



PROJECT MANAGEMENT PRACTICES AND PROJECT PERFORMANCE: A SURVEY OF NG-CDF PROJECTS IN PUBLIC SECONDARY SCHOOLS IN NYARIBARI CACHE, KISII COUNTY, KENYA

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Abstract

The main objective of the study was to determine the effects of project management practices on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Cache, Kisii county, Kenya. The specific objectives of the study were: to determine the effects of planning on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Cache, Kisii county, Kenya, to determine the effects of controlling on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Cache, Kisii county, Kenya and to determine the effects of Leadership on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Cache, Kisii county, Kenya. The study was hinged on Resources based theory and Goal setting theory. This study adopted descriptive research design. The target population was 680 respondents consisting of Board members from 40 public secondary schools in Nyaribari cache sub- county with NG-CDF funded projects. This study adopted purposive sampling technique to select a sample size of 120 respondents from 40 public secondary schools for the study. Primary data was gathered using closed-ended questionnaires. Data was analyzed using descriptive and inferential statistics and presented in tables and graphs. The study found out that, planning had strong, significant and positive relationship with project performance in public secondary schools in Nyaribari Cache Sub-County. Additionally, the study established that, planning had a positive and significant effect on performance of NG-CDF funded projects in public secondary schools in Nyaribari Cache. The study concluded that, controlling had strong,

significant and positive relationship with project performance in public secondary schools in Nyaribari Chache Sub-County. The study recommended that, project managers in public secondary and NG-CDF board should adopted all-inclusive approach in their leadership. This includes involvement of the community, parents in identification and implementation of projects in schools. This will remove resistance from stakeholders and other bottle necks and hence ensure project success.

Keywords: Project Performance, Implementation, Planning, Control, Leadership

INTRODUCTION

The concept of project management practices has been applied from time to time since ancient times. However, there is no documentation on methodologies or techniques that were used until mid-1950s that saw emergence of new ideas which gave birth to modern project management practices. Since then, the concept of modern project management practices has gained much admiration and wide acceptance both in the private and public sectors in developed countries (Singh & Kumar, 2021).

According to Price Waterhouse Cooper (2014) 50% of the reasons why projects fail were due to poor project management practices. In their findings, the public sector had the lowest project management levels compared to other sectors. Equally, the findings further states that use of project management practices increases the likelihood of project success.

Involvement of community members in project development is necessary, otherwise the success of implementation projects in the community cannot be achieved. Many health and community agencies come up with development projects which depend on the equity principle, multi-fact collaboration, participation and empowerment, to improve the attainability of the objectives of the project (Maluki, 2018).

The LAPSSET project identified as one of the flagship projects in the vision 2030, was expected to start in earnest in the course of 2012 but to date, the implementation timeline is still delayed. Despite the positive feasibility reports indicating its potential of contributing a whopping 3% to the Country's GDP, the project is yet to be implemented fully. Out of the seven components of the main project, only two are on time while the rest are behind schedule. This is a mere 28.5% complete, 71.5 % delayed and vision 2030 development blueprint is midway (LCIDP, 2017).

Planning

Management planning is about setting performance goals and expectations that individual employees can direct their efforts towards achieving organizational goals and objectives. This ideal is grounded on the idea that when employees are effectively involved in the process of planning, they can understand the organizational goals, what should be done, when and how it should be done (Patterson & Radtke, 2019).

Planning helps the organizations in outlining the future organizational vision then defines the purpose of the organization (mission) and establishes realistic goals, objectives and detailed schedules (plans) consistent with the mission in a defined time frame within the institution's capacity for implementation. It communicates those goals, objectives and plans to the institutions' constituents and develops a sense of ownership of the plans, ensures that the most effective use is made of the available organization's resources by focusing the resources on the key priorities. It also provides a way of measuring progress and establishing a mechanism for informed change, when necessary, brings together everyone's best and most resolute efforts. Thus, planning is the heart of projects success or failure (Agwata & Kariuki, 2018).

Leadership

Organization with the right leaders will achieve the set goals or objective more efficiently and effectively. Leaders guide the rest of the followers and assist them in observing what lies ahead, envisioning what is achievable, encourage and inspire them. In addition, the study above argued that without leadership, a group of human beings could quickly degenerate into argument and conflict (Singh, & Jain, 2021).

Ibrahim and Daniel (2019) argued that the degree to which the individual exhibits leadership traits depend not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself in. Thus, an individual will support the organization if he believes that through it his personal objective and goals could be met, if not, the person's interest will decline.

Leadership occurs when one group member modifies the motivation or competence of others in the group. Leadership entails an unequal distribution of power between leaders and group members. Group members have power, but leaders usually have more powers (Okello, Aketch & Maina, 2022).

According to Nyaga, Ndirangu & Obanyi (2023), leadership is directly connected to the practice to which people are dedicated. Many organizations have failed due to ineffective leadership style of the management team leading to poor treatment of workers, control or co-

ordination, hence, low productivity, high operating cost, uncooperative attitude of employees etc. All these at the long run lead to organizational failure.

Controlling

Strategic control techniques are an evaluation exercise which focuses on actions that achieve top management goals. The strategic control techniques allow an organization to adopt a strategy needed during implementations. It also, have grown interests from highest level managers around the world. the organizations that use strategic control techniques to achieve their goals, enhance performance (Rahman, Ibrahim & Yusuf, 2020).

Organizational controls are an integral part of organizational function. They are exercised by controllers (e.g., project managers, client firms, business unit heads over controlees (e.g., project team members, suppliers, business unit members. In the absence of organizational controls, or when controls are used inappropriately, controlees are assumed to act in ways that favor their own interests and objectives that are not necessarily in line with the controllers' objectives (Mwiti & Muli, 2020).

NG-CDF Projects

Constituency development funds projects originated from Asia especially in India. Development projects are key for the success a country. Projects decentralization, enable funds to flow from the national central government to constituencies for development based on the needs of the local people. Key determinants of CDF project are MPs elected at constituency level. In Kenya CDF in the year 2003 which was later amended in 2007 through CDF Act. This act stated that 2.5% of GDP be sent constituency for development projects. Also, the act sated 5% will be used administration purposes by the CDF board, 95 % to be allotted as follows three quarters allotted equally among the 290 constituencies 25% poverty index constituent. The aim was to spearhead economic growth, fight poverty and reduce inequality. Constituency development funds involve redistribution of decision-making responsibilities for project identification, planning, and implementation and monitoring from the Central Government to the constituencies (Onserio & Wanjira, 2018).

There three key factors which affects the success of failure of a project. Lack or presence of top management support, clear project mission and management competency determine the success or failure of projects. This is because lack of the support from top Managers more on allocation of resources and formulation of clear missions, is detrimental to the implementation of the project. A competent team with the required technical knowledge and

proven qualifications in project management are also vital for the success of a project (Abdow, Guyo, & Odhiambo, 2019).

In Kenya the CDF was introduced at 2.5 percent of the national government's ordinary revenue and has grown along with the overall size of the government budget. Project planning, community participation, monitoring and evaluation and effective training affects effective implementation of projects with community participation and training having the biggest effects. Effective and efficient planning and implementation of CDF projects is according to the scope, proper timing and completion schedule for project completion need to be actual and realistic. To improve participation, there should be more training on planning so that implementation of CDF projects can be a success (Njeri & Ongori, 2020).

According to the government of Kenya, there has been project failure up to the tune of 51 per cent (GOK, 2013). The National Taxpayers Association (NTA) reported that for 13 the years 2013/2014 approximately 40 per cent of CDF development projects were unaccounted for, 20 per cent of development projects had not been satisfactorily done, and just 5 per cent had been done satisfactorily. The Economic Survey (2016) revealed that the performance of NG-CDF projects in Kenya averaged 42 per cent nationally.

Statement of the problem

Project management practices like planning, leading and control ensure effective, efficient and successful project management and completion.

However, many people have criticized the way in which NG-CDF projects are managed and implemented In Kenya. For instance, Kshs. 2,679,660 was wasted on poorly implemented and managed projects in the financial year 2021/22 in Nyaribari Chache. In 2021 only 23 % of earmarked projects were implemented. This shows that there is poor management of NG-CDF funded projects in Kenya (NG-CDF report 2021). Nyangilo (2012) stated that, the performance of most projects in Kenya fails to meet the expected objectives based on time, quality, and cost indicators. Over 70% of the implemented projects will probably increase the project time to the extent of 50%. Moreover, more than 50 % of the implemented projects will probably increase the project cost to the extent of more than 20%.

Mavuti, Kising'u and Oyoo (2019) employed a descriptive research design to study the impact of project management techniques on the implementation of Kenya ports authority funded projects. This study was grounded on monitoring and evaluation practices, stakeholder's participation, risk management and project planning and design practices. Wambua (2022) determined the factors influencing performance of NG-CDF funded projects. It was based on project management skills training, community participation and Monitoring & Evaluation. These

studies failed to study project performance as influenced by planning, leading and controlling. Thus, the new study was carried out on the effects of project management practices on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya. Specifically, the study focused on Planning, leading and control to fill this gap.

Objectives of the Study

General Objective

The main objective of the study was to determine the effects of project management practices on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

Specific objectives

1. To determine the effects of planning on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.
2. To determine the effects of controlling on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.
3. To determine the effects of Leadership on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

Research hypotheses

- H0₁:** Planning has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.
- H0₂:** Controlling has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.
- H0₃:** Leadership has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

The findings of the study will be significant to the national government. It will help it determine the most urgent and viable projects, completion rate of projects in every constituency. This will be crucial as it will inform its allocation of funds. The findings will enable the government to determine those projects that have greatest benefits to many people in the constituency and hence, put more resources on such projects.

In addition, the findings of the study will be of immense value to members of parliament and constituency development board. It will bring to the limelight projects completed in their areas of administration, projects that are not complete or abandoned, areas with less

development projects. This will help them in their allocation of funds to various projects that are meant for the common good of the community.

Further, the findings of the study will be valuable to members of the community as it will identify and report on project progress, projects that need to be undertaken, projects that are less funded and completion rates. Additionally, it will every help them know the number of NG-CDF funded projects in their constituency.

Finally, but not least, the finding of the study will be important to future researcher and academicians as it will add new and latest literature in this area of the study.

LITERATURE REVIEW

Review of Theoretical Literature

Resource-Based Theory

This theory was introduced by Birge Wenefeldt in 1984. RB theory holds the view that when analysing and identifying a firm's strategic advantages more emphasis on an organization's resources such as assets, human capital, capabilities and skills and intangibles resources organization. According to resource-based theory, resources available give organizations' their competitive advantage through creation of superior products and services. Further, it argues that organization with more strategic resources, continuous identification and application of resources enables firms attain and maintain competitive edge over its rivals. According to RB theory, resources are put onto the process of production in a company and it's grouped into three major groups; physical capital, human asset and organizational capital a capability is the ability of the given resources to do a range of tasks (Nugroho, Waruhu, Asbari, Purwanto, Fikri, Fauji, Shobihi, Hulu, Sudiyono, Agistiawati & Dewi, 2020).

Resources based theory is based on following assumptions: Resources differ in many fundamental ways. Each region and school have a unique collection of resources-tangible and intangible assets and, organizational capabilities to utilize them. Also, the theory assumes that different competencies are developed based on resources (Kombo & Tromp, 2019).

The limitations of resource-based theory are Schools are endowed with different resources and various levels of those resources. Thus, projects completion may not have similar achievements. Also, other resources like supportive community, technological advancement may not be the same. Hence, different project success. In addition, the existence of control from the government, regarding the nature of projects to take, duration of the projects, disparity in terms of amount of funding received from the government causes project management and completion differential amongst schools (Muchiri, Njagi & K'Aol, 2022).

Resource based theory was the main theory of the study. It is relevant for this study as it was used to inform the relationship between project management practices and Performance of NG-CDF funded project in Public secondary schools in Nyaribari chache sub-county Kisii County. NG-CDF receives funds from the national government that must be used in developing various projects including public schools with every constituency in Kenya. NG-CDF funded projects in schools are meant to ensure that learning would go on uninterrupted. Hence, these projects need efficient and effective management. Resources must be put into projects that they are meant to finance. Further, they must be managed in a such manner that they are completed within the given time and funds. Additionally, most schools in Nyaribari chache are located strategically, they enjoy other naturally existing resources like clean and plenty water, good air quality, cheap and energetic workforce, cheap food, and a vast number of learners. Availability of such resources ensures that projects are completed within the given resources to cater for ever increasing number of students.

Goal setting theory

Goal setting theory is pioneered by Locke and Latham 1990 who stated that goals that are specific, challenging, reachable, and accepted by a person lead to higher performance than goals that are fuzzy, unchallenging not reachable or not accepted. Further, the theory argues that those organizations who champion goal setting have two cognitive determinants of behavior i.e. Values and intentions. Goal setting theory holds the view that the form in which one experiences his/her value judgments is emotional i.e. the value of someone creates a desire to do things consistent with them (Mwakidimi, 2010). Goals that have been set affect behavior (job performance) through other mechanisms. Thus, goals direct attention and action especially challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that would enable them to achieve the desired goals. Also, attainment of goals leads to satisfaction further motivation, or frustration and lower motivation if the goal is not accomplished (Towler, 2019).

The goal setting theory assumes that the success of an organization is based on goals set and achieved. This means that when goals are set and attained, the performance of organizations also goes up. Also, goal setting theory assumes that all goals that are set are achieved. All goals set must be achieved regardless of the situation. Further, the theory assumed that those people who are assigned challenging goals performed better unlike those who are given those moderately challenging or easy goals. Employees whose goals are specific, challenging goals out-performed those who were given vague goals (Kagendo, 2018).

The limitations of goal setting theory are: No surety that all goals set were achieved. In the current world you cannot be sure until you achieve your target. Various challenges like COVID -19, economic crises, financial challenges, human capital inability are some of the hindrances of attaining goals as per plan. Also, some goals are set by either top management or experts without involving workers who were to implement them. This may make such set goals sound vague and unattainable in the eyes of workers. Additionally, they feel left out of decision making, pressure from peers to perform well which leads to resistance. Other goals set may lead to increased cost of production. New goals require resources in terms of money, time, and human capital. Unless such resources are availed, these goals may never be achieved (Youssef-Morgan & Luthans, 2019).

The goal setting theory is relevant for this study as it was used to explain the relationship between planning, leadership and, control and performance of NG-CDF funded projects in public secondary schools in Nyaribari chache Kisii county. Every project initiated and funded by NG-CDF has certain clear goals that it must achieve in public secondary schools. These goals range from short term goals to long-term goals. For example, some projects like construction of classrooms needs to be completed quickly so that it does not interrupt normal learning. These projects must be planned well, with proper leadership and suitable monitoring and evaluation to give feedback on progress and/or completion rates of projects. Hence, it measures whether the goals set in projects are achieved as planned.

Empirical Review

Planning and project Performance

Jayawarna and Dissanayake (2019), did a study on the effects of strategic planning and organization performance: a review on conceptual and practice perspectives. This study adopted deductive approach as it is supported by empirical evidence. As result, Literature review was the main research tool used whilst numerous journal articles and publications are referred. The study out, found that the adoption of strategic planning process methodologies had numerous benefits such as means to set up a planning framework, support for the linkage of information systems with business goals, aid in assessing the risk of information systems strategy, and allowed the evaluation and review of information systems strategy. The study concluded that market dynamism has a significant positive correlation with firm performance, although its effect is not significant. The study concluded that, market dynamism only influences SME performance when there is strategic planning.

Kigenza and Irechukwu (2023), employed a descriptive design with a correlation-regression to study strategic planning and organizational performance in non-profit

organizations in Rwanda: A Case of World Vision, Kigali, Rwanda. The variable of the study was: Stakeholder involvement, resource allocation, and risk planning. stratified and purposive sampling techniques to select a sample size of 171 from 300 target population. Primary data was collected using questionnaires and analyzed through descriptive and inferential statistics. The findings showed a strong positive relationship between stakeholder engagement, effective resource allocation, and effective risk planning with organizational performance. Further, the findings showed higher contribution of stakeholder engagement, resource allocation, and risk planning during strategic planning contributes up to 52.1% to organizational performance. The study concluded that for proper organizational strategic planning, similar organizations are recommended to engage critical stakeholders during planning practices. It was recommended that, non-governmental organizations are urged to consider stakeholder engagement, resource allocation, and risk planning during strategic planning to ensure organizational performance.

Njoroge (2018), adopted descriptive design effects of strategic planning on organizational performance a case of event planning firms in Nairobi CBD. The study adopted non-probability purposive sampling method to select a sample size of 60 event planning firms. Questionnaires were used to gather primary data which was analyzed through descriptive statistics while qualitative data was analyzed using content analysis. The findings revealed that, strategic planning is the foundation that improves the business processes and ultimately reduces the internal costs of operation. The study concluded that there is a definite strategic fit between the needs of the environment and what the business offers, and what the business needs vis a viz what the environment can provide. The study recommended that there is need for strategic fit between the needs of the environment in respect to what the business should offer, vis a viz what the business needs with regards to what the environment can provide. Firms should take into consideration all the steps take in the strategic planning process as important.

Olang'o and Namusonge (2018), applied a correlational survey design to assess the relationship between strategic planning and organizational performance: a case of Kenya Water Institute. The study was based on Mission and vision, Implementation of strategic plan and Resource Allocation as predictor variable. Census was applied to select a sample of 111 respondents from whom primary data was collected using questionnaires and it was analyzed through descriptive statistical and Correlation Analysis. The results showed that the correlation between developing mission and vision, drawing and implementation of strategic plan and resource allocation with growth and expansion and revenue generation were positive and significant. On the other hand, the correlation between developing organizational mission and vision, drawing and implementation of strategic plan, Resource allocation and the two

constructs of organizational performance were positive and significant. The study concluded that, when organization develops its mission and vision well, draws and implements its strategic plan, it had a positive improvement in performance. The study recommendd that KEWI should engage in more strategic planning practices to realize consistent improvement in performance.

Leadership and project performance

Madanchian, Hussein and Taherdoost (2021), did a study on the effects of leadership on organizational performance. It was noted that, positive relationship between the transformational leadership and the organizational performance. Further, the found out that, effective human resources management arbitrates the relationship between leadership and performance through increased commitment, higher motivation and intellectual motivation. Additionally, the study revealed that, Intellectual stimulation and inspirational motivation were found to improve the organizational performance They concluded that, and it exposed that transformational leadership is a stronger analyst for the performance, satisfaction and commitment within organizations by building commitment, empowerment and demanding a higher degree of respect and trust for the leader.

Akpaprep, Jengre and Mogre, (2019), Qualitative case study design was employed to study the Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana. Purposive sampling was adopted to sample a total sample size of 111 respondents representing 65% of the total staff population. The study established that TKDA majorly uses democratic leadership style in its operations. It also discovered that the democratic leadership style being practiced has had an appreciable influence on the operations and performance of the organization. The results of this study also revealed that there is strong relationship between leadership style and organizational performance of TKDA. It was recommended that, management of the organization applies more of that and mix it with other leadership styles where necessary for the organization to wax stronger within its industry.

Akinniyi and Adebakin (2021), carried out a study on the impact of effective leadership on organizational performance. The study adopted descriptive analysis methodology. It was noted that, effective leadership has a direct relationship with organizational performance. In addition, this relationship could be negative or positive depending on the type of leadership style being adopted by the leader in an organization. The findings also revealed that there is no suitable leadership style for any organization; the leadership style is contingent upon the situation or the environment. This is because organizations differ in culture and value despite being goal oriented. It was recommended, among other things, that leadership styles should not

be applied rigidly, but flexibly following the prevailing situations. It was also recommended that leaders should be made to undergo training and retraining from time - to - time.

Gachira and Ntara (2024), research used a descriptive survey design to study the effect of transformational leadership on organizational performance of top 100 SMEs in Nairobi, Kenya. The variable of the study were idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It was grounded in transformational leadership theory. Data was collected through structured questionnaires, both online and with research assistants, and analyzed using descriptive and inferential statistics. The study established that there was a positive relationship between these leadership traits and SME performance. Intellectual stimulation, idealized influence, and inspirational motivation significantly impacted performance, emphasizing the importance of innovation, role modelling, trust, and team inspiration. Individualized consideration also enhanced performance by addressing employee needs. The study concluded that intellectual stimulation from top management significantly influences the organizational performance of SMEs in Nairobi, Kenya. It was recommended that promotion of intellectual stimulation, ethical behavior, clear vision communication, and personalized support to boost organizational success.

Controlling and project performance

Verburg, Nienaber, Searle, Weibel, Hartog and Rupp (2017), wanted to find out the role of organizational control systems in employees' organizational trust and performance outcomes. The variable of the study was: process, outcome, and normative. 206 Participants were obtained via a snowball sampling approach. Primary data was collected using closed ended questionnaires. means, standard deviations, and correlation were used to analyze data. Further, a confirmatory factor analysis (CFA) was conducted to assess the suitability of the multiitem reflective scales. The study found, positive relationship between control and trust in European organizations. Further, the study noted that, the relationship between control and employee organizational trust indeed seems potent in the high-power distance context of Singapore although the effect sizes found were not larger. It was concluded that, trust was found to mediate the relationship between all three forms of control and both task performance and OCB. It was recommended that, an "optimal" control system provides sufficient agreement and reliability, yet it also grants employees sufficient autonomy and flexibility to carry out their work without being micromanaged.

Okafor (2021) did study on the Influence of monitoring and evaluation system on the performance of projects. The specific objectives were to assess how monitoring and evaluation plans, monitoring and evaluation skills and M&E Information Management systems influence the

performance of the RANA project. The study was guided by the theory of change and the realistic evaluation theory. The study adopted a descriptive survey research design and targeted all the 32 employees working on the RANA Project because of the limited number of employees. Data was collected through questionnaires and interview. The data was analysed using descriptive statistics and correlation analysis while the qualitative data was analysed using narrative and thematic methods. Results showed that monitoring and evaluation indeed has an influence on project performance as a management function. The results further showed that 94% of the respondents had the skills for M&E. It was concluded that, there a positive correlation between M&E and project performance. It was recommended the institutionalization of M & E in organizations by ensuring an existence of an M&E unit with adequate staffing owing to the critical influence of M&E on project performance.

Gichana and Oloko (2022), used descriptive research design to study the influence of strategic control techniques on organizational performance of savings and credit cooperatives in Kisii county, Kenya. The target population comprised of 9 Sacco's. The sample size of 71 respondents selected through census sampling method. The questionnaire was used to collect primary data. analysed by use of descriptive statistics (frequencies, percentages, mean and standard deviation). Inferential statistics included correlation and regression analysis to establish relationship between variables. The study found out that, premise control had significant effect on organizational performance of Savings and Credit Cooperatives in Kisii County. In addition, the study noted that, implementation control had significant effect on organizational performance of savings and credit cooperatives in Kisii County. It was concluded that, there was a very strong relationship between premise control and organizational performance of Savings and Credit Cooperatives in Kisii County. From the findings, this study recommended that the management of Savings and Credit Cooperatives in Kisii County should formulate and implement effective strategies aimed at improving premise control in the organization. In addition, the management should ensure effectiveness in information sharing, milestone reviews, learning and growth.

Diar, Senaji and Mwambia (2017), investigated the influence of strategic control on organizational performance of mission hospitals in Kenya using using a descriptive and correlational design. A descriptive survey of 121 was conducted to examine the influence of strategic control on performance of commercial banks in Kenya using questionnaires for data collection and data analysis to generate both descriptive and inferential statistics. We found that while premise control was negatively and insignificantly related to organization performance, implementation control, and strategic surveillance control and special alert control positively and significantly related to organization performance though the amount of explained variation in

performance was 30%. This is an early attempt to explain the influence of strategic surveillance on bank performance on a Kenyan sample. It was concluded that, there was positive relationship between the strategic control variables and the performance of commercial banks in Kenya. It was recommended that, commercial banks operating in Kenya need to consider implementation, strategic surveillance and special alert controls, as factors that significantly influence their performance.

Summary and Research Gap

This chapter reviewed previous literature based on predictors. It was noted that, most studied reviewed agreed that project management practices affect performance of projects. For instance, Jayawarna and Dissanayake (2019), on their study on the effects of strategic planning and organization performance: a review on conceptual and practice perspectives found out that, found that the adoption of strategic planning process methodologies had numerous benefits such as means to set up a planning framework, support for the linkage of information systems with business goals, aid in assessing the risk of information systems strategy, and allowed the evaluation and review of information systems strategy. Madanchian, Hussein and Taherdoost (2021), studied the effects of leadership on organizational performance. They noted that, positive relationship between the transformational leadership and the organizational performance. Further, the found out that, effective human resources management arbitrates the relationship between leadership and performance through increased commitment, higher motivation and intellectual motivation. Gichana and Oloko (2022, used descriptive research design to study the influence of strategic control techniques on organizational performance of savings and credit cooperatives in Kisii county, Kenya. The study found out that, premise control had significant effect on organizational performance of Savings and Credit Cooperatives in Kisii County. In addition, the study noted that, implementation control had significant effect on organizational performance of savings and credit cooperatives in Kisii County.

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Conceptual Framework

Mugenda (2008) stated that conceptual framework is a concise description of the phenomenon under study, accompanied by a graphical or visual depiction of the major factors of the study. A framework conceptualizes the relationship between variables in the study and it can be represented either graphically or diagrammatically. The independent variables of the study were planning, leading and controlling. The dependent variable was project performance.

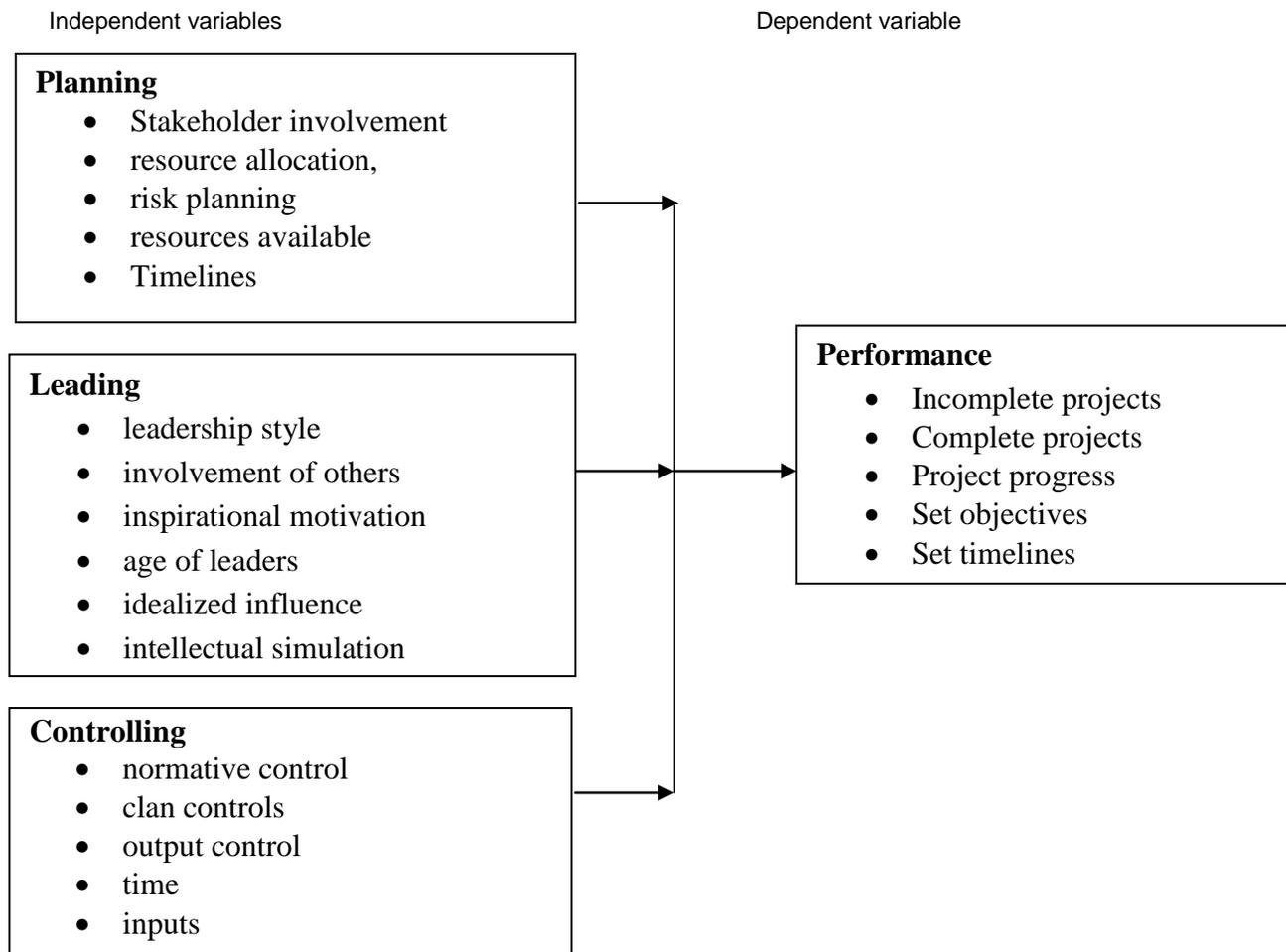


Figure 1. Conceptual Framework

RESEARCH METHODOLOGY

Study design

According to (Cooper and Schindler, 2014), a research design is the basic plan applied in a study especially data collection and analysis. A research design is the procedures for collecting, analysing, interpreting and reporting data in research studies (Creswell, 2013). This study adopted descriptive research design. This is because it is used when a study intends to describe a situation as it is (Cooper & Schindler, 2013). According to Orodho (2003), a descriptive research design, allows data collection method either through interviews or issuing questionnaires to part of the population to collect information on people, attitudes, opinions or any other social issues.

Target population

According to Mugenda and Mugenda (2003) target population is an entire group of individuals, events or objects having common observable characteristics. The target population was 680 Board members from 40 public secondary schools in Nyaribari chache sub- county with NG-CDF funded projects.

Sampling design

Brinker (2006) defines sampling as a systematic selection of representative cases from the larger population. According to Mugenda and Mugenda (2003) the goal of purposive sampling is to achieve the desired representation from various subgroups in a population. This is because purposive gives equal opportunity to the researcher to pick respondents to participate in the research process. This study adopted purposive sampling technique to select a sample size for the study.

Sample size

Mugenda & Mugenda (2003) states that a sample size is part of the entire or target population. According to Mugenda and Mugenda (2003) a sample size of 10% - 30% can be used for generalization of findings. The sample size for this study therefore was equal to 17.7 % of the target population. The sample size was 120 respondents consisting of Board members from 40 public secondary schools in Nyaribari chache sub- county with NG-CDF funded projects.

Data collection instruments

This study collected primary data using questionnaires. Questionnaires are used to gather key information regarding a given population (Mugenda and Mugenda, 2003). Primary

data was gathered using closed-ended questionnaires. These questionnaires were structured according to 5-point Likert scale. A Likert scale is mostly used in scaling answers in research. Five-point Likert scales (Strongly disagree= “1” disagree= “2” dissatisfied with the case, Neutral= “3” not sure with the case, agree=“4” feeling okay with mentioned case, strongly agree= “5” accepting case the case mentioned very much, were applied to determine the responses of the respondents.

Data collection Procedures

According to Cooper and Schindler (2014), research procedures is a description of the steps and guidelines to be followed during the study to attain set goals and objectives. The researcher developed a proposal according to the guidelines. Further, the study sought permission from relevant county education directors and before collecting data. The study adopted a drop and pick up method to distribute questionnaires to the respondents. Respondents were given two weeks to fill in questionnaires at the convenience. The researcher picked them up after two weeks for data cleaning and analysis.

Validity and reliability of research instruments

According to Mugenda *et al*, (2008) reliability determines the extent to which a research instrument produces related results after repeated tests. Mugenda (2008) states that reliability in research is influenced by random error. Piloting was done in 20 public secondary schools located in Gucha south sub-County. This subcounty county was used for piloting because it is in the similar region and have nearly similar NG- CDF funded projected in public secondary schools is nearly the same. 20 closed questionnaires representing 10% of sample size were issued to principals and deputy principals and BOG members in Kenya sub-County to check validity. Reliability was tested by using Cronbach's alpha coefficient. According to Cronbach's alpha coefficient, if alpha coefficient is more than 0.70, reliability is accepted. On the other hand, if alpha coefficient is less than 0.70, reliability is rejected due to unreliability of the instrument. This process enabled the researcher to avoid irrelevance, ambiguity and biasness.

Data analysis and presentation

Data analysis refers to processes and techniques used in reducing data to a manageable size leading to the development of summaries, patterns and application of statistical techniques (Sahu, 2013). According to Kothari (2012), data analysis is a process of summarizing and organizing collected data to answer research questions. It involves several closely related operations. Data was analyzed using descriptive and inferential statistics

Descriptive statistics

Descriptive statistics is a statistical tool that helps in organizing, summarizing and presenting data in a convenient and informative way (Namesake, 2018). This study applied mean, frequencies and standard deviation as the measures of descriptive statistics.

Inferential statistics

The study used correlation, simple and multi-variate regression analytical methods to analyze collected data. The findings of this study were presented in tables and figures. Multi-variate Regression model for the study was as follows:

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

Where,

Y - Project performance

β_0 - Constant variable

$\beta_1, \beta_2, \beta_3, \beta_4$ - Regression coefficients

X_1 - planning

X_2 - leadership

X_3 - controlling

ε = Error term

ANALYSIS AND FINDINGS

Response rate

The study issued 125 questionnaires out of which 120 were fully filled in and returned. The findings were represented below.

Table 1. Response rate

Target group	Number of questionnaires	Duly filled	Return rate %
Questionnaires issued	125	120	96
Questionnaires unissued	0	5	4
Total	125	125	100

96 % of the questionnaires issued were filled in and returned. This return rate was a sufficient representation for the generalization of findings. According to Crewswell, (2014) a response rate of 50 % and above is good enough for data analysis. Similarly, Mugenda and Mugenda (2003) opined that a response rate of 50% is adequate for analysis and statistical reporting; a response rate of 60% is good while a response rate of 70% and over is excellent.

Demographic profile

Gender

Table 2. Gender

		Frequency	Percent
Valid	Male	91	75.8
	Female	29	24.2
	Total	120	100.0

The study found out that 75.8% of the respondents were male while 24.2 % were female. Thus most of the respondents in public schools in Nyaribari Chache Sub-County were males.

Age

Table 3. Respondents' age

		Frequency	Percent
Valid	25-35 years	4	3.3
	36-46 years	13	10.8
	47-57 years	67	55.8
	Over 58 years	36	30.0
	Total	120	100.0

According to the findings of the study 3.3 % of respondents in public secondary schools in Nyaribari chache were aged between 25-35 years, 10.8% were aged between 36-46 years, 55.8% were aged between 47-57 years and 30.1% were over 58 years. Thus majority of respondents in public secondary schools in Nyaribari chache were aged between 47-57 years.

Academic qualification

Table 4. Education level

		Frequency	Percent
Valid	Diploma	11	9.2
	Degree	56	46.7
	Masters level	34	28.3
	Masters PhD	19	15.8
	Total	120	100.0

The study established that, 9.2 % of respondents in Nyaribari cache had up to diploma education, 8.3%, 46.7% had degree education and 28.3% had master's and 15.8 had PhD. Thus, the study established that most of the respondents had degree education. This would help them be efficient and effective in managing NG- CDF resources in public schools in Nyaribari cache.

Reliability test

The study issued 12 questionnaires to respondents in public secondary in Nyaribari Masaba sub- County with NG-CDF projects. The study applied Cronbach's alpha to measure consistency internally to check reliability of the research instrument. According to Cronbach's alpha coefficient, if alpha coefficient is more than 0.70, reliability is accepted. On the other hand, if alpha coefficient is less than 0.70, reliability is rejected due to unreliability of the instrument. The findings were presented below.

Table 5. Reliability test

Items	No. of Items	Cronbach's Alpha
Planning	5	.768
Controlling	5	.760
leadership	6	.855
project performance in NG-CDF projects	5	.799

The study established that the Cronbach's Alpha for planning was .768, controlling was .760, leadership was .855 while project performance in NG-CDF projects was .799. The study established that all variables had Cronbach's Alpha more than 0.70. Thus, reliability was accepted.

Descriptive statistics

Planning

The study sought to describe how planning influence performance NG- CDF projects in public secondary in Nyaribari Cache Sub-County, Kisii County.

The study established that Involvement of Stakeholders like the community in planning of the NG-CDF projects setting objective and goals ensure that projects' success had mean value of 4.5357 with standard deviation of .85653, Allocation of NG-CDF resource in Nyaribari cache is based on each school's need, urgency and priority of Projects had mean value of 3.7381 with standard deviation of 1.43215, Risks to be encountered while undertaking projects

in public secondary schools in Nyaribari cache are taken care off before project implementation had mean value of 4.2262 with standard deviation of 1.14441, NG-CDF resources available determines the amount of funds to be received by each school in Nyaribari cache had mean value of 4.7381 with standard deviation of .49379 and all projects undertaken in public secondary schools in Nyaribari cache are completed within the set Timelines had mean value of 4.5476 with standard deviation of .79766. The study noted that, NG-CDF resources available determines the amount of funds to be received by each school in Nyaribari cache had the highest mean of 4.9167 while allocation of NG-CDF resource in Nyaribari cache is based on each school's need, urgency and priority of Projects had the lowest mean of 3.7381. Accordingly, it was discovered that, NG-CDF resources available determines the amount of funds to be received by each school in Nyaribari cache.

Table 6. Planning

Statement	N	Mean	Std. Deviation
Involvement of Stakeholders like the community in planning of the NG-CDF projects setting objective and goals ensure that projects' success	120	4.5357	.85653
Allocation of NG-CDF resource in Nyaribari cache is based on each school's need, urgency and priority of Projects.	120	3.7381	1.43215
Risks to be encountered while undertaking projects in public secondary schools in Nyaribari cache are taken care off before project implementation.	120	4.2262	1.14441
NG-CDF resources available determine the amount of funds to be received by each school in Nyaribari cache.	120	4.7381	.49379
All projects undertaken in public secondary schools in Nyaribari cache are completed within the set Timelines	120	4.5476	.79766
Valid N (listwise)	120		

Controlling

The study sought to describe how controlling influence performance NG- CDF projects in public secondary in Nyaribari Cache Sub-County, Kisii County.

The study established that normative control ensures that there is formal and informal consequences for the violation of norms, ethics, and organizational values had mean value of 4.5714 with standard deviation of .94787, Clan control approaches like social events, outside meetings, dinners, training, allows beliefs, values to be transmitted by the controller to the controlees hence, increasing project success had mean value of 4.4405 with standard deviation

of .99821 outcome control allows monitors and evaluators to review projects completed in public secondary schools and provide feedback for corrective actions making them more efficient had mean value of 4.7143 with standard deviation of .70406, NG-CDF projects in public secondary schools in Nyaribari cache are completed in time had mean value of 4.5952 with standard deviation of .86594 and the number of resources used in projects against budgeted resources provides crucial information for monitors and evaluators of NG-CDF projects in public secondary schools had mean value of 4.7262 with standard deviation of .71728. The study identified that, the number of resources used in projects against budgeted resources provides crucial information for monitors and evaluators of NG-CDF projects in public secondary schools had the highest mean while Clan control approaches like social events, outside meetings, dinners, training, allows beliefs, values to be transmitted by the controller to the controlees hence, increasing project success had the lowest mean. Accordingly, it was discovered that, the number of resources used in projects against budgeted resources provides crucial information for monitors and evaluators of NG-CDF projects in public secondary schools.

Table 7. Control

Statement	N	Mean	Std. Deviation
Normative control ensures that there are formal and informal consequences for the violation of norms, ethics, and organizational values.	120	4.5714	.94787
Clan control approaches like social events, outside meetings, dinners, training, allows beliefs, values to be transmitted by the controller to the controlees hence, increasing project success.	120	4.4405	.99821
Outcome control allows monitors and evaluators to review projects completed in public secondary schools and provide feedback for corrective actions making them more efficient.	120	4.7143	.70406
NG-CDF projects in public secondary schools in Nyaribari cache are completed in time.	120	4.5952	.86594
The number of resources used in projects against budgeted resources provides crucial information for monitors and evaluators of NG-CDF projects in public secondary schools.	120	4.7262	.71728
Valid N (listwise)	120		

Leadership

The study sought to describe how Leadership influence performance NG- CDF projects in public secondary in Nyaribari Cache Sub-County, Kisii County.

Table 8. Leadership

Statement	N	Mean	Std. Deviation
leadership style adopted by NG-CDF project managers in public secondary schools in Nyaribari cache determines success of it.	120	4.4643	.75165
involvement of others in the management of NG-CDF projects in in public secondary schools in Nyaribari cache reduces resistance and completion within set time	120	4.7143	.52804
NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve high levels of performance by setting a compelling vision and challenging goals.	120	4.9048	.29531
Age of leaders NG- CDF project managers in public secondary schools in Nyaribari cache determines projects success.	120	4.8333	.46136
Frequent coaching and mentorship NG- CDF project managers in public secondary schools in Nyaribari cache enables them to offer effective and efficient leadership.	120	4.7024	.55493
Intellectual stimulation by NG- CDF project managers give subordinates the opportunity to perform their work separately through their experience, creativity and innovation to achieve their tasks.	120	4.4881	.98781
Valid N (listwise)			

It is established that leadership style adopted by NG-CDF project managers in public secondary schools in Nyaribari cache determines success of it had mean value of 4.4643 with standard deviation of .75165, involvement of others in the management of NG-CDF projects in public secondary schools in Nyaribari cache reduces resistance and completion within set time had mean value of 4.7143 with standard deviation of .52804, NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve high levels of performance by setting a compelling vision and challenging goals had mean value of 4.9048 with standard deviation of .29531, Age of leaders NG- CDF project managers in public secondary schools in Nyaribari cache determines projects success had mean value of 4.8333 with standard deviation of .46136, Frequent coaching and mentorship NG- CDF project managers in public secondary schools in Nyaribari cache enables them to offer effective and efficient leadership had mean value of 4.7024 with standard deviation of .55493 and Intellectual stimulation by NG- CDF project managers gives subordinates the opportunity to perform their work separately through their experience, creativity and innovation to achieve their tasks had

mean value of 4.4881 with standard deviation of .98781. The study identified that NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve high levels of performance by setting a compelling vision and challenging goals had the highest mean while leadership style adopted by NG-CDF project managers in public secondary schools in Nyaribari cache determines success of it had the lowest mean. Accordingly, it was discovered that, NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve high levels of performance by setting a compelling vision and challenging goals.

Project performance

The study sought to describe performance NG- CDF projects in public secondary in Nyaribari Cache Sub-County, Kisii County.

Table 9. Project performance

Statement	N	Mean	Std. Deviation
All every public secondary school in Nyaribari cache school has NG-CDF projects.	120	4.6429	.52967
The number of NG-CDF completed projects in public secondary in Nyaribari cache is too high	120	3.9167	.27805
Rate at which NG-CDF projects are progressing in public secondary in Nyaribari cache is satisfactory.	120	4.7976	.57623
All NG-CDF projects in public secondary in Nyaribari cache achieve their set objectives	120	4.7024	.55439
Most NG-CDF projects are completed within set timelines	120	2.4818	.98817
Valid N (listwise)			

The study found out that all every public secondary school in Nyaribari cache school has NG-CDF projects. had mean value of 4.6429 with standard deviation of .52967, The number of NG-CDF completed projects in public secondary in Nyaribari cache is too high had mean value of 3.9167 with standard deviation of .27805, Rate at which NG-CDF projects are progressing in public secondary in Nyaribari cache is satisfactory had mean value of 4.7976 with standard deviation of .57623, all NG-CDF projects in public secondary in Nyaribari cache achieve their set objectives had mean value of 4.7024 with standard deviation of .55439, all NG-CDF projects are completed within set timelines had mean value of 2.4818

with standard deviation of .98817. The study identified that; the number of NG-CDF completed projects in public secondary in Nyaribari cache is too high had the highest meanwhile the number of incomplete NG-CDF projects is too high in public secondary in Nyaribari cache had the lowest mean. Accordingly, it was discovered that, the number of NG-CDF completed projects in public secondary in Nyaribari cache is too high.

Correlational analysis

The study conducted a correlational analysis to establish the nature of relationship between independent variables (planning, control and leadership) and dependent variables (performance of NG-CDF projects). The findings were presented below

Table 10. Correlations

		Planning	Controlling	Leadership	Project performance
Planning	Pearson Correlation	1	.151	.050	.603(*)
	Sig. (2-tailed)		.171	.652	.000
	N	120	120	120	120
Controlling	Pearson Correlation	.151	1	.047	.868(**)
	Sig. (2-tailed)	.171		.670	.000
	N	120	120	120	120
Leadership	Pearson Correlation	.050	.047	1	.703
	Sig. (2-tailed)	.652	.670		.008
	N	120	120	120	120
Performance of NG-CDF projects	Pearson Correlation	.603(*)	.868(**)	.703	1
	Sig. (2-tailed)	.000	.000	.008	
	N	120	120	120	120

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

* Correlation is significant at the 0.05 level (2-tailed)

The study found out that planning had strong, significant and positive relationship with project performance in public secondary schools in Nyaribari Cache Sub-County $r=.603(*)$, $p=.000<0.1$. Thus, Increase in planning lead to a significant in project performance. These

findings agreed with Jayawarna and Dissanayake (2019) who found out that, market dynamism has a significant positive relationship with firm performance, although its effect is not significant. Similarly, Olang'o and Namusonge (2018), showed that, the correlation between developing mission and vision, drawing and implementation of strategic plan and resource allocation with growth and expansion and revenue generation were positive and significant.

Additionally, it was noted that, controlling had strong, significant and positive relationship with project performance in public secondary schools in Nyaribari Chache Sub-County $r=.868^{**}$ $p=.000<0.1$. Thus, increase in controlling lead to a significant in project performance. These findings agreed with Gachira and Ntara (2024) who established that there was a positive relationship between these leadership traits and SME performance

Finally, it was noted that, leadership had strong, significant and positive relationship with project performance in public secondary schools in Nyaribari Chache Sub-County $r=.703$ $p=.000<0.1$. Thus, Increase in leadership lead to a significant increase in project performance in public secondary schools in Nyaribari chache. Similar findings were obtained by Verburg, Nienaber, Searle, Weibel, Hartog and Rupp (2017), who found, positive relationship between control and trust in European organizations. Further, the study noted that, the relationship between control and employee organizational trust indeed seems potent in the high-power distance context of Singapore although the effect sizes found were not larger.

Multiple Regression

The study conducted multiple regression analyses to establish how independent variables (planning, control and leadership) affect performance of NG-CDF projects in Nyaribari chache

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 (a)	.618	.610	.07733

a. Predictors: (Constant), planning, controlling, leadership

The established that, R was $=.786$. This indicated that independent variables had a positive correlation with performance of NG-CDF projects in Nyaribari chache. Additionally, the study identified that the model had an R square of $.618$. Hence, change in predictor by one unit led to 61.8 % changes performance of NG-CDF projects in Nyaribari chache. Further, 38.2 % of the changes in project performance can be explained by other indicators not studied by this study

Table 12. ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.269	3	.756	151.2	.000(a)
	Residual	.624	116	.005		
	Total	2.893	119			

a. Predictors: (Constant), planning, controlling, leadership.

b. Dependent Variable: project Performance

The study findings revealed that F test was 151.2, $P=.000 < 0.05$. Thus, overall regression model was fit for the study. Additionally, it was revealed that, independent variables had significant effect on performance of NG-CDF projects in Nyaribari Chache Sub-County, Kisii County.

Table 13. Coefficients (a)

Model		Unstandardized		Standardized		T	Sig.
		B	Std. Error	Beta	B		
1	(Constant)	.797	.311		8.991		.000
	Planning	.255	.046	.178	3.392		.001
	Controlling	.390	.045	.010	.189		.008
	Leadership	.588	.035	.894	17.008		.000

a. Dependent Variable: performance of NG-CDF projects

The study found out that when independent variables (goal setting, benchmarking and innovation) are held constant, project performance was 79.7%.

Additionally, the study established that, planning had a positive and significant on performance of NG-CDF funded projects in public secondary schools in Nyaribari chache $r=.255$, $t= 3.392$, $P= .001 < 0.05$. Hence, a unit change in planning led to a significant increase in project performance in Nyaribari Chache Sub-County.

Similarly, the study found out that controlling had a significant positive impact on performance of NG-CDF projects $B= .390$, $t=.189$, $p= .008 < 0.05$. Thus, a unit controlling lead to increase in project performance in Nyaribari Chache Sub-County significantly. Gichana and Oloko (2022) found out that, premise control had significant effect on organizational performance of Savings and Credit Cooperatives in Kisii County.

Finally, the study identified that leadership had a significant direct influence on performance of NG-CDF projects $B=.588$, $t=17.008$, $p=.000 < 0.05$. Thus, it was discovered that

a change in leadership led to a significant increase performance of NG- CDF funded projects in public secondary schools in Nyaribari Chache Sub-County. These findings agreed with Gachira and Ntara (2024), that there was a positive relationship between these leadership traits and SME performance

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

$$Y = .797 + .255X_1 + .390X_2 + .588X_3 + \epsilon$$

Hypotheses Testing

The study conducted testing of hypotheses using the findings in table 13.

H0₁: Planning has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

The study established that Planning had a positive and significant on performance of NG-CDF projects in Nyaribari chache $P = .001 < 0.05$. Hence, the null hypothesis was rejected.

H0₂: Controlling has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

The study found out that Controlling had a significant and positive impact on performance of NG-CDF projects $P = .008 < 0.05$. Hence, the null hypothesis was rejected.

H0₃: Leadership has no statistically significant effect on performance of NG-CDF Projects in Public Secondary Schools in Nyaribari Chache, Kisii county, Kenya.

The study identified that leadership had a significant and direct influence on performance of NG-CDF projects $p = .000 < 0.05$. Hence, the null hypothesis failed to reject.

SUMMARY

The study carried out descriptive and inferential analysis and 96 % of the questionnaires issued were filled in and returned. This return rate was a sufficient representation for the generalization of findings. Further, it was noted that most of the respondents in public schools in Nyaribari Chache Sub-County were males. Similarly, was noted that, majority of respondents in public secondary schools in Nyaribari chache were aged between 47-57 years while 41.7% most of the respondents had degree education. The study established that all variables had Cronbach's Alpha more than 0.70. Thus, reliability was accepted.

On the other hand, it was discovered that, NG-CDF resources available determines the amount of funds to be received by each school in Nyaribari chache. Additionally, it was found out that, the number of resources used in projects against budgeted resources provides crucial

information for monitors and evaluators of NG-CDF projects in public secondary schools. It was discovered that, NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve high levels of performance by setting a compelling vision and challenging goals.

Finally, it was noted that, all independent variables had a strong positive and significant correlation with project performance. Thus, all null hypotheses were rejected.

RECOMMENDATIONS

The study recommended that Public secondary, NG-CDF board in Nyaribri cache constituency should put more resources like time, modeling and capability building to help them in planning. This will allow them to assess the viability each project based on school needs.

Further, the study recommended that public secondary, NG-CDF board in Nyaribri cache constituency should put in place a robust monitoring and evaluation mechanisms that, provides real time feedback on project performance. This will enable the school board and NG-CDF board to identify projects weakness and correct them beforehand, identify projects strengths and build on them, identity threats and opportunities to the projects.

Finally, the study recommended that project managers in public secondary and NG-CDF board should adopted all-inclusive approach in their leadership. This includes involvement of the community and parents in identification and implementation of projects in schools. This will remove resistance from stakeholders and other bottle necks and hence ensure project success.

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APPENDIX: QUESTIONNAIRE**SECTION A: DEMOGRAPHIC INFORMATION**

- 1) Gender
 a) Male () Female ()
- 2) Kindly indicate your age limits
 25 to 35 () 36 - 46 () 47 – 57 () over 58 ()
- 3) Kindly indicate your academic qualification
 Certificate level () Diploma () Degree () master's Level () PhD ()

SECTION B: PLANING

The following statements relate to planning in NG-CDF projects in public secondary in Kenya. Please show to what extent you agree with this statement by a tick (√) from the given Linkage scale.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

Statement	1	2	3	4	5
Involvement of Stakeholders such as the community in planning of the NG-CDF projects setting objective and goals ensure that projects' success					
Allocation of NG-CDF resource in Nyaribari cache is based on each school's need, urgency and priority of Projects.					
Risks to be encountered while undertaking projects in public secondary schools in Nyaribari cache are taken care off before project implementation.					
NG-CDF resources available determines the amount of funds to be received by each school in Nyaribari cache					
All projects undertaken in public secondary schools in Nyaribari cache are completed within the set Timelines.					

SECTION C: LEADERSHIP

The following statements relate to leading in NG-CDF projects in public secondary in Kenya. Please show to what extent you agree with this statement by a tick (√) from the given Linkage scale.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

Statement	1	2	3	4	5
Leadership style adopted by NG-CDF project managers in public secondary schools in Nyaribari cache determines success of it.					
Involvement of others in the management of NG-CDF projects in in public secondary schools in Nyaribari cache reduces resistance and completion within set time					
NG- CDF project managers in public secondary schools in Nyaribari cache inspire and motivate followers to achieve elevated levels of performance by setting a compelling vision and challenging goals.					

Age of leaders NG- CDF project managers in public secondary schools in Nyaribari cache determines projects success.					
Frequent coaching and mentorship NG- CDF project managers in public secondary schools in Nyaribari cache enables them to offer effective and efficient leadership.					
Intellectual stimulation by NG- CDF project managers give subordinates the opportunity to perform their work separately through their experience, creativity and innovation to achieve their tasks.					

SECTION B: CONTROLLING

The following statements relate to controlling in NG-CDF projects in public secondary in Kenya. Please show to what extent you agree with this statement by a tick (√) from the given Linkage scale.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

Statement	1	2	3	4	5
Normative control ensures that there are formal and informal consequences for the violation of norms, ethics, and organizational values.					
Clan control approaches like social events, outside meetings, dinners, training, allows beliefs, values to be transmitted by the controller to the controlees hence, increasing project success.					
Outcome control allows monitors and evaluators to review projects completed in public secondary schools and provide feedback for corrective actions making them more efficient.					
NG-CDF projects in public secondary schools in Nyaribari cache are completed in time.					
The number of resources used in projects against budgeted resources provides crucial information for monitors and evaluators of NG-CDF projects in public secondary schools.					

SECTION B: PROJECT PERFORMANCE

The following statements relate to project performance in NG-CDF projects in public secondary in Kenya. Please show to what extent you agree with this statement by a tick (√) from the given Linkage scale.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

Statement	1	2	3	4	5
The number of incomplete NG-CDF projects is too high in public secondary in Nyaribari cache.					
The number of NG-CDF completed projects in public secondary in Nyaribari cache is too high					
Rate at which NG-CDF projects are progressing in public secondary in Nyaribari cache is satisfactory.					
All NG-CDF projects in public secondary in Nyaribari cache achieve their set objectives					
All NG-CDF projects are completed within set timelines					