

**EFFECT OF IMPLEMENTATION STRATEGIES ON THE PERFORMANCE
OF PROJECTS, A CASE OF GARMENT PROJECTS IN
ELDORET CITY, KENYA**

BY

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DECLARATION

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This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

To my son Dangote Mathok and my beloved daughter Nyadak Mathok, whom I greatly treasure for their patience and love during the period of this thesis. My special dedication also goes to my family, relatives, and friends for their encouragement, support, and belief in me.

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ABSTRACT

The performance of garment projects is a critical indicator of the economic progress and sustainability of any country. Garment projects are pivotal in Kenya's economic development, contributing significantly to employment and poverty alleviation. However, these projects often face challenges that impede their performance. Despite various government initiatives and private sector interventions aimed at implementing garment projects, there remains a significant gap in understanding how different implementation strategies influence their overall performance. Existing literature largely focuses on financial constraints, regulatory barriers, and production challenges, but fails to comprehensively analyze the implementation strategies adopted in project execution. This study sought to bridge this gap by examining the effect of implementation strategies on the performance of garment projects in Eldoret city, Uasin Gishu County. The specific objectives of the study were: to establish the effect of mapping risks on the performance of garment projects, to assess the effect of scheduling milestones on the performance of garment projects, to investigate the effect of assigning tasks on the performance of garment projects, and to determine the effect of allocating resources on the performance of garment projects. The study was anchored on the EPIS (Exploration, Preparation, Implementation, and Sustainment) model supported by the goal-setting theory and the normalization process theory. The study adopted an explanatory research design with a target population of 386 garment projects that registered with the County Government of Uasin Gishu. A sample size of 196 garment projects was selected based on the Yamane formula; stratified sampling technique was used in the sample selection. The stratification was done on the basis of the project cost. After the stratification, simple random sampling was used to obtain the desired sample. Data were analyzed using both descriptive and inferential statistics. With respect to the findings, the following were revealed: mapping risks had a significant positive effect on the performance of garment projects (β 0.2332, p-value <0.05); scheduling milestones had a statistically positive effect on the performance of garment projects (β 0.2562, p-value <0.05); Assigning tasks showed a significant positive effect on the performance of garment projects (β 0.0464, p-value <0.05). Allocating resources revealed a substantial positive effect on the performance of garment projects (β 0.4330, p-value <0.05). The findings reveal R^2 (0.7552), which demonstrates that the predictors are highly effective in explaining the variability in the performance of garment projects. The findings revealed that all the predictor variables are statistically significant and positively affect the performance of garment projects. With respect to descriptive statistics, the findings revealed that mapping risks is the most effectively conducted implementation strategy (Mean=3.99, Std dev=0.899), indicating strong implementation. Allocating resources (Mean=3.91, Std dev=0.871) and scheduling milestones (Mean=3.90, Std dev=0.880) also show consistent application, while assigning tasks (Mean=3.81, Std dev=0.929) has the lowest mean, suggesting variability in execution. The overall performance of garment projects (Mean=3.90, Std dev=0.771) reflects a relatively high level of efficiency. These results suggest that well-structured implementation strategies contribute to project success. The study recommends that garment projects prioritize the efficient use of their resources, comprehensive risk mapping practices, develop detailed production schedules and establish clear procedures for assigning tasks.

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ACRONYMS

AGOA	African Growth and Opportunity Act
CBD	Central Business District
CPM	Critical Path Method
CRD	Critical Resource Diagram
CRO	Chief Risk Officer
CTA	Cotton, Textile and Apparel
EBPs	Evidence-Based Practices
EPIS	(Exploration, Preparation, Implementation, and Sustainment) Model
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
LFA	Logical Framework Analysis
MRGAP	Multi-resource Generalized Assignment Problem
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
NPT	Normalization Process Theory
PMI	Project Management Institute
RBV	Resource-Based View
SPSS	Software Package for Social Science
SWOT	Strengths, Weaknesses, Opportunities, Threats.

OPERATIONAL DEFINITION OF TERMS

- Apparel:** Personal outfit, garments, clothing, or attire, including headwear and footwear. (Tortora & Merkel, 2019)
- Cloth:** A generic term embracing most textile fabrics. Note: The term was originally applied to wool cloth suitable for clothing. (Kadolph, 2018)
- Garment project:** Projects along the production and empowerment of clothing and fashion in the textile industry. (Glock & Kunz, 2005). Also means projects aimed at empowering certain groups with tailoring or garment-related skills.
- Garment:** Personal outfit, final item of clothing or article of clothing made from fibrous material. (Stopp, 2008).
- Implementation Strategy:** This is the project's action plan that helps in achieving the strategic goals and objectives that have been set. (Smith & Jones, 2015)
- Large-scale Project:** A large-scale garment project requires high costs above KES 500,000.
- Material:** A product formed by intimately combining two or more discrete physical phases, usually a fibrous material. (Callister & Rethwisch, 2018)
- Medium-scale Project:** A medium-scale garment project requires a slightly higher-tier project cost, usually costing between KES 50,000 and KES 500,000.
- Performance:** Is the potential for future successful implementation of actions to reach the objectives and targets. (Lee, 2016)
- Project:** A temporary endeavor undertaken to create a unique product, service, or result (PMBOK, 7th edition)
- Very small-scale Project:** A very small-scale garment project is executed with a minimal cost, typically ranging between KES 1,000 and KES 50,000.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background of the study, statement of the problem, study objectives, research hypotheses, the significance of the study, limitations of the study and scope of the study.

1.1 Background of the Study

Project performance has been widely adopted as a key indicator of an organisation's health over defined time periods, impacting both operating and strategic outcomes (Kennerley & Neely, 2022). Project performance measurement involves complex methods that capture various effectiveness dimensions and common measurement frameworks include the balanced scorecard, excellence model, performance prism, and the performance pyramid, among others (Nanni, 2023; Lynch & Cross, 2023). Godner & Soderquist (2024) categorize the importance of project performance into four basic uses: personal appraisals and incentives, resource allocation, monitoring and adjustments, and continuous learning and improvement, drawing from Bilderbeek's (2021) analysis of organizational levels. Key Performance Indicators (KPIs) such as financial, customer, and operational metrics are crucial measures in determining project success. Not only do projects with well-defined goals that work towards those goals advance organizational performance, but they also dissolve performance obstacles. Although there has been extensive research exploring various areas of project performance, the kind of relationship between these areas and the implementation strategies employed remains largely unexplored, particularly in garment or tailoring projects.

Performance of projects is the extent to which a project achieves its predetermined objectives and goals in terms of specified criteria such as time, cost, and quality, and stakeholder satisfaction with organizational gains (Sunindijo, 2015; Horner, 2014; Anderson & Lannon, 2019). The performance of projects relies heavily on the “iron triangle” or “triple constraints,” that is, managing and observing performance in terms of completing the project on time, within budget, and to the specified quality level (Randhawa & Ahuja, 2017). Effective project performance also entails the ability to mitigate unexpected risks, flexibility, and effective utilization of resources to generate favorable outcomes (Mohamed et al., 2017; Kim & Lui, 2015).

Performance for projects has traditionally been gauged through indicators such as employment creation and profitability in business environments (Chirwa, 2019), but for projects, the focus is on the deliverables achieved through strategic planning and effective implementation (Dumler & Skinner, 2019). Poor project performance impedes an initiative’s competitiveness or fulfillment of its mission effectively (Porter, 2021). Porter emphasizes that competitive advantage in terms of the ability of a project to attract stakeholders and resist competitive forces is key to project results development and improvement (Porter, 2021; Aquilano, 2021). While many studies are more inclined to emphasize capabilities in business environments, some studies show that implementation strategies informing project operations, such as monitoring and evaluation, milestone planning, and resource allocation, directly influence project performance (Baker, 2021; Jianliang, 2020; Minhua, 2020). In Kenya, this is exemplified in the manufacturing sector, the performance of which, through successful implementation, contributes significantly towards economic objectives as envisioned in Vision 2030 (IEA Kenya, 2021). The African literature reveals the positive correlation between the implementation of strategic plans and project

success, pointing out the imperative of having a strategic plan in order to facilitate competitiveness (Olusola, 2017; Mwangemi & Joseph, 2017).

Implementation strategies entail the actual rollout of planned designs with the support of staff motivation and resource mobilization (Ramesh, 2020). Effective execution includes risk identification and mitigation, milestone compliance in a structured way, task delegation, and effective use of resources, all integral to the attainment of project objectives. Industry and organizational theories evolved by Porter (2020) and others confirm that strategic behavior affects project performance through competitive positioning and operational efficiency (Hoskisson, 2021; Farjoun, 2021). Implementation strategies account for why some projects succeed and others lag by bringing together domestic and foreign variables influencing productivity and quality (Melchorita, 2021; Parnell & Koseoglu, 2022). Findings from multiple environments show that these strategies reduce production costs, optimize operations, and provide market value (Popa, 2018; Hunt & Morgan, 2021).

Implementation strategies account for a substantial portion of project performance. For example, in Nairobi's Starehe sub-county, 41.4% of project performance was attributed to such strategies, with risk mapping and resource allocation being particularly influential (Thuo, 2022). The volatile nature of project environments demands adaptive tactics that buffer initiatives against uncertainty, thus guaranteeing continued progress (Ofunya, 2021). Successful execution of implementation strategies also depends on cultural fit, employee commitment, and communication, elements critical in sustaining project velocity and organizational effectiveness (David, 2020; Kotler, 2021). Furthermore, the process of strategy translation from formulation to implementation is complex and entails the deployment of considerable resources to avert failure (Brown, 2019; Harris & Ogbonna, 2019; Johnson & Scholes, 2021).

Evaluative frameworks such as Logical Framework Analysis (LFA), Theory of Change, and participatory assessments are crucial for systematic evaluation throughout the project cycle in enabling evidence-based decisions and continuous improvement (Kennerley & Neely, 2022; Nanni, 2023; Lynch & Cross, 2023, 2025; Practicalmel, 2025). These frameworks provide step-by-step approaches that trace project activities to intended outputs and stakeholder expectations and ultimately enhance the impact and long-term viability of projects (Godner & Soderquist, 2024; Kennerley & Neely, 2022).

In Spain, a study revealed that proper project performance depends on the internal organizational processes and implementation strategies (Popa, 2018). In Indonesia, within Asia, Tamalanrea & Makassa (2015) included projects in a study and determined that the majority of project managers lack proper implementation strategies, which limits the development of performance. The study emphasized following project policies and procedure guidelines to enhance the outcome of projects in unstable settings (Tamalanrea & Makassa, 2015). In the United States, Brown (2019) identified a strong positive correlation between project performance and the application of implementation strategy and noted that scheduling milestones, risk management, and resource allocation are key to project success. This is consistent with David's (2020) research that strategic alignment with organizational culture and communication boosts project success (Brown, 2019; David, 2020).

In Rwanda, a full case study of the Masaka Farm project showed robust positive associations among project design, monitoring, team management practices, and project performance (Alexandrova & Ivanova, 2012; Kate, 2016). The study showed that improvements in implementation strategies are linked with better project quality, timely completion, and cost savings (Kate, 2016). In Kenya, studies emphasize the

growing importance of strategic implementation for project success. For example, Olusola (2017) determined that strategic plan implementation has a positive influence on project performance in Nigeria, and this is corroborated by Kenyan research findings indicating that 84% of project managers recognize strategy adoption as essential for project success and the majority apply varying implementation strategies for acquiring resources and seizing opportunities (Mwangemi & Joseph, 2017). Furthermore, a Nairobi Starehe sub-county study indicated that 41.4% of variation in project performance was accounted for by implementation strategies, specifically risk mapping and resource allocation (Thuo, 2022). Other studies in Kenya emphasize the importance of commitment to project goals, flexibility, and proper implementation augmented by resource mobilization and workers' motivation to deliver positive project outcomes (Ramesh, 2020; Minhua, 2020).

The link between implementation strategies and project performance is central to the success of project goals and the sustenance of organizational progress. With traditional project metrics such as time, cost, and scope having great relevance, comprehensive performance measurement in project settings also relies on strategic planning, operational implementation, stakeholder engagement, and adaptive mechanisms. Existing literature reveals that effective implementation strategies from risk management to resource allocation are significant to project outcomes, especially in small-scale and manufacturing projects in contexts like the garment industry in Kenya, where ongoing research is needed to plug knowledge gaps and improve practice.

Lares-Mankki (2018) posits that the relationship between implementation strategies and project performance should be linear; once a strategy is formulated, it should promptly transition into the implementation phase, with appropriate resources

allocated to guarantee success. Even the most robust strategies become ineffective if they are not executed promptly and within budget constraints (Gekonge, 2020). The process of executing formulated strategies is often more intricate and demanding than that of their creation (Johnson & Scholes, 2021). Given that the implementation strategy is closely tied to overall performance, it is futile for projects to operate without establishing and executing strategies. Brown (2019) also notes that implementing strategies is generally more complex than formulating them, as it requires not only resource commitment but also time and relevant skills. Therefore, organizational change plays a pivotal role in strategy implementation, and firms that fail to identify, assess, and address losses risk organizational failure (Harris & Ogbonna, 2019).

In another study, David (2020) asserts that full engagement from stakeholders, along with effective communication, is essential for projects to successfully implement strategies. Project managers must carefully consider their policies, resource availability, objectives, vision, mission, and core values to effectively implement strategic plans, manage change, and achieve high performance within their respective industries. The adoption of implementation strategies involves assessing the organization's current mission, objectives, and strategies, analyzing the environment for opportunities and threats, evaluating organizational resources for strengths and weaknesses, and measuring outcomes (Robbins & Coulter, 2019). The effective application of implementation strategies is crucial for enhancing project performance (Bancroft, 2020). However, many projects continue to experience implementation failures, and numerous others hesitate to adopt these strategies due to associated costs and the absence of a reliable reference source detailing their advantages and disadvantages (Hingley, 2019). Limited studies have explored the performance of

projects, revealing that project policy serves as a strategy for product development, yet many projects often neglect to adopt suitable implementation strategies (Tamalanrea, Makassa, 2015)

1.1.1 Garment Projects

Garment projects operate within a vast global industry valued at approximately \$1.84 trillion in 2025, accounting for 1.63% of the world's GDP. This sector employs over 430 million workers worldwide, spanning a diverse chain of activities including design, textile production, assembly, and distribution (UniformMarket, 2025). The garment manufacturing industry is expected to grow steadily at a CAGR of over 2.8% between 2025 and 2028, driven by technological advances like digital manufacturing alongside growing consumer demands for sustainability (UniformMarket, 2025; Business Research Insights, 2025). Major apparel markets include the United States (\$365.7 billion), China (\$313.8 billion), and India (\$101.4 billion), reflecting geographic clusters of production and consumption (UniformMarket, 2025).

Regionally, Asia-Pacific dominates garment production, including countries such as Bangladesh, Vietnam, India, and China, which combine manual and automated manufacturing to meet global demand. These countries have adopted agile production methods to handle fast fashion trends while integrating sustainable practices and reducing waste. The global market is also influenced by rising e-commerce, driving the need for responsive and efficient manufacturing systems (Business Research Insights, 2025). In Africa, the garment sector is emerging as a key industrial segment contributing to economic growth and job creation, with countries like Ethiopia and Kenya leading investment in textile and apparel manufacturing. Kenya's garment projects have seen growth due to favorable trade policies like the African Growth and Opportunity Act (AGOA), which allows duty-free exports into the U.S. market.

However, the sector remains challenged by high dependency on imported raw materials, fluctuating export incentives, and operational inefficiencies (KenInvest, 2023; Kohan Textile Journal, 2025).

Nationally in Kenya, garment projects contribute about 8% of manufacturing value added and employ over 66,000 workers, mostly women. The industry generated over \$600 million in exports in 2024, marking a 19.2% increase from the previous year (Kenya National Bureau of Statistics, 2025; Make It East Africa, 2024). Despite this progress, garment projects often face challenges such as poor management of production schedules, cost overruns, and scope creep, which undermine performance and competitiveness. The looming expiration of AGOA adds urgency to the need for better implementation strategies to sustain the sector's growth (KNBS, 2025; Thuo, 2022). Locally, Eldoret City is becoming an important hub for garment projects as part of Kenya's decentralization of industrial activities. Emerging garment units in Eldoret operate under similar constraints as national players but face additional challenges related to infrastructure and local resource allocation. Understanding how implementation strategies affect the performance of garment projects here will provide targeted insights for improving efficiency and competitiveness in this growing industrial center (Thuo, 2022).

1.2 Statement of the Problem

The performance of garment projects is a significant part of Kenya's manufacturing sector. Garment projects are complex undertakings that rely on effective management of time, cost, and scope in order to deliver quality products on time and within budget (PMI, 2021). Time management enables on-time delivery schedules, cost management controls costs, and scope management controls quality and specifications of the deliverable. Poor control of these elements reduces the success of the project.

Efficient implementation strategies like mapping risks, scheduling milestones, assigning tasks, and resource allocation play a pivotal role in ensuring project success. Garment projects like “Kazi Bora project” have targeted youth and women for training in garment manufacturing skills, leading to meaningful employment and empowerment outcomes rather than profit maximization (IDH, 2024).

However, garment projects in Kenya face numerous challenges, particularly relating to implementation strategy inefficiencies such as poor scheduling, cost escalation, and scope creep that undermine operating performance and reduce competitiveness (Kohan Textile Journal, 2025; Thuo, 2022). This study is relevant as it attempted to fill an urgent knowledge gap by exploring empirically how specific implementation strategies like mapping risks, scheduling milestones, assigning tasks, and allocating resources affect the time, cost, and scope performance of garment projects in Eldoret City, Kenya. An understanding of such relationships provided project managers and policymakers with vital information to develop interventions that would maximize project delivery, improve resource utilization, and boost sustainability in this key sector.

1.3 Research Objectives

This section presents the objectives of the study.

1.3.1 General Objective:

The main objective of this study was to determine the effect of implementation strategies on the performance of projects, a case of garment projects in Eldoret City, Uasin Gishu County, Kenya

1.3.2 Specific Objectives

The study was guided by the following objectives:

- i. To establish the effect of mapping risks on the performance of garment projects in Eldoret City, Uasin Gishu County.
- ii. To assess the effect of scheduling milestones on the performance of garment projects in Eldoret City, Uasin Gishu County.
- iii. To investigate the effect of assigning tasks on the performance of garment projects in Eldoret City, Uasin Gishu County.
- iv. To determine the effect of allocating resources on the performance of garment projects in Eldoret City, Uasin Gishu County.

1.4 Research Hypotheses

The researcher sought to test the following research hypotheses:

- i. Mapping risks has no significant effect on the performance of garment projects in Eldoret City, Uasin Gishu County.
- ii. Scheduling milestones has no significant effect on the performance of garment projects in Eldoret City, Uasin Gishu County.
- iii. Assigning tasks has no significant effect on the performance of garment projects in Eldoret City, Uasin Gishu County.
- iv. Allocating resources has no significant effect on the performance of garment projects in Eldoret City, Uasin Gishu County.

1.5 Significance of the Study

The significance of the study was discussed under three key dimensions: policy significance, pragmatic significance, and academic significance.

This study provided valuable insights for policymakers aiming to strengthen Kenya's garment industry as a pillar of national industrialization and economic growth. The study revealed actionable areas for policy intervention to improve project efficiency and sustainability. Additionally, it aligns with Kenya's broader economic goals, such as those outlined in the "Big Four" agenda and the draft Cotton, Textile and Apparel (CTA) policy, which emphasize job creation, environmental sustainability and industrial competitiveness in the textile and apparel sector.

Practically, the study equips garment project managers, investors, and other stakeholders with evidence-based strategies that enhance project delivery and performance. Improved implementation leads to reduced delays, cost overruns, and quality issues, directly benefiting projects by boosting productivity and improving performance. From an academic perspective, the study filled a critical gap in project management literature within the context of garment projects in developing countries, particularly Kenya. This study advanced the theoretical understanding of how implementation strategies operate under resource constraints and market dynamics typical of emerging economies. It also provided a foundation for subsequent empirical investigations and comparative studies thereby enriching discourse in project management, industrial development and sustainability.

1.6 Scope of the Study

The study aimed at investigating the effect of implementation strategies on the performance of garment projects in Eldoret City. There are over 4,000 garment projects in Uasin Gishu county, but the target population was limited to the 386 garment projects registered and licensed to operate within Eldoret City. The target population for this study was the garment project managers in Eldoret city.

1.7 Limitations of the Study

During the conduct of this study, a few challenges were encountered. Unpredictable weather patterns posed a significant obstacle. These weather-related disruptions not only caused logistical difficulties but also potentially affected the timeliness and completeness of the data gathered. Hostile respondents were another challenge faced during the study. Some participants exhibited reluctance or hostility towards providing detailed and honest responses. This reluctance stemmed from various factors including distrust of the research process and previous negative experiences with similar studies. The demand for payment by some respondents further complicated the data collection process. Certain participants expected financial compensation for their involvement, which introduced bias and potentially limited the willingness of other potential respondents to participate. It is very important to note that these limitations did not have any significant interference with the outcome of the study.

1.8 Delimitations

In order to ensure a successful conduct of the study, several delimitations were established to address the encountered challenges. The study was specifically focused on garment projects within Eldoret City. This geographic limitation allowed for a concentrated effort in a manageable area helping to mitigate some of the logistical difficulties caused by unpredictable weather patterns. By narrowing the study's scope to a defined region, the researcher could better control the impacts of adverse weather on data collection activities. The study was also confined to a set timeframe, which facilitated timely data analysis and reporting. While this delimitation did not completely eliminate disruptions caused by weather, it helped to manage the timing of data collection and reduce the impact of unforeseen delays. In terms of data collection

methods, the study employed structured questionnaires. This choice was made to provide a standardized approach to gathering data which was crucial in addressing challenges related to respondent hostility and demands for payment. Additionally, the research focused on a specific set of implementation strategies. This delimitation allowed for an in-depth examination of these strategies while managing the complexity of data collection and analysis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter presents the review of concepts, theoretical literature, empirical literature, research gaps, chapter summary, and conceptual framework of the study respectively.

2.1 Review of Concepts

This section looked at the concepts used in the study and deeply examined their meanings.

2.1.1 The Concept of Performance

Performance in project management is generally defined as the extent to which a project achieves its predetermined objectives and goals in terms of specified criteria such as time, cost, and quality and stakeholder satisfaction with organizational gains (Sunindijo, 2015, Horner, 2014; Anderson & Lannon, 2019). Much of the literature focuses on the “iron triangle” or “triple constraints,” that is, to manage and observe performance in terms of completing the project on time, within budget, and to the specified quality level (Randhawa & Ahuja, 2017). Effective project performance also entails the ability to mitigate unexpected risks, flexibility, and effective utilization of resources to generate favorable outcomes (Mohamed, 2017; Kim & Lui, 2015).

The performance of the project is evaluated through both quantitative and qualitative measurements, including cost variance, schedule adherence, and defects count, and customer satisfaction, team performance, and organizational value creation, respectively (Ofori-kuragu 2016, Popaitoon & Siengthai, 2014). The existing literature supports the fact that performance improvement is facilitated by continuous

quality management, timely delivery of objectives, and constant monitoring against key performance indicators (Wisdom, 2014; Rui., 2017). Project performance measures the effectiveness of management processes and practices in delivering project deliverables, satisfying stakeholders, and aligning with organizational goals (Anderson & Lannon, 2019; Mir & Pinnington, 2014). Performance represents how successfully a project attains its intended objectives, referring to the extent to which specific tasks or achievements have been fulfilled (Grisna & Qaanita, 2018). In this study, performance was evaluated based on criteria such as realization of project goal, efficiency, project sustainability, impact on beneficiaries, meeting stakeholder expectations, achieving goals, tracking progress and applying the balanced scorecard framework. According to According to Carla Tardi (2018), a structured performance management system clarifies expectations, tracks progress towards goals, and aligns individual contributions with the project's strategic vision. Such a system also guides the allocation of resources within performance budgets. Project performance should be viewed within the context of the wider organizational setting, where the aim is to approach an ideal absolute standard of achievement, although this is rarely attainable in practice (Chirwa, 2019). Thibault, Wilcock, and Kanetkar (2021) argue that project performance is influenced by demographic and operational factors such as access to finance, technology adoption, location, organizational structure and workforce size.

2.2 Implementation Strategies

Implementation strategies are purposeful and deliberate actions with the aim of enhancing adoption, execution and sustainability of projects or evidence-based interventions. They identify the actors, the actions needed, the recipients of the actions, time (temporality), and frequency (dose) of the implementation efforts (Proctor 2013, Keith 2025). Implementation strategy is an essential component of

project management, as even the best-formulated strategies lose their value if they are not put into practice effectively (Brinkschroder, 2018). The real impact of any implementation is determined by how well it is executed (Reid, 2018). Ramesh (2020) describes implementation strategy as the actual carrying out of a previously developed plan, achieved through mobilizing resources and motivating staff. According to Markides (2018), a firm's implementation strategy encompasses the management's action plan to operate and oversee all organizational activities.

Implementation strategy is a systematic process developed to guide the formulation of context-specific strategies by integrating needs assessment, theory of behavior, and stakeholder engagement to yield maximum project execution within multiple contexts (Fernandez, 2025). Furthermore, the quality and coherence with which implementation strategies are implemented Implementation Strategy Rigor are critical to the realization of intended consequences. This includes adherence (executing the strategy as planned) and quality of delivery (appropriateness and effectiveness), both essential for successful strategy deployment (Stein, 2023, Slaughter, 2015). Contemporary models recognize that strategies for implementation are complex bundles of actions rather than isolated acts, and suggest combined evaluation approaches to identify what aspects of the strategy are most critical in a given situation (Knight, 2022).

These are also recent innovations and encompass instruments such as Logic Models, Mechanism Mapping and Agile Science. Logic Models map the process diagrammatically from activities and resources to outputs and outcomes, supporting clear planning and assessment (Implementation Science UW, 2024). Mechanism Mapping links strategies to causal mechanisms, supporting refinement for effect (Kilbourne, 2023). Agile Science applies iterative testing and rapid assessment to

react with shifting strategies in real-time, promoting responsiveness and real-world relevance (Implementation Science UW, 2024). In all, implementation strategies in recent literature are described as dynamic, context-based theory-informed action plans of paramount importance to implementing project goals. Success is dependent on strategic thinking, strict adherence to implementation, constant monitoring, and adaptive modification to changing environments, thus promoting project uptake, implementation, and sustainability (Fernandez., 2025, Keith, 2025, Proctor, 2018).

2.2.1 Mapping Risks

Mapping risks is a vital component in enhancing project performance, as it allows for the identification of potential threats and the development of mitigation strategies, ultimately leading to better project outcomes (Gautier, 2018). Risk, as defined by Haimes (2020), refers to the probability and severity of adverse effects or consequences. Effective risk mapping involves addressing key questions such as “What can go wrong?” through field visits, assessing “What is the likelihood?” by reviewing documentation and project scope, and examining “What are the consequences?” by cataloguing associated risks (Kaplan & Garrick, 2020).

A risk map serves as a tool for visualizing and communicating the array of risks an organization faces. Its purpose is to enhance awareness of the organization’s overall risk exposure, clarify perspectives regarding the nature and impact of those risks, and strengthen the risk assessment framework (Gautier, 2018). Regular field assessments support early identification of these potential threats. Typically, a risk map takes the form of a matrix, with the probability of occurrence plotted on one axis and the magnitude of impact on the other (Navier & Paris, 2020; Pinto, 2020). Any event that might hinder the achievement of objectives is considered a risk and should be evaluated according to how likely it is to occur and the potential seriousness of its

impact. This evaluation should first be done on an “inherent” basis without factoring in current controls or responses. For instance, an organization with headquarters near a river would assess its flood risk by analyzing both external and internal information, such as historical flood data and estimated potential damages (Yatchinovsky, 2021). These risks should then be rated using a standardized impact and likelihood scale, and compiled into an inherent risk map. This approach enables not only an assessment of individual risks but also an understanding of how risks interact, possibly amplifying overall exposure, such as reputational harm exceeding the sum of individual threats (Morin, 2021). Furthermore, as risk assessments are updated, the risk map provides a means to track changes over time, such as shifts in risk trends or evolving correlations between different risks.

2.2.2 Scheduling Milestones

Scheduling milestones is fundamental to ensuring that project plans are achieved, serving as critical checkpoints that track overall progress (Winch & Kelsey, 2021). At the highest level, a milestone schedule outlines key intermediate deliverables, defining the logical sequence of phases a project must traverse. This type of schedule provides strategic direction mapping out what must be completed and in what order, without detailing the methods thereby encapsulating the entire project scope (Turner, 2022). The project schedule not only enables project teams to measure advancement at each stage but also forms the basis for regular plan review and necessary adjustments (Baldwin & Bordoli, 2018). In project management, effective planning and scheduling rely on well-defined objectives and deliverables, broken down by schedule type and level. Project schedules may range from simple lists and Gantt charts to complex network diagrams. For larger projects, it is common practice to

break down schedules into a hierarchy of charts to manage complexity, clarity, and communication.

Milestone schedules themselves are best established hierarchically: as the work approaches execution, each level of scheduling is expanded to greater detail while ensuring consistency and alignment between the levels (Clough, 2020). High-level milestone plans are supported and validated by more detailed, lower-level plans, and often incorporate schedules from subcontractors (Winch & Kelsey, 2015). Immediately below the milestone schedule is the master schedule, summarizing major work packages and top-level milestones mainly serving senior management for overall review and strategic planning. As work progresses, master-level tasks are further broken down into intermediate and then detailed or “task schedules,” allowing for fine-grained operational control by managers and technical staff at the site level. Ultimately, milestones and their associated schedules serve multiple functions in practice. Their effectiveness is determined by how well they support flexibility, adaptability, cost-efficiency, and clear communication among project participants. High-performing scheduling is characterized not just by timely delivery, but also by negotiation skills, adaptability, and organized processes, all of which contribute materially to project success.

2.2.3 Assigning Tasks

Assigning tasks refers to the measurable portion of work that must be completed within a defined period (Eiselt & Mariano, 2018). For instance, tasks can be assigned in two main ways: assigning the entire project to be finished in one month, or dividing the work into smaller segments, with each subproject to be completed weekly over four weeks, ultimately completing the whole project. An individual might opt for

receiving all the work at once or prefer to complete it in incremental segments. Regardless of the method, the overall volume of work remains unchanged.

In literature, task assignment is closely connected to workload allocation, which involves distributing various work assignments to employees (Eiselt & Mariano, 2016; Hull, 2016). It is also recognized as a factor that influences management practices such as training, hiring, or dismissing employees, demonstrating its broad impact on workplace operations (Eiselt & Mariano, 2018). Because managers can adjust workload assignments within any project, this practice is often employed to enhance job satisfaction, reduce monotony, and lower project costs (Eiselt & Mariano, 2016). Task assignment is thus a widely accepted concept in organizational management, influencing many predictors and outcomes tied to work allocation.

This study introduced the idea of task assignment preference, defined as an individual's greater inclination for one type of workload assignment over another. Building on Eiselt & Mariano's framework, workload assignment preference refers to favoring either the all-at-once method or segmented task allocation. Research shows that people differ in their preferences for example, in leadership styles (Hunt & Liebscher, 1973), types of assessment (Gijbels & Dochy, 2020), and workplace environment (Westerman & Yamamura, 2021). Because individual preferences vary widely, it is probable that preferences for task assignment will also differ which may influence project performance.

2.2.4 Allocating Resources

Allocating resources refers to the distribution of both financial and non-financial resources among various competing demands to achieve specific objectives (Pan, 2020). A resource allocation strategy aims to link resource use directly with project

progress and performance, relying on effective knowledge and execution of these strategies (Adams, 2022). Decisions concerning resource distribution occur not just within the project itself, but are also influenced by larger policy, community, and regulatory factors (Adams, 2019). Therefore, project leaders must comply with formal organizational, governmental, and project-level policies, and integrate broad strategies that improve performance through the adoption of effective implementation practices.

Plecki (2016) outlines a framework for addressing major resource allocation concerns that impact project results: these include focusing on closing achievement gaps, ensuring the project's resources are aligned with the goals, managing management-workforce relations and advancing the skills and development of human capital. According to Plecki (2020), these allocation issues are interdependent and must be addressed collectively, not separately. Allocating resources according to company priorities can protect against conflicting interests and guide sound decision-making (Adams, 2020).

Resource allocation involves deciding how to distribute resources across different tasks during a defined period. For projects, especially in manufacturing and the garment sector, optimal use of resources is essential for survival and success wasting resources is to be avoided and effective management is necessary. Project managers must allocate factory capacity and other assets over time to multiple ongoing activities, balance operational limitations and deadlines, and keep costs in check, as resources represent a significant project investment. Enhancing resource use is crucial for sustainability and continued viability in project operations. Brown (2021) notes that the notion of value has historically been central to both ethical philosophy and economics, showing how resources are distributed. Individual preferences and values guide choices related to resource allocation, with value functioning as the

foundational justification behind those preferences. Accurate and precise measurement is essential to achieve targeted outcomes and maintain a competitive edge.

2.3 Theoretical Framework

This study was anchored on the EPIS Model (Exploration, Preparation, Implementation, and Sustainment) supported by the Goal-setting theory and Normalization Process Theory (NPT)

2.3.1 The Epis (Exploration, Preparation, Implementation and Sustainment) Model

It was developed by researchers A. Bowens-Walker, M. Weiner, in 2022, The EPIS (Exploration, Preparation, Implementation, and Sustainment) model is a conceptual framework designed to guide the implementation of evidence-based practices (EBPs) in real-world settings. It was developed to provide a systematic approach to understanding and improving the process of implementing and sustaining innovations in various contexts. The EPIS model consists of four phases:

Exploration: In this phase, projects assess the need for change and explore potential evidence-based practices that could address identified needs.

Key activities include identifying gaps in current practices, reviewing available evidence-based interventions, and determining the fit between potential practices and the organization's goals and resources.

Preparation: This phase involves preparing the project for the implementation of the chosen evidence-based practice.

Activities include training staff, adapting the intervention to fit the local context, securing necessary resources, and addressing organizational and staff readiness for change.

Implementation: The implementation phase focuses on the actual rollout of the evidence-based practice. This involves delivering the intervention, monitoring fidelity to the model, addressing any challenges that arise, and making adjustments as needed to ensure successful integration into routine practice.

Sustainment: Sustainment is the phase where the Project aims to ensure the long-term continuation and institutionalization of the evidence-based practice.

Activities include monitoring ongoing fidelity to the intervention, addressing any emerging challenges, integrating the practice into routine procedures, and creating a culture that supports sustained implementation. The EPIS model recognizes the dynamic and complex nature of the implementation process, emphasizing that successful implementation is not a one-time event but a continuous, evolving process. It also highlights the importance of considering factors at multiple levels, including individual, organizational and external contextual factors. Project managers can use the EPIS model to guide their efforts in planning, executing, and sustaining the implementation of evidence-based practices. The framework is valuable for understanding the challenges and facilitators at each phase of the implementation process and tailoring implementation strategies to specific business contexts.

2.3.2 Goal Setting Theory

The theory was pioneered by psychologists Edwin Locke and Gary Latham in the 1960s and has since become one of the most influential theories in the field of organizational psychology and management. More recently, expectancy theory has

been integrated with goal-setting theory (Hollenbeck,2022). Goal-setting theory is grounded in the belief that conscious goals and intentions drive results. Based on the goal-setting theory of motivation, Locke (2021) and Locke and Latham (2019) find that individual goals are likely to determine how well they perform related tasks. Specifically, clearly defined and more challenging goals yield higher performance than vague, easy, or do-your-best goals. The Goal Setting Theory operates on the premise that setting and achieving goals can lead to increased performance, satisfaction, and motivation. The process involves projects setting specific, challenging, and accepted goals, receiving regular feedback, and adjusting their efforts accordingly.

Key components of the Goal Setting Theory include:

Goal specificity: The theory suggests that clear and specific goals lead to better performance compared to vague or general goals. When projects have a precise target to aim for, they are better able to direct their efforts and resources toward achieving that goal.

Goal difficulty: According to the theory, challenging but achievable goals are more motivating than easy or overly difficult goals. Goals that require individuals to stretch their capabilities but are still within reach can enhance motivation and commitment.

Goal acceptance: The theory emphasizes the importance of individuals accepting and committing to the goals they are given. When individuals actively participate in the goal-setting process and feel a sense of ownership, they are more likely to be motivated to work towards achieving those goals.

Feedback: Regular feedback on progress toward goals is considered crucial in the Goal Setting Theory. It helps projects assess their performance, adjust their strategies if needed, and stay motivated. Feedback serves as a mechanism for project owners to understand how well they are progressing toward their objectives.

Task complexity: The complexity of the task at hand can affect the effectiveness of goal setting. For simple tasks, specific and challenging goals work well, but for complex tasks, sub-goals and a more gradual approach may be necessary.

This theory has been widely applied in various fields, including projects, education, and sports. Managers use it to enhance performance, educators use it to improve student outcomes, and athletes use it to maximize their training efforts. The success of the Goal Setting Theory lies in its practical applicability and its ability to provide a framework for understanding how goals effect performance. To be effective, goal-setting theory assumes that individuals must be committed to the goal, must get feedback, and must have the ability to perform the task. This means that implementation strategies should be more effective when the business owners are motivated by perceptions and concerns about better business performance. Projects can set clear goals and work towards achieving them through implementation strategies that enhance their performance.

2.3.3 Normalization Process Theory (NPT)

The Normalization Process Theory (NPT) was first introduced by Carl R. May, Tracy Finch, and others in early 2019. It is a sociological theory developed to understand and explain the processes by which complex interventions become embedded and integrated into routine practice within various settings. NPT focuses on the processes that occur when individuals, groups, and organizations engage with new practices,

technologies, or interventions. The theory assumes that the successful implementation of any change or intervention depends on how well it becomes normalized, i.e., integrated into the everyday work and routines of the individuals and systems involved. NPT consists of four core constructs that contribute to understanding the normalization process:

Coherence: This refers to the sense-making work that individuals or groups do to understand the new intervention. It involves understanding the purpose, meaning, and potential benefits of the intervention. Coherence is crucial for individuals to see the value in the change and to align it with their existing beliefs and practices.

Cognitive Participation: This construct focuses on the commitment and engagement of individuals or groups in the implementation process. It involves the social and cognitive work required to legitimize the intervention and encourage buy-in from stakeholders. Cognitive Participation is about building a collective commitment to the new practice.

Collective Action: This involves the work that individuals or groups do to enact the new intervention in their daily routines. It explores the practicalities of how the intervention is carried out, the roles and responsibilities assigned to individuals, and the workflow adjustments necessary for successful implementation.

Reflexive Monitoring: This construct deals with the ongoing appraisal and evaluation of the intervention. It involves feedback mechanisms that allow individuals and groups to reflect on the impact of the intervention, adjust, and continuously improve the process. Reflexive Monitoring helps in identifying barriers and facilitators to successful implementation.

The profundity of NPT lies in its ability to provide a framework for understanding the dynamics and nature of implementation processes. It emphasizes the importance of not just focusing on the intervention itself but also on the social contexts, interactions, and sense-making processes that effect whether a new practice becomes normalized or not.

NPT allows project managers, governments, researchers, practitioners and policymakers to identify potential challenges and facilitators to implementation and devise strategies to enhance the likelihood of successful integration of new interventions into routine practice within the Project or other settings. This theory enables garment projects to adopt implementation strategies that can improve their performance and enable meet their set objectives.

2.4 Empirical Literature

This section discussed the previous studies related to this research, The findings of the previous studies and the literature gaps.

2.4.1 Mapping Risks and Performance of Garment Projects

At the initial stage of mapping risks, projects define the boundaries of their operations, identify available solutions and compile relevant documentation, thereby facilitating the evaluation of both gross and residual risks (Mbogo, 2021). This comprehensive approach to risk mapping allows for the early identification and mitigation of threats, which helps maintain project stability, enhance operational efficiency and boost customer satisfaction (PMI, 2021; Ahmad, 2022). Proactive risk mapping, particularly in garment projects, results in better project outcomes and organizational performance as it ensures threats are managed before they cause disruptions (Ahmad, 2022). Mapping of risks integrates several core aspects of a

project's internal environment such as field observations, detailed risk inventories and clearly defined managerial and board responsibilities (Machina, 2022). The existence of oversight bodies like audit committees and chief risk officers has been shown to significantly improve the success of risk mapping and, by extension, overall project performance (Mensah & Gottwald, 2021). Research demonstrates that top management support, oversight by audit committees and the appointment of a chief risk officer (CRO) are significantly related to effective deployment of risk mapping and a higher level of project performance (Mensah & Gottwald, 2021; Pagach & Warr, 2022). Projects that actively engage in risk mapping experience reduced volatility in their financial metrics including decreases in both costs and output volatility and improvements in key performance indicators, especially among those that appoint CROs (Pagach & Warr, 2022). Projects that adopt advanced risk mapping practices also demonstrate superior performance in evaluation and internal operational metrics (Florio & Leoni, 2019). Projects with structured risk mapping, even within moderate production levels, make significant contributions to local economies by creating jobs and driving community investment and robust risk management practices further strengthen their resilience and growth potential (Ahmad, 2020; Njoroge, 2022). In Italian-listed companies, there is a strong positive relationship between advanced risk mapping and improved operational-project performance, revealing the value of comprehensive risk management, though findings from these studies also show the need for localized research in differing contexts such as Kenya's garment projects (Florio & Leoni, 2019).

Risk mapping involves identifying key indicators such as current risk levels, the performance of internal controls, operational hotspots and trends over time (Machina, 2022). Management reviews of plans and strategies ensure that mapped risks remain

aligned with organizational objectives, reinforcing effective governance (Machina, 2022; Gupta, 2020). While sophisticated operational models are less common, organizations often leverage management experience and strategic tools such as SWOT analysis, especially when senior leaders or board members are deeply engaged in risk identification (Gupta, 2020). Systematic risk mapping and strong risk management practices act as drivers of superior performance, informed decision-making and higher organizational resilience. Projects that embed these activities into their operations experience greater stability, achieve their goals more reliably and contribute positively to broader economic environments (PMI, 2023, Njoroge, 2022).

In Kenya, Gachanja (2019) conducted a study on how 34 Kenyan projects' performance was impacted by project risk mapping practices. He noted that project management of incidents makes sure the institution learns from mistakes of the past, high-frequency monitoring ensuring business units are learning from each other, items of low consequence as identifying and fixing controls that are aren't functioning. Project assessments should be responded to and reacted to as they require better and more knowledge. Techniques of responding included risk acceptance, risk sharing, risk reduction and risk avoidance. He further established that there exist 2 major risk response indicators with the primary addressing having a process integrating the risk results and the second examining strategies for mitigating risk as organizations start assessing and quantifying risk, analyzing the cause basis, integrating risks and developing strategies to mitigate the process must have a bearing on the capability of management in overseeing risks. The study was limited in scope since it targeted commercial state corporations while this study will concentrate on the manufacturing sector. Thus, the research is interested in conducting risk mapping and mitigation of the garment projects. All the causes of risks that potentially disrupt the performance

of garment projects can be mapped and mitigated by proactive action so that the cause of risk can be reduced or eliminated. This study sought to determine the effect of mapping risks on the performance of garment projects in Eldoret City, Uasin Gishu County.

2.4.2 Scheduling Milestones and Performance of Garment Projects

In recent decades, there has been a remarkable growth in research focusing on the performance of projects (Evans, 2018, Lehtinen, 2022). The importance of scheduling milestones is emphasized by Solis-Carcano (2015), who noted that effective milestone scheduling ensures timely project completion and shields against project delays, thus enhancing customer experience and project outcomes. Consequently, schedule management becomes integral to project planning and maintaining quality, risk management, customer satisfaction, and goal attainment (Siriram, 2018). While much of the literature addresses overall project performance, numerous scholars have directed attention to more granular aspects such as departmental and functional performance, proposing distinct metrics for areas like implementation, monitoring, quality assurance, manufacturing, and management (Lohman, 2018; Neely, 2022). Notably, the scheduling of milestones plays a crucial role in determining the efficiency and flexibility of garment projects by directly influencing order lead times, delivery adaptability, machine and material usage, and staff workload (Leung, 2018; Sadeh, 2020). Despite its importance, performance related to scheduling milestones has garnered less scholarly focus compared to other business functions (De Toni & Tonchia, 2021). Nonetheless, milestones act as essential checkpoints, enabling projects to assess progress and make necessary adjustments on time (Kerzner, 2023).

To advance the field, there is a need to establish a classification framework for scheduling milestones that can build on and extend existing approaches. This serves

as an initial step toward distinguishing the types of scheduling performance criteria used in practice (Soderlund, 2020). Moreover, it remains an open question in the project performance measurement literature whether metrics should target process-related activities, end outputs, or both (Neely, 2019). For garment Project projects, effective scheduling of milestones can yield significant benefits including optimal resource utilization, improved operational efficiency and the sustained achievement of competitive advantage in dynamic markets (Shenhar & Dvir, 2020).

In manufacturing companies, delivery dates drive the entire production schedule and are typically non-negotiable. Particularly for garment projects grappling with rapidly evolving environments, effective scheduling of milestones keeps projects both focused and adaptable (Turner, 2021). The production schedule is fundamentally shaped by delivery deadlines, compelling project managers to devise production plans that guarantee on-time customer delivery (Morris, Pinto, & Soderlund, 2020). As Kerzner (2023) argues, robust milestone scheduling not only underpins project success but also fortifies organizational resilience and adaptability in turbulent business settings.

Time and cost overruns present persistent challenges in project management. Studies indicate that significant losses often stem from factors such as inadequate funds, poor budget allocation, weak schedule management, shifting scopes of work, and price volatility (Mouri, 2020). Many projects are trapped in a cycle of firefighting, where immediate issues overshadow long-term strategy, making the realization of effective project management outcomes more difficult. Techniques exist, however, to help manage this high-pressure environment throughout the project lifecycle (Wrona, 2016). Schedule pressure frequently arises when projects commit to business-critical completion dates even if initial delays occur and sufficient resources are unavailable

an issue often rooted in misalignment between project and senior management, particularly in multi-project organizations (Soederlund, 2022). Additional complications can arise when vital materials are delayed, causing production personnel to shift schedules and enter crisis mode. To avoid such pitfalls, a well-designed scheduling management plan serves as a guide for project execution, supporting organizational structure, change management, resource utilization, budget control, record-keeping, and reliable forecasting (Carson, 2020).

The availability of materials and human resources is a critical determinant of milestone scheduling. Employing untrained or inexperienced staff can undermine project execution. Thus, effective scheduling requires the deliberate allocation of equipment, resources, workforce, and materials in alignment with the planned production sequence (Ronald, 2021). Hildreth and Munoz (2019) also emphasize the necessity of clearly defining activity timing during the planning process to determine accurate project schedules. Adapting to adjustments and maintaining a steady supply chain is vital regular delivery of materials allows the project to run on schedule, while irregular supplies necessitate corresponding changes to prevent delays. Project complexity only amplifies these challenges, as many interconnected activities span departments and locations, making any delay potentially detrimental to project timelines and customer relationships, and ultimately, the organization's reputation (Sharanyasreenivas, 2017).

In sum, effective project scheduling and schedule management plans are indispensable tools for garment projects, underpinning timely deliveries, sustained customer satisfaction, and robust operational performance. Scheduling not only enables the optimal allocation of resources and continuous project tracking but also enhances organizational adaptability and market competitiveness by ensuring projects

can respond efficiently to change. This study sought to bridge the gap by determining the effect of scheduling milestones on the performance of garment projects in Eldoret City, Uasin Gishu County, Kenya.

2.4.3 Assigning Tasks and Performance of Garment Projects

Turner (2022) opined that clear task assignments not only enhance productivity but also foster a cohesive team environment, critical for navigating challenges inherent in small-scale operations. This aligns with broader literature suggesting that well-defined task assignment processes contribute significantly to organizational performance and employee satisfaction (Smith, 2022).

Delfgaauw (2015), found out that assigning tasks across projects of different levels obtain average results and affects the performance of the projects ranging from 0% to 5% increase in outputs. Friebel (2017) implemented a (non-competitive) assigning tasks based on performance targets in a German garment project and found an increase of 3% in outputs thus a positive relationship between assigning tasks and the performance of projects. Casas-Arce and Martinez-Jerez (2020) established a more substantial effect of assigning tasks implemented among non-governmental projects in which there was substantially more money at stake when the task assignment was more effective. Experiments on the effect of the assignment of tasks on the performance of a project have also been conducted in other settings. The measure of skill level generally changes according to the type of organization. For instance, in a military organization, the skill level can be related to the rank of the personnel. Some studies use ranking scales for skill levels and ask subject matter experts to rate them. Also, some studies use experience (such as time spent on a specific skill) as the skill level. Minxin, Gwo-Hshiung & Liu (2020) proposed a multi-criteria assessment model capable of evaluating the suitability of individual workers for a specified task

according to their capabilities, social relationships and existing tasks. Candidates are ranked based on their suitability scores to support workflow administrators in selecting appropriate workers to perform the tasks assigned to a given role. The proposed assessment model overcomes the lack of role-based task assignments in current workflow management systems. Similarly, Eiselt and Marianov (2019) developed a mathematical model for the assignment of tasks to individual employees with different capabilities.

As the problems in organizations get more challenging, scientists are starting to rely on computational modeling to address and resolve the consequent complexity (Carley, 2021). These computational models provide a virtual world in which new policies, technologies, and conditions can be tested without making any changes in real-world operations. The objectives of a project are to minimize inequity between the individual employees' workload and minimize employee-task distances to avoid boredom and costs. Both Eiselt and Marianov (2019) and Minxin, (2020) measure workload as the total number of hours that the employee works. In the field of operations research, the correct assignment of tasks to workers based on the evaluation of their suitability and resource constraints is known as the "assignment problem".

In the case where optimum skill sets are not available, Otero, and Centeno, (2020) developed a linear programming assignment model to match resources to tasks that consider the existing capabilities of employees, required levels of expertise and priorities of required skills for the task. Also, Acuna and Juristo (2018) and Acuna, Juristo, and Moreno (2020) developed procedures for assigning personnel to Project tasks according to the assessment of behavioral competencies. Tsai, (2020) proposed the critical resource diagram (CRD) method and Taguchi's parameter design approach

for the selection of employees for various tasks. The CRD was used for resource scheduling to represent human-resource workflow and task precedence (Kandemir & Handley 2018). Taguchi's parameter design was used to obtain a scheme that would optimize the selection of engineers for tasks under dynamic and stochastic conditions.

Kamrani, Ayani, and Moradi (2020) considered the tasks to be part of a business process model, being interconnected according to defined rules and constraints (a more complex form of assignment problem). Business process modeling refers to “describing project processes at a high abstraction level, using a formal notation to represent activities and their causal and temporal relationships, as well as specific business rules that process executions have to comply with” (Kamrani, Rassul, & Karimson, 2022). Business process modeling focuses on the representation of the execution order of activities. They used two main categories of business processes, assignment-independent and assignment-dependent. In the first category, different assignments of tasks to employees do not affect the flow of the project process. In the second category, processes contain critical tasks that may change the workflow, depending on who performs them. The Hungarian Algorithm is combined with either the analytical method or simulation to provide an optimal solution. They conducted a series of tests that showed that the proposed algorithms efficiently found optimal solutions for assignment-independent and near-optimal solutions for assignment-dependent processes.

In the last two decades, several papers have appeared in the literature where the multi-resource generalized assignment problem (MRGAP) was used to solve employee allocation problems (Alidaee, Gao, & Wang, 2022). In these problems, the number of variables grew exponentially. In their research, they consider a generalization of MRGAP and show the improvement upon several published models based on

MRGAP where the number of variables was exponentially larger. They used computational experiments to demonstrate the advantages of the new model over existing ones. All of the approaches mentioned in this section aim to assign tasks/jobs to limited resources (personnel) in an efficient way. Also, it has generally been found that task assignment problems for business environments are solved with deterministic optimization. In deterministic optimization, the uncertainty of coming up with a unique and objective solution is ignored. However, the nature of a business environment that embraces work processes is stochastic. Moreover, not every approach mentioned here takes into consideration the workload of the employee. This study sought to determine the effect of assigning tasks on the performance of garment projects in Eldoret City Kenya.

2.4.4 Allocating Resources and Performance of Garment Projects

Hillson & Simon (2020) assert that efficient resource allocation prevents delays, supports timely project execution and fosters a conducive environment for productivity and innovation. According to Hitt (2020), resources are a major source of project performance. Every so often project's resources require being configured, reconfigured, co-evolved, harmonized and redesigned for appropriate utilization thereby causing higher performance and competitive advantage (Pearce, 2021). Effective allocation of project resources is a pivotal role in the effective execution of strategy. Strategy implementation works towards situating the project's internal resources against the external opportunities present in the environment to accomplish the strategic goal of the business. Pinto & Slevin (2022), emphasized that proper resource allocation is essential for project success, particularly in resource-constrained environments. Turner (2021) further supports this by revealing that clear and efficient resource allocation processes lead to better project outcomes and increased

stakeholder satisfaction. As emphasized by Simon (2021), optimal resource allocation minimizes waste and enhances productivity, critical factors for garment projects operating in dynamic market environments

Nyandara, Ngacho, and Yambo (2017) in their study purposed to establish the effects of resource allocation on the performance of South Nyanza Sugar Co.Ltd projects. This study involved the use of a descriptive research design where 329 respondents were identified out of 994 of South Nyanza Sugar Company, Kenya being the target population. Both purposive and stratified random sampling were used to select the sample, and both primary and secondary data were obtained through the use of questionnaires and documentaries respectively. The study revealed that resource allocation was found to have high effects on performance of projects and that effective management of resource allocation could lead to better performance.

Mutiso, Ngugi, and Senaji (2016) also sought to find out the role of resource allocation in ensuring project success in Kenya. The study was conducted using both correlational and descriptive research survey design, projects from a sample of 254 projects derive using Krejcie and Morgan's (2019) table on random sampling, 145 projects responded, and out of these 133 were found to be projects. In their study, they employed a structured set of questions to gather first-hand data on the whole target population, and data analysis was conducted using both descriptive and inferential statistics. The findings demonstrated the presence of a high positive effect of the allocation of resources on the performance of projects as depicted by the high R-square. Sang, Kirui & Langat (2021) explored the effect of the allocation of resources on strategy implementation in Faith-based organizations and purposed to establish human capital, financial resources, information systems resources and organizational

structure on strategy implementation and performance in Tenwek Hospital. A case study design that considered forty managerial staff at Tenwek Hospital.

The researcher collected primary data using a census approach. A questionnaire formed the key instrument for collecting first-hand data. The results of the study indicated the presence of a positive significant correlation between the allocation of resources and strategy implementation on the performance of projects. Based on the resource-advantage view, large firms are assumed to be more resourceful and proactive (Aragon-Correa, 2019; Russo and Fouts, 2022). Projects lack skills, capabilities and financial and human resources (Biondi 2019; Bowen, 2019). It is thus vital to understand why small firms adopt implementation strategies and whether doing so can lead to any performance outcomes. Despite having cost constraints and limited resources (Biondi, 2019), small firms can still gain performance benefits by allocating their available resources to adopting specific implementation strategies.

Evidence shows projects in the wine industry have voluntarily established energy conservation and recycling practices (Cordano, 2022). Since some projects face fewer pressures from external stakeholders and regulators (Bowen, 2019), they have the freedom to allocate resources in specific aspects of implementation. Most projects are believed to be faced with resource constraints from the initial stage through a growth phase. Management should also assess the extent to which deviations to these measures arise following changes in the business attractiveness. Since most budgets will be based on cost-centered operating departments, it is recommended to include key non-monetary factors that would act as indicators of whether the strategic programs initiated are proceeding on schedule. Other projects may not view implementation plans as a strategic imperative (Gadenne, 2020) as they are facing an increasing number of demanding stakeholders (Biondi, 2019).

Mwai, Namada, and Katuse (2018) in their work sought to establish the effect of allocating resources on organizational performance. The population consisted of 5547 managers of NGOs registered in Nairobi. Specifically, the 374 project managers included in the final sample were selected by a simple random sampling technique. Simple random sampling reduced bias and gave each NGO in Nairobi a chance to participate. Based on the findings, resources depicted a positive and significant relationship with organizational effectiveness and that fundraising efforts positively impacted the efficiency of organizational processes. The allocation of resources leads to a positive effect on an organization's capability to attain its organizational strategy and objectives. This study aims to reveal the effect of allocating resources on the performance of garment projects in Eldoret City, Uasin Gishu County.

2.5 Research Gaps

Research gaps under this study of implementation strategies and their effect on garment project performance in Kenya are large and diverse. Although the garment sector occupies a central place in Kenya's manufacturing sector, existing literature focuses mainly on main industrial policies, export dynamics or large-scale manufacturing enclaves rather than nitty-gritty project-level implementation issues in garment manufacturing proper (KenInvest, 2023; KNBS, 2025). Specifically, there is little empirical research on how internal implementation practices such as risk mapping, scheduling milestones, task assignment and resource allocation affect operational performance of garment projects, in particular, in rising urban centers such as Eldoret (Kinyanjui, 2021, Kohan Textile Journal, 2025). There is a wide geographical void since most empirical studies are conducted in Nairobi or between Kenya and the key producing garment nations in Asia and Africa's large economies. These studies are aimed primarily at well-funded and established industrial

environments without fully taking into consideration the situational idiosyncrasies of small industrial hubs like Eldoret, where infrastructural vulnerabilities, spatial skills gaps and local stakeholder systems prevail (KenInvest, 2023, Thuo, 2022). This diminishes the applicability and generalizability of existing findings to regional policy and project control in Eldoret. Methodologically, longitudinal and mixed-methods research are missing to capture the complexity and dynamic reality of implementation in garment projects. Cross-sectional data are dominant in existing studies, with on some occasions, poor measures of implementation fidelity, intensity or adaptation. This is particularly worrying for garment projects run under project and social Project models prevalent in Kenya, where formalized managerial procedures are likely to be underdeveloped (IDH, 2024, Knight, 2022). Robust measurement systems that consider both economic and social aspects of project performance are needed.

In practice, few contextualized, empirically grounded guidelines exist for garment project managers and policymakers. Existing industrial policies prioritize implementation as crucial to sector development but do not commonly back this up with concrete, operationalizable plans tailored to different sizes of projects and local contexts. Furthermore, social garment projects common in Kenya require hybrid implementation approaches balancing economic efficiency and social performance, but policymaking tools and support structures prefer to ignore such hybridities (Simply Suzette, 2025; IEA Kenya, 2021). This study sought to bridge such enormous gaps by providing context-driven, methodologically rigorous insight into how implementation strategies determine garment project performance in Eldoret City. It aimed to generate evidence-based suggestions on how to improve project effectiveness, sustainability and people-centered development in Kenya's garment sector.

2.6 Summary of Literature

This chapter examined the literature relating to the empirical examination of the effect of implementation strategies on the performance of garment projects in Eldoret City, Uasin Gishu County. This chapter explored the effects of the four objectives from a global perspective down to the research scope region by assessing the relevant literature. The objectives used were mapping risks, scheduling milestones, assigning tasks and allocating resources. This study aimed to bridge this gap by looking at the effect of implementation strategies on the performance of garment projects. This chapter also covered the conceptual framework, links between variables, and research gaps. The research approach that was employed for the study is outlined in Chapter Three.

Table 2. 1: Findings on previous studies

Study / Author	Context / Location	Focus Variables	Key Findings	Research Gap
Thuo, H. K. (2022)	Nairobi, Kenya	Implementation strategies, garment projects	Scheduling, resource allocation, and stakeholder engagement improved project outcomes.	Lacks multi-location or rural context, little longitudinal data.
Kohan Textile Journal (2025)	Kenya (national)	Export incentives, operational challenges	Sector's competitiveness risked if AGOA lapses and implementation falters.	Project-level mitigation for external shocks underexplored.
IDH (2024)	Kenya	Women empowerment, sustainability approaches	Women-focused and sustainability strategies raised productivity and equity.	Impact measurement for non-financial outcomes limited.
KenInvest (2023)	Kenya sector overview	Investment, resource management	Infrastructure and skills investment enhance competitiveness.	Need for direct link to garment project execution strategies.
Kinyanjui, R. W. (2021)	Kenya	Marketing innovations, global trends	Innovations and global demand alignment drive survival and expansion.	Internal process adaptation less studied.
Knight, (2022)	Global	Strategy bundle synergies	Multi-component strategies support project success better than isolated actions.	Few cases from garment project contexts.
Jerrard R. (2020)	India	CAD adoption, productivity	CAD reduced costs, led to flexibility, quality improvements.	Tech integration with strategies rarely studied.
Baldeon-Revilla, (2024)	Peru (garment project)	Lean-TPM practices, efficiency	Lean-TPM improved sewing efficiency by 11.7%, reduced breakdowns by 54%.	Contextualization for African garment projects missing.
Jung, (2022)	Global value chains	Supply chain strategy, upgrading	Flexibility and domestic textile industries aid upgrading and resilience.	Small/regional supply chains for projects poorly documented.

Stein, (2023)	Global	Implementation rigor, strategy fidelity	Higher fidelity to strategy improves outcomes.	Sector-specific fidelity tools underused.
Tan & Vonderembse (2024)	Global	CAD use, productivity, cost, satisfaction	CAD enhances productivity and quality, decreases costs.	Rarely connected to wider implementation frameworks.
CSR study (2024)	Global	CSR, supply chain management	CSR stabilizes demand and supply chains aligned to stakeholder needs.	CSR in non-profit garment sectors insufficiently studied.
Kipkosgei & Kithae (2019)	Nairobi, Kenya	Innovation, firm performance	Innovation accounts for 78% of firm performance; strategic completion needed.	Integration with other strategies limited.
Bashulile, (2025)	Nairobi, Kenya	Innovation culture, resource	Innovation drives firm growth and competitiveness.	Specific links between innovations and implementation strategies not well-studied.

2.7 Conceptual Framework

A conceptual framework, according to Miles and Huberman (2018), is a visual or written output that outlines the essential elements to be researched, either visually or narratively, the essential components, ideas, or variables, and the hypothesized connections among them. The independent and dependent variables in this study were as follows.

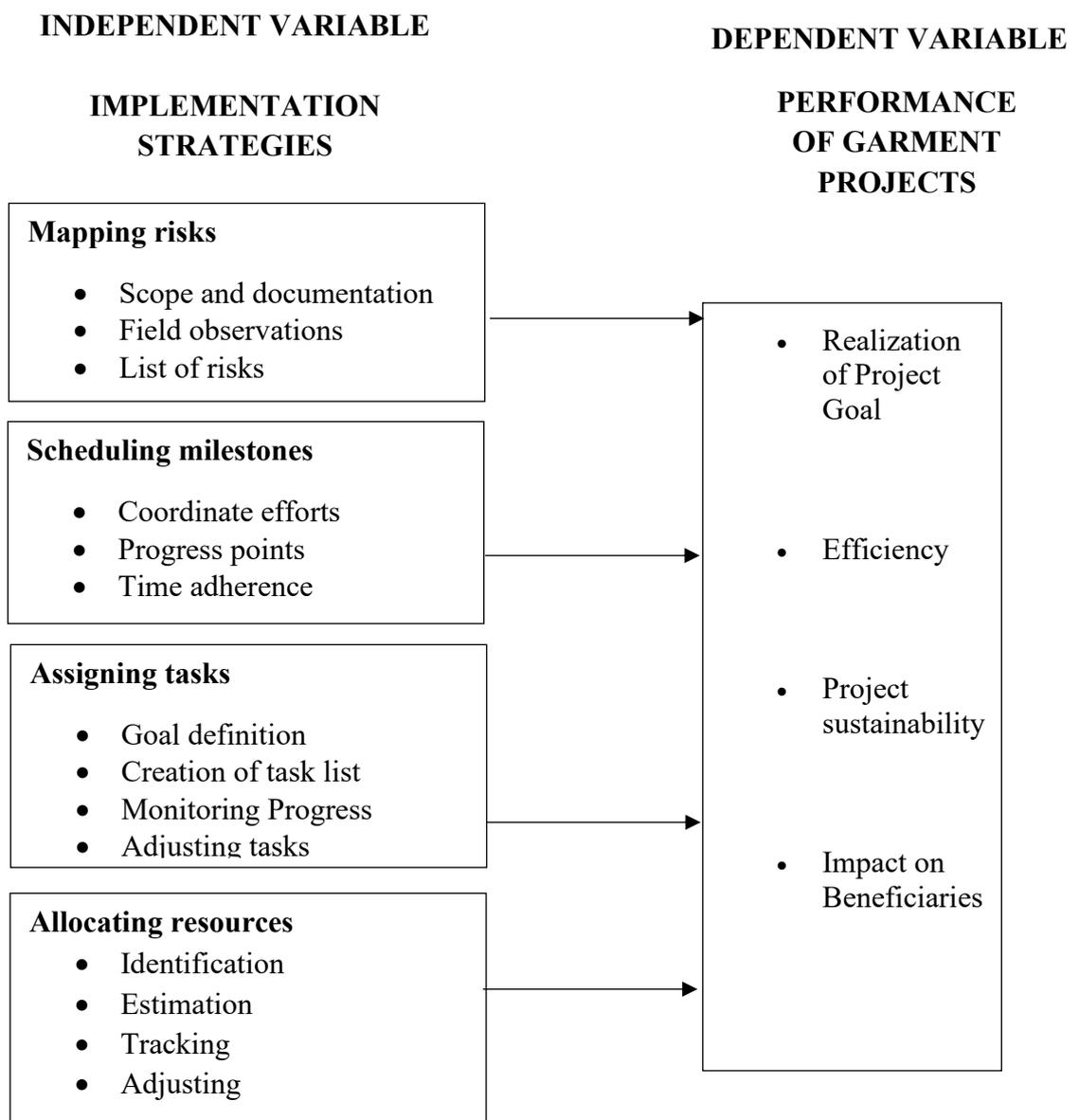


Figure 2. 1: Conceptual Framework

Source: Author (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter entails a detailed discussion of the methodology that the study incorporated to achieve the objectives of the study. The section thus provided literature on specific areas including target population, research design, Sample size, sampling techniques, and research instruments. This section also explored the data collection procedures, data analysis, Pilot test, and ethical considerations.

3.1 Research Design

This study adopted an explanatory research design. Explanatory research design focuses on explaining why and how there is a relationship between two aspects of a situation or phenomenon (Freedman, 2009). This study sought to establish a cause-and-effect link between implementation strategies (independent variable) and garment project performance (dependent variable). This type of design informed this study by explaining the relationship between the implementation strategies and the performance of garment projects in Eldoret City, Kenya this is in line with Kothari (2018). Explanatory research design frequently employs regression analysis to not only identify relationships between variables but also to quantify the strength and direction of these relationships, making it a fundamental tool in causal research (Greene, 2003).

3.2 Study Area

The study was conducted in Eldoret. Eldoret is a city in the Rift Valley region of Kenya. It serves as the capital of Uasin Gishu County. The garment projects are spread throughout the 9 estates selected in Eldoret City including Mwanzo, Kapsoya, Kapseret, Annex, Elgon View, Chepkoilel Junction, Mailinne, Langas, and Eldoret

City CBD. The rationale behind using Eldoret City as the study area was due to the existence of garment projects in the area including those that are striving to improve their performance, the population of the garment projects (386) in Eldoret City were widely distributed in the 9 selected estates and gave a good sample of the study. Since this study had a keen interest in the performance of these garment projects, Eldoret City became a relevant area of study. Furthermore, Eldoret was chosen for study since it is among the most significant textile and garment production hubs in Kenya with large corporations like Rivatex and Spin Knit hiring thousands of employees and contributing to local economic growth. The garment sector in Eldoret is a critical factor in regional industrialization and offers an optimal environment for assessing the effectiveness of project implementation in an emerging manufacturing industry.

3.3 Target Population

This study's target population consisted of 386 garment projects that registered with the County Government of Uasin Gishu and operate in Eldoret city as per the permit records of the county government of Uasin Gishu (Department of Trade, Industrialization, Cooperatives and Investment) as of 29th January 2024. The project managers were the main respondents of the study. Garment projects are chosen for this study because Kenya's garment industry is a major sector employing thousands and contributing significantly to economic growth. Its reliance on effective management of projects to obtain the desired deliverables makes it an ideal subject to learn implementation strategies from. The garment projects were chosen because they were likely to bring out the interaction between implementation strategies and performance. A target population is defined as the researcher's total number of respondents in the population of interest (Kothari, 2018). It is also defined by Mugenda and Mugenda (2020) as a homogenous group to which a researcher wants to

generalize the study's findings. According to Bresler & Stake (2017), a population is the total collection of elements about which we wish to make inferences. This information is further tabulated in Table 3.1 below.

Table 3. 1: Target population:

No	Estate	Category			Target Population
		Very Small-Scale	Medium-Scale	Large Scale	
1	Annex	7	4	4	15
2	Mailinne	11	9	7	27
3	Mwanzo	15	12	7	34
4	Kapseret	17	14	9	40
5	Kapsoya	7	5	6	18
6	Chepkoilel Junction	15	19	11	45
7	Langas	23	21	12	56
8	Eldoret CBD	67	37	21	125
9	Elgon View	9	10	7	26
TOTAL		171	131	84	386

3.4 Sample Size

The study selected a sample of 196 garment projects from the 386 registered by the county government of Uasin Gishu in Eldoret city as of January 2024, and was calculated based on Yamane's (1973) formula at 95% confidence level (0.05 level of significance) as shown below. A sample is a part of the target population, carefully selected to represent the total population. Kothari & Gaurav (2018) describe sample size as the number of elements to be included in the study sample. Wiersma & Jurs (2020) suggest that an ideal sample should be large enough so that the validity and reliability of the data are achieved. (1 A sample size of 10% of the total population is cited to be the adequate representative sample for a descriptive study (Mugenda & Mugenda, 2020). Neuman (2020) however considers 10%- 20% as being an adequate

sample for a descriptive study. On the other hand, Borg and Gall (2020) recommend at least 30% of the total population as being an adequate representative. Thus, 30% of the accessible population is sufficient for the sample size. Since the target population is small (only 196 projects, the researchers administered a total of 196 questionnaires.

3.4.1 Sample Size determination by Yamane Formula

$$n = \frac{N}{1+N(e)^2} = \frac{386}{1+386(0.05)^2} = 196$$

Where n = Sample Size

N = Population (386)

e = Level of Precision (0.05)

3.5 Sampling Techniques and Sampling Procedures

The study adopted stratified sampling technique and divided the garment projects into three distinct strata per estate in Eldoret city (e.g. very small-scale, medium-scale and large-scale). The stratification was done on the basis of the cost of the project. From the 386 garment projects that registered with the county government of Uasin Gishu as of January 2024 in Eldoret city, the study selected a sample of 196 garment projects. The selected 196 garment projects were then categorized into the three distinct strata as very small-scale projects, medium-scale projects and large-scale projects. For each stratum, simple random sampling was used in obtaining the desired sample. This method ensures that each stratum is adequately represented in the sample (Levy & Lemeshow, 2023). This is a sampling technique that is not biased and it involves grouping homogeneous groups of respondents in the garment industry. Using this technique, the sampling is done such that the existing sub-groups are less or more represented in the chosen sample (Wiek & Lang, 2021). Table 3.2 below shows the sample size.

Table 3. 2: Sampling Techniques

No	Estate	Category			Sample Size	Sample Percentage
		Very Small-Scale	Medium-Scale	Large Scale		
1	Annex	4	3	1	8	4
2	Mailinne	5	6	3	14	7
3	Mwanzo	8	6	3	17	9
4	Kapseret	8	6	6	20	10
5	Kapsoya	2	3	4	9	5
6	Chepkoilel Junction	8	7	8	23	12
7	Langas	11	10	7	28	14
8	Eldoret CBD	27	25	12	64	33
9	Elgon View	5	4	4	13	6
TOTAL		78	70	48	196	100

The percentages per project size are as follows:

Very Small-Scale=40%

Medium-Scale=36%

Large-Scale=24

3.6 Data Collection Procedures

This study adopted a quantitative approach. The main data collection instrument was the questionnaires. The questionnaire for the study was structured by use of use of open and close-ended questions. Likert scale questions were adopted for use in the questionnaires which enabled the gathering of more information on the unique variables under study. The questionnaires were administered physically to the respondents with the aid of trained research assistants. In terms of design, the questionnaire was modeled according to the objectives of the study (study variables) and arranged into various sub-sections as indicated in the appendices. The research assistants were also required to explain the questionnaire requirements to the

respondents, guide them where necessary when filling out the questionnaire and interpret questions that could not be well understood. The study issued a total of 196 questionnaires to respondents. The respondents were also assured of their confidentiality for the information they provided and that the information collected was used for research purposes only. The questionnaires had various sections containing demographic information and questions on the objectives of the study as presented in the appendix section.

3.7 Pilot Test

The pilot test was conducted on the research instruments in Kapsabet town. Kapsabet had similar business settings, culture, environment and activities. Pretesting the research instrument helps in pointing out ambiguous questions and the feedback obtained is used to clear the ambiguities (Creswell, 2014).

3.7.1 Validity Test

Content validity was determined by the expert judgment of the supervisors in this study. The research instruments were validated before they were administered to the field through content validation. Content validity addresses the match between test questions and the content or subject areas they were proposed to assess (Korb, 2022). Validity measures the degree to which a study succeeds in measuring intended values and the extent to which differences found reflect true differences among the respondents (Cooper & Schindler, 2021). Content validity is a type of validity that looks at how well the instrument covers the investigative issues that guide the investigation. Construct validity was ensured through careful operationalization of variables, consultation with experts and pilot testing, while face validity was addressed by seeking feedback from peers and respondents to ensure the instrument appeared to measure what it was intended to measure.

3.7.2 Reliability Test

This study used Cronbach's coefficient alpha to determine the internal consistency of the data measurement instruments. (Hair & Tatham, 2022) consider a test as reliable when its scale or question consistently measures a concept. Alpha values lie between zero and one, with zero being no internal consistency and one being complete internal consistency. Reliability means the extent to which results are consistent over time. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered reliable (Joppe, 2019). Data were systematically checked, focus maintained, and errors the identified and corrected (Tashakkori & Teddlie, 2022). This ensured the accuracy of the data collected. Reliability for qualitative data was obtained by calculating the Alpha coefficient (α) using the statistical package for social sciences (SPSS 29.1.0). The degree to which data collection procedures and analysis yield consistent results is what is referred to as reliability (Mugenda, 2021). It aims to establish if the methods used would give similar results on different occasions or if different researchers would reach the same conclusions using the same raw data. The reliability analysis results revealed that the scale generally has good internal consistency.

3.8 Data Analysis and Presentation

For the quantitative data, coding and entry of data was done through the use of the Statistical Package for Social Sciences (SPSS Version 29.1.0). Analysis of data was performed using both descriptive statistics (frequencies, percentages, means, Kurtosis, skewness and standard deviations) and inferential statistics (Karl Pearson Correlation, assumption of regression tests and regression analysis. Data analysis is a process of analyzing all the information and evaluating the relevant information that can be

helpful in better decision-making (Silvia & Skilling, 2021). Data was presented in tables and figures. Charts were also used where necessary.

3.8.1 Correlation Analysis

A Karl Pearson correlation analysis was conducted to determine the direction and strength of the relationship between the independent and dependent variables. Correlation measures the strength and direction of the relationship between two variables (Hair, 2021). Pearson correlation should be used in research with research questions because it provides a precise and quantifiable measure of the strength and direction of the linear relationship between two continuous variables (Morrison, 2021). As Cohen, Manion & Morrison (2021) state, Pearson correlation is particularly useful in research when the goal is to determine the degree to which a pair of variables is related linearly, thus helping to answer research questions about these relationships.

3.8.2 Assumptions of Regression Analysis

In this study, the assumptions tested included normality, linearity, and the independence of errors (Autocorrelation). After verifying that the data satisfied these assumptions, it was utilized to address the research questions of the study. Ensuring that these assumptions are met is fundamental for the validity of regression analysis results (Chatterjee & Hadi, 2022). Testing the assumptions of regression analysis is crucial to ensure that the results accurately reflect the sample and yield the most reliable outcomes. While testing all assumptions is ideal, testing those assumptions that are most critical or plausible given the data and research questions should be prioritized (Fox, 2022). This corroborates with the findings of (Montgomery, 2020) who emphasizes that while testing all assumptions is ideal, focusing on critical assumptions like linearity, Normality and independence of errors is crucial for

accurate inference and model validity. Linearity, Normality, and independence of errors are often considered foundational because they directly impact the accuracy and validity of regression results (Gelman & Hill, 2021).

3.8.3 Normality Test

The normality test was conducted using a histogram to visually assess whether the data followed a normal distribution. (Field & Hair, 2023) advocate for the use of histograms as a straightforward method to evaluate the normality of data in statistical analyses. The assumption that the residuals of the regression model follow a normal distribution is typically verified using a histogram or a Q-Q plot. Additionally, normality can be assessed through a goodness-of-fit test (Garson, 2022).

3.8.4 Linearity Test

In this study, the linearity test was conducted using a P-P (probability-probability) plot to assess whether the data followed a linear pattern. According to (Tabachnick & Fidell, 2023), P-P plots are effective tools for visually inspecting the linearity assumption in regression analysis. Each independent variable should exhibit a linear relationship with the dependent variable in regression analysis. When such a relationship is absent, data transformation methods like logarithmic adjustments or square root transformations can be employed to achieve linearity (Gujarati, 2021).

3.8.5 Autocorrelation (Independence of Data)

The assumption of independence, particularly testing for autocorrelation, was evaluated using the Durbin-Watson statistic. This test is instrumental in determining the presence of correlation among residuals in a regression analysis. (Porter & Brooks, 2022) Endorse the Durbin-Watson statistic as an effective method for detecting autocorrelation in regression models.

3.8.6 Regression Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y is= Garment project performance

β_0 = the y-intercept when $X=0$

β_1, β_4 = Coefficients of the Study Variables

X_1 = Mapping Risks

X_2 = Scheduling Milestones

X_3 = Assigning Tasks

X_4 = Resource Allocation

e= Error Term

3.9 Ethical Considerations

The ethical implications of the research process were deemed significant to be considered (Mugenda & Mugenda, 2021). This study addressed several significant ethical concerns, including informed consent, Privacy, confidentiality, and the researcher's responsibility. The thesis was submitted to the Moi University School of Business and Economics, Department of Management Science and Entrepreneurship, to obtain ethical approval. A letter of approval from NACOSTI was also taken to ensure that the research was conducted according to the regulatory requirements. Research-related information was presented to enable people to voluntarily decide whether or not to participate in the research. For ethically valid consent, the

participants were provided with details of the nature and purpose of the research, and the expected duration of their participation was also clearly explained.

Participants were informed that participation is voluntary and that participation may be discontinued at any time. There was no penalty or loss of benefits for refusing to participate or discontinuing participation. The data was collected in a way that ensures participants cannot be identified. This involved assigning codes or pseudonyms to participants instead of using their real names to ensure the confidentiality and anonymity of the participants. A high level of confidentiality and privacy was maintained and the study's findings were submitted exclusively to the University and NACOSTI. The researcher also implemented strict procedures for handling and storing data. Only authorized personnel had access to identifiable information and data was stored securely such as on password-protected computers. The researcher also assumed the responsibility of exclusively gathering and analyzing data that was necessary to accomplish the objectives of the study. Ultimately, the study did not exhibit any conflict of interest.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, DISCUSSION AND
INTERPRETATION

4.0 OVERVIEW

This chapter captures the response rate, the demographic information of respondents, the analysis of the data collected, the descriptive statistics and inferential statistics, a discussion of the findings and the interpretation is also comprehensively done in the chapter.

4.1 Response Rate

4.1.1 Response Rate

Table 4. 1: Response Rate

Questionnaires	Response rate	Percentage
196	171	87.245
Category		Number of Questionnaires
Administered Questionnaires		196
Returned Questionnaires		171
Unreturned Questionnaires		25
Usable Questionnaires		171

Data was collected from garment projects in Eldoret City. The total number of questionnaires administered to the respondents was 196 which were issued to the garment projects in and around Eldoret City. 25 of the respondents failed to return the questionnaires and the total number of questionnaires collected was 171 representing 87.245 % of the sample as the response rate. The response rate of 87.245% in the data collected from garment projects in Eldoret City is considered high and indicative of a good representation of the target population. Such a high response rate minimizes bias

and enhances the quality of the indicators derived from the survey data (Smyth & Christian, 2014). Before attempting to replace non-respondents, a follow-up process was implemented. Reminder emails, phone calls and in-person visits were conducted to encourage the non-respondents to complete and return their questionnaires. This step helped to reduce the non-response rate further and retrieve additional data. A high response rate is crucial for ensuring that the findings are reliable and can be generalized to the broader population of garment projects in the area, this corroborates with Creswell (2021), that a high response rate minimizes the potential for nonresponse bias and ensures that the sample adequately represents the population. This means that the data collected from 171 respondents out of 196 distributed questionnaires is likely to provide a more accurate reflection of the characteristics and practices within these projects. Moreover, a high response rate also reflects positively on the ethical considerations of the study, indicating that respondents were willing to participate and share their perspectives without undue effect or coercion (Fowler, 2013). This adherence to ethical principles enhances the credibility and trustworthiness of the research findings. Each area that was under study participated fully.

4.1.2 Data Screening and Cleaning Before the Analysis

The data cleaning and screening process was a vital part of preparing the dataset for analysis, ensuring that the information was accurate, complete and ready for meaningful interpretation. Initially, the accuracy of data entry was verified through double-entry checks and cross-referencing with the original instruments, which helped eliminate any potential human errors. Next, missing data was identified, with strategies like listwise deletion and multiple imputation applied based on the extent of missingness. Outliers were detected using statistical measures and visual tools and

they were either investigated, corrected or retained if deemed valid. Consistency checks were conducted across variables to ensure logical coherence, such as ensuring age and experience levels aligned and any duplicates were removed. Data transformation involved recoding variables and creating composite variables to simplify analysis. Finally, a thorough screening was performed to verify the cleaned data's accuracy and the entire cleaning process was meticulously documented for transparency. These strategies helped in addressing errors, inconsistencies and missing data, the cleaned dataset was prepared to produce reliable and valid research results ultimately supporting the generalizability and integrity of the findings.

4.2 Demographic Information of Respondents

Table 4. 2: Demographic Information of Respondents

n=171 Variables		Frequency	Percentage
No of employees	1-5	24	14.0
	6-10	87	51.0
	11-20	33	19.0
	21-50	25	15.0
	> 50	2	1.0
Garment project budget	<Kshs.50,000	57	33
	Kshs.50,001-Kshs.500,000	68	40
	>Kshs.500,000	46	27

The data reveals the findings on demographic information of the garment projects. Storey (2022) asserts that garment projects are significant contributors to local employment, offering opportunities across various skill levels and contributing to livelihoods in the community. The expansion of these projects can therefore have positive ripple effects on employment patterns and socio-economic well-being. Garment projects with differing employee sizes contribute significantly to the local economy. According to Audretsch (2021) smaller projects including those with fewer than 50 employees, stimulate economic growth by fostering innovation and job

creation. The diverse distribution of projects by employee count indicates a sector that supports economic diversification and resilience in Eldoret City. Projects with 6-10 employees (51.0% of the sample) are major contributors to local employment. Casson (2021) notes that small projects of moderate size play a crucial role in generating job opportunities and enhancing workforce skills within the community. This employment impact is essential for socio-economic development and improving livelihoods among residents. The distribution of projects across different employee size categories affects project dynamics and operational capabilities. Shane (2021) argues that smaller projects can be more agile and responsive to market changes, while larger projects benefit from economies of scale and greater management effect. This diversity fosters a dynamic project environment characterized by innovation, efficiency and effective implementation strategies. The presence of projects with varying employee sizes contributes to diverse implementation strategies in Eldoret City. Autio (2021) emphasizes that a mix of small and medium-sized projects promotes development and meaningful change. This diversity supports operational resilience against external shocks and ensures a robust economic ecosystem that benefits the project beneficiaries. Garment projects, particularly those with fewer than 20 employees, have significant social implications within their communities. Feldman (2021) opines that these projects contribute to local identity culture, and community cohesion. They often engage in socially responsible practices, support local initiatives, and create networks that enhance social capital and community well-being.

The majority of projects fall within the budget range of Kshs. 50,001 to Kshs. 500,000 with 68 projects representing 40% of the total. This could suggest that most garment projects operate within a moderate-budget bracket, indicating a vision to achieve more

project outcomes. Projects utilizing above Kshs. 500,000 contributes significantly to development and empowerment. They provide employment opportunities, generate budget for suppliers and contribute to local spending, thereby bringing change within the communities. Garment projects in the lower budget brackets < Kshs. 50,001 may face challenges such as ineffective implementation strategies and lower performance.

However, they still contribute to social welfare by achieving the project goals.

4.3 Descriptive Statistics by Project Category

Table 4. 3: Project category

Category	Implementation strategy	Mean	Std Dev	Skewness	Kurtosis
Very Small Scale	Allocating Resources	2.1	0.9	0.6	2.8
	Scheduling Milestones	1.8	0.7	0.5	2.7
	Mapping Risks	2.0	0.8	0.4	2.6
	Assigning Tasks	1.9	0.6	0.3	2.5
Medium Scale	Allocating Resources	5.5	1.2	-0.2	2.9
	Scheduling Milestones	5.0	1.1	-0.1	2.8
	Mapping Risks	5.2	1.3	-0.1	2.7
	Assigning Tasks	5.0	1.0	-0.2	2.9
Large Scale	Allocating Resources	8.5	0.7	-0.3	3.1
	Scheduling Milestones	8.0	0.8	-0.2	3.0
	Mapping Risks	8.2	0.9	-0.2	3.2
	Assigning Tasks	8.0	0.8	-0.3	3.1

The analysis of the implementation strategies: allocating resources, scheduling milestones, mapping risks and assigning tasks across very small-scale, medium-scale and large-scale garment projects reveals a clear evolution in operational maturity in the execution of these projects.

For very small-scale garment projects, the mean scores across all implementation strategies are very low (around 2), which indicates that these projects rely heavily on informal practices. For instance, a mean of 2.1 in resource allocation shows that these garment projects primarily depend on personal savings with little structured

budgeting. The moderate standard deviation (0.9) suggests there is some variation among these projects and a positive skew (0.6) indicates that while most perform at a low level, a few may show slightly better practices. The relatively low kurtosis value (2.8) reflects a flatter distribution, meaning there isn't a strong concentration of values around the mean.

Medium Scale garment projects have mean scores near the midpoint (around 5), indicating a transition toward more formal implementation strategies. These projects are beginning to adopt structured approaches, such as combining personal funds with external financing and setting basic, periodically reviewed milestones. However, the higher standard deviations (ranging around 1.1 to 1.3) reveal that there is considerable variability in how these practices are implemented. The near-zero skewness and kurtosis values close to mesokurtic (around 2.8 to 2.9) suggest that the distribution of scores is balanced.

Large-scale garment projects exhibit high mean scores (around 8 to 8.5) across all implementation strategies, highlighting their advanced and highly structured operational practices. Their resource allocation is strategic and well-financed, milestone scheduling is rigorous, risk mapping is comprehensive and task assignment is clearly defined. The lower standard deviations (around 0.7 to 0.9) demonstrate that these high-level practices are consistently applied across these garment projects. The slight negative skewness (ranging from -0.3 to -0.2) indicates that while most large-scale garment projects perform at a high level, there are a few with somewhat lower scores. Additionally, the slightly higher kurtosis values (around 3.0 to 3.2) point to a more peaked distribution, reinforcing that most garment projects cluster closely around these high scores. The findings provide quantitative evidence of how projects are executed as garment projects grow in scale. Very small-scale garment projects

operate with minimal formalization and reactive practices. Medium-scale garment projects are in a transitional phase, starting to formalize their practices but still exhibiting significant variability. In contrast, Large-scale garment projects demonstrate advanced, consistent and strategic practices across resource allocation, scheduling milestones, risk mapping and task delegation. This progression underscores the importance of adopting structured implementation strategies for long-term growth and sustainability in the garment industry.

4.4 Descriptive Statistics of Performance of Garment Projects

Table 4. 4: Descriptive statistics of performance of garment projects

	Mean	Std dev	Skewness	Std error of skewness	Kurtosis	Std error of Kurtosis
Project outputs have been consistently growing in our project	3.84	0.753	-0.183	0.193	-0.345	0.384
We are satisfied with our outputs	3.75	0.903	-0.400	0.191	-0.308	0.380
We manage our operations efficiently	3.79	0.904	-0.185	0.191	-0.840	0.380
Our stakeholders are generally satisfied with our deliverables	4.03	0.886	-0.745	0.195	0.213	0.387
We engage our stakeholders for major decisions	3.90	0.771	-0.379	0.187	0.305	0.373
We meet our production capacity goals consistently	3.99	0.947	-0.686	0.189	-0.405	0.376
We have sustainability initiatives in place	3.99	1.192	-0.948	0.188	-0.029	0.374
Valid N (Listwise)	3.90	0.908				

4.5 Descriptive Statistics of Mapping Risks on Performance of Garment Projects

Table 4. 5: Effects of mapping risks on performance of garment projects

	Mean	Std dev	Skewness	Std error of skewness	Kurtosis	Std error of Kurtosis
We have a formal process for risk mapping	3.89	0.754	-0.362	0.193	-0.054	0.384
The scope of our risk mapping covers the entire project	3.83	0.860	-0.350	0.188	-0.210	0.375
The responsibility for maintaining risk documentation clearly assigned	3.92	0.858	-0.850	0.190	1.234	0.377
Field observations are conducted regularly to identify risks	3.97	0.924	-0.588	0.193	-0.272	0.384
Structured methods are used as checklists during field observations	4.03	0.954	-1.134	0.193	1.302	0.384
Risk mapping has enhanced our operational efficiency	4.04	0.987	-1.095	0.190	0.934	0.377
Risk mapping has improved stakeholder satisfaction in our project	4.24	0.958	-1.274	0.191	1.272	0.379
Valid N (Listwise)	3.99	0.899				

This is the dependent variable of the study. The descriptive statistics for each questionnaire describe how respondents perceive the performance of their garment projects. The average response of 3.84 indicates that respondents generally agree their total output has been consistently growing over the past three years. This positive perception of project outputs is crucial for garment projects, reflecting their commitment to goals and proper performance. The average score closes to 4.0 signifies that the majority of projects are experiencing upward trends in their output, which is essential for their performance and achievement of project goals. The

moderate standard deviation of 0.753 suggests that, although many projects report output growth, there is some variability among the responses. This variability can be attributed to different factors such as stakeholder involvement, implementation strategies and operational efficiency. As Field (2021) explains, a moderate standard deviation indicates that while many projects are experiencing output growth, there are still differences in their performance. Some projects might be experiencing rapid growth due to effective implementation strategies or operational improvements, while others may be seeing slower growth due to operational challenges or inefficiencies in their processes. The slight left skewness of -0.183 indicates that the distribution of responses is slightly skewed to the left, meaning there are more responses above the mean, reflecting a generally positive sentiment about output growth. West & Curran (2022) state that negative skewness indicates that most responses are above the mean, but the presence of some lower ratings suggests that not all projects are experiencing this growth uniformly. This skewness suggests that while the overall trend is positive, there are still a few projects struggling to achieve consistent output growth. Additionally, the flatter peak indicated by the kurtosis value of -0.345 implies that the distribution of responses is less peaked and more spread out compared to a normal distribution. DeCarlo (1) explains that negative kurtosis, or platykurtosis, indicates a wider spread of data points and fewer outliers. This flatter distribution means that responses are more evenly spread across the scale, with fewer extremely high or low values. This suggests that while the general perception is positive, there is a wide range of experiences among the respondents.

The average response of 3.75 indicates that respondents are somewhat satisfied with their outputs for the projects. Satisfaction with outputs is a key indicator of financial health and long-term viability for garment projects (Kotler, 2021). Higher satisfaction

levels indicate successful implementation strategies, contributing to overall performance. (Keller, 2022) emphasize that positive outputs are essential for sustainable growth. The variability in responses indicates that not all projects have achieved optimal project outputs, which can impact their performance and operational efficiency. This satisfaction is crucial for growth. A standard deviation of 0.903 reveals variability in satisfaction levels, likely due to differences in cost management and operational strategies. This suggests that some projects are significantly more satisfied with their outputs than others, likely due to varied implementation strategies. (Field, 2023), A higher standard deviation indicates greater dispersion around the mean, which points to diverse experiences among respondents.

The moderate left skew (-0.400) suggests that while many respondents are satisfied, there are some lower ratings, showing the need for improved implementation strategies in some projects meaning more respondents reported higher satisfaction levels, with a few reporting lower satisfaction. This is supported by Finch, & Curran (1995), who note that negative skewness indicates that the bulk of the data points lie to the right of the mean.

The flatter peak (-0.308) reflects a spread in responses, suggesting diverse experiences with output growth. The kurtosis value of -0.308, being negative, suggests a flatter distribution compared to a normal distribution. This indicates a wider spread of responses, with fewer extreme values. DeCarlo (2022) states that negative kurtosis, or platykurtosis, implies fewer outliers and a more uniform spread of data points. In practical terms, this negative kurtosis value means that the distribution of responses from the study participants is less concentrated around a central point and more evenly spread across the range of possible answers. For instance, if we consider the context of satisfaction with outputs among garment

projects, the flatter distribution signifies that projects have diverse levels of satisfaction. This variability could reflect different operational realities, cost management efficiencies and market conditions.

The wider spread of responses suggests that there is significant variability in how respondents perceive or experience the issue being measured. In the case of outputs, projects might have different levels of satisfaction, indicating varied performance and implementation strategies. DeCarlo (2019) explains that negative kurtosis denotes fewer extreme values, meaning fewer respondents are either extremely satisfied or extremely dissatisfied. Instead, most responses are likely to fall within a moderate range of satisfaction. The average response of 3.79 suggests general agreement that projects manage their operations efficiently. Efficient operations management is critical for the operational stability of garment projects. Bragg (2022) emphasizes that efficient cash flow management is vital for maintaining liquidity and avoiding insolvency. The presence of variability suggests that some projects may struggle with cash flow issues, which can hinder their ability to sustain operations and invest in growth initiatives. The variability in responses (standard deviation of 0.904) indicates that while many respondents feel confident in their operational efficiency, others face challenges, Field (2021) states that a higher standard deviation reflects greater diversity in responses. The left skewness of -0.185 indicates a slight skew to the left, meaning that while most projects manage operations efficiently, there are a few that do not. West and Curran (2022) mention that negative skewness denotes that most responses are above the mean. Bragg (2022) emphasizes that efficient operational management is vital for project goal achievement. The presence of variability suggests that some projects may struggle with operational efficiency issues which can hinder their ability to sustain operations and invest in growth initiatives. The left

skewness of -0.185 indicates a slight skew to the left, meaning that while most projects manage their operations efficiently, there are a few that do not. West and Curran (2021) mention that negative skewness denotes that most responses are above the mean. The kurtosis of -0.840 suggests a significantly flatter distribution than a normal one, indicating a broad spread of responses with fewer extreme values. DeCarlo (2022) notes that such negative kurtosis implies a more uniform distribution of responses.

Stakeholder satisfaction, with an average response of 4.03 is the highest-rated statement indicating strong agreement that stakeholders are generally satisfied with the outputs of the projects. High stakeholder satisfaction is linked to their involvement, decisions and communication. Fornell (2021) opines that stakeholder satisfaction directly correlates with project performance and project impact. The positive ratings in this study further reveal the importance of maintaining high levels of stakeholder satisfaction to ensure project success at all levels. High stakeholder satisfaction is a key indicator of project success and sustainability. The standard deviation of 0.886 shows some variability, but the overall high rating is a positive sign suggesting different experiences among customers. Field (2022) posits that such variability highlights the presence of diverse customer expectations and perceptions. The moderate left skew (-0.745) and slightly peaked distribution (0.213) suggest that most respondents rate stakeholder satisfaction highly, with a few lower ratings indicating that while most stakeholders are satisfied, there is room for improvement. This corroborates Curran (2021) that negative skewness indicates a distribution where most data points are above the mean. The kurtosis value of 0.213, slightly positive, suggests a distribution that is slightly more peaked than normal, indicating that responses are somewhat concentrated around the mean. DeCarlo (2022) notes that

positive kurtosis, or leptokurtosis, points to a higher probability of data points close to the mean.

The average response of 3.90 indicates that respondents generally agree they have a high stakeholder involvement rate which is vital for long-term project success. High stakeholder involvement rates contribute to sustained output and reduced project costs associated with gaining stakeholder trust. (Reichheld & Sasser ,2021) argue that improving customer retention by 5% can increase profits by 25% to 95%. The generally stakeholder involvement rates observed in this study reveal the effectiveness of stakeholder engagement strategies but also point to the need for continuous improvement. The moderate standard deviation of 0.771 reflects some variability in stakeholder engagement rates, possibly due to differences in the engagement strategies. Field (2021) suggests that such variability reflects varying effectiveness in stakeholder engagement strategies. The moderate left skew (-0.379) and slightly peaked distribution (0.305) suggest that while many respondents have high stakeholder engagement rates, there are some lower ratings, indicating areas for improvement in stakeholder engagement strategies.

With an average response of 3.99, respondents generally agree that they meet their production capacity goals consistently. Consistently meeting production capacity goals ensures that projects can meet the goals without overproducing or underproducing, both of which can affect the project performance. Johnston (2020) emphasizes that project production capacity management is critical for operational efficiency and cost control. The variability observed suggests that some projects may face challenges in aligning their production capacity with the project requirements. The standard deviation of 0.947 shows variability in responses, indicating differing levels of success in meeting these goals. Field (2021) notes that higher variability

reflects differences in operational efficiency and capacity management. The left skewness of -0.686 suggests that most respondents report meeting production capacity goals consistently, with some reporting challenges. West and Curran (2019) explain that negative skewness indicates a distribution with more data points above the mean.

The kurtosis value of -0.405, being negative suggests a flatter distribution indicating a wide spread of responses. DeCarlo (2022) states that negative kurtosis or platykurtosis, indicates fewer outliers and a more uniform spread of data points. The average response of 3.99 indicates general agreement that projects have effective sustainability initiatives in place, which is crucial for long-term project sustainability. Effective sustainability initiatives can enhance project performance, reduce costs, and ensure compliance with environmental regulations, contributing to long-term project success. Elkington (2021) introduced the triple bottom-line framework which underscores the importance of balancing economic, environmental and social performance. The variability in responses suggests that while some projects are making significant strides in sustainability, others need to enhance their efforts to achieve consistent performance benefits. The highest variability in responses (standard deviation of 1.192) suggests differing levels of effectiveness in implementing sustainability initiatives. Field (2019) highlights that high variability reflects diverse approaches and levels of commitment to sustainability.

The strong left skew (-0.948) and almost normal distribution (-0.029) indicate that while many respondents rate their sustainability initiatives highly, there are notably lower ratings, highlighting the need for further development in this area. West & Finch (2021) state that negative skewness indicates that most responses are above the mean. The kurtosis value of -0.029, being close to zero, suggests a distribution similar to normal, indicating a balanced spread of responses. DeCarlo (2022) explains that

kurtosis values near zero reflect a distribution with a moderate concentration of data points around the mean. These findings (mean=3.90, standard deviation=0.908) show that most respondents agreed with the study on the performance of garment projects. The descriptive statistics provide valuable insights into various performance dimensions such as output growth, operational efficiency, stakeholder satisfaction, production capacity goals and sustainability initiatives. The generally high average responses indicate positive perceptions, while the variability in responses suggests differences in performance levels among projects. Negative skewness values reflect a tendency towards positive ratings with some lower ratings indicating areas for improvement. Kurtosis values indicate different levels of response concentration, suggesting wider spreads of responses, particularly in output growth, stakeholder satisfaction and sustainability initiatives. These findings reveal both strengths and areas for enhancement across garment projects, emphasizing the need for targeted strategies to capitalize on positive perceptions while addressing variability to achieve more consistent performance outcomes.

4.6 Descriptive Statistics of Scheduling Milestones on Performance of Garment Projects

Table 4. 6: Effects of scheduling milestones on performance of garment projects

	Mean	Std dev	Skewness	Std error of skewness	Kurtosis	Std error of Kurtosis
We have a clear and detailed schedule for each project	3.73	0.732	-0.372	0.199	0.081	0.395
Employees understand their responsibilities within the project schedule	3.89	0.847	-0.163	0.194	-0.857	0.385
Milestones help track the progress of projects effectively	3.75	0.807	-0.715	0.189	1.303	0.376
Milestones are used to identify and address potential issues early in the project	3.92	0.859	-0.267	0.193	-0.490	0.384
Clear milestones enhance the ability to meet project deadlines	3.96	0.861	-0.629	0.191	0.181	0.380
Proper scheduling and milestones have increased the project outcomes	4.10	0.999	-1.054	0.194	0.601	0.385
Project stakeholders are aware of the milestones they need to achieve.	3.97	1.057	-1.115	0.190	0.759	0.378
Valid N (Listwise)	3.90	0.880				

The mean score of 3.73 suggests a moderately positive perception regarding the clarity and detail of project schedules among respondents from garment projects. This indicates a recognition of the importance of well-structured schedules in managing tasks and resources effectively. As Belout & Gauvreau (2021) emphasize, A clear project schedule is essential for reducing ambiguity and enhancing coordination. The standard deviation of 0.732 reflects moderate variability in responses, implying some dispersion around the mean score. This variability suggests that while schedule clarity is generally acknowledged, there may be differing interpretations or experiences

among stakeholders. The negative skewness (-0.372) indicates a slight left-skewed distribution, suggesting that more responses tend towards higher perceptions of schedule clarity. This consensus supports the notion that well-defined schedules are valued for operational efficiency. The kurtosis of 0.081 (mesokurtic) suggests a distribution close to normal, indicating a balanced view of schedule effectiveness without extreme perceptions. This stability in perceptions can support consistent project planning and execution, crucial for meeting deadlines and optimizing resource utilization in garment projects.

With a mean score of 3.89, there is a positive perception that employees understand their responsibilities within project schedules in garment projects. This underscores a good level of role clarity and accountability among employees. According to Pinto and Slevin (2022), Clarity in roles and responsibilities enhances team performance and project outcomes. The standard deviation of 0.847 suggests moderate variability in perceptions, indicating that while role clarity is generally acknowledged, there may be variations in how responsibilities are perceived or communicated within the organization. The negative skewness (-0.163) suggests a slight bias towards higher ratings of employee understanding, indicating a consensus that roles are well-defined within the project context. This alignment is crucial for ensuring smooth workflow and task completion. The kurtosis of -0.857 (platykurtic) suggests a distribution with a flatter peak, indicating a more uniform spread of responses around the mean. This stability in perceptions supports consistent role comprehension and effective team collaboration within garment projects.

The mean score of 3.75 indicates a moderate perception that milestones are effective in tracking project progress within garment projects. Milestones serve as critical checkpoints for monitoring project advancement and aligning efforts toward

overarching goals. As Turner (2021) argues, effective milestone tracking enables timely adjustments and ensures project milestones align with strategic objectives. The standard deviation of 0.807 suggests moderate variability in perceptions, implying varying levels of agreement on milestone efficacy across different projects or teams. The negative skewness of -0.715 indicates a left-skewed distribution, with a consensus towards higher effectiveness ratings of milestones. This alignment underscores their utility in project monitoring and evaluation. The kurtosis of 1.303 (leptokurtic) indicates a distribution with heavier tails, suggesting strong opinions on milestone effectiveness. This signifies their perceived importance in proactive project management and strategic decision-making in garment projects.

With a mean score of 3.92, there is a positive perception that milestones are instrumental in early issue identification and resolution within garment projects. This underscores their role in proactive problem-solving and risk management. Turner (2022) emphasizes that leveraging milestones for issue detection enhances project resilience and minimizes the impact of unforeseen challenges. The standard deviation of 0.859 suggests moderate variability in perceptions, indicating some diversity in how effectively milestones are utilized for issue management. The negative skewness of -0.267 suggests a bias towards higher ratings of milestone usage for issue management, reflecting a consensus on their role in proactive problem-solving. This alignment is crucial for maintaining project momentum and ensuring timely delivery. The kurtosis of -0.490 (platykurtic) indicates a flatter distribution, suggesting a balanced spread of responses. This indicates general agreement on milestone utility without extreme opinions, fostering effective project execution in garment projects. With a mean score of 3.96, there is a strong belief that clear milestones contribute significantly to meeting project deadlines in garment projects. Well-defined

milestones provide measurable targets and facilitate progress tracking throughout project lifecycles. Meredith and Mantel (2012) emphasize that well-defined milestones improve schedule adherence and facilitate timely project deliveries. The standard deviation of 0.861 suggests moderate variability in perceptions, indicating varying levels of agreement on the extent of milestone impact on deadlines.

The negative skewness of -0.629 indicates a tendency towards higher ratings of milestone clarity about meeting deadlines, reflecting consensus on their importance. This alignment underscores their role in driving project efficiency and ensuring timely outcomes. The kurtosis of 0.181 (mesokurtic) suggests a distribution close to normal, implying a balanced perspective on milestone effectiveness without extreme views. This stability in perceptions supports consistent project performance and stakeholder satisfaction in garment projects. With a mean score of 4.10, there is a strong perception that proper scheduling and milestones positively impact employee productivity in garment projects. Structured planning and milestone management enhance task clarity, minimize disruptions, and optimize resource allocation. Lock (2021) argues that systematic project planning correlates with improved team performance and productivity outcomes. The standard deviation of 0.999 suggests moderate variability, indicating diverse perceptions of the extent of productivity gains attributed to scheduling and milestones. The negative skewness of -1.054 indicates a strong bias towards higher ratings of productivity impact, underscoring consensus on the benefits of structured planning and milestone management. This alignment is essential for fostering a productive work environment and achieving organizational goals efficiently. The kurtosis of 0.601 (mesokurtic) suggests a balanced distribution, indicating a moderate degree of agreement on the productivity benefits without

extreme perspectives. This stability in perceptions supports sustained performance improvement and operational effectiveness in garment projects.

With a mean score of 3.97, there is a positive perception that employees are aware of the milestones they need to achieve within garment projects. Clear communication and alignment on project goals and expectations are crucial for driving individual and team performance. Cleland and Ireland (2022) emphasize that effective milestone communication enhances goal clarity and fosters a shared commitment among team members. The standard deviation of 1.057 suggests moderate variability in perceptions, implying varying degrees of clarity in milestone communication and understanding. The negative skewness of -1.115 indicates a strong bias towards higher ratings of milestone awareness, reflecting widespread agreement on the clarity of milestone expectations. This alignment is essential for promoting accountability and ensuring progress towards project objectives. The kurtosis of 0.759 (mesokurtic) suggests a balanced distribution, indicating a uniform spread of responses around the mean. This stability in perceptions supports consistent expectations and performance alignment across teams in garment projects.

The statistics show that most respondents agreed (mean = 3.90, standard deviation = 0.880) that scheduling milestones as an implementation strategy is done by garment projects. Generally, the statistics reveal that respondents generally agree that risk mapping is well-implemented in garment projects, covering essential aspects such as formal processes, comprehensive scope, clear responsibilities, regular field observations and the use of structured methods. The positive impacts on operational efficiency and overall project performance as revealed. The skewness values, mostly negative, indicate a trend towards positive ratings, while the kurtosis values provide

insights into the distribution characteristics of the responses showing either strong consensus or more spread-out opinions.

4.7 Descriptive Statistics of Assigning Tasks on Performance of Garment Projects

Table 4. 7: Effects of assigning tasks on performance of garment projects

	Mean	Std dev	Skewness	Std error of skewness	Kurtosis	Std error of Kurtosis
Our project has clearly defined goals for each task	3.87	0.801	-0.374	0.194	-0.239	0.386
Tasks are clearly defined and assigned to a specific stakeholder	3.49	0.758	0.312	0.187	-0.312	0.373
Regular progress updates are communicated to all relevant stakeholders	3.86	0.914	-0.695	0.188	0.240	0.375
Task adjustments are made to optimize workflow and efficiency	3.80	0.961	-0.726	0.187	0.518	0.371
Proper task assignment has increased project outcomes	3.78	0.982	-0.675	0.199	0.050	0.396
The manager is responsible for creating and managing tasks	4.95	1.048	-0.823	0.197	0.076	0.392
Stakeholders are involved in the goal setting process	3.90	1.039	-0.870	0.188	0.269	0.374
Valid N (Listwise)	3.81	0.929				

The mean score of 3.87 suggests a positive perception within the project that tasks are well-defined with clear goals. This underscores the importance of goal clarity in guiding project efforts, as emphasized by researchers such as Locke & Latham (2021), who opine that clear goals improve performance by focusing effort, increasing persistence and fostering strategies for goal attainment. The standard deviation of 0.801 indicates moderate variability in perceptions, suggesting some variation in how consistently goals are defined across different projects or teams. The slight negative skewness (-0.374) indicates that more responses tend towards higher ratings of goal clarity, reflecting a consensus on the value of clear task objectives. This alignment

supports the notion that well-defined goals are essential for aligning efforts toward strategic objectives. The kurtosis of -0.239 (platykurtic) suggests a distribution with a flatter peak, indicating a more uniform spread of responses around the mean. This implies a balanced perspective on the effectiveness of goal clarity within the project, crucial for maintaining focus and enhancing organizational performance. With a mean score of 3.49, there is a moderate perception that tasks are clearly defined and assigned within the project. This suggests the recognized importance of role clarity in task execution, as highlighted by Pinto & Slevin (2021), who argue that clear task assignments enhance team performance by reducing ambiguity and increasing accountability. The standard deviation of 0.758 indicates moderate variability in perceptions, implying differing levels of agreement on the consistency of task assignments. The positive skewness (0.312) suggests a right-skewed distribution, indicating that some respondents perceive tasks as less clearly defined or assigned. This skewness reflects varying levels of agreement within the organization regarding task clarity. The kurtosis of -0.312 (platykurtic) indicates a distribution with a flatter peak, suggesting a more even spread of responses. This indicates that opinions on task clarity and assignment are moderately varied across respondents, influencing how tasks are executed and monitored in different contexts.

The mean score of 3.86 indicates a positive perception that regular progress updates are effectively communicated to stakeholders. This underscores the importance of transparency and communication in project management, as noted by Turner (2022), who states, effective communication of progress updates enhances project coordination and stakeholder alignment. The standard deviation of 0.914 suggests moderate variability in perceptions, indicating differences in how stakeholders perceive the frequency and effectiveness of progress updates. The negative skewness

(-0.685) indicates a left-skewed distribution, with a consensus towards higher ratings of progress update effectiveness. This suggests that stakeholders generally perceive communication of progress updates positively, facilitating informed decision-making and proactive adjustments. The kurtosis of 0.240 (platykurtic) indicates a distribution with a flatter peak, suggesting a more uniform spread of responses. This implies that perceptions of progress update effectiveness are moderately distributed around the mean, reflecting varying levels of satisfaction with current communication practices.

With a mean score of 3.80, there is a positive perception that task adjustments are made to optimize workflow and efficiency within the project. This indicates a proactive approach to improving operational processes, as discussed by Meredith & Mantel (2022), who argue that adaptive task management enhances agility and responsiveness to changing project dynamics. The standard deviation of 0.961 suggests moderate variability in perceptions, implying differences in how effectively task adjustments are implemented and perceived across different teams or projects. The negative skewness (-0.726) suggests a left-skewed distribution, indicating a consensus towards higher ratings of effectiveness in task adjustments. This skewness highlights a general agreement on the benefits of optimizing workflow through proactive adjustments. The kurtosis of 0.518 (leptokurtic) indicates a distribution with heavier tails, suggesting stronger opinions on the effectiveness of task adjustments. This implies that while most respondents find adjustments beneficial, some strongly advocate for their importance in enhancing organizational efficiency and productivity. With a mean score of 3.78, there is a positive perception that proper task assignments have increased employee productivity. This suggests a belief that role clarity and task alignment contribute significantly to enhanced performance, supported by research indicating that clear task allocation improves employee focus and task completion

rates'' (Lock, 2021). The standard deviation of 0.982 suggests moderate variability, indicating differing views on the extent of productivity gains attributed to task assignment practices.

The negative skewness (-0.675) indicates a left-skewed distribution, with a consensus towards higher ratings of productivity gains from proper task assignment. This suggests widespread agreement on the link between task clarity and improved productivity outcomes. The kurtosis of 0.050 (mesokurtic) indicates a distribution close to normal, suggesting a balanced spread of responses around the mean. This stability in perceptions implies a moderate level of agreement on the productivity benefits of effective task assignment practices within the project. With a mean score of 3.95, there is a positive perception that managerial responsibility in creating and managing schedules is effective. This underscores the critical role of managerial oversight in project planning and coordination, as opined by Cleland & Ireland (2022), who states, effective schedule management by managers enhances project control and resource allocation. The standard deviation of 1.048 suggests moderate variability in perceptions, indicating varying opinions on the efficiency and style of scheduling practices. The negative skewness (-0.823) indicates a left-skewed distribution, with a consensus towards higher ratings of managerial effectiveness in scheduling. This suggests that respondents generally perceive managerial involvement positively in schedule creation and management. The kurtosis of 0.076 (platykurtic) indicates a distribution with a flatter peak, suggesting a more even spread of responses. This implies that opinions on managerial scheduling effectiveness are moderately varied across respondents, reflecting different experiences and expectations within the organization.

With a mean score of 3.90, there is a positive perception that stakeholders are involved in the goal-setting process. This indicates a belief in the benefits of participatory goal-setting for fostering employee engagement and commitment, as emphasized by Latham & Locke (2021), who argue that 'Employee involvement in goal-setting enhances motivation and performance outcomes. The standard deviation of 1.039 suggests moderate variability, indicating varying degrees of employee engagement in goal-setting activities. The negative skewness (-0.870) indicates a left-skewed distribution, with a consensus towards higher ratings of employee involvement in goal-setting. This suggests general agreement on the importance of employee input in defining project goals and objectives. The kurtosis of 0.269 (platykurtic) indicates a distribution with a flatter peak, suggesting a more uniform spread of responses. This implies that perceptions of employee involvement in goal-setting are moderately distributed around the mean, reflecting diverse views on the extent and impact of participatory practices within the project. The findings show that most respondents agreed (mean=3.81, standard deviation=0.929) that assigning tasks as an implementation strategy is properly done by garment projects. In summary, while there are positive perceptions across these organizational management practices, variability in responses suggests areas where further improvement or clarification in communication and task management strategies could enhance overall effectiveness and consistency.

4.8 Descriptive Statistics of Allocating Resources on Performance Of Garment Projects

Table 4. 8: Effects of allocating resources on performance of garment projects

	Mean	Std dev	Skewness	Std error of skewness	Kurtosis	Std error of Kurtosis
A systematic process is used for identifying resources needed for each section	3.85	0.747	-0.406	0.193	0.604	0.384
Relevant stakeholders are involved in the resource identification process	3.83	0.878	-0.247	0.188	-0.463	0.374
Estimation of resource quantity is accurately done for each project	3.81	0.789	-0.419	0.192	0.337	0.381
Resource estimation is based on previous project data and experience	4.05	0.862	-0.853	0.188	0.868	0.375
Effective system for tracking resource usage is in place	3.85	0.831	-0.046	0.193	-0.912	0.384
Resources are adjusted based on project needs	3.92	0.964	-0.708	0.194	0.198	0.386
We are flexible in reallocating resources to meet changing project requirements	4.10	1.027	-1.280	0.194	1.407	0.386
Valid N (Listwise)	3.91	0.871				

The statistics reveal that the majority of respondents (mean = 3.91, standard deviation = 0.871) perceive the allocation of resources as effectively implemented by garment projects. This indicates a generally positive perception among respondents regarding how resources are allocated and utilized within these projects. The mean score of 3.85 suggests a positive perception within the organization regarding the systematic identification of resources. This indicates a general agreement on the importance of structured resource management processes, as corroborated by Meredith & Mantel (2022), who opined that systematic resource identification ensures that all necessary resources are accounted for, reducing the risk of project delays. The standard

deviation of 0.747 indicates relatively low variability in perceptions, suggesting that this practice is consistently applied across different sections. The slight negative skewness (-0.406) indicates that responses are slightly more concentrated towards higher ratings, reflecting a consensus on the effectiveness of the resource identification process. The kurtosis of 0.604 (leptokurtic) suggests a distribution with a sharper peak, indicating strong agreement among respondents on the effectiveness of this process. With a mean score of 3.83, there is a positive perception that relevant stakeholders are involved in the resource identification process. This underscores the importance of stakeholder engagement as discussed by Freeman (2022), who asserts that involving stakeholders in resource planning enhances decision-making and resource allocation efficiency. The standard deviation of 0.878 indicates moderate variability in perceptions, suggesting some differences in how effectively stakeholders are engaged.

The negative skewness (-0.247) suggests a slight left-skewed distribution, indicating a tendency towards higher ratings. This consensus supports the value of stakeholder involvement. The kurtosis of -0.463 (platykurtic) indicates a flatter distribution, suggesting a more even spread of responses and reflecting diverse experiences with stakeholder involvement. The mean score of 3.81 indicates a positive perception of the accuracy in estimating resource quantities. This highlights the significance of precise resource estimation, as emphasized by Pinto & Slevin (2022), who note that accurate resource estimation is critical for effective project planning and execution. The standard deviation of 0.789 suggests moderate variability, indicating some differences in how accurately resources are estimated. The negative skewness (-0.419) suggests a slight left-skewed distribution, indicating a consensus towards higher accuracy ratings. The kurtosis of 0.337 (platykurtic) suggests a flatter peak, indicating

a more uniform spread of responses and reflecting a balanced perspective on resource estimation accuracy. With a mean score of 4.05, there is a strong positive perception that resource estimation relies on historical data and experience. This aligns with the findings of Kerzner (2023), who states that leveraging historical data and experience enhances the accuracy and reliability of resource estimates. The standard deviation of 0.862 suggests moderate variability, indicating differences in the extent to which historical data is utilized. The negative skewness (-0.853) indicates a left-skewed distribution, reflecting a consensus towards higher ratings of this practice. The kurtosis of 0.868 (leptokurtic) suggests a sharper peak, indicating strong agreement on the value of using historical data and experience for resource estimation. The mean score of 3.85 indicates a positive perception that an effective system for tracking resource usage exists. This highlights the importance of monitoring resource utilization, as noted by Turner (2022), who argues, effective resource tracking systems are crucial for optimizing resource use and identifying potential inefficiencies. The standard deviation of 0.831 indicates moderate variability, reflecting differences in the perceived effectiveness of tracking systems. The skewness of -0.046 indicates a near-symmetrical distribution, suggesting balanced perceptions. The kurtosis of -0.912 (platykurtic) suggests a flatter distribution, indicating a more even spread of responses and reflecting varied experiences with resource tracking.

With a mean score of 3.92, there is a positive perception that the organization has systems for adjusting resources based on project needs. This underscores the importance of adaptive resource management, as emphasized by Cleland & Ireland (2022), who state, flexibility in resource allocation allows organizations to respond effectively to changing Project requirements. The standard deviation of 0.964

suggests moderate variability, indicating differences in the effectiveness of resource adjustment systems. The negative skewness (-0.708) suggests a left-skewed distribution, indicating a consensus towards higher effectiveness ratings. The kurtosis of 0.198 (platykurtic) suggests a flatter distribution, indicating a more even spread of responses and reflecting varied perceptions of the resource adjustment process.

The mean score of 4.10 indicates a strong positive perception of flexibility in reallocating resources to meet changing project requirements. This reflects the importance of adaptive resource management, as discussed by Kerzner (2023), who asserts, Flexibility in resource reallocation is essential for maintaining project momentum and addressing unforeseen challenges. The standard deviation of 1.027 suggests moderate variability, indicating differences in how flexibly resources are reallocated. The negative skewness (-1.280) indicates a left-skewed distribution, with a consensus towards higher ratings of flexibility. The kurtosis of 1.407 (leptokurtic) suggests a distribution with a sharper peak, indicating strong agreement on the importance and effectiveness of flexible resource reallocation. While the descriptive statistics highlight overall positive perceptions regarding resource allocation and management processes within the garment projects in Eldoret City, there are notable areas of variability in how these processes are perceived. Addressing these variances could involve enhancing stakeholder involvement, refining resource estimation practices, and further optimizing systems for tracking and adjusting resources. These insights provide a foundation for refining strategies aimed at improving efficiency and adaptability in allocating resources within the project. Based on the comprehensive analysis of various objectives related to garment projects in Eldoret City, several overarching conclusions can be drawn regarding their performance and implementation strategies, the study reveals generally positive perceptions among

respondents regarding key implementation strategies such as mapping risks, scheduling milestones, task assignments, and allocating resources. These findings indicate that these projects are effectively implementing strategic initiatives to enhance operational efficiency, customer satisfaction and overall performance. Strategic planning and implementation of initiatives such as risk mapping and task assignments play a crucial role in shaping organizational effectiveness and resilience. These strategies not only optimize internal processes but also align Project activities with market demands and sustainability goals. The study underscores the need for targeted interventions aimed at improving consistency and effectiveness across various project operational and performance dimensions.

4.9 Inferential Statistics

Inferential statistics, as outlined by Fisher (2021), is a field of statistics that enables researchers to draw conclusions or make forecasts about a larger population using a sample of data. Unlike descriptive statistics, inferential statistics offers methods for evaluating research questions, estimating population parameters, and making decisions when faced with uncertainty.

4.9.1 Reliability

Reliability in research is defined as the consistency and dependability of the measurement instruments or methods used in a study. It reflects the degree to which an instrument yields stable and consistent results over repeated trials. As Creswell (2021) opines, Reliability refers to the extent to which a measure produces consistent results if the measurements are repeated under identical conditions.

Table 4. 9: Reliability results

	Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Performance of PROJECTS	5.613264834	.168	.890	.937	.774
Assigning Tasks	15.703834367	.177	.486	.815	.880
Scheduling Milestones	15.610614216	.187	.521	.799	.860
Allocating Resources	15.597093155	.178	.708	.908	.815
Mapping Risks	15.521946809	.155	.823	.836	.779

Source: Author 2024

Reliability analysis can be conducted in research where research questions are used to guide the study (Trochim, 2006). As noted by Bryman (2022), Reliability analysis is essential for ensuring that the measures used in a study consistently reflect the research questions and the underlying constructs they aim to assess.

The above table shows the reliability analysis, focusing specifically on Cronbach's Alpha, which measures the internal consistency of a set of scale items. Each row represents an item on the scale, and the columns provide various metrics that help assess how each item contributes to the overall reliability. The "Scale Mean, if Item Deleted" column, indicates the mean score of the scale if a particular item is removed. For instance, if the item "Assigning Tasks" is deleted, the mean of the remaining items is approximately 15.70. This helps understand the impact of each item on the overall mean score. The "Scale Variance if Item Deleted" column shows the variance of the scale if the specific item is removed. Lower variance generally indicates more consistency among the items. For example, the variance for "Assigning Tasks" if deleted is 0.177, while for "Mapping Risks" it is 0.155, suggesting the latter has a slightly more consistent contribution to the overall scale. Corrected Item-Total Correlation represents the correlation between each item and the sum of the remaining items. Higher values indicate stronger consistency with the rest of the scale. For instance, "Mapping Risks" and "Performance of garment projects"

have the highest correlations at 0.823 and 0.890, respectively, suggesting these items align well with the overall scale. Squared Multiple Correlation denotes the proportion of variance in each item that can be explained by the other items. Higher values indicate that the item shares more variance with the others. For example, “Allocating Resources” and “Performance of garment projects” have squared multiple correlations of 0.908 and 0.937, respectively, showing strong shared variance.

Cronbach’s Alpha, if an Item is Deleted, shows what the overall Cronbach’s Alpha would be if a specific item is removed. If removing an item increases Cronbach’s Alpha, it suggests the item is not as consistent with the others. For instance, removing “Assigning Tasks” slightly increases the alpha to 0.880, indicating it is not as consistent as other items. Conversely, removing “Mapping Risks” or “Performance of garment projects” decreases the alpha to 0.779 and 0.774, respectively, underscoring their critical role in maintaining scale reliability.

The overall Cronbach’s Alpha indicates good internal consistency, typically aiming for values above 0.7 as acceptable, above 0.8 as good, and 0.9 as excellent. The items “Mapping Risks” and “Performance of garment projects” are the most consistent with the rest of the scale, as shown by their high item-total correlations and significant impact on the overall alpha when removed.

On the other hand, “Assigning Tasks” and “Scheduling Milestones” are somewhat less consistent, as their removal increases the overall Cronbach’s Alpha. This suggests these items might not align as well with the others, and revising or potentially removing them could enhance the scale’s reliability. “Allocating Resources” also demonstrates good consistency, but not to the same extent as “Mapping Risks” and Performance of garment projects. Therefore, it’s crucial to ensure that these key items

are well-defined and accurately measured, given their significant contribution to the scale's reliability. The reliability analysis reveals that the scale generally has good internal consistency, focusing on refining or reconsidering "Assigning Tasks" and "Scheduling Milestones" while ensuring the robustness of "Mapping Risks" and "Performance of garment projects can enhance the overall consistency and reliability of the scale.

4.10 Correlation

Correlation in research refers to the statistical measure that quantifies the extent of association or relationship between two or more variables (Dancey & Reidy, 2014). It indicates how changes in one variable are related to changes in another variable. Correlation measures the strength and direction of the linear relationship between two variables. A Karl Pearson correlation analysis was conducted to determine the direction and strength of the relationship between the independent and dependent variables. Correlation analysis can be applied in research guided by research questions. As emphasized by Creswell (2022), Correlation analysis can be used in research to examine the relationship between variables, providing insights that help answer research questions and understand underlying patterns and associations. This highlights the applicability of correlation in exploring and addressing specific research questions within a study. Pearson correlation should be used in research with research questions because it provides a precise and quantifiable measure of the strength and direction of the linear relationship between two continuous variables. As Cohen, Manion, and Morrison (2021) state, Pearson correlation is particularly useful in research when the goal is to determine the degree to which a pair of variables are related linearly, thus helping to answer research questions about these relationships. This method is valuable because it not only identifies whether a relationship exists but

also specifies the nature and magnitude of that relationship, facilitating a deeper understanding of the variables under study.

Table 4. 10: Correlation Analysis

		Correlations				PERFORMANC E OF GARMENT PROJECTS
		ASSIGNING TASKS	SCHEDULING MILESTONES	ALLOCATING RESOURCES	MAPPING RISKS	
ASSIGNING TASKS	Pearson Correlation	1	.954**	.947**	.908**	.940**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	1126	1110	1121	1126	1126
SCHEDULING MILESTONES	Pearson Correlation	.954**	1	.976**	.922**	.968**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	1110	1110	1110	1110	1110
ALLOCATING RESOURCES	Pearson Correlation	.947**	.976**	1	.936**	.972**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	1121	1110	1121	1121	1121
MAPPING RISKS	Pearson Correlation	.908**	.922**	.936**	1	.947**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	1126	1110	1121	1130	1130
PERFORMANCE OF GARMENT PROJECTS	Pearson Correlation	.940**	.968**	.972**	.947**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	1126	1110	1121	1130	1135

Source: Author 2025s

The correlation matrix provided offers a deep dive into the intricate relationships between various aspects of garment project management and their overall performance. The matrix examines how task assignments, scheduling milestones, allocating resources, and risk mapping correlate with one another and with the overall success of small-scale garment Project projects. Mapping risks shows strong correlations with assigning tasks ($r=0.908$), scheduling milestones ($r=0.922$), allocating resources ($r=0.936$), and the performance of garment projects ($r=0.947$). This indicates that effective risk management is integral to all aspects of project management and overall performance. According to PMI (2021), identifying and mitigating risks early is essential for maintaining project stability and avoiding potential disruptions. In the context of garment projects, where even minor issues can

have significant impacts, proactive risk mapping ensures that projects stay on track and achieve their goals. The strong correlation with performance highlights the critical role of risk management in project success. Scheduling milestones is highly correlated with assigning tasks ($r=0.954$), allocating resources ($r=0.976$), mapping risks ($r=0.922$), and the performance of garment projects ($r=0.968$). This demonstrates that setting clear milestones helps in coordinating various project activities and tracking progress effectively. Kerzner (2023) notes that milestones serve as critical checkpoints that allow project managers to assess progress and make timely adjustments. In garment projects, timely and clear milestones ensure that projects stay on track and resources are used efficiently. The strong correlation with performance underscores the importance of milestone scheduling in achieving project success.

The process of assigning tasks shows a robust positive correlation with scheduling milestones ($r=0.954$), allocating resources ($r=0.947$), mapping risks ($r=0.908$), and the overall performance of garment projects ($r=0.940$). This indicates that effective task assignments are foundational to other critical project management activities and overall performance. Assigning tasks effectively ensures that team members understand their roles, leading to efficient workflow and better utilization of resources. Turner (2024) emphasizes that clear task assignments set the stage for all subsequent project activities, including resource allocation and risk management. In garment projects, where resource constraints are common, this clarity is essential for maintaining productivity and meeting project objectives. Allocating resources exhibit strong correlations with assigning tasks ($r=0.947$), scheduling milestones ($r=0.976$), mapping risks ($r=0.936$), and the performance of garment projects ($r=0.972$). This emphasizes that resource allocation is closely tied to all other project management activities and is crucial for overall performance. Hillson and Simon (2020) emphasize

that effective resource allocation is critical for optimizing resource use and minimizing waste. In garment projects, strategic resource allocation ensures that all necessary materials and personnel are available, preventing delays and enhancing productivity. The high correlation with performance indicates that resource allocation significantly impacts the success of these projects.

The performance of garment projects is highly correlated with all the variables: assigning tasks ($r=0.940$), scheduling milestones ($r=0.968$), allocating resources ($r=0.972$), and mapping risks ($r=0.947$). This underscores the interconnected nature of these variables and their collective impact on overall performance. Effective task assignment, strategic resource allocation, clear milestone scheduling, and proactive risk management are all essential components of successful project management. Together, they ensure that projects are well-coordinated, resources are used efficiently, progress is monitored regularly, and potential issues are addressed promptly. This integrated approach is crucial for enhancing the performance of garment projects, where resource constraints and tight schedules are common.

In conclusion, the analysis of variable interrelationships and their impact on the performance of garment projects shows the importance of a comprehensive and integrated approach to project management. Each variable assigning tasks, scheduling milestones, allocating resources, and mapping risks is closely interrelated and collectively contributes to overall performance. The strong correlations between these variables underscore the need for effective coordination and strategic planning in achieving project success. Through focusing on clear task assignments, strategic resource allocation, well-defined milestones and proactive risk management, garment projects can enhance their efficiency, productivity and performance. This holistic

approach is essential for navigating the challenges and constraints common in this sector and achieving sustainable success.

4.11 Regression Analysis

Regression analysis is a statistical method used in research to examine the relationships between a dependent variable and one or more independent variables. This technique helps researchers understand how the typical value of the dependent variable changes when any one of the independent variables is varied while the others are held fixed. Through proper establishment of these relationships, researchers can make predictions, test hypotheses, and infer causal connections. According to Cohen and Aiken (2003), regression analysis is a powerful tool that can be applied in research using research questions to determine the strength and character of relationships between variables. They emphasize that regression is not just for testing hypotheses but also for exploring and confirming patterns within data, making it versatile in addressing various research questions. Additionally, Saunders, Lewis and Thornhill (2019) state that regression analysis is particularly useful in research where research questions guide the study, as it allows for the quantification of relationships and the examination of the predictive power of independent variables. They reveal that regression models help in answering research questions by providing a clear framework for understanding how changes in predictor variables affect the outcome variable.

4.11.1 Introduction

As Cohen and Aiken (2023) explain, regression analysis is versatile and powerful, enabling the examination of complex relationships in various fields of study. Saunders, Lewis and Thornhill (2019) highlight its utility in answering research questions, emphasizing that regression models provide a clear framework for

interpreting how different factors effect results. Thus, regression analysis was an indispensable tool for this study seeking to draw meaningful insights from the data and address specific research questions comprehensively.

4.11.2 Testing Assumptions of Regression

In research with research questions on testing assumptions of regression, three critical assumptions linearity, normality of errors, and independence of errors can be tested to ensure the validity of their findings (Gujarati and Porter, 2021). According to Kutner (2022), The assumption of linearity in regression analysis requires that the relationship between the independent and dependent variables be linear. This assumption ensures that changes in independent variables correspond proportionately to changes in the dependent variable.

Regarding the normality of errors, Gujarati and Porter (2021) emphasize that the Normality of errors is crucial in regression analysis as it ensures the validity of statistical inference and confidence intervals. This assumption ensures that residuals (the differences between observed and predicted values) follow a bell-shaped curve, supporting accurate statistical tests and intervals. Wooldridge (2021) underscores the importance of the independence of errors, stating that the independence of errors assumption is critical in regression analysis to avoid biased parameter estimates and incorrect statistical inference. This assumption ensures that residuals from one observation do not affect or predict residuals from another, preserving the integrity of each data point's contribution to the model.

4.11.3 Linearity Assumption Test

The linearity assumption test in regression analysis involves assessing whether the relationship between independent variables and the dependent variable is linear. This

assumption is crucial as it ensures that changes in independent variables correspond proportionately to changes in the dependent variable, aligning with the research questions being investigated (Kutner, 2021). The linearity test was conducted using a P-P (probability-probability) plot to assess whether the data followed a linear pattern. According to (Tabachnick & Fidell, 2023), P-P plots are effective tools for visually inspecting the linearity assumption in regression analysis.

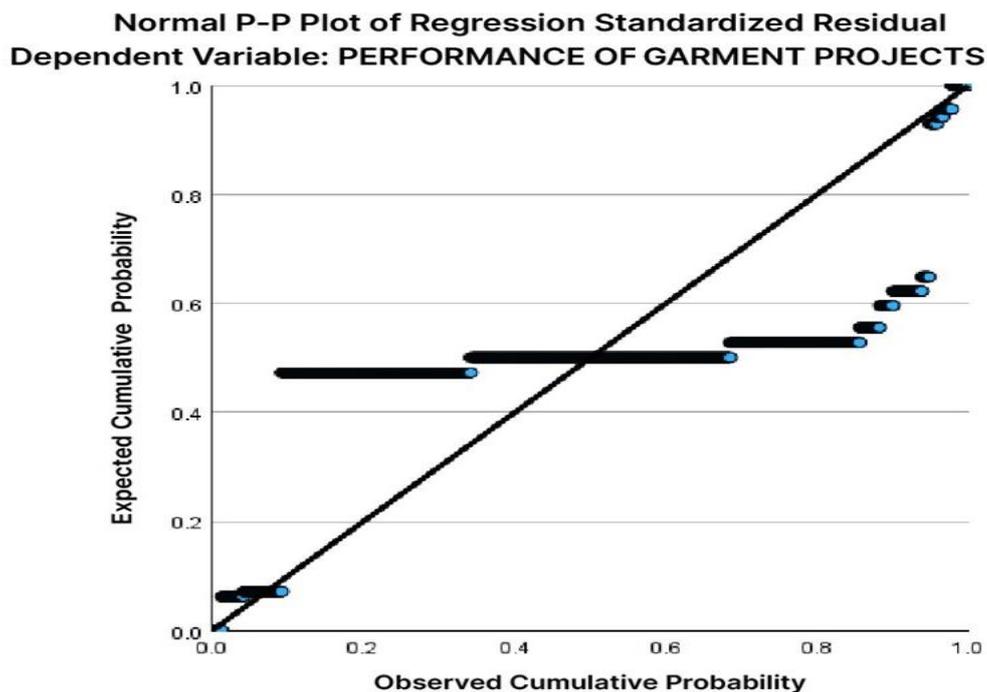


Figure 4. 1: Test of Linearity Test

Source: Author 2025

A P-P plot is a graphical tool used to assess how closely the observed cumulative distribution of a dataset aligns with a specified theoretical cumulative distribution. In the context of regression analysis, it is often used to check the normality of residuals. The diagonal line in the P-P plot represents the ideal scenario where the observed values perfectly match the expected values under a normal distribution. In the provided P-P plot, most of the points align closely with the diagonal line. This

alignment indicates that the residuals from the regression model are approximately normally distributed. Such a distribution is desirable because it suggests that the error terms in the regression model do not deviate significantly from normality. However, there are some deviations at the tails of the plot, which suggest that the residuals at the extreme ends do not follow the normal distribution as closely. These deviations could point to the presence of outliers or slight skewness in the data. The proximity of most points to the diagonal line in the P-P plot suggests that the regression model fits the data well. This good fit indicates that the assumptions underlying linear regression, particularly the normality of the residuals, are reasonably satisfied. While minor deviations at the tails are observed, they are not unusual in practical data analysis and do not severely undermine the overall fit of the model. Such deviations are common and may be attributed to the natural variability in real-world data.

The approximate normality of the residuals, as indicated by the P-P plot, has important implications for the validity of the regression model. When residuals are normally distributed, the results of hypothesis tests and the accuracy of confidence intervals derived from the regression analysis are more reliable. This is because many inferential statistics in regression analysis rely on the assumption of normality. The Normal P-P Plot of Regression Standardized Residuals for the performance of garment projects suggests that the residuals are approximately normally distributed, with only minor deviations at the tails. This finding supports the appropriateness of the regression model for the given data. The model's assumptions of normality are reasonably satisfied, which lends credibility to the statistical inferences drawn from the analysis. Therefore, the regression model can be considered valid and reliable for analyzing the performance of garment projects based on the provided data.

4.12 Normality Assumption Test

Normality in the context of regression analysis refers to the assumption that the residuals (the differences between observed and predicted values) follow a normal distribution. This assumption is crucial because many statistical tests and confidence intervals rely on the normality of residuals for accurate interpretation and inference (Gujarati & Porter, 2022). (Field, 2023) advocates for histograms as a fundamental tool in data analysis, stating that they provide a clear and intuitive way to examine the shape and spread of data. This approach is particularly relevant in research contexts where understanding the distribution of data is crucial for selecting appropriate statistical methods and interpreting results effectively. The normality test was conducted using a histogram to visually assess whether the data followed a normal distribution. (Field & Hair, 2023) advocate for the use of histograms as a straightforward method to evaluate the normality of data in statistical analyses.

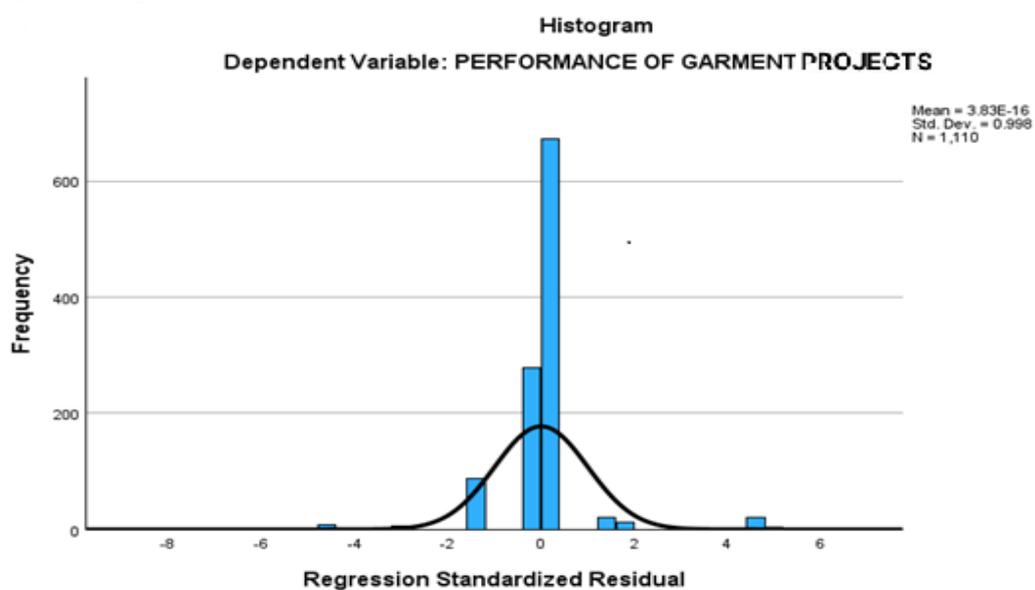


Figure 4. 2: Test of Normality

Source: Author 2025

The histogram for the regression standardized residuals of the dependent variable “Performance of garment projects” offers valuable insights into the normality of residuals, a critical assumption in linear regression. Upon examining the histogram, several key aspects of the distribution can be observed. Firstly, the central tendency and spread of the residuals are noteworthy. The mean of the standardized residuals is approximately 0 (3.83E-16), which aligns with what is expected in a well-fitted regression model. Additionally, the standard deviation of the standardized residuals is close to 1 (0.998), indicating proper standardization. The shape of the distribution is another significant feature. The histogram displays a bell-shaped curve, suggesting normality. Most residuals are concentrated around the mean (0), with the frequency decreasing symmetrically as the residuals move away from the mean. This pattern is characteristic of a normal distribution.

Further examination of skewness and kurtosis reveals no significant issues. The distribution appears symmetric, showing no signs of skewness. Moreover, there is no extreme kurtosis, as the bell-shaped curve closely matches the superimposed normal curve, indicating that the distribution is neither excessively peaked nor overly flat. Although there are a few residuals that fall outside the -3 to 3 range, these potential outliers are relatively few and do not significantly affect the overall normality of the residuals. The presence of these outliers is not uncommon and is unlikely to adversely impact the regression analysis given their limited number. The histogram of the regression standardized residuals for the performance of garment projects suggests that the residuals are approximately normally distributed. The mean is close to zero, and the standard deviation is close to one, as expected. The bell-shaped distribution, with residuals concentrated around the mean and tapering off symmetrically, supports the normality assumption. While there are a few outliers, their presence does not

undermine the overall normality of the residuals. This analysis corroborates the findings from the P-P plot, confirming that the regression model satisfies the assumption of normally distributed errors. This validation is crucial for the integrity of the regression analysis and its inferences.

4.13 Autocorrelation Assumption Test

Autocorrelation in the context of regression analysis refers to the correlation between the residuals (errors) of a regression model (Gujarati & Porter, 2021). When autocorrelation is present, it indicates that the residuals from one observation are correlated with the residuals from neighboring observations, violating the assumption of independence of errors. Stock and Watson (2022) emphasize that the Durbin-Watson test helps researchers assess whether there is a systematic pattern of residual autocorrelation, which is essential for ensuring the reliability of regression results when using research questions. Through detecting and addressing autocorrelation, researchers can avoid biased parameter estimates and incorrect statistical inferences, thereby enhancing the validity of their research findings.

The assumption of independence, particularly testing for autocorrelation, was evaluated using the Durbin-Watson statistic. This test is instrumental in determining the presence of correlation among residuals in a regression analysis. Porter and Brooks (2022) endorse the Durbin-Watson statistic as an effective method for detecting autocorrelation in regression models.

Table 4. 11: Autocorrelation of data

Model	R Square	Standard Error of the Estimate	Durbin -Waston
1	0.7552	0.158	0.162
a. Predictors: (Constant), MAPPING RISKS, ASSIGNING TASKS, ALLOCATING RESOURCES, SCHEDULING MILESTONES			
b. Dependent Variable: PERFORMANCE OF GARMENT PROJECTS			

Source: Author 2025

The provided table contains summary statistics from a regression analysis aimed at predicting the performance of garment projects based on several predictors: mapping risks, scheduling milestones, assigning tasks and allocating resources. The R Square (R^2) value is 0.7552. Such a high R^2 value indicates that the model fits the data exceptionally well, capturing almost all the variation in the dependent variable with its predictors. The Standard Error of the Estimate, which is 0.158, measures the average distance that the observed values fall from the regression line. A lower standard error indicates that the data points are closer to the regression line, implying high precision in the model's predictions. In this case, the standard error is quite low, signifying that the model's predictions are highly precise. The Durbin-Watson statistic, with a value of 0.1627, tests for the presence of autocorrelation in the residuals from the regression analysis. Values of the Durbin-Watson statistic range from 0 to 4, where a value of 2 suggests no autocorrelation, values less than 2 indicate positive autocorrelation and values greater than 2 indicate negative autocorrelation. A value of 0.1627 suggests a positive autocorrelation, indicating that autocorrelation is not a significant concern for this model. The regression analysis statistics indicate a very strong model fit. The high R^2 value suggest that the model is highly effective in explaining and predicting the performance of garment projects. The Durbin-Watson statistic suggests that autocorrelation is not a major issue, further validating the

reliability of the model. Generally, these statistics imply that the model is well-specified and reliable for understanding and predicting the performance of garment projects.

4.14 Regression Analysis Anova Table

Table 4. 12: Regression Analysis ANOVA Table

ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	4	859.6942828	214.92357	6352.941	0			
Residual	1122	37.95789116	0.0338306					
Total	1126	897.6521739						
	<i>Coefficients(b)</i>	<i>Standard Error(e)</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Bo	0.133871878	0.025894978	5.1698008	2.77E-07	0.08306384	0.1846799	0.083063845	0.18467991
X1	0.233207887	0.018192706	12.818757	3.33E-35	0.19751233	0.2689034	0.197512332	0.268903443
X2	0.256243752	0.032050928	7.9948934	3.2E-15	0.19335725	0.3191303	0.19335725	0.319130255
X3	0.04641298	0.021101421	2.1995191	0.028044	0.00501029	0.0878157	0.005010292	0.087815668
X4	0.432976197	0.032251068	13.425174	3.23E-38	0.369697	0.4962554	0.369697003	0.496255391

The overall regression model is highly significant, indicating that the combined effect of the examined factors explains a substantial portion of the variability in the performance of garment projects. The model's F-statistic of 6352.941 and a p-value close to zero demonstrate that the predictors collectively have a strong impact on performance of garment projects. The coefficient for assigning tasks is 0.0464, with a p-value of 0.0280. This indicates a statistically significant positive relationship between effective task assignment and projects performance. In practical terms, for each unit increase in the effectiveness of task assignment, the performance of the garment projects is expected to increase by 0.0464 units, assuming other factors remain constant. Although this factor has a positive impact, its effect size is relatively small compared to other factors. Scheduling milestones have a coefficient of 0.2562 and a highly significant p-value of 3.20E-15. This strong positive relationship suggests that improving the scheduling of milestones significantly enhances garment

project performance. Specifically, for each unit increase in effective milestone scheduling, performance is expected to increase by 0.2562 units. This substantial impact underscores the importance of establishing clear and achievable milestones for driving the success of garment projects. Resource allocation is the most influential factor, with a coefficient of 0.4330 and an extremely significant p-value of $3.23E-38$. This indicates that for each unit increase in effective resource allocation, the performance of garment projects is expected to increase by 0.4330 units. The strong impact of resource allocation highlights its critical role in ensuring that materials, finances, and human capital are utilized efficiently to maximize productivity and output. The coefficient for mapping risks is 0.2332, with a highly significant p-value of $3.33E-35$. This indicates a strong positive relationship between effective risk mapping and performance. Each unit increase in risk mapping effectiveness is associated with a 0.2332 unit increase in performance. This finding suggests that identifying and managing risks proactively is crucial for enhancing the performance of garment projects.

While task assignment positively affects performance, its effect is relatively modest. Projects should ensure that tasks are distributed clearly and effectively to improve overall operational efficiency. Establishing clear, realistic milestones is essential. Investing in robust scheduling tools and practices can ensure that milestones are met on time, significantly enhancing Project's project performance. Resource allocation has the most substantial impact on performance. Prioritizing strategies for efficient resource allocation will ensure that all necessary resources are available and utilized effectively, thereby boosting productivity and output. Effective risk management is vital for sustaining and improving performance. Developing comprehensive risk mapping and mitigation strategies will help projects identify potential challenges early

and address them proactively. The regression analysis reveals that scheduling milestones, allocating resources, and mapping risks are critical factors that significantly enhance the performance of garment projects. While assigning tasks also contributes positively, its impact is less pronounced. To achieve better performance and sustainable growth, garment projects should focus on optimizing these key areas.

4.15 Discussion of the Study Findings

This study investigated the effect of task assignment, scheduling milestones, resource allocation, and risk mapping on the performance of garment projects. Comparing the results of this study with previous research reveals a strong alignment in the factors affecting garment project performance. This study found resource allocation to have the strongest impact on performance of the projects, with significant positive effects. Karanja (2018); Njuguna and Mungai (2020) emphasized the critical role of effective resource management in enhancing productivity and profitability. This study confirms that efficient allocation of resources is crucial for the performance of garment projects, consistent with earlier findings emphasizing the importance of managing resources effectively to achieve better outcomes. This study identified scheduling milestones as having a significant positive effect on performance. Mwangi and Otieno (2019) found that proper scheduling improves operational efficiency and output. The study supports previous research by demonstrating that effective scheduling is essential for operational efficiency, leading to better performance in garment projects. This study demonstrated that risk mapping significantly impacts performance of garment projects.

Njuguna and Mungai (2020) stressed the importance of risk management in sustaining performance and maintaining competitive advantage. This study aligns with earlier studies by showing that proactive risk mapping and management are key to enhancing

the resilience and performance of garment projects. This study found task assignment to have a statistically significant, albeit modest, effect on performance. While not always explicitly highlighted, aspects of task assignment can be related to broader resource management and operational practices discussed in studies like Karanja (2018). This study adds to the understanding by specifically quantifying the impact of task assignment, which complements previous insights on resource and operational management. This study did not explicitly focus on leadership style or employee motivation.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This chapter provides a summary of the findings alongside a thorough discussion and conclusion drawn from the analyzed results. Based on these conclusions, well-grounded recommendations are proposed for policymakers. Furthermore, the chapter concludes by suggesting potential future research avenues that can contribute to the existing body of knowledge and offer valuable insights that complement and enhance the current study.

5.1 Summary of Findings and Discussions

The primary objective of this study was to determine the effect of implementation strategies on the performance of garment projects in Eldoret City, Uasin Gishu County, Kenya. The study examined four research questions that aimed to establish the effect of mapping risks on the performance of garment projects in Eldoret City, to assess the effect of scheduling milestones on the performance of garment projects in Eldoret City, to investigate the effect of assigning tasks on the performance of garment projects in Eldoret City and to analyze the effect of allocating resources on the performance of garment projects in Eldoret City. The following section presents a summary of the findings and a discussion of the existing literature.

5.1.1 Mapping Risks and Performance of Garment Projects

The analysis of the data on risk mapping in garment projects reveals several important findings that speak directly to the study's objective of examining the effect of risk mapping on project performance. The results demonstrate that risk mapping is not only formally established within these projects but also thoroughly integrated across

project activities and responsibilities. This comprehensive approach to risk management appears to positively influence key performance indicators such as operational efficiency and stakeholder satisfaction. First, the data show that respondents generally agree that a formal process for risk mapping exists within their projects, with a mean score of 3.89. This suggests that garment projects have systematic procedures in place to identify, assess and monitor risks which is a fundamental prerequisite for effective risk management. Such formalization implies that projects do not address risks in an ad hoc manner but utilize codified processes to guide risk identification and mitigation. This finding aligns with Mukalay & Wabala, 2025, who emphasize that formal risk management practices enhance project outcomes through systematic risk identification and response planning, reducing uncertainties during project execution. Moreover, the scope of risk mapping within these projects appears broad and comprehensive, with a mean score of 3.83 indicating coverage across the entire project lifecycle. This is crucial in garment projects operating in dynamic environments with multiple risk points across design, production, supply chain and delivery. Such comprehensive application of risk mapping is consistent with findings from the textile and fashion industry, where integrating risk management throughout project phases contributes to sustained operational continuity and quality assurance (Owuor, 2024). These findings underscore that risk management is integrated within the broader project framework for effective outcome monitoring. The clear assignment of responsibility for maintaining risk documentation, with an average score of 3.92, is another key element supporting effective risk management. Accountability ensures timely maintenance and review of risk records, preventing gaps and overlaps in risk responses. This supports the conclusions of Gachie (2017) who found that clearly defined roles in risk

documentation foster smoother project execution and improved decision-making. Regular field observations for risk identification, scored at 3.97 combined with the use of structured checklists (4.03), demonstrate a proactive and disciplined approach to risk detection. The use of standardized tools enhances consistency, reducing the chances of overlooking critical risks during inspections. The systematic nature of this approach reflects a mature risk management culture, as supported by guidance from quality assurance frameworks in the textile sector emphasizing periodic review and structured assessments to mitigate operational failures (McGowan, 2023).

When examining the effect of risk mapping on project outcomes, the study's findings become even more significant. Respondents strongly agreed that risk mapping enhanced operational efficiency, reflected by the mean score of 4.04. This aligns with prior studies indicating that early identification and management of risks lead to optimized resource use and minimized disruptions (Mukalay & Wabala, 2025). Furthermore, the positive impact on stakeholder satisfaction, with the highest mean of 4.24 reflects the importance of risk management in fostering trust and collaboration. Effective risk mapping reassures all project stakeholders, enhancing communication and support similar to the conclusions from stakeholder management literature emphasizing engagement as a core risk mitigation strategy (Gachie, 2017). The consistency and validity of these positive perceptions are further supported by the negative skewness values ranging between -0.35 and -1.27, indicating that most respondents rated these aspects favorably. The kurtosis values, which are near zero or positive suggest moderate variability and general consensus across respondents. These distribution characteristics reinforce the robustness of the findings indicating that positive assessments of risk mapping's role in project performance are widely shared.

5.1.2 Scheduling Milestones on Performance of Garment Projects

The findings indicate that clear schedules and well-defined milestones are integral parts of effective project management that influence successful project outcomes, consistent with the study's objective relating to scheduling's effect on garment project performance. The mean score of 3.73 for the presence of clear and detailed schedules across projects suggests that most respondents recognize the importance of mapping timelines and activities. This formal scheduling creates a foundation on which project tasks are organized and coordinated to ensure smooth workflow. Similarly, studies in garment project management indicate that clear scheduling is essential for tracking deadlines, managing dependencies and aligning team efforts with project goals (Rukayat, 2024). Without clear schedules, projects risk delays and increased costs.

Employees' understanding of their responsibilities within the schedule scored a higher mean of 3.89, reflecting that roles and expectations are communicated effectively. Proper role clarity within schedules mitigates confusion and supports accountability, a point emphasized by project management frameworks that advocate assigning responsibility for milestones and deliverables to specific individuals or teams to boost ownership (Productive, 2025). Milestones received strong positive ratings across multiple items, including their use for progress tracking (3.75), early issue identification (3.92) and deadline adherence (3.96). These results indicate that milestones are actively used not only to monitor advancement but also to anticipate and manage potential problems before they escalate. The strategic use of milestones as project checkpoints allows project managers to intervene timely, aligning with best practices highlighted in project scheduling literature where milestones serve as crucial performance markers (Tensix, 2021). They provide clear signs of progress and help focus efforts on achieving deliverables on time.

Proper scheduling and milestone management reflected the highest mean score of 4.10, emphasizing respondents' perception that these tools directly improve project outcomes. This supports observations from garment industry experts who argue that effective timelines and milestone tracking lead to better resource allocation and help meet quality and delivery targets efficiently (Makers Valley, 2022). Further, awareness among stakeholders of their milestone targets (3.97) contributes to synchronized efforts and reduces project risks by ensuring all parties are aligned on what needs to be achieved and when. The skewness values being negative, particularly for milestones (-1.054 and -1.115), suggest that responses skew toward agreement, reinforcing a consensus that scheduling and milestones are well-established practices positively impacting project performance. Kurtosis values near zero or slightly positive point to relatively stable response distributions without extreme variability, indicating broad agreement among respondents. These findings demonstrate that clear scheduling combined with strategically set milestones enhances garment project performance by providing structure, clarity, and timely checkpoints. Such scheduling enables project teams to manage time effectively, anticipate challenges early, and meet deadlines, all of which are essential for competitive garment production cycles. The evidence aligns with academic and industry insights that advocate milestones as critical tools for streamlining project delivery, increasing accountability, and ultimately improving project success rates. Therefore, the study concludes that proper scheduling and milestone management have a demonstrable beneficial effect on garment project performance. Project managers who implement clear schedules and align stakeholders around milestones are more likely to experience efficient operations and successful project delivery. These practices are critical for the garment sector where fast turnaround, quality control and coordination

across diverse teams and supply chains determine competitiveness. Continued focus on improving project scheduling and milestone tracking is recommended as a strategic approach to advance garment project results.

5.1.3 Assigning Tasks on the Performance of Garment Projects

The findings suggest that clearly defined goals, task allocation, communication and managerial oversight play critical roles in enhancing garment project outcomes. First, the presence of clearly defined goals for each task with a mean score of 3.87 reflects an understanding among respondents that clarity in task objectives is essential for guiding project execution. This clarity aligns with recognized project management practices that emphasize setting specific, measurable goals to keep project teams focused and aligned (Shamsuzzaman, 2025). Moreover, assigning tasks to specific stakeholders scored a lower mean of 3.49, indicating some variation or room for improvement in ensuring that responsibility for tasks is explicitly assigned. Task ownership is crucial for accountability, avoiding overlaps and ensuring timely completion as supported in task management principles revealing the importance of clear ownership to avoid confusion (Salesforce, 2025). Regular communication of progress updates to stakeholders, with a mean of 3.86, points to an established flow of information critical to project transparency and collaborative decision-making. Continuous updates help detect deviations early and enable prompt corrective actions, consistent with general project management frameworks advocating frequent monitoring and stakeholder engagement for project success (Chowdhury, 2019).

The practice of task adjustments to optimize workflow scoring 3.80, reflects flexibility and responsiveness in managing project activities which is vital in garment projects due to the complex and rapidly changing production environment. This echoes findings that adaptive task management enhances workflow efficiency and

overall productivity. Importantly, respondents perceive that proper task assignment has increased project outcomes (mean 3.78), and the high score for the manager's responsibility in task creation and management (mean 4.95) highlights the centrality of leadership in coordinating project tasks effectively. Managerial control ensures alignment of tasks with project objectives and timely execution, as supported by studies emphasizing the leadership role in task planning and control (Suhartini, 2024). Stakeholder involvement in goal setting scored 3.90, suggesting collaborative goal development, which fosters ownership and commitment, thereby improving task performance and project outcomes. Collaborative approaches have been identified as key success factors in dynamic industries like fashion, requiring alignment among diverse actors for effective execution (McKinsey, 2024). Negatively skewed values for most variables (-0.695 for progress updates and -0.870 for stakeholder involvement) indicate majority agreement, reflecting consensus on the effectiveness of these task management practices. Kurtosis values close to zero indicate moderate distribution peakness, implying relative consistency in responses. The findings affirm that well-defined task assignment, clear goals, continuous communication, adaptive management and strong leadership play integral roles in enhancing garment project performance. These elements support efficient workflow, accountability, and timely delivery of project objectives, aligning with established research in project and task management in fashion and manufacturing sectors. Thus, effective task assignment is a significant contributor to the success of garment projects. Project managers who define clear goals, assign responsibilities, maintain communication, and involve stakeholders in planning are better positioned to optimize project outcomes. This evidence supports ongoing investment in task management training and systems that promote clarity, collaboration and flexibility in garment project execution.

5.1.4 Allocating Resources on Performance of Garment Projects

The findings align closely with established literature that underlines the critical role of efficient resource management in complex manufacturing environments like the garment industry. First, the mean score of 3.85 for the use of systematic processes to identify necessary resources demonstrates that garment projects adopt structured approaches. This structured approach to resource identification is vital for ensuring that all necessary inputs such as raw materials, labor, and equipment are planned effectively. According to Kumar and Singh (2022) efficient resource allocation enhances supply chain and production performance in textile and apparel manufacturing by minimizing operational disruptions and optimizing workflows. Stakeholder involvement in the resource identification process scored 3.83 indicating collaborative efforts to assess resource needs. Engaging relevant stakeholders ensures that resource allocation decisions are informed by operational realities and expertise, enhancing accuracy and buy-in. This concurs with Al-Mashaqbeh and Al-Zoubi 2023, who assert that inclusive resource planning improves project execution by leveraging diverse insights and fostering accountability. Estimation accuracy, with a mean of 3.81, and the use of previous project data for resource estimation, scoring 4.05 reflect that garment projects rely on historical data and experience to project resource needs reliably. Utilizing past data reduces guesswork and enhances precision in planning. Selva & Karuppuswamy, 2024 emphasize that using methodologies like the Critical Path Method (CPM) in garment production aids optimized resource allocation ensuring critical task dependencies are managed efficiently to reduce project duration and costs.

Resource tracking systems, rated at 3.85, are also in place to monitor resource utilization effectively. Proper tracking allows timely identification of variances and

supports corrective actions, minimizing waste and inefficiencies. Accurate tracking is essential for cost control and maintaining production quality, as discussed by Fernando (2024) who stresses that Material Resource Planning (MRP) systems in apparel manufacturing improve demand forecasting and resource optimization. Flexibility in reallocating resources scored the highest at 4.10 underscoring the importance of adaptability in dynamic project environments. Projects that can adjust resource allocations in response to changing needs are more resilient to uncertainties and delays. This flexible resource management supports the observations of Teshome (2024) who links adaptive resource allocation to enhanced productivity and reduced bottlenecks in assembly line balancing in garment manufacturing. In terms of distribution, the negatively skewed responses indicate a general agreement that these resource allocation practices are well implemented and beneficial. Kurtosis near or above zero shows moderate variation suggesting broad consensus among respondents. These findings confirm that systematic, data-driven, collaborative and flexible resource allocation practices are pivotal in elevating garment project performance. They enable efficient workflow, cost containment and adaptability which are crucial given the complexities and competitive pressures in the garment industry. The consistent use of historical data for estimation, stakeholder engagement in planning, real-time resource tracking and dynamic adjustments collectively contribute to improved production outcomes. Therefore, this study concludes that efficient resource allocation positively impacts garment project performance by optimizing the use of inputs and enhancing operational responsiveness. The findings support recommendations by Kumar and Singh (2022); Selva and Karuppuswamy (2024); Fernando (2024) to prioritize structured resource management systems and flexible planning frameworks in garment project management for sustainable success.

5.2 Conclusion

The primary objective of this study was to determine the effect of implementation strategies on the performance of garment projects in Eldoret City, Uasin Gishu County, Kenya. After deeply examining the findings of the study, the following conclusions were made about the effect of the variables under study. Effective risk mapping enhances operational efficiency by minimizing disruptions and ensuring smooth processes leading to achievement of the project results. Projects with robust risk management strategies are better positioned to handle challenges resulting in consistent performance and stability. Proper scheduling of milestones ensures projects stay on course, resources are utilized efficiently and operational efficiency is maintained. This strategic approach leads to improved customer satisfaction and overall Project performance by keeping operations aligned with goals. Active task assignment ensures optimal resource allocation, facilitates efficient workflow and mitigates project risks. This foundation is critical for operational success leading to improved project performance and achievement of project outcomes. Strategic resource allocation ensures the availability of necessary materials and personnel, optimizing resource utilization and enhancing productivity. This leads to improved project performance and overall project success by minimizing waste and maximizing efficiency. Necessitate adaptive strategies in production planning, enhancing resilience and operational efficiency. Effective implementation of risk mapping, milestone scheduling, task assignment, and resource allocation significantly enhances the performance of garment projects in Eldoret City. These strategies improve operational efficiency, customer satisfaction, and overall project success.

5.3 Recommendations

Based on the study findings, several recommendations are proposed to enhance the performance of garment projects in Eldoret City.

5.3.1 Recommendations for Practice

The implementation of effective strategies plays a crucial role in enhancing the performance of garment projects in Eldoret City, Kenya. One of the key recommended strategies is thorough risk mapping. This involves systematically identifying potential risks that might affect the project's progress, whether financial, environmental or operational. Through proper mapping of these risks early, garment projects can prepare mitigation plans that reduce the likelihood of disruptions, thereby sustaining smooth operations and improving overall project outcomes. Equally important is the scheduling of milestones. Establishing clear and realistic milestones allows project teams to track progress concretely and manage time effectively. Milestones act as checkpoints that ensure the project moves forward as planned, prompting corrective actions whenever delays or deviations occur. For garment projects where timely delivery is often central to competitiveness, milestone scheduling fosters accountability and coordination among teams, thus enhancing timely completion and better performance. Assigning tasks based on the skillsets and availability of team members directly impacts project efficiency and quality. Clear task assignments clarify roles and responsibilities, eliminating confusion and duplication of effort. This leads to higher productivity and morale as individuals understand their contributions to the project's success. Task assignments should also include defined objectives and deadlines to guide execution and improve performance. Resource allocation is another pillar of project success for garment projects. Optimal allocation ensures that available financial, material and human

resources are used efficiently without waste. Resource planning should be detailed and dynamic, adapting to the changing demands of the project. For instance, in garment production, monitoring the availability of materials and machinery maintenance is critical to avoid downtime and cost overruns. Continuous review and adjustment of resource use support smoother operations and cost-effective project delivery.

Together, these strategies risk mapping, milestone scheduling, task assignment and resource allocation form an integrated approach that strengthens the performance of garment projects in Eldoret. Their consistent implementation leads to improved project performance, timely completion, quality output and resource efficiency. Adopting such comprehensive management practices is especially vital in the dynamic and competitive environment of garment manufacturing where Kenyan projects strive to meet both local and global market demands while addressing sustainability challenges effectively. Therefore, garment project managers in Eldoret are recommended to prioritize these strategies as standard practice to assure successful project delivery and contribute to the growth of the local garment industry in a sustainable manner. This approach supports competitiveness, environmental responsibility and long-term viability of garment projects in Kenya and beyond.

First, strengthening risk mapping practices is essential. Projects should proactively identify potential risks and develop strategies to mitigate them, which helps minimize disruptions and maintain operational efficiency. Regular reviews and updates of risk management plans ensure they remain relevant and effective. Additionally, providing ongoing training for project management stakeholders on risk management practices ensures everyone understands their role in identifying and managing risks. Optimizing the scheduling of milestones is another critical area. Developing detailed project plans

with clearly defined milestones allows for progress monitoring and timely adjustments. Establishing regular checkpoints to review progress and make necessary adjustments helps keep projects on track and ensures efficient resource utilization. Utilizing project management software can facilitate the scheduling and tracking of milestones, improving overall efficiency and coordination. Enhancing task assignment processes is also crucial. Tasks should be clearly defined and assigned to appropriate personnel to optimize resource allocation and productivity. Fostering an environment of open communication where team members understand their roles and responsibilities leads to a cohesive and productive team. Implementing feedback mechanisms allows for continuous improvement of task assignment processes and prompt addressing of any issues. Improving resource allocation strategies is vital for the success of these projects. Developing strategic resource allocation plans ensures the availability of necessary materials and personnel, preventing delays and supporting timely project execution. Involving stakeholders in the resource allocation process ensures their needs and perspectives are considered, leading to better resource management. Training programs for project managers can enhance their skills in resource estimation and allocation, ensuring efficient use of resources.

5.3.2 Theoretical Implication

The theoretical implications of implementation strategies on project performance, particularly in the context of garment projects are deeply rooted in established project management and organizational change theories. Project implementation theory posits that implementation is a series of planned, purposeful steps taken by managers and stakeholders to instigate and institutionalize change within an organizational setting. It emphasizes that successful implementation depends on effective planning, coordination and control of project activities despite inherent risks and uncertainties.

This theory underlines the critical role of managers in creating environments conducive to the survival and rooting of changes introduced by the project, ultimately aiming to meet stakeholder satisfaction while adhering to time and resource constraints. Risk mapping in projects is theoretically linked to risk management frameworks which advocate a structured process of identifying, assessing and prioritizing risks to enable proactive mitigation planning. The theory suggests that understanding the nature and impact of risks allows project teams to anticipate potential disruptions and devise strategies that enhance organizational resilience. This aligns with principles from contingency theory which argues that project management must be adaptable to varying internal and external uncertainties.

Scheduling milestones draws from time management and goal-setting theories that highlight the importance of breaking down projects into manageable segments with defined checkpoints. This segmentation fosters better control and progress tracking, facilitating motivation and accountability among team members. Theoretically, milestones function as cognitive anchors that help in resource allocation and decision-making ensuring the project stays aligned with its goals in a dynamic environment. Task assignment theories emphasize the optimization of human resources through aligning tasks with the skills and capacities of team members. Role theory further supports this by explaining how clearly defined roles and responsibilities reduce ambiguity and enhance collaboration, ultimately improving task efficiency and project output quality. Resource allocation theories including critical path and resource leveling models provide a theoretical basis for the strategic distribution of resources to meet project objectives effectively. These theories focus on balancing resource availability with project demands to optimize productivity while minimizing delays and costs. They also relate to systems theory, suggesting that projects should be seen

as interrelated components that require harmonious resource flow for successful execution. Collectively, these theoretical frameworks imply that meticulous implementation strategies grounded in recognized project management principles increase the likelihood of project success by fostering structured planning, proactive risk management, efficient resource use and clear role definition. For garment projects in Eldoret City, applying these theoretical insights supports the development of robust management practices that not only navigate complexities but also align project activities with strategic goals, ultimately enhancing project performance and sustainability.

The theoretical implications of the findings from this study on garment projects in Eldoret City are profound and multi-faceted, contributing to several key areas of management and organizational theory. The findings align with the principles of Risk Management Theory which posits that effective risk identification, assessment and mitigation are essential for project stability and success. The strong correlations between risk mapping and overall performance as observed in the study support the theoretical premise that proactive risk management can prevent disruptions and enhance operational efficiency. This reinforces the idea that garment projects which often operate with limited resources, can significantly benefit from systematic risk management practices. The findings related to resource allocation highlight the importance of efficient resource management as posited by the Resource-Based View (RBV) of the firm. According to RBV, a firm's resources and capabilities are critical determinants of its competitive advantage and performance. The study's emphasis on strategic resource allocation, stakeholder involvement, and training aligns with the RBV perspective that effectively managing and deploying resources enhances a firm's productivity and market position. The positive correlations between resource

allocation and project performance further validate the RBV theory, suggesting that garment projects can achieve sustained competitive advantage through optimized resource management.

The implications for task assignment and gender diversity are significant in the context of Human Capital Theory. This theory posits that investments in human capital such as skills development and effective workforce management lead to improved project performance. Effective task assignment ensures that human resources are utilized optimally while promoting gender diversity can bring diverse perspectives and foster innovation thereby improving overall performance. The study also contributes to Project Management Theory by emphasizing the importance of scheduling milestones and their impact on performance. Project Management Theory advocates for structured planning, monitoring and control mechanisms to achieve project success. The strong positive impact of scheduling milestones on operational efficiency and stakeholder satisfaction, as found in the study aligns with the theoretical principles of project management. This reinforces the view that well-defined milestones and regular progress evaluations are crucial for keeping projects on track and ensuring that resources are used efficiently. The findings on resource allocation and sustainability practices resonate with Stakeholder Theory, which argues that organizations must consider the interests and needs of all stakeholders to achieve long-term success. The study reveals the importance of involving stakeholders in resource allocation processes and adopting sustainability practices that meet regulatory and stakeholder expectations. This aligns with Stakeholder Theory's premise that addressing stakeholder concerns leads to better decision-making and improved organizational performance. The study's findings suggest that garment

projects can enhance their legitimacy and performance by actively engaging with stakeholders and prioritizing sustainability.

5.3.3 Recommendations for Further Research

Based on the findings of this study, several avenues for further research can be recommended to deepen the understanding of the effect of implementation strategies on the performance of garment projects in Eldoret City and beyond.

First, further studies should investigate the influence of managerial skills and human resource capacity on the performance of garment projects. Considering the dynamic and labor-intensive nature of garment projects, qualitative case studies combined with descriptive surveys would be optimal. These methods can explore how management competencies and workforce capabilities enhance or constrain project outcomes supported by statistical analysis of survey data to establish causal relationships. Second, the role of financial access and competitive environments on garment project implementation and success warrants detailed examination. Quantitative correlation and regression analyses using questionnaire data from project managers and financiers can elucidate these critical factors while qualitative interviews add depth by uncovering contextual barriers and enablers especially in the Kenyan setting. Third, an analysis of milestone scheduling's effectiveness in garment project timelines remains an understudied area. Longitudinal study designs that track projects over time coupled with schedule performance metrics and time-series analysis, can shed light on how milestone management drives punctuality and resource optimization in garment projects. Fourth, exploring sustainable procurement and environmental management practices at the project level would be valuable given the industry's increasing focus on eco-friendly production. Mixed-method research integrating document reviews, stakeholder interviews and surveys can provide a comprehensive understanding of

adoption levels, challenges and best practices within garment projects. Fifth, there is a need to study the impact of internal management support on project adoption and performance, particularly regarding sustainable initiatives. Experimental or quasi-experimental designs that assess projects before and after interventions promoting internal support structures could reveal causal impacts. Lastly, investigations into the operational practices within textile and garment projects including efficiency of resource allocation and task assignment are recommended. Ethnographic methods combined with process mapping and workflow analyses may provide rich, practical insights into improving project execution. Future research should consider longitudinal studies to observe the long-term effects of risk mapping on the performance of garment projects. This would provide insights into how risk management strategies evolve and their sustained impact on operational efficiency and stakeholder engagement.

Conducting comparative studies across different regions or Cities can help determine if the implementation strategies that are effective in Eldoret City are equally effective in other regions. This can shed light on regional variations and the need for tailored strategies. Investigate the role of technological advancements in enhancing the effectiveness of implementation strategies. For instance, how the adoption of project management software, automation and other technologies can improve risk mapping, milestone scheduling, task assignment and resource allocation.

Research could assess the effectiveness of training programs aimed at improving skills in risk management, resource allocation and project management. This can help in designing more effective training interventions that enhance project performance. Future studies could focus on the direct relationship between resource allocation strategies and financial performance. This would provide a clearer picture of how

strategic resource allocation translates into financial gains for garment projects. Exploring the impact of local and national policies on the performance of garment projects can provide insights into how regulatory environments effect the effectiveness of implementation strategies. This can inform policy recommendations to support the garment industry. Researching the role of leadership in the successful implementation of risk mapping, scheduling milestones, task assignment, and resource allocation could provide a deeper understanding of how leadership styles and practices effect project performance. Future research could explore how the integration of multiple implementation strategies (risk mapping, milestone scheduling, task assignment and resource allocation) impacts project performance. This would provide a holistic view of how these strategies work together to enhance operational efficiency and project success. Together, these research avenues will enable a deeper understanding of garment project management dynamics in Kenya, offering actionable knowledge for practitioners and policymakers to optimize performance, sustainability and competitiveness. Employing a combination of qualitative and quantitative methods will ensure that emergent findings are both contextually relevant and empirically robust thereby solving the complex interplay of human, financial and environmental factors that shape garment project success.

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APPENDICES

Appendix I: Structured Survey Questionnaire

Introductory Letter to Questionnaire

Dear Respondent,

Am a Masters student of Project Planning and Management at Moi University. I am supposed to undertake a research project as part of my partial course requirements. I am developing a research project on the topic ‘*Effect of implementation strategies on the performance of projects; a case of garment projects in Eldoret City, Kenya*’.

It is in this regard that I write to request you to kindly provide accurate responses for the questions below to the best of your ability and in case of any clarification, don’t hesitate to ask. The study will be beneficial to project managers, scholars and other policymakers relevant to the study objectives.

Thank you in advance for choosing to be part of the team that will provide answers to these most important concerns to enable me to complete my project in time. May God bless you!

Yours faithfully,

A handwritten signature in blue ink that reads "Mathok M" with a dotted line underneath.

Mathok M

Section I: Demographic Information

1. What is the name of your garment project?

.....

3. What is the size of your project in terms of number of employees?

1-5 employees { }

6-10 employees { }

11-20 employees { }

21-50 employees { }

More than 50 employees { }

4. What is the total budget for your project?

Less than Kshs.50,000 { }

Kshs.50,000-Kshs. 500,000 { }

Above Kshs.500,000 { }

Section II: Assigning Tasks

Using a scale of 1-5, please indicate (tick) your level of agreement or disagreement with the statements provided hereafter:

1=Strongly Disagree (SD);2= Disagree(D);3=Neutral;4= Agree; 5=Strongly Agree (SA).

1. Our project (s) has clearly defined goals for each task

① ② ③ ④ ⑤

2. Tasks are clearly defined and assigned to specific stakeholder.

① ② ③ ④ ⑤

3. Regular progress updates are communicated to all relevant stakeholders

① ② ③ ④ ⑤

4. Task adjustments are made to optimize workflow and efficiency

① ② ③ ④ ⑤

5. Proper task assignment has increased project outcomes

① ② ③ ④ ⑤

6. The manager is responsible for creating and managing the schedules

① ② ③ ④ ⑤

7. Stakeholders are involved in the goal-setting process.

① ② ③ ④ ⑤

Section III: Scheduling Of Milestones

Using a scale of 1-5, please indicate (tick) your level of agreement or disagreement with the statements provided hereafter:

1=Strongly Disagree(SD);2= Disagree(D);3=Neutral;4= Agree; 5=Strongly Agree(SA).

1. Our project (s) has a clear and detailed schedule for each project.

1 2 3 4 5

2. Employees understand their responsibilities within the project schedule.

1 2 3 4 5

3. Milestones help us track the progress of our projects effectively.

1 2 3 4 5

4. We use milestones to identify and address potential issues early in the project.

1 2 3 4 5

5. Clear milestones have enhanced our ability to meet project deadlines.

1 2 3 4 5

6. Proper scheduling and milestones have increased project outcomes.

1 2 3 4 5

7. Project stakeholders are aware of the milestones they need to achieve.

1 2 3 4 5

Section IV: Allocating Resources

Using a scale of 1-5, please indicate (tick) your level of agreement or disagreement with the statements provided hereafter:

1=Strongly Disagree (SD);2= Disagree(D);3=Neutral;4= Agree; 5=Strongly Agree (SA).

1. We have a systematic process for identifying resources needed for each section.①②③④⑤

2. We involve relevant stakeholders in the resource identification process
①②③④⑤

3. We accurately estimate the quantity of resources required for each section.
①②③④⑤

4. Resource estimation is based on previous project data and experience
①②③④⑤

5. We have an effective system in place for tracking resource usage
①②③④⑤

6. We have a process in place for adjusting resources based on project needs.
①②③④⑤

7. We are flexible in reallocating resources to meet changing project requirements①②③④⑤

Section V: Mapping Of Risks

Using a scale of 1-5, please indicate (tick) your level of agreement or disagreement with the statements provided hereafter:

1=Strongly Disagree (SD);2= Disagree(D);3=Neutral;4= Agree; 5=Strongly Agree (SA).

1. Our project(s) has a formal process for risk mapping

1 2 3 4 5

2. The scope of our risk mapping covers the entire project

1 2 3 4 5

3. The responsibility for maintaining risk documentation is assigned

1 2 3 4 5

5. We conduct field observations regularly to identify risks

1 2 3 4 5

4. We use structured methods such as checklists during field observations.

1 2 3 4 5

5. Risk mapping has enhanced our operational efficiency.

1 2 3 4 5

6. Risk mapping has improved stakeholder satisfaction in our business

1 2 3 4 5

7. Risk mapping has led to better product quality

1 2 3 4 5

Section VI: Performance of Garment projects

Using a scale of 1-5, please indicate (tick) your level of agreement or disagreement with the statements provided hereafter:

1=Strongly Disagree (SD);2= Disagree(D);3=Neutral;4= Agree; 5=Strongly Agree (SA).

1. Our project outputs have been consistently growing in our project

1 2 3 4 5

2. We are satisfied with our outputs

1 2 3 4 5

3. We manage our operations efficiently

1 2 3 4 5

4. Our stakeholders are generally satisfied with our deliverables

1 2 3 4 5

5. We engage our stakeholders for major decisions

1 2 3 4 5

6. We meet our production capacity goals consistently

1 2 3 4 5

7. We have effective sustainability initiatives in place

1 2 3 4 5

Appendix III: Plagiarism Report**SR946**

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THESIS WRITING COURSE***PLAGIARISM AWARENESS CERTIFICATE***

This certificate is awarded to

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MS/PPM/5399/22

In recognition for passing the University's plagiarism

Awareness test for Thesis **entitled: EFFECT OF IMPLEMENTATION STRATEGIES ON THE PERFORMANCE OF SMALL-SCALE GARMENT ENTERPRISE-PROJECTS; A CASE OF GARMENT ENTERPRISES IN ELDORET CITY, KENYA** with similarity index of 14% and striving to maintain academic integrity.

Word count: 33546

Awarded by

A handwritten signature in blue ink, appearing to be 'Anne Syomwene Kisilu', written over a white rectangular background.

Prof. Anne Syomwene Kisilu

CERM-ESA Project Leader Date: 18/07//2025