners, the executives and investors because of asymmetries in procuring appropriation, which can bring about the firm going out on a limb or not participating in positive net worth activities (Mayers and Smith, 1987). Thus, organization hypothesis infers that characterized supporting approaches can have significant impact on firm worth (Fite and Pfleiderer, 1995).

According to Tversky and Kahneman (1979) prospect theory is a theory of judgment under risk conditions where decision making can be viewed as a choice between prospects. This theory argues that when making decisions, individuals put more focus on where there are gains than losses. Decision making is based on the value of each outcome by its decision weight. Decisions weights represent an empirically derived assessment of how people actually arrive at their sense of probability.

In regard to the views discussed above, Kerzner (2013) notes that Project Risk Management is a key indicator of sound project management as it influences the project objectives outcomes. Project Risk Management theory helps inform this study on the impact of risk on road construction project, how-to identify and quantify risk and mitigate risks. Project risks can lead to scope creeping, over budgeting, delays in project completion and eventually affect quality of the project deliverables and lead to project complexities.

Conceptual Framework



Project Risk Management

Venture chance administration is the workmanship and study of distinguishing, examining, and reacting to chance for the duration of the life of a task and to the greatest advantage of

meeting venture goals (Pimchangton and Boonjing, 2017; Schwalbe, 2015). According Pimchangton and Boonjing (2017), venture chance administration involves understanding potential issues that may happen on the undertaking and how they may obstruct venture achievement.

As indicated by Schwalbe (2015) declares that there are six procedures included hazard the board. These procedures are: chance arranging the board, chance recognizable proof, subjective hazard investigation, quantitative hazard examination, chance reaction arranging, and hazard observing and control (Snyder, 2014; PMI, 2008). As per PMI (2013) the expression "venture hazard" alludes to a dubious occasion or condition that, in the event that it happens, has a positive or negative impact on a task's targets.

Stakeholder Engagement

Stakeholder engagement has been described to be essential to the success of businesses in the 21st century. The need to create value for everyone in an enterprise is also important in building common purpose and addressing the multifaceted challenges facing the world (Stakeholder Research Associates 2015). Stakeholders often have different attributes that define the degree of their influence on project performance. These attributes can be the degree of their powers, legitimacy, urgency, and interests in the activities of these organizations (Karkhanis 2011). Given the sensitivity of stakeholders' attributes, organizations are expected to give their stakeholders utmost attention by taking their perspectives into account towards decision making and strategy development.

One of the most effective ways of giving stakeholders attention is to engage them actively on issues of mutual concern. Stakeholder engagement stems from identifying who the stakeholders are and prioritizing them accordingly based on relevant attributes. The issues of concern to be addressed also need prioritization especially when they are numerous. It is important for an organization to be able to bring stakeholders on board for two-way and multi-way dialogues towards creating mutual value, understanding, cooperation, and shared objectives. Stakeholder engagement is described as fundamental to a successful business (Stakeholder Research Associates 2015). Therefore, it was useful to explore the process of stakeholder engagement in tandems with the provisions of standard framework and best practices.

Performance of KeRRA

The term projects performance continues to generate a lot of debate with no consensus regarding the criteria to evaluate success among project management practitioners and academicians (Gomes & Romão, 2016; Hussein, Ahmad & Zidane, 2015; Collins & Baccarini, 2004). According to Hussein *et al.* (2015) over the last two decades, there has been a lot of research on the concept of project performance criteria. The benchmark for measuring project performance varies among different practitioners and perhaps it's the reason as to why stakeholders' differences remain a challenge in project management (Hammond, 2018). The authors note that the current research within this field could be grouped into the following three areas: an assessment of project performance at or after project completion, the importance of defining project success criteria up-front in the project for managing the project and the potential threats and challenges influencing the initial definition of project performance criteria.

Empirical Review

According to studies conducted by Musinya (2011) on the influence of project management practices on performance, the findings reveal that Project Risk Management practice was very important for any construction company as this was represented by majority of

respondents (84.4%) who admitted to practicing Project Risk Management procedures. Costs escalations reduced greatly and organization performance and growth were found to be enhanced due to implementing technical support and effective control planning to prevent risk. The above findings were found to be in agreement with Raz *et al.* (1999) and Wasim-Ullah (2009) who advocates for the use of risk managing practices to enhance project performance hence success. The study adopted a descriptive survey involving samples from construction companies in Westlands District, Nairobi County. The study involved simple random sampling to sample 30 companies out of 33 Companies in Westlands District to ensure that each Company got an equal chance of being selected.

De Bakkar *et al.* (2010) opined that there were two approaches to Project Risk Management; the evaluation approach and management approach. The evaluation approach provides us with new and valuable insights into the risk factors that have an impact on IT project success. These authors note that there are both technical risk factors and organizational risk factors, such as senior management support and user participation, which were found to be highly influential based on extensive empirical research. These authors point out that the contribution of the evaluation approach to project success remains unclear and that the knowledge of the risks alone is not enough to contribute to project performance. They also posit that management approach to Project Risk Management has as yet not led to conclusive evidence either with the empirical knowledge still anecdotal and largely based on how Project Risk Management is assumed to work instead of how it is actually used in project practice.

RESEARCH METHODOLOGY

The study adopted a descriptive survey research design. The target population of this study was project managers for the 119 and roads done in Siaya County by the Kenya Rural Roads Authority for the period of 2013-2021. The study adopted stratified random sampling. The sample size would comprise of 92 respondents from a population of 119 which represents 100% of the target population which fulfils the minimum threshold sample. Our target population in this study was less than 10,000, thus the sample of 384 can be adjusted as follows using the following formula suggested (Yamane, 1967) provides a simplified formula to calculate sample sizes of 92 Project Managers

The self-administered structured questionnaire was used to collect quantitative data from sampled. Descriptive and inferential statistics was used to analyze quantitative data after appropriate data coding. Descriptive statistics used would include frequencies, percentages, mean and standard deviation. Mean is a measure of central tendency used to describe the most typical value in a set of values. Standard deviation showed how far the distribution is from the mean. The relationship between level of the independent and dependent variables was measured using Pearson Correlation and regression analysis.

RESEARCH FINDINGS AND DISCUSSION

The research sample composed of 92 respondents, out of which 87 questionnaires were received back, with five (5) being either not filled or not returned at all. This translated to 95.1% response rate which was acceptable for data analysis

Descriptive Analysis

Project Risk Management

To obtain information about the first independent variable Project Risk Management , numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the

statement "We have a risk breakdown structure that we normally use to identify potential risk for mitigation" 15.1% strongly disagreed to the statement, 13.9% of the respondents disagreed to the statement, 35.5% of the respondents neither agreed nor disagreed to the statement, 24.7% of the respondents agreed to the statement whereas 10.8% of the respondents strongly agreed to the statement, with a mean of 3.02 and standard deviation 1.195.

On the statement "Workshops are normally organized for risk evaluation to determine high-impact risks, which can help narrow the focus on a few critical risks that require mitigation" 13.5% strongly disagreed to the statement, 8.8% of the respondents disagreed to the statement, 10.8% of the respondents neither agreed nor disagreed to the statement, 43.8% of the respondents agreed to the statement whereas 24.1% of the respondents strongly agreed to the statement, with a mean of 3.54 and standard deviation 1.306. On the statement "After the risk has been identified and evaluated, the project team develops a risk mitigation plan to reduce the impact of an unexpected event", 5.2% strongly disagreed to the statement, 23.9% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 20.7% of the respondents agreed to the statement whereas 31.1% of the respondents strongly agreed to the statement, with a mean of 3.49 and standard deviation 1.291. Regarding the statement "The project team often develops an alternative method for accomplishing a project goal when a risk event has been identified that may frustrate the accomplishment of that goal", 4.8% strongly disagreed to the statement, 15.9% of the respondents disagreed to the statement, 7.6% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 3.71 and standard deviation 1.145.

On the statement "The project team always considers potential risk in the planning phase and weight against the potential benefit of the project's success in order to decide if the project should be chosen" 4.8% strongly disagreed to the statement, 29.9% disagreed to the statement, 5.2% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 18.3% of the respondents strongly agreed to the statement, with a mean of 3.39 and standard deviation 1.223. On the statement "Once the project is approved and it moves into the planning stage, risks are identified with each major group of activities to identify increasing levels of detailed risk analysis." 8.4% strongly disagreed to the statement, 2.0% disagreed to the statement, 13.9% of the respondents neither agreed nor disagreed to the statement, 55.4% of the respondents agreed to the statement whereas 20.3% of the respondents strongly agreed to the statement, with a mean of 3.77 and standard deviation 1.062. On the statement "In the project implementation phase of the projects, risk plan is always updated with new information and risks checked off that are related to activities that have been performed" 2.8% strongly disagreed to the statement, 4.8% disagreed to the statement, 12.7% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 46.2% of the respondents strongly agreed to the statement, with a mean of 4.16 and standard deviation 1.006. Finally, on the statement "During the closeout phase of the projects, agreements for risk sharing and risk transfer is always concluded and the risk breakdown structure examined to be sure all the risk events have been avoided or mitigated" 10.8% strongly disagreed to the statement, 10.4% disagreed to the statement, 21.9% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 21.5% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.240.

Table 1: Project Risk Management Frequencies

Project Risk Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
We have a risk breakdown structure that we normally use to identify potential risk for mitigation.	15.1	13.9	35.5	24.7	10.8	3.02	1.195
Workshops are normally organized for risk evaluation to determine high-impact risks, which can help narrow the focus on a few critical risks that require mitigation.	13.5	8.8	10.8	43.8	24.1	3.54	1.306
After the risk has been identified and evaluated, the project team develops a risk mitigation plan to reduce the impact of an unexpected event.	5.2	23.9	19.1	20.7	31.1	3.49	1.291
The project team often develops an alternative method for accomplishing a project goal when a risk event has been identified that may frustrate the accomplishment of that goal	4.8	15.9	7.6	47.0	24.7	3.71	1.145
The project team always considers potential risk in the planning phase and weight against the potential benefit of the project's success in order to decide if the project should be chosen.	4.8	29.9	5.2	41.8	18.3	3.39	1.223
Once the project is approved and it moves into the planning stage, risks are identified with each major group of activities to identify increasing levels of detailed risk analysis.	8.4	2.0	13.9	55.4	20.3	3.77	1.062
In the project implementation phase of the projects, risk plan is always updated with new information and risks checked off that are related to activities that have been performed	2.8	4.8	12.7	33.5	46.2	4.16	1.006
During the closeout phase of the projects, agreements for risk sharing and risk transfer is always concluded and the risk breakdown structure examined to be sure all the risk events have been avoided or mitigated	10.8	10.4	21.9	35.5	21.5	3.47	1.240

Project Performance

To obtain information about the first independent variable Project Performance, various statements were asked and the respondents required to provide feedback on a likert scale of

one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement "The project schedule achieved original timeline as set out in the project plan." 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.576. On the statement "The project delivered within proposed time", 5.6% strongly disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 57.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement "The project used efficiently the resources as per the budget plan", 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement "The project has satisfied the stakeholders 'needs as intended", 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874. On the statement "On a scale of one (1) to ten (10) how do you rate your satisfaction with respect to the levels of achievement and quality attained in the project." 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869.

Table 2: Project Performance Frequencies

Project Performance	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
The project schedule achieved original timeline as set out in the project plan.	-	-	10.4	64.9	24.7	4.14	0.576
The project delivered within proposed time	5.6	-	16.7	57.0	20.7	3.87	0.929
The project used efficiently the resources as per the budget plan	2.0	13.1	21.5	49.4	13.9	3.60	0.951
The project has satisfied the stakeholders 'needs as intended.	2.8	-	12.4	40.6	44.2	4.24	0.874
On a scale of one (1) to ten (10) how do you rate your satisfaction with respect to the levels of achievement and quality attained in the project.	2.8	-	22.7	47.0	27.5	3.96	0.869

Inferential Analysis

Correlation Analysis

Correlation analysis identified the existence or otherwise of relationship between Project Performance and all the other variables. Pearson Product Moment Correlation coefficient was

used, the correlation coefficient (r) was used to establish whether there was linear relationship between the variables of interest in the study. The coefficient of determination (r^2) was used to check for goodness - of - fit. The value of r ranges between -1 and +1, r = 0 implies no correlation, r = 1 means perfect correlation.

From table 3 below, there was a strong positive significant relationship between Project Performance and Project Risk Management, with a Pearson's correlation coefficient of 0.763 and a p-value<0.001, implying that 76.3% of Project Performance in Siaya County is explained by Project Risk Management.

Table 3: Correlation Matrix for Project Performance Variable

		Project Performance	Project Risk Management
Project Performance	Pearson Correlation	1	.763**
	Sig. (2-tailed)		.000
	N	87	87
Project Risk Management	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	
	N	87	87

Regression Analysis

The study adopted both simple linear regression and multiple regression to establish the relationship between the independent variables (Project Monitoring and control, Project Risk Management, Project Monitoring & evaluation and Project Leadership and the dependent variable (Project Performance).

As indicated in the table 4 (i) the coefficient of determination R square (R^2) is 0.685 and R is 0.827. The statistic R which is 0.827 is the correlation coefficient, which implied a strong positive relationship between the joint relationship of Project Management Practices and the Project Performance. The coefficient of determination R square (R^2) implied that 68.5% of the variation on the Project Performance in Siaya County was explained by the variation of the Project Management practices. The other 31.5% of the variation in Project Performance is explained by other factors not included in the model. The results show that Project Management practices influenced the Project Performance in Siaya County.

Table 4 (ii) indicates the results of Analysis of Variance (ANOVA) on Project Management practices versus Project Performance. From the ANOVA results, the p-value of the F statistic is less than 0.001 (p-value<.001), an indication that the model was statistically significant, thereby implying that the data was excellent for making a conclusion. This therefore implied that the Project Management practices significantly influenced the Project Performance in Siaya County. The regression results were fitted in Model

Table 4 (iii) presents beta coefficients of Project Management practices Project Performance ($\beta_2 = 0.232$; t-values of 4.192, and p-values of <0.001. Therefore, the Model equation is;

$$\mathbf{Y= -3.146E\text{-}005 + 0.232X_2}$$

Where,

Y = Project Performance

X_2= Project Risk Management

Table 4: Regression Analysis for Project Management Practices

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.685	.679	.33462

a. Predictors: (Constant), X_1, X_2, X_3, X_4

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.783	4	14.946	45.0452	.000[b]
	Residual	27.545	83	.3318		
	Total	87.328	87			

a. Dependent Variable: Project Performance in Siaya County

b. Predictors: (Constant), X_1, X_2, X_3, X_4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.146E-005	.021		-.001	.999
	X_2	.232	.055	.347	4.192	.000

a. Dependent Variable: Project Performance in Siaya County

Discussion of the findings on the relationship between Project Management practices and the Project Performance in Siaya County

The T statistics for the coefficients are 4.192 with p values of <.001. Since the overall model is statistically significant, this implied that Project Management practices significantly influenced Project Performance in Siaya County. The results further confirmed that the Project Management practices had a positive influence on Project Performance in Siaya County.

Conclusions of the Study

The study concluded that Project Risk Management affects Project Performance in Siaya County. This therefore means that KURA offices in Siaya County should have clear risk management.

Recommendations of the Study

A practical area this study could be applied is in the area of Project Management in organizations and particularly state corporations. The study revealed that Project Monitoring and Control, Project Risk Management, monitoring & evaluation, Project Leadership had effect on the Project Performance in Siaya County. The study therefore recommended that management of projects in Siaya county KURA office to take note of these Project Management Practices. Managers of Projects in Siaya County should take keen note on the best project management approaches/strategies and offer support to subordinates, put in place clear communication channels, have efficient Monitoring mechanisms and always approach organizational changes from a project management perspective.

Areas for Further Research

Even though this research provided meaningful results, there were possibilities that all Project Management Practices were not exhausted and hence the need for further research. To

begin with, the selection of Project Management Practices included in the conceptual framework was not exhaustive. Therefore, other factors could provide additional insights into the Project Management Practices and Project Performance in Siaya County. Equally, future researchers may consider other variables that are not considered in this research.

Secondly, with a view that this research was conducted only on the state corporations, future research can be extended to organizations in other industries, particularly the private sector to establish whether the findings in this research was in concurrence.

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