INFLUENCE OF COMMUNICATION ON PROJECT IMPLEMENTATION AS PERCEIVED BY STAFF OF THE KENYA RURAL ROADS AUTHORITY IN ELGEYO MARAKWET COUNTY, KENYA

BY

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DECLARATION

Declaration by the Student

This thesis is my original work and has not been presented for examination in any program of any institution or university therefore any replication of this work is prohibited without prior permission from the university or/and the owner.

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DEDICATION

I dedicate this thesis to my late Mum, my Uncle and guardian Paul Kibet for his financial and material support and to my brother Godfrey and sisters Sofia and Beatrice for their strength, motivation and moral support.

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I am greatly indebted to God for the gift of life and purpose to proceed with my endeavors. I am also grateful to my supervisors Dr. James Mugo and Prof. Bernard Kibeti Nassiuma for their guidance throughout the writing of this thesis of which I could not make it alone. I thank my class mates for the teamwork and discussions in the proposal development phase. I would also like to express my sincere gratitude to my family for their support throughout the research. Also like to express my heartfelt gratitude to the Moi University for having allowed me to do this research and availing the resources for my completion of the entire research process.

ABSTRACT

Communication plays a pivotal role in enhancing road project implementation. Consequently, successful project planning and implementation is determined by robust, effective, and efficient project management, leveraging on both physical and human resources. The ability of management to direct work to the goal of a project can be determined through several factors. The general objective of the study was to establish the influence of communication on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya. The specific objectives of the study were to assess the influence of communication flows, communication strategies and communication channels on project implementation. The study employed the theory of project management, implementation theory and relational theory. An explanatory research design was adopted. The target population for the study was 122 KeRRA staff selected from various departments. Simple random sampling technique was used to pick a sample size of 94 respondents. A Questionnaire was the main data collection instrument. Data was analyzed using descriptive and inferential statistics. Descriptive data were analyzed using means, percentages, and standard deviations, while inferential data were analyzed using Pearson's product-moment correlation (r) and regression analysis (R^2). The study findings indicate that communication flows had a positive and significant influence on project implementation (β=0.329; $p< 0.01$). Communication strategies had a positive and significant influence on project implementation (β =0.182; $p<0.01$), and lastly communication channels had a positive and significant influence on project implementation (β=0.163; $p<0.01$). The study concludes that communication flows, communication strategies and communication channels had a significant influence on project implementation. Consequently, this study recommends that Kenya Rural Roads Authority needs to include communication aspects as part of their long-term corporate strategy. Project managers should integrate appropriate communication flows, communication strategies and communication channels in their management responsibilities. The study further, recommends future studies to widen the scope of variables of communication in public and private institutions.

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ABBREVIATION/ACRONYMS

ANOVA	Analysis of Variance
ICC	Internal Corporate Communication
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KRB	Kenya Roads Board
KURA	Kenya Urban Roads Authority
NCA	National Construction Authority
PMI	Project Implementation Institute
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Communication

Is the systematic planning, implementing, monitoring, and revision of all the sources of information within an organization and between organizations; it also includes the organization and dissemination of new information directives connected with an organization, network, or communications technology for ensuring the project implementation is achieved (Project Implementation Institute, 2013).

Communication Flow

Communication consists of two types of information flows; horizontal flow and diagonal flow. Horizontal flow refers to the flow of information among people at the same or similar organizational levels, whereas diagonal flow refers to the flow of information among persons at different levels, who have no direct reporting relationships (Campbell, 2009; Project Implementation Institute, 2013).

Communication Strategies

Refers to choices and objectives that are implemented and applied using its communication resources in order for the company to prosper now and in the future. A communication strategy guides an entire program or intervention. It sets the tone and direction so that all communication activities, products and materials work in harmony to achieve the desired change. A communication strategy also enables stakeholders and partners to provide input and agree upon the best way forward so that actions are unified (Campbell, 2009; Project Implementation Institute, 2013).

Communication Channel

In communication, a channel is the means of passing information from a sender to a recipient. Determining the most appropriate channel, or medium, is critical to the effectiveness of communication. Channels include oral means such as telephone calls and presentations, and written modes such as reports, memos, and email. Communication channels differ along a scale from rich to lean (Campbell, 2009; Project Implementation Institute, 2013).

Project Implementation

Project implementation is the process of actualizing the investment plan by putting certain precise actions and structures in place in order to operationalize the investment dream and get the desired advantages from the project (Chandra, 2008)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project implementation is a critical element in project management and one of the widely discussed topic. It involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMBOK, 2008). For effective implementation, projects require human, capital, non-capital resources, and enabling culture (Kaliba, Muya & Mumba, 2009). A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). The ability to implement projects can be more important than the project itself.

Fundamentally, strong project implementation is based on solid communication skills. It is the project manager's responsibility to effectively communicate project goals, objectives, influences and responsibilities to his or her project team and ensure that all key players understand the process and desired outcomes of the project. Richards (2015) outlines that communication is highly required whenever a project is implemented by and involves humans. Construction project implementation requires a formal document that guides its execution. A formal project plan must facilitate communication among stakeholders, approved documentation on project scope, cost and schedule (Young, 2014).

The most important factor in a construction project for the job to run smoothly apart from human resources is communication between the parties involved in the project, including a consultant with a construction project manager. Communication is a two-

way process in which there is an exchange of thoughts, opinions, or information by speech, writing, or symbols towards a mutually accepted goal or outcome (Amin, 2014). At individual level communication is a powerful tool that is used to provide information and feedback; it thus fosters trust and loyalty among staff which are salient features of building strong relationships (Richards, 2015). According to Schwalbe (2013) 90% of a project manager's time is spent on communicating. Communication encourages participation in strategy formulation, refinement and implementation, as well as enabling direct communication of corporate strategies once formulated (Olang, 2015).

The effective performance of the managers' influences in a project requires a sound communication strategy (Sanghera, 2009). In a project set-up, project communication is generally looked at as the proper and timely delivery of important project information to project stakeholders (Zeik & Anderson, 2015). Effective communication on projects is a challenging, ongoing process for project managers and stakeholders at all levels within an organization. Communication that is effective forms connections amongst varied stakeholders within an endeavor, linking varying ethnic and organizational upbringings, a wide cross section of expertise and numerous viewpoints and attention to the project implementation (Peltoniemi & Jokinen, 2006).

Within their project teams, project managers are expected to help establish an environment of trust by communicating openly and behaving consistently in words and actions (Kerzner, 2009). On the other hand, they are expected to communicate effectively to persuade or influence others outside their formal authority to accept a point of view, adopt a specific agenda, or take a course of action that is in the best interests of the sponsor and the wider stakeholder community. They are expected to be proficient in analyzing audiences, organizing ideas effectively, choosing appropriate

media, and knowing how to promote ideas to a wide range of audiences. Proper use of communication strategy can help to build good relationships with team members, sponsors, and other key stakeholders to ensure a successful implementation of the project.

Agyeman (2010) suggests that project identification and implementation is the center of focus of almost all the world's leadership and governments for many centuries. With the emergence of devolved government in Kenya, it is paramount to improve efficiency and effectiveness of projects within the County governments and to decentralize government services for effective service delivery. According to UNDP (2012), report devolution of projects is very essential in the world today by comparing to the simple Egyptian and Syrian ancient agrarian periods. Supportively, ALGA (2010) alluded that for projects to benefit the total population of any country, devolution and decentralization of operations and implementation of projects is inevitable.

The choice of arrangements, processes and procedures with respect to documentation, participant relationships and level of authority follows a set of channel of communication. Project information is communicated through and uses many mediums such as the project office, face-to-face, video conferencing, documents for project planning, meetings, portals for the project, email, telephone and smartphone all of which can be viewed as tools or channels to communicate information. The most critical barrier that any construction company or any project faces is the issue of flow information that is vertical, lateral and downward, which is frequently dubbed as communication. Advancement in technology has led to adoption of virtual communication to overcome global communication challenges. The significance of information and communication technology in road construction projects cannot be overstated (UNDP, 2012).

Construction of road projects comprises of a mixture of dynamic processes which rarely work in support of the kind of implementation strategies used. According to Wilkinson (2013) the road construction industry is always complex in its nature since it consists of an extensive number of participants including contractors, shareholders, consultants, stakeholders, regulators and clients who have to engage time and again. Moreover, Gaith et al. (2012) postulated that 30% of road construction is made up of rework, 40% to 60% is made up of labor that is used in improving efficiency and the rest is materials that are wasted thus management is very important in waste reduction and implementation of the road project. According to Xu *et al.* (2010) communication plays an important influence in a work environment for job performance, job satisfaction and retention of employees in projects. Moreover, communication plays an important influence during initialization and managing the project programs (Xu et al. 2010).

In the communication such as communication strategy, the company sets its course aligning its central targets and actions. Project communication is challenging in the entire project cycle since project managers must communicate with various individuals and project stakeholders. Different communication types have different merits and demerits and hence individuals will have preferences in their communication (Abudi, 2013.) Project manager is, therefore, the primary interface between a project and the organization. Thus, he/she has to possess excellent communication skills in order to interact with stakeholders (Orridge, 2009).

The Economic Recovery Strategy (ERS) for Wealth and Employment Creation (2003-2007) identified the major setbacks of running a business as poor and inadequate infrastructure. Physical infrastructure is one of the economic pillars in the Kenya Vision 2030. The Kenyan government through the vision has stained infrastructure development. The existence of good and well-functioning road networks has

simultaneously led to economic growth, poverty reduction including wealth and employment creation for the people (Ndiang'ui, Ombui & Kagiri, 2015). Therefore, the concerned ministry, stakeholders and agencies coordinating together, ensured the realization of the vision 2030 together with Sustainable Development Goals and Kenya's Economic Recovery Strategy for Wealth and Employment Creation projection approaches.

According to the ministry of Roads Service Charter (2008), road transport caters for 80% of all goods in transit and passengers in the economy. This demonstrates the urgency of the need for improved roads for faster and easier movements of goods and services and people within the economy (Adek, 2016). Because of the greater importance attributed to the socio-economic development in an economy, the Kenyan government has been increasing the budget allocation to the road sector to maintain and construct more and better roads using the current technology. With the implementation of two-tier government, the construction and maintenance of roads has been a shared responsibility where the major roads and infrastructure are done by the national government while minor roads are constructed by county governments (Njagi & Ogutu, 2014).

Kenya Urban Roads Authority (KURA) established under the Kenya Roads Act 2007 is a state corporation whose mandate is to offer guidance in the construction, maintenance and management of the urban roads. KURA has 47 Regional Offices spread in each of the 47 counties as stipulated in the current constitution. Each office is headed by a Regional Manager (RM) who represents the Director General (DG) in each County. The Finance Act 2009 set up Constituency Roads Committees in each constituency in Kenya which, under the assistance of each Member of Parliament, advices KURA on the formulation of an annual roads program and the roads to be

included in it. These committees, therefore, prioritize projects within their jurisdiction and which are then implemented under the supervision of KURA (KRB, 2014).

Rural roads which are categorized as Class D, E & SPR (Kenya Roads Act 2007) are under the Kenya rural roads authority (KeRRA) a state corporation whose mandate is to offer guidance in the construction, maintenance and management of the rural road network in the country. They are responsible for the management, development, rehabilitation and maintenance of rural roads. Additionally, economic development and growth in any economy can be evaluated in terms of physical infrastructural development such as roads, bridges and buildings. As a result of these initiatives, there has been a need to study various communication strategies, channels and flows in project implementation of rural road projects. This study thus, will investigate the influence of communication on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya

1.2 Statement of the Problem

The use of communication such as communication strategies, communication channels and communication flows in project implementation improves effectiveness and efficiency. It also leads to an increase in project delivery within the time frame and cost provisions. Ideally, communication, in project implementation, should cover all aspects of a project, and include more than just reporting lines and delivery of formal information to both the management and the stakeholders. In addition, the communication process should guide how team members and stake-holders interact with each other, provide behavioral guidelines, define practices how to manage expectations and facilitate information exchange among stake-holders, and issues regarding communication risks (Bardhan, Krishnan & Lin, 2007). Construction projects in Kenya face challenges of non-Completion. Many construction projects fail due to

factors like time in efficiency, lack of adequate funds and lack of advance working equipment. Kenya Roads Board (2014) reported there were many projects which were not completed due to obstacles by client, non-availability of materials, poor infrastructure, lack of funds and lack of project managers' competency. Most importantly, the non-completion experienced in Construction of Roads could be linked to communication challenges in the implementation stage. Most of the construction projects end up experiencing cost overruns and hence exceeding the contract amount that was planned for initially which questions the aspect of project implementation and communication flows, communication strategies and communication channels (Roads and Civil Engineering Contractors Association, 2013). In Kenya, public roads construction projects have been increasing from period to period. Therefore, completion of the project within the specified time remains a challenge. Every construction project involves multiple stakeholders such as owners, designers, procurement and miscommunication among project stakeholders can cause all the rework in a project. Information obtained from the Republic of Kenya report indicated that KeNHA is challenged with issues of cost overruns in the implementation and management of its road projects. The quality of communication can be the difference between a successful project and a not so successful one.

It is reported that due to overruns in cost, there is a higher likelihood of stagnation in the economic development and also in the realization of vision 2030 (Republic of Kenya, 2014). The current situation in Kenya on communication and implementation of road projects does not reflect the ideal situation on the significance of communication on implementation of road projects. Many projects were not completed due to obstacles like confusion from major stakeholders to departmental professionals and workers in the field also inconsistent, unclear reporting. Poor communication in a public road

construction project is a major contributor to project delays. It ca take several forms such as delays in the flow of information, directing communication to the wrong person or wrong interpretation.

This difference, therefore, calls for the need to do research to determine the cause of the difference in the two scenarios and thus provide a recommendation for the relevant authorities to implement. Most significantly, this particular study seeks to determine the influence of communication on KeRRA road project implementation as perceived by staff in Elgeyo Marakwet County.

1.3 Objective of the Study

The main objective of the study was to establish the influence of communication on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

1.3.1 Specific Objectives

The specific objectives of the study were:

1. To assess the influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.
2. To establish the influence of communication strategies on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.
3. To determine the influence of communication channels on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

1.4 Hypotheses

The following hypotheses was tested to guide the study objectives;

H_{01}: There is no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

H_{02}: Communication strategies have no significant role on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

H_{03}: Communication channels have no significant role on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

1.5 Significance of the Study

The findings of this study are relevant to the KeRRA projects, KeRRA projects managers, policy makers and researchers and academicians as follows;

a) KeRRA projects in the country are beneficiaries of this study findings because they are likely to explore the influence of communication on project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet County-Kenya.
b) KeRRA project managers among other managers are beneficiaries of study findings in understanding the best communication strategies, channels and flows useful in the implementation of road projects in Kenya.
c) The findings are used by the KeRRA projects leaders and the County Governments through the Ministry of Roads, Public Works and Transport in policy formulation to control and regulate project development in Kenya.

d) Through the findings of this study, it is hoped that the KeRRA implements appropriate regulatory measures to achieve the highest standards of safety, efficacy and quality for all projects, site development and operational services to ensure the protection of the society as envisaged by the laws regulating projects development in force in Kenya.

e) The findings of this study are valuable to future researchers and academicians by contributing to the existing reference sources, adding more value to the body of knowledge, and also suggesting areas for further research.

1.6 Scope of the Study

This study sought to determine the influence of communication strategies, communication flows and communication channels on road project implementation as perceived by staff of KeRRA in Elgeyo Marakwet. The study only chose three theories to relate communication and implementation of road projects in Kenya yet there are other theories that can be employed to bring out the relationship between communication and implementation of road projects. This study was conducted in Kenya Rural Roads Authority in Elgeyo Marakwet County. The population of the study was all the professional staff in the KeRRA offices in Elgeyo Marakwet where 72 of them was selected to answer the questionnaires. The study was conducted in the month of April, 2022. The key focus areas were on communication flows, communication channels and communication strategies within the organization so as to determine how they role the implementation of road projects in the study area.

1.7 Limitations and Delimitations of the Study

The research study was conducted in Kenya Rural Roads Authority in Elgeyo Marakwet hence the generalization of the findings to different government institutions in Elgeyo Marakwet County would not hold. This study generally analyzed the

influence of communication on road project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet. The current COVID-19 is a new pandemic that might really limit the study considering its regulations to be adhered to for health safety purposes. The study was only done on the implementation of road project in the long run cannot be established and compared with the short run. This study used explanatory research design as compared to other studies that used descriptive research design. The model that was employed was the multiple linear regression model. A survey method of data collection was used with the help of CAPI.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents concepts in the study, the theoretical frameworks, empirical literature review, conceptual framework, and chapter summary and research gap.

2.1 Concepts in the Study

2.1.1 The Concept of Project Implementation

Project implementation is the process of actualizing the investment plan by putting certain precise actions and structures in place in order to operationalize the investment dream and get the desired advantages from the project (Sidawi, 2012). In simple terms, project implementation is the phase in which dreams and plans become reality. Leadership style, information availability and accuracy, uncertainty, organizational structure, human resources, and technology are all factors that influence project implementation. Lorange (2008) stated that human resources are becoming the key focus of project implementation and reiterated that people, not financial resources, are the key strategic resources in project implementation.

According to Meredith and Mantel (2011) the project implementation phase takes 80-85% of all the project activities and resources utilization. Ofori (2013) indicates that the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables. Project implementation measurement is crucial in managing projects as it enables the project manager to establish challenges in budget and scope in time and devise proper mechanisms that address these challenges (Modi, Abbott & Counsell, 2012).

Implementing successful projects generates positives effects on the organization, influencing not just short and medium, but also long-term development. A good project implementation plan should ensure the project plan is arrived on time, on scope, on budget and meeting end user satisfaction besides other pertinent considerations (Kerzner, 2013). To establish whether a project has been effectively implemented, one has to go back to the initial project goals of time, cost and quality and be able to measure the extent of their individual achievement (Meredith & Mantel, 2011).

2.1.2 The Concept of Communication

According to Campbell (2009) regardless of the type of communication there are three elements of communication that a project manager uses during a project. These are (1) analyzing the target audience, (2) planning the approach and (3) delivering the message. However, this project will focus on three types of communication; communication strategy, communication channel and communication flow. In a project environment a stakeholder analysis which identifies relevant stakeholders is conducted. The current study does not, however, describe the process of stakeholder analysis in detail but the needs and concerns of project stakeholders should be recognized (Campbell, 2009).

Sidawi (2012) noted that the second elemental step is to plan the approach that helps a project manager to get to the purpose of communication. The information can be presented to stakeholders by using different strategies such as a problem-solution approach describing the projects various issues and solutions to them that explains how the data and information collected by a project manager is applied to meet organizational goals. The best strategy is the one that suits the communication purpose. Thirdly the message is delivered to the audience by choosing from variety of tools and techniques.

The most basic form and a building block of communication is information ex-change between two entities (Sanghera, 2009). The basic communication model presents the information sending between two parties –the sender and the receiver (Project implementation Institute, 2013). The sender encodes a message via chosen channel and the receiver decodes the message (The Communication Process, 2015). Figure 2 below presents a basic communication model.

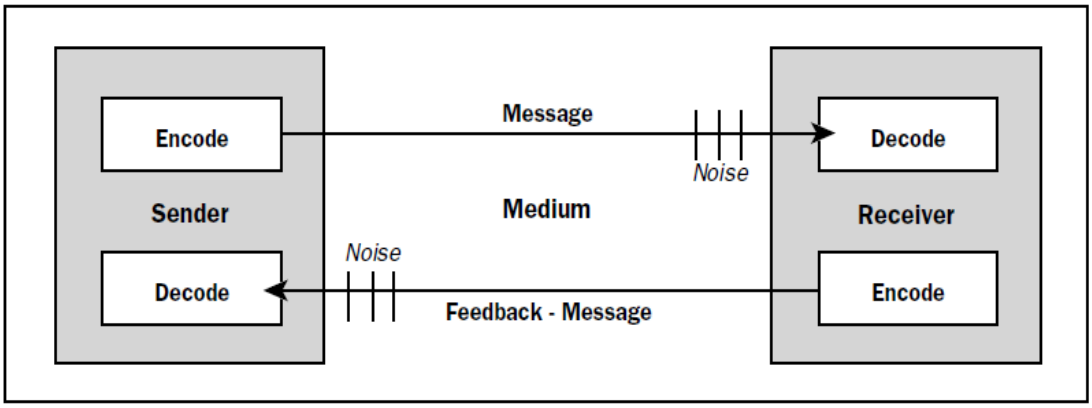

Figure 2.1: Basic Communication Model

Source: Project Implementation Institute (2013)

2.2 Theoretical Framework

The study is grounded on five theories; implementation theory, groupthink theory, theory of project management, relation theory, and program theory.

2.2.1 Theory of Project Management

According to Koskela and Howell (2002), project implementation is a cycle that visions a project life cycle as entailing of project design, planning, implementation, monitoring and control, initiation and project closure (PMI, 2013). Under the current study, Elgeyo Marakwet County KeRRA projects have undergone through a life cycle where they are initiated, designed, planned and implemented. The projects are funded by donors and tax payers. The Kenyan taxpayer project funds need to be used effectively and

efficiently to realize successful implementation of the Elgeyo Marakwet County as perceived by staff of KeRRA projects.

PMI (2013) further reported that that a number of drivers are capable of influencing the implementation of projects if not handled with care. These include delayed and late disbursement of project funds, failure to involve stakeholders and citizens, political interference, use of incompetent project managers, contractors and staff, and escalation of costs due to inflation among others. This theory is applicable in this study as it demonstrates how communication factors could influence execution road construction projects.

2.2.2 Relational Theory

Relational theory stems from relational-cultural theory and the work of Jean Baker Miller in the 1970s and '80s, which looked at human connection and the ways culture influences relationships. Relational theory dictates communication can enable one to know the thinking of other, this can justify by the above observation. According to the argument of (Edwards, Edwards, Spence & Shelton, 2014) informal communication from people outside the projects during the weak interaction of employees, can enable them to build rapid feeling of mutual trust. Therefore, communication is very important during implementation of any projects (Bilczynska-Wojcik, 2014).

External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders. Coming to the types of communication, both formal and informal communication is very important during project implementation. The benefits of informal can be classified in to main section. The classification is: relational benefit (perception, common ground and connectedness) and personal benefit (valuable interest to personal interest).

Organizational communication plays an important influence in training, knowledge dissemination and learning during the process of project implementation (Engel-Brecht, 2010).

2.2.3 The Implementation Theory

According to Ofori (2013) project implementation theory is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Maskin and Sj'strom (2002) state implementation problem as the problem of designing a mechanism (game form) such that the equilibrium outcomes satisfy a criterion of social optimality embodied in a social choice rule. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine (Ofori, 2013).

However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Papke-Shields, Beise and Quan (2010) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change (Pitts, Wright and Harkabus, 2012). Thus, the theory of implementation was used to understand how communication influences road project execution as perceived by staff of the KeRRA in Elgeyo Marakwet County

2.3 Empirical Literature Review

This chapter discusses the empirical review on study variables.

2.3.1 Communication Flows and Project Implementation

Bilczynska-Wojcik (2014) in his study examined the relationship between project communication and project performance in Public Universities in Uganda. Correlation results revealed that project communication is significantly and positively related to project performance. Findings indicated that there is a positive relationship between information flow and project performance implying that when there is timely communication to all project participants and stakeholders as regards to what is happening in the project, projects will perform as expected. Communication is an integral part of the project process as the flow of communication up and down the organizational hierarchy has its effects on efficiency, decision- making and morale of organizations. Communication flow is common in the project world, where they are used as part of a project plan, detailing how to communicate with various groups of people.

Nguyen (2013) in her study sought to investigate the factors that determine effective implementation of health projects in Gedo region of Somalia using primary data collected from 55 employees of World Vision working under health projects in Gedo region of Somalia. The study found that poor communication minimizes chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation. The study recommends that World Vision should improve integrated communications plan to improve project implementation.

According to Martin (2010), A single project may have multiple strategies for different categories of people, such as clients, investors, competitors or employees. Some projects even have an internal communication flow for communicating within the project itself. These flows are used to determine things like what information to share with the stakeholders or investors, as well as how that information should be presented. The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Ofori, 2011).

Olang (2015) noted that upward communication is deemed very essential to the successful implementation of a project. The absence of upward communication can be destructive to a company from reaching its goals and objectives. Grassroots information can make and unmake the survival of an organization. Petersen, Kushwaha, and Kumar (2015) in their studies, summarizes the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. More so upward communication facilitates employees' consciousness of participation and serve as a gauge of the effective downward communication.

Ofori (2010) highlighted that horizontal type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. Aje, Odusami and Ogunsemi (2009) carried out a study on the impact of communication on workers' performance in selected organizations, Nigeria. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and

commitment. It has been discussed that weak internal communication in organizations reduces productivity of employees as well as project performance in organizations.

2.3.2 Communication Strategy and Project Implementation

Dow and Taylor (2010) assessed the effects of communication management on infrastructure projects in Jamaica using primary data collected from a sample of one hundred and forty specialists involved in infrastructure projects. Results revealed that poor listeners, poor leadership, imprecise communication objectives, vague channels of communication, unsuccessful reporting system, ineffectual communication between specialist involved in the project, labeling or stereotyping and linguistic complications Effective communication strategies can enhance the working environment and ultimately remove any barriers that may hinder the implementation of quality construction projects. It will also address any existing gaps or risks encountered during project implementation and promote accountability among team members. The study acknowledged that ineffective communication management negatively impacted projects, resulting in delays, cost overrun and abandonment. Hence, prior to the implementation of any infrastructure project, clearly established and effective communication management structures alongside management structure is of utmost importance and needs to be scheduled by infrastructure project professionals.

Adera (2013) sought to establish influence of organizational project maturity practices on performance of state corporations. A case of South Nyanza sugar company limited using primary data collected from a sample of 384 responds and performing regression analysis. The study recommends the involvement of community grouping, meeting with opinion leaders and the use of various media platforms including radios, local newspapers, and television and billboard illustration will go a long way in facilitating the successful implementation of Northern Collector Tunnel project. Dow & Taylor

(2008) also argued that informal and formal communication is one part of communication that integrates the project activity to achieve its goals. Informal communication is a frequent workplace activity that can be communicated differently as of phone, memo, email, fax and voicemail whereas formal communication can be face-to face exchange of messages.

2.3.3 Communication Channels and Project Implementation

According to Naqvi, Aziz, and Kashif-ur-Rehman (2011) a communication channel is a means by which messages are carried from one person to another and may take the form of mediated systems such as; telephone conversations, internal letters or memos, face to face meetings, electronic mail, internal newsletter and intranet. Having strong communication channels ensures communication structure, employee feedback, adjustments to change openness and hence contribute positively to employee performance. For any project to get a desirable result, it is important to understand the specific characteristics of communication channels. Effective communication channels ensure employees receive, respond, adjust and improve information flow within an organization (Holzmann & Panizel, 2013).

Achar & Herbsleb (2021) examined the influence of communication channels on the implementation of housing construction projects in Nairobi City County, Kenya using primary data obtained from 256 officers from the building Inspection Unit. Correlation analysis and regression analysis were performed. Correlation analysis shows positive relation between overall project implementation and channels of communication while regression statistics indicate that channels of communication are key to the execution of construction projects. The results showed that improving the means of communication channels increases the quality of overall project implementation. The

study concluded that in the implementation of construction projects, channels of communication is of significant impact.

Ochieng & Tubey (2013) investigated the influence of Effectiveness of Monitoring and Evaluation of CDF Projects in Kenya using primary data obtained from a sample of 169 respondents. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Project activities should be communicated to every party concerned during implementation of CDF projects should establish the right channels of delivery messages and feedback in both top-down and bottom-up communication.

Andersson, Jensen, Naitore, & Christoplos (2014) sought to establish the influence of organizational communication on the implementation of building projects within Nairobi County. The study revealed that clear influences in the project organization aim at building effective organizational communication and also that a well-documented communication plan was essential to enhance project implementation. The study revealed that appropriate communication channel ensured that information was relayed to right audience and improves team coordination and increase synergy and trust. The study recommended that stakeholders in the building industry should adopt most forms of communication among them written form (site instruction books), email, verbal instructions (telephone) and messaging including WhatsApp.

Xiao, Martin, Buchel and Huang (2014) noted that internal communication has caused supervisors to appreciate the influence employees play in achieving organizational goals hence the need to communicate effectively and efficiently with staff. Internal communication is indeed the lifeblood of any organization whether in the public or

private sector. This is because effective internal communication provides organizational direction and employee motivation. Where internal communication is poor, the outcomes tend to be inter alia to lower staff commitment, great absenteeism and higher turnover. Research shows that internal communication is vital to inform staff, to communicate with them, to convince them of something and to improve their job satisfaction (Sidawi, 2012).

2.4 Conceptual Framework

Project implementation is a key element in project management where plans are put into actions. Communication is a critical component necessary for successful project implementation in any organization (Remidez & Jones, 2012). The conceptual framework below shows the relationship between the dependent (project implementation) and independent variables (communication flows, channels and strategy). The framework helps the researcher to understand the cause-and-effect relationship between project implementation and communication.

Independent Variables **Dependent Variable**

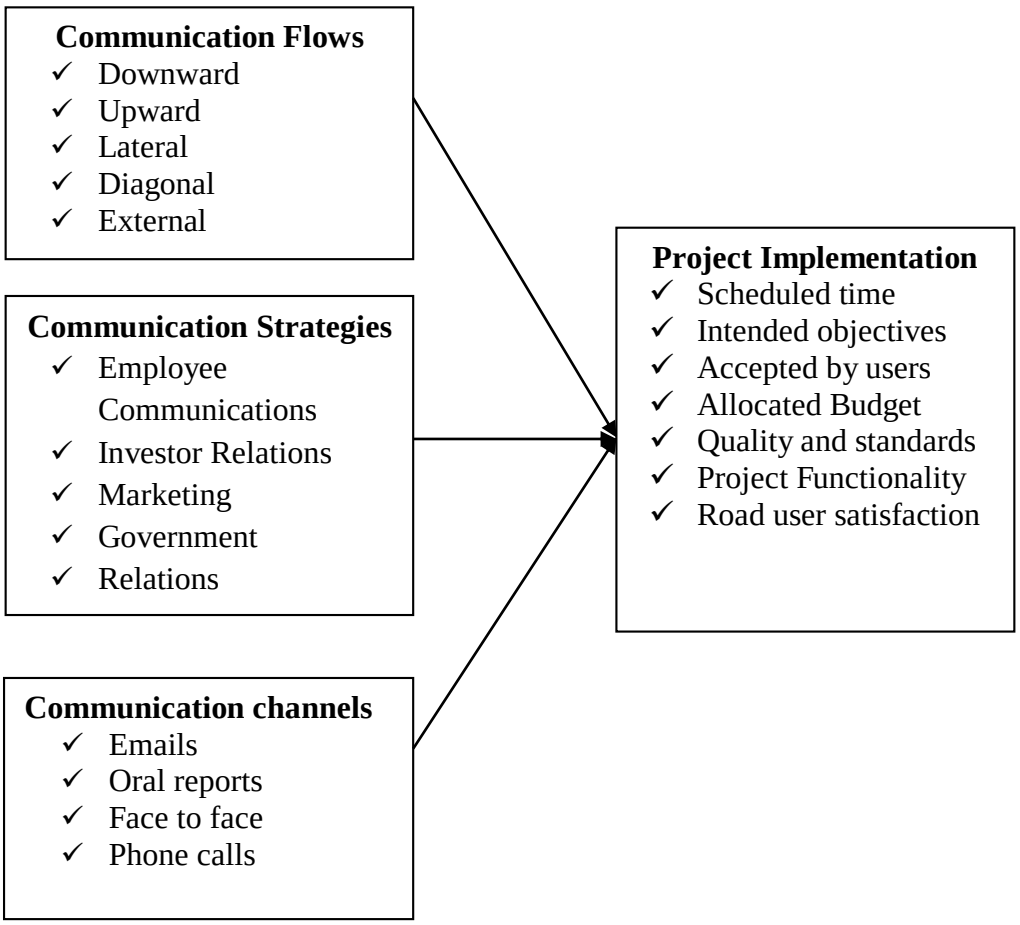

Figure 2.2: Conceptual Framework

Source: Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter presents the methodology for the study. It consists of an introduction, the research design, sample size and sampling technique, target population, pilot study, research instruments, the data collection procedure, data analysis techniques, ethical considerations and operational definition of variables.

3.1 Research Design

Research design a systematic process of studying a scientific problem (Smythe, 2012). A research design integrates different components into a coherent and logical manner for ensuring effectiveness in addressing the research problem. The research design facilitates collection, measurement, and analyses of data (Orodho, 2009). Hence, this study will adopt explanatory research design.

Explanatory research shows that the research in question is envisioned to explain rather than describing the event under study. The choice of this design is commanded by its effectiveness to secure evidence concerning all existing situations, to identify standards or with which to compare present conditions in order to determine how to take the next step, having determined where one is and where they wish to go (Smythe, 2012). Therefore, using this design, the study aimed at collecting information on the communication and its role on the implementation of road projects as perceived by staff of the KeRRA in Elgeyo Marakwet County.

3.2 Target Population

The target population is defined as any group of individuals who have one or more characteristics in common that are of interest to the researcher (Kothari, 2014). A study

population is therefore known as a well-defined collection of individuals or objects known to have similar characteristics from the target population. Usually, the description of the population and the common binding characteristic of its members are the same (Kothari, 2014). For the purpose of this research, the study population were staff of KeRRA, Elgeyo Marakwet County, Kenya. Therefore, the target population of this study were 122 technical staff.

Table 3.1: Target Population

Strata	Department	Target Population
Civil engineering	Design, Construction and Maintenance	25
Corporate Service	Finance and Risk Management	23
	Human Resource Management & Development	8
	ICT	12
	Internal Audit	15
	Legal and Regulatory Affairs	7
	Planning & Environment	8
	Procurement	12
	Quality Assurance	12
	Total	**122**

Source: KeRRA Projects, 2021

3.3 Sample Size Determination and Sampling Procedure

The sample was large enough to serve as adequate presentation of the population about which the researcher wishes to generalize and small enough to be selected economically in terms of subject availability, expenses in both time and money and complexity of the data analysis (Kothari, 2014),

Calculation of the sample size was based on Yamane's (1967) simplified formula. This study was based on Isreal's (2013) assertion that if the population is small then the sample size can be reduced slightly. This is because a given sample size provides

proportionately more information for a small population than for a large population. This study utilized Yamane's (1967) formula which is a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes. A 95% confidence level and P = 0.05 are assumed for Equation.

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

Where n is the sample size, N is the population size, and e is the level of precision.

$$n = \frac{122}{1+122(0.05)^2} = \frac{122}{1.2675}$$

n=94

Using the above formula, the sample size for this study was 94 staff working at KeRRA projects. At this level proportionate simple random sampling was then used to pick a sample from each strata (departments) where under this sampling design, every staff in all the departments has an equal chance of inclusion in the sample. It is considered the best technique of selecting a representative sample as it ensures the Law of Statistical Regularity which states that if on average the sample chosen is a random one, the sample will have the same composition and characteristics as the universe (Kothari, 2014).

Table 3.2: Sample Size

Strata	Department	Target Population	Proportionate Sample Size	Percentage
Civil Engineering	Design, Construction and Maintenance	25	20	21.98
Corporate Service	Finance and Risk Management	23	18	20.88
	Human Resource Management & Development	8	6	6.59
	ICT	12	10	8.79
	Internal Audit	15	12	10.999
	Legal and Regulatory Affairs	7	6	6.59
	Planning & Environment	8	7	6.59
	Procurement	12	9	8.79
	Quality Assurance	12	9	8.79
Total		**122**	**94**	**100.00**

Source: KeRRA Projects, 2021 and Author's compilation, 2021

3.4 Data Collection Instrument and Data Types

The study used quantitative data collection methods. The quantitative data collection approaches rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize (Mugenda & Mugenda, 2003). The main data collection instrument was structured questionnaire using CAPI.

3.4.1 Secondary Data

Secondary data and sources are already published materials that shall be source form the KeRRA website, internet, and KeRRA offices in Elgeyo Marakwet. These data were used to augment the primary data, conduct reviews on past studies, determine past methods.

3.4.2 Primary Data

The study heavily relied on primary data which was collected using structured questionnaires that were integrated in the Computer Assisted Personal Interview (CAPI) where the Android Open Data Kit (ODK) Application was utilized. This electronic method is efficient, it reduces a lot of paperwork, it ensures quality and accurate data is collected, it also reduces time taken to do data entry. Primary research consists of a collection of original primary data collected by the researcher (Lohr, 2009). An advantage of using primary data is that researchers are collecting information for the specific purposes of their study (Lohr, 2009). The study used questionnaires to solicit information from the sampled respondents.

3.5 Pilot Testing

In order to ensure that the employees of the study area are circumscribed, a try-out was conducted. The pilot study to pre-test the research tools was carried out in KeRRA, Uasin Gishu County. 10% of the sample size (9 staff) was picked to test the instruments. A 10% sample of the target population is reliable for the study of the whole population (Hertzog, 2008). The purpose of piloting was to ascertain whether the instruments are logical and clear. In addition, the findings of the pilot test were used to check whether the data collection instruments capture the needed data and also guide for any further adjustments to be made on the instrument.

3.5.1 Validity of the Instruments

According to Bryman and Cramer (2012) validity refers to the extent to which a research instrument measures what it is designed to measure. The type of validity considered was face validity and content validity. Face validity refers to the researcher's subjective assessments of the presentation and relevance of the measuring instrument

as to whether the items in the instrument appear to be relevant, reasonable, and unambiguous and clear (Orodho, 2009).

Content validity refers to the form of validity that ensures the elements of the main issue to be covered in research are both a fair representation of the wider issue under investigation and that the elements chosen for the research sample are addressed in depth and breadth. To validate the test items, the questionnaires was submitted to the two supervisors for reviewing. The instrument was amended accordingly after piloting.

Predictive validity addresses how well a specific tool predicts future behavior. Predictive validity is determined by calculating the correlation coefficient between the results of the assessment data/data collected from the sample and the subsequent targeted behavior/ the population data. The stronger the correlation between the sampled data and the target population behavior, the higher the degree of predictive validity the sampled population possesses. Conversely, a weak correlation between the sampled data and the target population indicates low levels of predictive validity.

Construct validity refers to the degree to which inferences can legitimately be made from the operationalization in your study to the theoretical constructs on which that operationalization's were based. Like external validity, construct validity is related to generalizing. But, where external validity involves generalizing from your study context to other people, places or times, construct validity involves generalizing from your program or measures to the concept of your program or measures. In this study, construct validity was employed to determine the degree to which the operationalized measures of communication can be inferred on its role on project implementation as perceived by staff of KeRRA.

3.5.2 Reliability of the Instruments

According to Bryman and Cramer (2012), reliability is a measure of consistency over time and over similar samples. A pilot test was done using the instruments to help in improving on their clarity and comprehensiveness. To determine the extent to which the content instruments are consistent in eliciting the same responses, the researcher will employ Spearman rank order correlation coefficient. A correlation coefficient of more than 0.5 and above means that the instrument is reliable and is considered high enough to judge the reliability of instruments used. Any inaccurate responses, inconsistencies, blank spaces and other weaknesses noticed in the pretest was rectified. Piloting enables the researcher to come up with suitable research instruments, which are well polished.

3.6 Data Collection Procedures

Before going to the field, the study first obtained research permit authorizing carry out the research from National Commission for Science Technology and Innovation (NACOSTI). A letter of transmittal of data collection instruments was written to individual respondents in the various departments in KeRRA in Elgeyo Marakwet. The study visited KeRRA to book appointments on the right date and time to fill the questionnaires and meet with the respondents. The CAPI questionnaires was administered by help of two research assistants who were trained how to administer the survey questionnaires using ODK, they were also be guided on the study objectives and building of a good rapport with the individual respondents.

3.7 Data Analysis Procedures

The collected data were analyzed using descriptive statistics in order to determine their frequency. The data was analyzed using descriptive statistics such as standard deviation, frequency distribution, percentages and means. The results were presented

in form tables. Bryman and Cramer (2012) expounded that descriptive statistics helps the researcher to explain the distribution in measurements, reviewing and organizing data. In addition, correlation analysis was employed in determining the relationship between the dependent and independent variables. P-values as 5% level of significance. A 95% confidence level was applied. P-values was used as 5% level of significance.

3.7.1 Econometric Model Specification

3.7.1.1 Objective 1 and Model

To analyze the influence of communication flows on KeRRA road project implementation as perceived by staff in Elgeyo Marakwet County.

3.7.1.1.1 General model for Objective 1

$y_i = \beta_o + \beta_{1i}X_{1i} + \varepsilon$……..…… (3.1)

Where;

y_i= Road Project implementation indicators

β_0= Constant term

β_{1i}=Coefficients of Communication flows indicators

X_{1i}= Communication flow indicators

ε= error term

3.7.1.1.2 Specification of model for objective 1

$y_i = \beta_o + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + \beta_{14}X_{14} + \beta_{15}X_{15} + \varepsilon$……..…. (3.2)

Where; y_i= Road Project implementation indicators

y_i=$y_1 + y_2 + y_3 + y_4 + y_5 + y_6 + y_7$

Where;

y_1=Scheduled time

y_2=Intended objectives

y_3=Accepted by users

y_4=Allocated Budget

y_5=Quality and standards

y_6=Project Functionality

y_7= Road user satisfaction

β_0= Constant term

β_{11}….. β_{15}= Coefficient of variables for objective model 1

X_{11}= Downward flow

X_{12} = Upward flow

X_{13} = Lateral flow

X_{14} = Diagonal flow

X_{15} = External flow

ε = error term

3.7.1.2 Objective 2 and Model

To determine the influence of communication strategies on KeRRA road project implementation as perceived by staff in Elgeyo Marakwet County.

3.7.1.2.1 General model for objective 2

$y_i = \beta_o + \beta_{2i}X_{2i} + \varepsilon$……..…… (3.3)

Where;

y_i= Road Project implementation indicators

β_0= Constant term

β_{2i}=Coefficients of Communication strategies

X_{2i}= Communication strategies indicators

ε= error term

3.7.1.2.2 Specification of model for objective 2

$y_i = \beta_o + \beta_{21}X_{21} + \beta_{22}X_{22} + \beta_{23}X_{23} + \beta_{24}X_{24} + \varepsilon$……..... (3.4)

Where; y_i= Road Project implementation indicators

β_0= Constant term

β_{21}….. β_{24}= coefficient of variables for objective model 2

X_{21} =Employee confidence

X_{22} =Investor relations

X_{23} =Marketing

X_{24}= Government relations

ε = error term

3.7.1.3 Objective 3 and Model

The influence of communication channels on KeRRA road project implementation as perceived by staff in Elgeyo Marakwet County

3.7.1.3.1 General model for objective 3

$y_i = \beta_o + \beta_{3i}X_{3i} + \varepsilon$……..……..…… (3.5)

Where;

y_i= Road Project implementation indicators

β_0= Constant term

β_{3i}=Coefficients of Communication Channels indicators

X_{3i}= Communication Channels indicators

ε= error term

3.7.1.3.2 Specification of model for objective 3

$y_i = \beta_o + \beta_{31}X_{31} + \beta_{32}X_{32} + \beta_{33}X_{33} + \beta_{34}X_{34} + \varepsilon$…….…….... (3.6)

Where;

y_i= Road Project in implementation indicators

β_0= Constant term

β_{31}….. β_{34}= coefficient of variables for objective model 3

X_{31} = Emails

X_{32} = Oral reports

X_{33} = Face to face

X_{34} = Phone calls

ε = error term

3.8 Ethical Considerations

The study followed the necessary steps for data collection which will involve getting a research permit from the National Council for Science, Technology and Innovation to undertake research from KeRRA in Elgeyo Marakwet County, Kenya. This procedure of getting clearance was followed all through the field work period by getting permission from the County commissioner and KeRRA before distributing questionnaires. Plagiarism was avoided through acknowledgement of new ideas that was obtained from other scholars through literature review. The consent was requested from the participants where they were informed about the purpose of the study. In doing this research, the study respected the respondents' privacy. The participants were not be expected to write their names on the questionnaires.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents an analysis of data collected and discusses the study findings obtained. It presents response rate, pilot test results, demographic characteristics of the respondents, descriptive analysis and the inferential analysis.

4.2 Response Rate

The study distributed 94 questionnaires. A total of 81 questionnaires were completely and correctly filled and returned which represents a response rate of 86%. This percentage concurs with Creswell (2013) who argues that for generalization a response rate of 50% is adequate for analysis and a response rate of 70% and over is excellent, thus 86% was very good for an analysis.

4.3 Pilot Test Results

Reliability of the questionnaire was analyzed using Cronbach's Alpha threshold which measures internal consistency indicates more reliable generated scale. SPSS software was used for reliability analysis. Threshold reliability and the acceptable reliability coefficient is 0.7 (Mugenda, 2016).

Table 4.1 Pilot Test Results

Variables	Cronbach's Alpha	Tested Items
1. Communication Flows	.914	7
2. Communication Strategies	.780	5
3. Communication Channels	.825	5
4. Project implementation	.864	5
Average Alpha	**0.846**	**6**

Source: Research Data, 2022

Table 4.1 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 and above, they show a high reliability and that the theoretical constructs exhibit good psychometric properties. Communication flows had Alpha on 0.914, Communication strategies had 0.780, communication channels had a 0.825 while project implementation had 0.864. On the average, the Cronbach Alpha of the questionnaire was 0.846. This therefore implies that the questionnaires were reliable for data collection.

4.4 Demographic Characteristics of the Respondents

The study sought to find out the demographic information of the respondents which were departments, level of education and Years of staff in KeRRA, Elgeyo Marakwet County, Kenya. This was important since it forms the foundation under which the study can fairly adopt in deriving conclusions.

4.4.1 Distribution of Respondents by their Gender

Respondents were asked to tick appropriately on their gender. Table 4.2 shows the distribution of gender.

Table 4.2 Distribution of Respondents by their Gender

Gender	Frequency	Percentage
Male	49	60.5
Female	32	39.5
Total	**81**	**100.0**

Source: Research Data, 2022

From the study results, 60(60.5%) were male respondents while 39(39.5%) were female respondents. This implies that majority of staff working as technical officers of road projects of in Elgeyo Marakwet County are male. This may be attributed to technical

jobs being preferred by male employees than female. Gender disparities in work places are indicators of job preferences for some jobs by gender groups (Ratemo, 2011).

4.4.2 Distribution of Respondents by the Level of Education

Respondents were given to choose their level of education. Results are shown in Table 4.3.

Table 4.3 Distribution of Respondents by their Level of Education

Level of Education	Frequency	Percentage
Primary	-	-
Secondary	16	19.8
College	22	27.2
University	28	34.6
Technical schools	8	9.9
Postgraduate degree	7	8.6
Total	**81**	**100.0**

Source: Research Data, 2022

Majority of respondents indicated they were university graduates 28(34.6%) followed closely by college 22(27.2%), secondary had 16(19.8%), technical institution 8(9.9%) and lastly postgraduate with (7, 8.6%). Level of education affects productivity of employees on how they make strategic decisions (Weber, 2008). Employees with higher level of education are preferred because of their skills and expertise in performing certain tasks. This therefore implies that technical officers of road projects of KeRRA as perceived by staff in Elgeyo Marakwet County are qualified and competent staff.

4.4.3 Distribution of the Respondents by their Departments

Study respondents were asked to provide their various departments they work. The results were provided as shown in Table 4.4.

Table 4.4 Distribution of the Respondents by their Departments

Department	Frequency	Percentage
Design, Construction and Maintenance	19	23.5
Finance and Risk Management	17	21.0
Human Resource Management & Development	5	6.2
ICT	7	8.6
Internal Audit	9	11.1
Legal and Regulatory Affairs	5	6.2
Planning & Environment	7	8.6
Procurement	6	7.4
Quality Assurance	6	7.4
Total	81	100.0

Source: Research Data, 2022

Departments of respondents' findings indicated that Design, Construction and Maintenance had majority with 23(23.5%) followed closely by Finance and Risk Management department with 17(21%), internal audit 9(11.1%), Planning & Environment 7(8.6%), ICT 7(8.6%), Procurement and quality assurance both with same number each 6(7.4%) and lastly Human Resource Management & Development and Legal and Regulatory Affairs had each 5(6.2%). Distribution of employees is because of the nature of work done in KeRRA. Most of the work done involves Design, Construction and Maintenance that is why it had significant number of respondents. This therefore implies that KeRRA was concerned on the quality of their road projects that is why it employs more staff in this department.

4.5 Descriptive Findings and Discussions

Descriptive statistics was collected according to the dependent and independent variables in the study. Respondents gave their responses in a scale of 1-5.

4.5.1 Communication Flows Findings

Respondents were asked to rate how the following statements on Communication Flows in KeRRA.

Table 4.5 Descriptive Statistics for Communication Flows

No.	Statements	Mean	Std. Dev
1.	Most of the information I receive on a daily basis come from my co- workers	4.31	0.861
2.	I am comfortable sharing ideas directly with project manager	4.27	0.867
3.	I always share ideas with my supervisor/head	4.36	0.841
4.	The lines of communication are "open" all the way to top executives in the project	4.28	0.794
5.	My manager gives me enough feedback about the way I perform my job so that I can improve	4.19	0.950
6.	All the project information is shared with the project members	4.21	0.832
7.	All project members are kept updated about the project status	4.23	0.939
	Average	**4.26**	**0.869**
	VALID N 81		

Source: Research Data, 2022

Findings on communication flows consisted of seven items that affect project implementation. Respondents agreed that downward flow, upward flow, lateral, diagonal flow and external flows. These factors ensure comfortable sharing ideas, timely feedback by managers, ensures project information is shared with the project members and that project members are kept updated about the project status. The results in indicated in table above indicated that respondents were in agreement with the statement thus an average mean of 4.26. This finding agrees with findings of Anyango

(2016) who established communication flow in an organization creates an effective project implementation. This implies that communication flows affect project implementation.

4.5.2 Corporate Communication Strategies Findings

Table 4.6 Descriptive Statistics for Corporate Communication Strategies

No.	Statements	Mean	Std.D
1.	The communication strategy employed in my organization enhances information sharing culture between employees.	4.27	0.742
2.	Regular communicating of the project progress build employee confidence in their work	4.31	0.752
3.	Good Internal communication enhances employee commitment and improves the turn over.	4.31	0.736
4.	Good external communication creates investor confidence in the organization's projects.	4.37	0.697
5.	There is a good working communication structure that enables the project manager to keep an overview of all the ongoing projects and report to stakeholders.	4.36	0.730
	Average	**4.324**	**0.731**
	VALID N 81		

Source: Research Data, 2022

The participants strongly agreed that communication strategies such as employee communications, investor relations, marketing and government relations affect project implementation. Good external communication creating investor confidence had the highest mean of 4.37 and Std. D of0.697 while the statement regarding communication strategy employed enhancing information sharing culture between employees had the lowest compared to others (mean: 4.27, Std. D: 0.742). On average, all the statement on communication strategies had an average mean of 4.324 and a Std. D of 0.731. Findings of Parham & Li (2018) also agrees that strategies on infrastructure Projects

affect their implementation. This implies that effective communication strategy affects project implementation in KeRRA.

4.5.3 Communication Channels Findings

Respondents were asked to rate how the following statements on communication channels in KeRRA Projects affects project implementation. Responses were based on the Likert scale of 1-5.

Table 4.7 Descriptive Statistics for Communication Channels

No.	Statements	Mean	Std. D
1.	I receive most of the information I need through formal channels.	4.19	0.823
2.	The most effective internal communication channel used in my organizations is face-to-face communication	4.34	0.793
3.	Most of the internal communication are done via emails and project portals.	4.32	0.803
4.	Phones are used when employing a very urgent message.	4.41	0.649
5.	Monthly and quarterly reports are made for recording and auditing.	4.31	0.761
	Average	**4.31**	**0.766**
	VALID N 81		

Source: Research Data, 2022

Study findings above revealed that majority of participants agreed that communication channel statements affect project implementation. Comparing on the means, majority agreed that phones are used when employing a very urgent message with a mean of 4.41 and a Std. D of 0.649. Comparing with all statements given to the respondents, the lowest mean was 4.19 and a Std.D of 0.823. This statement needed respondents to confirm whether they receive most of the information through formal channels. On average, all statements had an average mean of 4.31 and an average Std.D of 0.766.

This finding is in line with findings of Achar et al. (2021) who noted that improving the means of communication channels increases the quality of overall project implementation. This implies that communication channels affect project implementation in KeRRA.

4.5.4 Project Implementation in KeRRA Findings

Respondents were asked to rate how the following statements on project implementation as perceived by staff of KeRRA Projects affects communication. Responses were based on the Likert scale of 1-5.

Table 4.8 Descriptive Statistics for Project Implementation in KeRRA.

No.	Item	Mean	Std.D
1.	All projects are delivered within the scheduled time.	4.40	0.785
2.	All the projects meet the intended objectives	4.37	0.732
3.	The delivered projects are accepted by the users	4.38	0.734
4.	The projects are finished as per allocated budget.	4.32	0.771
5.	The projects delivered is of high quality and meets the required standards	4.32	0.803
	Average	**4.36**	**0.765**
	VALID N 81		

Source: Survey Data, 2022

The participants strongly agreed that communication affects project implementation in KeRRA. The average mean for the statements was 4.36 and a Std.D of 0.765. Scheduled time, acceptance by users, budget allocations, quality and standards, project functionality and satisfaction by road users are some of the benefits of effective communication. This finding is in line with findings of Richards (2015) who outlined that communication is highly required whenever a project is implemented. This implies

effective communication is a critical prerequisite for project implementation as perceived by staff of KeRRA.

4.6 Discussion of Findings

The study sought to examine the influence of communication on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. Study findings showed that project implementation success is as a result of communication flows, communication strategy and communication channel. Proper communication enhances seamless scheduling time, greater acceptance by users, equitable budget, maximum quality and standards and proper project functioning among others. Study data also showed that the effective and efficient project implementation squarely lies on proper communication. Communication flows either be downward from managers to subordinates, upward, lateral, diagonal or external in one way or another affect project implementation. Notably, it is evident from the study findings that proper communication strategy through employee communications, relationship with investor, effective marketing and adhering to Government Relations all affect project implementation. Lastly, communication channel or medium plays a crucial role in project implementation. Use of emails when there is need for quick response, oral reports, face to face by supervisors and the subordinates and phone calls for clarification.

4.7 Inferential Analysis

Pearson's correlation coefficient and Multiple linear regression were used to establish the relationship between the variables. The study used correlation analysis and regression analysis as its inferential statistics. The study started with testing of regression models assumptions.

4.7.1 Pearson's Correlation Results

The research carried out correlation analysis between the variables of the study using Pearson product-moment correlation coefficient. Correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense. Correlation Coefficient was used to test whether there existed interdependency between independent variables and whether the independent variables were related to project implementation as perceived by staff of KeRRA. Correlation coefficients range between 0.0 and 1.0. Values between 0.20 and 0.39 are considered very weak coefficients, between 0.40 and 0.59 are considered as weak, between 0.60 and 0.79 are considered as moderate while values of between 0.80 and 1.0 are considered very strong. Table 4.9 shows the correlation test results.

Table 4.9 Pearson's Correlations Coefficient Results

	Project Implementation	Communication Flows	Communication Strategies	Communication Channels
Project Implementation	1			
Communication Flows	. 558** .000	1		
Communication Strategies	. 382** .000	. 225* .042	1	
Communication Channels	. 376** .001	. 224* .043	. 264* .017	1

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

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

Source: Survey Data, 2022

The findings show that there is a positive correlation between communication and project implementation as perceived by staff of KeRRA. Communication flows had a positive moderate correlation with project implementation as perceived by staff of KeRRA ($r=0.558$, $p< 0.000$). There exist a positive but very weak correlation between

communication strategies and project implementation in KeRRA (r=0.382, p=< 0.000). With the significance level of 0.01, communication channels had a positive but very weak correlation with project implementation in KeRRA (r=0.376, p=< 0.01). This finding implies that communication enhances project implementation as perceived by staff of KeRRA.

4.7.2 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the existing relationships between communication enhances project implementation as perceived by staff of KeRRA. Independent variables were regressed on the dependent variable in the regression model**.** The model results are shown in Table 4.10.

Table 4.10 Multiple Regression Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799[a]	.638	.619	.50382	1.610

a. Dependent Variable: Project Implementation
b. Predictors: (Constant), Communication flows, communication strategies and communication channels

Source: Survey Data, 2022

R-Squared is used to measure goodness of fit of a model. It is a measure of the actual statistical data as approximated by the regression line. It also measures the proportion of the variation in dependent variable well explained by independent variables. From the results on model summary R= 0.799, R-Square= 0.638, adjusted R- Square= 0.619 and the standard error = 0.50382. Correlation coefficient (R) shows the degree of association between communication and project implementation as perceived by staff of KeRRA. R=0.799 is an indication that there is a strong linear relationship between communication and project implementation as perceived by staff of KeRRA. The

findings show the coefficient of determination (R square) for the independent variables was 0.638. This indicates that there are 63.8% variations in project implementation as explained by communication. This implies that the difference of 36.2 % of the variations is because of other factors not included in the study.

4.7.3 Assessing the Fit of the Multiple Regression Model

Multiple regression model was tested on goodness of fit for the data. Analysis of Variance (ANOVA) was regressed to establish the influence of independent variables on project implementation. The analysis results are shown in Table 4.11.

Table 4.11 Results of ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.956	4	8.489	33.443	.000[b]
Residual	19.291	76	.254		
Total	53.247	80			

a. Dependent Variable: Project implementation
b. Predictors: (Constant), Communication flows, communication strategies and communication channels

Source: Survey Data, 2022

The analysis results indicate that the significance of F statistics is 33.443, accounted for variations in the model have sum of squares of 33.956 and a mean of 8.489. Variations not accounted for in the model have a sum of squares of 19.291 with a degree of freedom of 76 and a mean of 0.254. The overall relationship was statistically significant ($F = 33.443$, $p<0.05$). This implies that there is a significant relationship between communication and project implementation as perceived by staff of KeRRA.

4.7.4 Regression Coefficients

The study conducted t-test of statistical significance of each individual regression coefficient. The study was conducted to examine whether individual regression coefficients were statistically significant. The analysis results are shown in Table 4.12.

Table 4.12 Multiple Linear Regression Model Significant Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**T**	**Sig**
(Constant)	1.327	.390		3.404	.001
Communication Flows	.329	.064	.460	5.121	.000
Communication Strategies	.182	.074	.222	2.453	.016
Communication Channels	.163	.069	.214	2.366	.020

a. Dependent Variable: Project Implementation

Source: Survey Data, 2022

Communication flows, communication strategies and communication channels have a constant value of 1.327. Communication flows positively and significant affects project implementation as perceived by staff of KeRRA (β =0. 329; p=0.000). This finding is in line with findings of Katerega et al. (2017) who found out that that there is a positive relationship between information flow and project performance. This can be done through timely communication to all project participants and stakeholders as regards to what is happening in the project. Also (β =0. 182; p=0.016) indicates that communication strategies positively and significant affect project implementation as perceived by staff of KeRRA. This finding is in line with findings of Dow & Taylor (2008) who argued that informal and formal communication is one part of communication that integrates the project activity to achieve its goals. Lastly,

communication channels had a positive and statistically effect on project implementation as perceived by staff of KeRRA (β =0.163; p=0.020). Study undertaken by Krause (2012) coincides with this study finding who established that maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Multiple linear regression model equation takes the following form:

$$\mathbf{Y= 1.327+ 0.329X_1+0.182X_2+0.163X_3}$$

4.7.5 Hypotheses Test Results

The hypotheses were tested at a 5% significance level the rejection/acceptance decision were determined by p values of the study against 0.05 level of significance.

H_{01} There is no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County

The first null hypothesis hypothesized that there was no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. The results show that communication flow is a significant predictor of project implementation as perceived by staff of KeRRA (β=0.329; p<0.05). Change in a unit of communication flow causes a change in project implementation in KeRRA by 0.329 standard deviations when other communication factors are held constant. The p value of 0.000 is less than 0.05 indicates the statistically significant influence of communication flow on project implementation in KeRRA. Hence, the research hypothesis that communication flow had no significant effect of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at 5%

significance level. The findings strongly concur with the findings of Petersen, Kushwaha, and Kumar (2015) who noted that upward communication helps employees to alleviate the anxieties and obstructions of work situation.

H_{02}: Communication strategies have no significant role on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County.

Second null hypothesis hypothesized that communication strategies have no statistically significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. The results revealed that communication strategies are a significant predictor of project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County (β=0.182; $p<0.05$). Change in a unit of communication strategies causes a change in project implementation in KeRRA by 0.182 standard deviations when other communication factors are held constant. The p value of 0.016 is less than 0.05 indicates the statistically significant role between communication strategies level and project implementation in KeRRA. Hence, the research hypothesis that communication strategies had no significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at 5% significance level. These findings strongly agreed with the findings of Maina et al. (2020) who noted that participatory communication strategies used in implementation of public water projects in Northern Collector Tunnel helps in facilitating the successful implementation.

H_{03}: Communication channels have no significant role on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County.

Third null hypothesis was tested and the results indicated a statistical significance of (β =0.196; $p<0.005$). Change in a unit of communication channels causes a change in project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County by 0.162 standard deviations when other communication factors are held constant. The p value of 0.020 is less than 0.05 indicates the statistically significant role between communication channels and project implementation in KeRRA. Null hypothesis that communication channels had no significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at 5% significance level. Hence, null hypotheses that communication channels had no significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at significance level of 5%. Study findings are in line with findings of Achar et al. (2021) who noted improving the means of communication channels increases the quality of overall project implementation.

Table 4.13 Summary for Hypothesis Testing

Hypothesis	**β and P values**	**Reject/Accept**
Ho_1: There is no significant effect of Communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.	β=0.329;,P<0.05	Reject Ho_1
Ho_2: Communication strategies have no significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.	β=0.182,P<0.05,	Reject Ho_2
Ho_3: Communication channels have no statistically significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya**.**	β=0.163,P<0.05,	Reject Ho_3

Source: Survey Data, 2022

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of findings, conclusions and recommendations from the study findings. The conclusion and recommendations are based on the study findings presented and discussed in the previous chapters.

5.2 Summary of the Findings

The main objective of the study was to establish the influence of communication on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya. The summary of the findings was based on the objectives of the study.

5.2.1 Communication Flows and Project Implementation

The first objective of the study sought to assess the influence of communication flows on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya. From the findings of the study, it was established that communication flows had a positive and significant influence on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County. Downward flow, upward flow, lateral, diagonal flow and external flows are communication flows that play significantly role in project implementation in KeRRA. This study finding therefore meant that the first null hypothesis that that there was no significant influence of communication flows on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected.

5.2.2 Communication Strategies and Project Implementation

The second objective of the study sought to establish the influence of communication strategies on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya. Findings indicated that communication strategies such as employee communications, investor relations, marketing and government relations. The results indicated a significant and positive influence of these indicators on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County. The null hypothesis that communication strategies had no significant effect on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was therefore rejected.

5.2.3 Communication Channels and Project Implementation

The third objective sought to determine the influence of communication channels on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. The findings indicted a positive significant relationship between communication channels and project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. The study established that Kenya Rural Roads Authority in Elgeyo Marakwet County agreed on using emails, phone calls, oral report and face to face as a communication channel. This therefore meant that the third null hypotheses that communication channels had no significant role on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at 5% significance level.

5.3 Conclusion on Study Findings

The study makes conclusion in relation the three study variables of communication flows, communication strategies and communication channels.

5.3.1 Communication Flows

Communication flows influence project implementation in Kenya Rural Roads Authority through downward flow, upward flow, lateral, diagonal flow and external flows affects project implementation. These flows ensure comfortable sharing ideas directly with project managers, ensure managers give enough feedback employees performances and where they can improve and also ensure project members are kept updated about the project status. These communication flow factors collectively enhance project implementation.

5.3.2 Communication Strategies

Communication strategies influence project implementation in Kenya Rural Roads Authority through employee communications, investor relations, marketing and government relations. These strategies ensure information sharing culture between employees is maintained, builds employee confidence in their work, enhances employee commitment and improves the turn over, creates investor confidence in the organization's projects and enables the project managers to keep an overview of all the ongoing projects when reporting to stakeholders. These strategies therefore play a critical role in enhancing project implementation.

5.3.3 Communication Channel

Communication channel influence project implementation in Kenya Rural Roads Authority through emails, phone calls, oral report and face to face as a communication channel. These channels ensure timely, effective and within the required action speed. These channels ensure project implementation is effective and efficient. The study concludes that communication channel plays a strategic role during implementation of projects.

5.4 Recommendations from the Study

The study recommends that project managers adopt effective communication flows. They should adopt effective communication flows to help them when computing project plan and detailing how to communicate with various groups of people. Particularly, communication flows provide managers with information to share with the stakeholders or investors. Project managers should have strong communication channels to help them ensure communication structure, employee feedback, adjustments to change openness that contribute positively to employee performance. These communication channels also ensure project employees receive, respond, adjust and improve flow of information within an organization.

Consequently, this study recommends that Kenya Rural Roads Authority needs to include communication aspects as part of their long-term corporate strategy. Project managers should integrate appropriate communication flows, communication strategies and communication channels in their management responsibilities. Project managers should therefore implement effective communication flows, strategies and channels to ensure successful implementation of their projects. The study further, recommends future studies to widen the scope of variables of communication in public and private institutions.

5.5 Areas of Further Research

The gives room for future studies to explore on other influences of communication other than project implementation. Future studies should widen their scope to influence of communication in learning institution, banks, social places and other institutions within Government. The study also give room for future studies to incorporate other variables not captured in the study.

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APPENDICES

Appendix I: Research Questionnaire

Dear respondent,

I am a student from Moi University conducting a research study on **"INFLUENCE OF COMMUNICATION ON PROJECT IMPLEMENTATION AS PERCEIVED BY STAFF OF THE KENYA RURAL RAOS AUTHORITY, ELGEYO MARAKWET COUNTY"** as part of my fulfillment of the award of Master's Degree in Project Planning and Management. I humbly request you to take part in participation for this study by filing the provided questionnaire by appropriately ticking where necessary and providing information where required.

The information you provide only entailed the examination purpose hence the information you provide was treated with utmost confidentiality.

Kindly put a tick (√) where appropriate.

Section A: Background Information	
1.	What is your gender? (please tick (√) as appropriate) Male [ ] Female [ ]
2.	What is your age in years? ----------
3.	What is your work experience in KeRRA in years ……
4.	What is your highest level of education? 1. Primary [ ] 2. Secondary [ ] 3. College [ ] 4. University [ ] 5. Technical schools [ ] 6. Postgraduate degree [ ] 7. Any other please specify……
5.	In which department do you work? Design & Construction [ ] Planning & Environment [ ] Finance [ ]

	Risk Management Maintenance [ ] Quality Assurance [ ] Procurement [ ] Internal Audit [ ] ICT [ ] Legal and Regulatory Affairs [ ] Enterprise & Risk Management [ ] Human Resource Management & Development [ ]

SECTION B: Communication Flows in KeRRA Projects

Indicate by ticking **(√)** the appropriate response on the given scale, the degree to which you agree or disagree with the following statement. **Key: [5] Strongly agree [4] Agree [3] Undecided [2] disagree [1) strongly disagree**

Please rate your level of agreement with the following statements on how communication flows role the project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet County

	SA	A	U	D	SD
Most of the information I receive on a daily basis come from my co- workers					
I am comfortable sharing ideas directly with project manager					
I always share ideas with my supervisor/head					
The lines of communication are "open" all the way to top executives in the project					
My manager gives me enough feedback about the way I perform my job so that I can improve					
All the project information is shared with the project members					

All project members are kept updated about the project status					

SECTION C: Corporate Communication Strategies in KeRRA Projects

Indicate by ticking **(√)** the appropriate response on the given key, how you agree with the following statement. **Key: [5] Strongly agree [4] Agree [3] Undecided [2] disagree [1) Strongly disagree**

Please rate your level of agreement with the following statements on how corporate communication strategies on project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet County.

	SA	A	U	D	SD
The communication strategy employed in my organization enhances information sharing culture between employees					
Regular communicating of the project progress build employee confidence in their work					
Good Internal communication enhances employee commitment and improves the turn over					
Good external communication creates investor confidence in the organization's projects					
There is a good working communication structure that enables the project manager to keep an overview of all the ongoing projects and report to stakeholders					

SECTION D: Communication Channels in KeRRA Projects

Indicate by ticking **(√)** the appropriate response on the given key, how you agree with the following statement. **Key: [5] Strongly agree [4] Agree [3] Undecided [2] disagree [1) Strongly disagree**

Please rate your level of agreement with the following statements on how communication channels on project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet County.

	SA	A	U	D	SD
I receive most of the information I need through formal channels					
The most effective internal communication channel used in my organizations is face-to-face communication					
Most of the internal communication are done via emails and project portals					
Phones are used when employing a very urgent message					
Monthly and quarterly reports are made for recording and auditing					

SECTION D: PROJECT IMPLEMENTATION AS PERCEIVED BY STAFF OF THE KeRRA, ELGEYO MARAKWET COUNTY

Indicate by ticking **(√)** the appropriate response on the given key, how you agree with the following statement. **Key: [5] Strongly agree [4] Agree [3] Undecided [2] disagree [1) Strongly disagree**

Please rate your level of agreement with the following statements on project implementation as perceived by staff of the KeRRA in Elgeyo Marakwet County.

	SA	**A**	**U**	**D**	**SD**
All projects are delivered within the scheduled time					
All the projects meet the intended objectives					
The delivered projects are accepted by the users					
The projects are finished as per allocated budget					
The projects delivered is of high quality and meets the required standards					

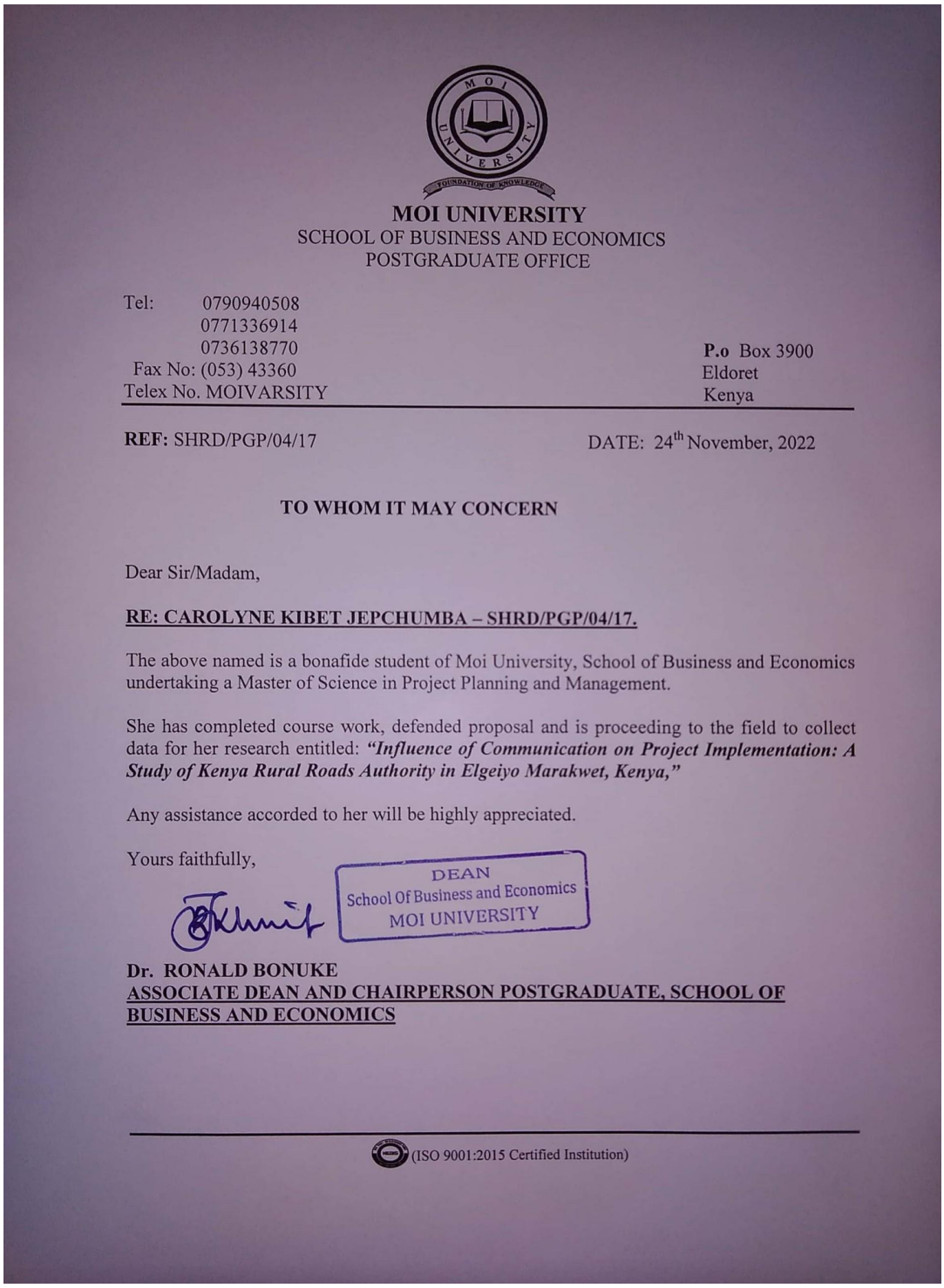
Appendix II: Work Plan

	DEC 2021	**JAN 2022**			**APR 2022**		**SEPT 2022**
Pilot testing							
Actual data collection							
Data processing							
Data analysis & interpretation							
Report writing							
Report submission							
Paper Submission for Publication							

Appendix III: Budget

Activity	**Description**	**Unit Price – KES**	**Total - KES**
Proposal copies	6 (60 pages)	300	1,800
Designing Questionnaire Form	CAPI using Questionnaire Designer	10000	10,000
Enumerators Remuneration	5 days Per diem	3000x5x2	30,000
Internet Access – Research		1,000	2,000
Data Analysis	statistician consultation expenses	10,000	10,000
Miscellaneous Expenses			5,000
Paper Publication fee	3 papers @10,000	30,000	30,000
Total			**88,800**

Appendix IV: Research Authorisation Moi University



MOI UNIVERSITY
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POSTGRADUATE OFFICE

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P.o Box 3900
Eldoret
Kenya

REF: SHRD/PGP/04/17

DATE: 24th November, 2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: CAROLYNE KIBET JEPCHUMBA – SHRD/PGP/04/17.

The above named is a bonafide student of Moi University, School of Business and Economics undertaking a Master of Science in Project Planning and Management.

She has completed course work, defended proposal and is proceeding to the field to collect data for her research entitled: ***"Influence of Communication on Project Implementation: A Study of Kenya Rural Roads Authority in Elgeiyo Marakwet, Kenya,"***

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

DEAN
School Of Business and Economics
MOI UNIVERSITY

Dr. RONALD BONUKE
ASSOCIATE DEAN AND CHAIRPERSON POSTGRADUATE, SCHOOL OF BUSINESS AND ECONOMICS

(ISO 9001:2015 Certified Institution)

Appendix V: Research Permit- NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 742685

Date of Issue: 06/December/2022

RESEARCH LICENSE

This is to Certify that Ms.. Carolyne Jepchumba Kibet of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Elgeyo-Marakwet on the topic: INFLUENCE OF COMMUNICATION ON PROJECT IMPLEMENTATION: A STUDY OF KENYA RURAL ROADS AUTHORITY IN ELGEYO MARAKWET, KENYA for the period ending : 06/December/2023.

License No: NACOSTI/P/22/22464

742685

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions