



Volume and Issues Obtainable at Center for Sustainability Research and Consultancy

**Journal of Business and Social Review in Emerging Economies**

ISSN: 2519-089X &amp; ISSN (E): 2519-0326

Volume 10: Issue 4 December 2024

Journal homepage: [www.publishing.globalcsrc.org/jbsee](http://www.publishing.globalcsrc.org/jbsee)

## Professionalism of Project Management Team and Implementation of National Government Constituency Development Funded Projects in Kenya

**Amayo Meshack Otieno**, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

\***Jackline Akoth Odero**, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

**Ben Oseno**, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

\*Corresponding author's email: [jacklineodero@email.com](mailto:jacklineodero@email.com)

### ARTICLE DETAILS

#### History

*Revised format: Nov 2024*

*Available Online: Dec 2024*

#### Keywords

*Professionalism of Project Management Team, Implementation.*

#### JEL Classification

*M1, M2*

### ABSTRACT

**Purpose:** The study examined influence of Professionalism of Project Management Team on the Implementation of National Government-Constituency Development Funded Projects in Kenya.

**Design/Methodology/Approach:** Descriptive survey research design was adopted. The study targeted 1680 project management committee members out of which a sample size of 323 was drawn using Yamane's formula. Primary data was obtained by use of structured questionnaires and later analyzed by use of descriptive statistics which entailed mean as well as standard deviation and for inferential statistics the study used Pearson's correlation and simple linear regression.

**Findings:** The findings established that professionalism of project management team positively and significantly influenced implementation.

**Implications/Originality/Value:** This study lays emphasis on the importance of professionalism of project management team members while implementing projects. The conclusion may be of significance for the nation's development, particularly in terms providing the necessary workforce for the efficient governance and achievement of NG-CDF project objectives. The study findings may provide valuable literature for future research on professionalism of project management team and implementation.



© 2024 The authors, under a Creative Commons Attribution-NonCommercial 4.0

**Recommended citation:** Otieno, A. M., Odero, J. A. and Oseno, B. (2024). Professionalism of Project Management Team and Implementation of National Government-Constituency Development Funded Projects in Kenya. *Journal of Business and Social Review in Emerging Economies*, 10 (4), 457-466.

**DOI:** <https://doi.org/10.26710/jbsee.v10i4.3158>

### Introduction

The successful implementation of projects is critical. Many projects strive to attain their objectives, timelines set and cost required thus jeopardising their levels of quality as well as satisfaction of stakeholders. There are several elements that may cause failure of projects (Maqbool *et al.*, 2017). Several factors have

been found to influence implementation of project such as mission of the project, support by management, project teams, monitoring and feedback (Roba, 2014) and timely funding, stakeholder participation, project management skills and monitoring (Ndiragu & Gichuhi, 2019). Maritim (2013) indicated challenges faced by project management committees' (PMC's) as low education and training, inadequate resource allocation, marginally involving stakeholders, ineffective governance as well as inaccessibility to information. Reasons for project failure according to Standish Group (2013) include inappropriate definition of project scope poor project communication and lack of project management competencies.

Professionalism is a critical aspect of corporate governance, as it ensures that the management and board members of a corporation behave ethically and responsibly (Indudewi & Feronika, 2023). Professionalism entails observing the code of ethics, due diligence, dedication and commitment to the course, which has aspects of education level, skills and experience in governance. Professionalism of the project management team is a crucial factor as it ensures that firms are managed by competent and qualified professionals. Project teams can influence implementation of projects (Roba, 2014). Professionalism has benefits as it aids in enhancing performance (Ruzibiza, Shukla & Kibachia 2017; Ramadhani, Sanusi & Manan, (2018), audit quality (Napitupulu, Dewi & Wijaya, 2023) and implementation of projects (Omollo, 2015; Tiluk, Nyatuka & Mbotela, 2020). Professionalism has been measured in terms of qualifications, skills and expertise of the management team and board members (Indudewi & Feronika, 2023).

NG-CDF is a fund established to address socio-economic issues of development at constituency level to minimize poverty and enhance equity by way of stakeholder participation, separation of powers as well as delineation of both national and county governments. The fund has the board of National Government CDF (NG-CDF) managing it at the National level, the committees of NG-CDF manage it at the constituency level and the Project Management Committee (PMC) manage it in community level. Wachuru (2013) and Wafula (2017) noted that public projects had issues of delays and cost overruns which adversely affected their performance. The Auditor's Report (2021) for Homabay County identified several audit issues, including the operation of joint funds and delays in project delivery, which clearly indicated a failure in management.\

### **Statement of the Problem**

The NG-CDF program was formed to guide development efforts to local areas. Despite its importance in the society, cases of delays and cost overruns and management issues have been noted (Wachuru 2013, Owuor,2015,Wafula, 2017).Further note that projects have failed due to poor staffing as well as workers professionalism (Kirui, Kemei & Rotich, 2015). Studies on professionalism have attracted interest from scholars however the studies were conducted in different contexts; Jakarta's (Napitupulu, Dewi &Wijaya, 2023), Tanzania (Mrope, 2017) and Ethiopia (Nigatu, 2019). Moreover studies done in Kenya were done in varying sectors at Kenya Pipeline Company (Omollo, 2015) and Secondary schools (Tiluk, Nyatuka & Mbotela (2020). Further studies done in Kenyan Counties were done in Kiambu (Gathoni & Ngugi, 2016) and Laikipia (Ndirangu & Gichuhi, 2019) and not in Homabay County. To fill the highlighted gaps this study illuminates the influence of professionalism of project management team on implementation of National Government-Constituency Development funded projects in Kenya.

### **Main Objective**

To examine the influence of professionalism of project management team on implementation of National Government-Constituency Development funded projects in Kenya.

### **Study Hypothesis**

H01: Professionalism of project management team has no significant influence on implementation of the National Government-Constituency Development funded projects in Kenya.

### **The Resource-Based View Theory**

It was proposed by Werner Felt in 1984. It asserts that resources are the components that a firm introduces

into its business cycle. Resources are the distinctive qualities and attributes that set the organization apart from others. The resources are categorized into three primary groups: physical capital, human capital, and organizational capital. The organization's capacity to address emergent issues in strategy implementation is achieved through a mix of the aforementioned resources. The primary factor that distinguishes organizations in terms of their performance is the variation in resources and capacities possessed by each organization, rather than the external environment (Jiang, Luo, Xia, Hitt & Shen, 2023).

This theory is significant as it demonstrates how the NG-CDF committee can effectively utilize their human capital's capabilities, knowledge, expertise and experience to responsibly oversee the management of NG-CDF, thereby promoting successful implementation of projects. The committee's sole challenge is to effectively utilize the expertise, knowledge, experience, and personal attributes of all its members in order to leverage their collective capabilities and bring about positive change in the lives and fortunes of the people they serve through project implementation.

### **Empirical review on Professionalism of Project Management Team and Implementation of Projects**

Khalida, Rahmi and Anizar (2016) investigated the influence of professionalism and the code of conduct on the performance of engineers through the use of statistical analysis, specifically linear regression. The results indicated that engineers' performance is substantially influenced by both professionalism and adherence to the code of conduct. These results underscore the significance of upholding high professional standards within the engineering field to achieve overall excellence, emphasizing the significance of ethical behavior and professionalism in improving the performance of engineers.

Ramadhani, Sanusi and Manan (2018) examined the correlation between organizational performance, personnel performance, safety culture and professionalism. The study underscored the significance of aligning organizational objectives with the vision and mission as well as the role of personnel performance in determining organizational performance. The analysis was conducted using structural equation modeling, with a sample size of 185 individuals at Wing Air 2 Lanud Abdurachman Saleh Malang. The findings suggested that the performance of personnel and the performance of the organization were significantly impacted by professionalism and safety culture. Furthermore, the performance of personnel directly affected the performance of the organization, while professionalism and safety culture indirectly influenced the performance of the organization by influencing how personnel performed.

Napitupulu, Dewi and Wijaya (2023) investigated how work experience, professionalism and remote auditing affect audit quality in an accounting firm (public) in DKI Jakarta. The study was conducted on 100 auditors in DKI Jakarta. Findings demonstrated the quality of audits was significantly influenced by work experience and professionalism, while remote audits have no effect. It proposed that when auditing results meet certain requirements, like auditing and quality control standards, they are considered to be of high quality. A number of variables, including the audit procedure, the auditor's level of professionalism, and their work history, can affect the quality of an audit.

Mrope (2017) investigated the how procurement professionalism influenced Tanzania's public procurement function efficiency. Record management, personnel competency, staffing, independence of functions, and the presence of a Professional Code of Ethics and Conduct were all assessed. The investigation implemented a mixed-methods approach, which integrated quantitative and qualitative methodologies, and implemented a multistage stratified random sampling methodology for data acquisition. The regression analysis revealed a substantial correlation between procurement professionalism and a coefficient of 0.526. These results indicate that officials' compliance with procurement professionalism accounts for 53% of the variance in procurement function performance among public entities.

Nigatu (2019) conducted a study in Ethiopian Airlines Group examined the effect project managers competency had on project success The study utilize quantitative research method as well as explanatory research design. The study focused on knowledge, skill and attitude as the competencies. Regression

analysis results showed that project manager competency had a strong effect on project success.

Ruzibiza, Shukla and Kibachia (2017) assessed how project team's professional competence, team leadership competence and team social competence affected project performance in Rwanda. Design used was descriptive. Questionnaires were used for data collection and for analysis the study used Correlations. Findings confirmed professional competence was strongly and positively correlated to project performance, social competence had weak though positive correlation with project performance whereas leadership competence was insignificant though positively correlated to project performance.

Using descriptive research design Roba (2014) conducted a study in Moyale constituency in Kenya and established that project team can have an influence on project implementation. The study found that the project teams were highly committed to attain success of the project and recommended for the objectivity to be considered during project team appointment.

Gathoni and Ngugi (2016) did a study in Kiambu Constituency in Kenya's NG-CDF projects on project performance drivers confirmed that managerial skills influenced performance. Closed ended questionnaire was the data collection tool where data as gotten from project managers and analyzed using inferential and descriptive statistics. Omolo (2015) conducted a study targeting Kenya pipeline employees and project managers and noted that skills of technical staff had an impact on project management implementation such that critical skills influenced effective implementation. Data collection instruments were structured questionnaires that were structured as well as interview schedules. The study recommended for Project managers to have experience that is relevant as well as knowledge about the project technology. Ndirangu and Gichuhi (2019) conducted a study using cross sectional design in Laikipia County, Kenya and concluded that project management skills positively and significantly impacted on successful completion of CDF projects.

Tiluk, Nyatuka and Mbotela (2020) focused on how project management skills influenced Implementation of physical infrastructure in secondary schools in West Pokot and Trans Nzoia Counties, Kenya. Descriptive survey was the design used. Questionnaires as well as interview schedules were utilized to obtain data and analyzed descriptively whereas qualitative data was organized in themes and analyzed. Findings revealed that the Ministry of Education (MoE) provided training support to school heads and recommended for more capacity building activities for management teams in schools.

### Conceptual Framework

It entails variables that a researcher has operationalized so as to attain the study objectives (Ljungholm, 2014). The independent variable was Professionalism of project management team which had Education level of implementers, Skills and Experience in Governance as its indicators. In this study implementation of the NG-CDF funded projects was the independent variable and it was measured by the completion rate, timeliness and rate of fund absorption.

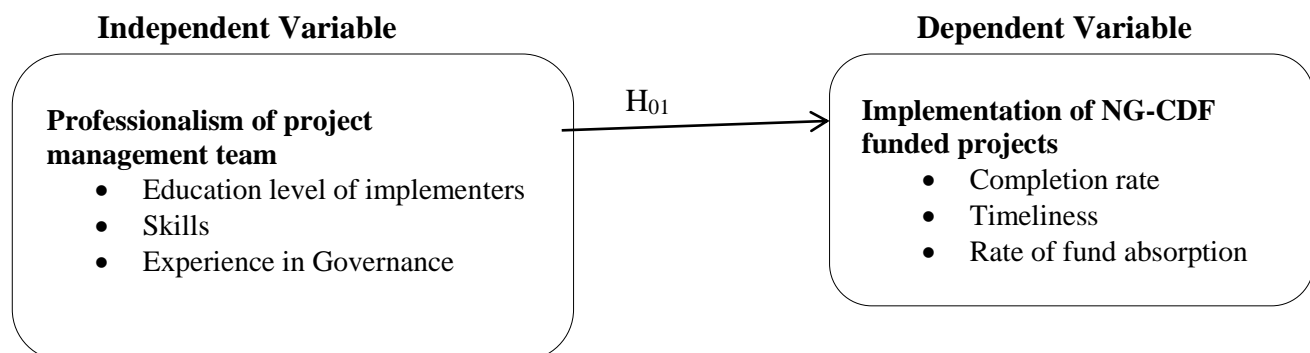


Figure 1: Conceptual Framework

**Methodology**

Descriptive survey design was adopted. The study’s population was 1680 project management committee (PMC) members of CDF’s in Homabay County. A sample size of 323 was ascertained using Yamane’s Formula. The study used stratified and also simple random as the techniques for sampling. Data was obtained by use of structured questionnaires. A pilot was done at Migori County. Ten percent of the target population of 323 respondents was deemed appropriate for the pilot study (Creswell, 2014). Validity of instrument was determined using content validity while Cronbach alpha ascertained the instrument’s reliability. For analysis of data descriptive statistics (mean and standard deviation) and inferential statistics (Pearson’s correlation and simple linear regression) analysis were employed. The regression model used was;

$$Y = B_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = Implementation of CDF projects,  
 B<sub>0</sub>= Constant,  
 B<sub>1</sub> = Beta Coefficient,  
 X<sub>1</sub>= Professionalism of project management team,  
 ε = error term.

**Data Analysis and Results**

**Rate of Response**

The percentage of completed questionnaires that respondents returned for analysis is known as the response rate. Table 1 displays the findings indicating that 323 individuals were contacted to take part in the survey. However, a total of 243 questionnaires were completed and returned, indicating a 75.2 % response rate which is considered favorable.

**Table 1: Response Rate**

	Number of Informants	Percentage
Response	243	75.2
Non-Response	80	24.8
Total	323	100

Source: Field Data (2024)

Table 1 displays the findings indicating that 323 individuals were contacted to take part in the survey. However, a total of 243 questionnaires were completed and returned, indicating a response rate of 75.2 percent, which is considered favorable for a research.

**Results for Descriptive and Inferential Analysis**

**Table 2: Results on reliability, Means, standard deviations and correlation of the study**

Variable	Reliability	M	SD	CORRELATION	of	Implementation
Professionalism management team	0.791	3.67	1.27	1	Professionalism management team	
Implementation	0.747	3.56	1.25	.455** .000 243		1 243

Note: M=mean SD=standard deviation, \*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2024)

**Reliability Analysis Results**

Results presented in Table 2 showed that the Cronbach alpha values were more than 0.7 as professionalism

of project management team had 0.791 and implementation had 0.747. The values were within the recommended 0.7 values (Pallant, 2005, Sekaran & Bougie, 2013).

### Descriptive Analysis Results

Results presented in Table 2 demonstrated that majority were in agreement with the statements on professionalism of management team ( $M=3.67$ ,  $SD=1.27$ ). This suggests that professionalism is key for success of NG-CDF projects. Findings compare favourably with Ndirangu and Gichuhi (2019) whose study established that PMC possess relevant project knowledge as well as skills. Majority agreed to statements made on implementation ( $M=3.56$ ,  $SD=1.25$ ). This implied that NG-CDF projects are completed and on time.

### Pearson Moment Correlation Results

Pearson moment correlation was utilized to ascertain the level of interrelation between the independent variable and dependent variable. The association between professionalism of management team and implementation of NG-CDF development projects was found to be positive (0.455) and also statistically significant ( $p < 0.05$ ). This indicates that there is a significant connection between professionalism and the implementation of NG-CDF projects. The correlation strength was moderate according to Cohen (1988) guidelines since it ranged between  $r = +.30$  to  $.49$ . The findings align with those of Napitupulu *et al.* (2023), which demonstrated that professionalism was essential for auditors to adhere to the audit standards and fulfil their responsibilities effectively.

**Table 3: Simple Linear Regression Results**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.455a	0.207	0.203	0.5187

a Predictors: (Constant), Professionalism of management team

Source: Field Data (2024)

Results presented in table 3 indicate that professionalism accounts for 20.7% of the overall variations in the implementation of NG-CDF projects, while the remainder which is 79.3% is attributable to other factors not examined in this study. The model's R Squared value of 0.207 provides support for this conclusion.

**Table 4: ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.898	1	16.898	62.806	.000b
Residual	64.842	241	0.269		
Total	81.74	242			

a Dependent Variable: Implementation

b Predictors: (Constant), Professionalism of management team

Source: Field Data (2024)

On the basis of the ANOVA results above in table 4, it's evident that the calculated model was statistically significant at a 99% level of significance. This is corroborated by the significance of the model's P-value ( $0.000 < 0.05$ ) and the estimated F value (62.806), which exceeds the crucial F value in the F tables. This suggests that professionalism is a reliable indicator of the successful execution of NG-CDF initiatives.

**Table 5: Regression Coefficient**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.097	0.196		10.68	0.000
Professionalism of management team	0.418	0.053	0.455	7.925	0.000

a Dependent Variable: Implementation

**Source: Field Data (2024)**

The coefficient estimates in the model in Table 5 suggest that professionalism was statistically significant ( $0.000 < 0.05$ ) and positive (0.418). The implementation of NG-CDF programs is significantly improved by 0.418 units for each unit increase in professionalism. Therefore, the null hypothesis that professionalism has no significant impact on the implementation of the NG-CDF projects in Kenya was thus rejected and the study made a conclusion that professionalism has a significant and positive effect on the implementation of the Kenya's NG-CDF projects in Kenya. Based on coefficient results, the regression model was formulated as follows:

$$Y = 2.097 + 0.418X_1$$

The results are corroborated by Khalida *et al.* (2016), who contended that professionalism is essential in the engineering profession and the modern globalized world, as it guarantees a competitive advantage. This study's findings are in agreement with those of Omolo (2015) and Gathoni and Ngugi (2016) who confirmed that staff technical skills and managerial skills influenced project implementation and performance respectively. Similar the results are echoed by Tiluk, Nyatuka and Mbotela (2020) established that project management skills influenced Implementation of physical infrastructure in secondary schools. Nigatu (2019) also proved that project manager competencies which entailed knowledge, skill and attitude had a strong effect on project success in Ethiopian airlines.

**Conclusion**

The study made a conclusion that professionalism of project management team had an influence on implementation of Kenya's NG-CDF projects. This implies that a unit increase in the level of professionalism results to improvement in implementation of NG-CDF projects. The study extends knowledge to theory and literature on how professionalism of the project management team enhances implementation.

**Recommendations**

The findings suggest that professionalism of the project management team is a key aspect that enhances implementation of Kenya's NG-CDF projects. It is thus inherent for County governments to ensure that the project management committee (PMC) members' education level is considered when appointing them. Further PMC members should possess relevant project knowledge and skills. Additionally they should be taken through regular trainings and they should have experience in governance.

**Areas for Further studies**

This study utilized descriptive survey as the research design thus future studies could employ a longitudinal study which can aid in confirming the result of the study. Additional studies may be done on other factors that may influence implementation of NG-CDF projects such as transparency, accountability and stakeholder involvement. Lastly, this study's results are strictly suitable in a Kenyan context hence future researchers may replicate this study in other contexts to provide a much clear picture.

**References**

- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Earlbaum Associates, 2.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. Sage Publications Ltd. <https://doi.org/10.5539/elt.v12n5p40>.
- Gathoni, J., & Ngugi, K. (2016). Drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 2 (2), 22-40
- Indudewi, D., & Feronika, Y. (2023). The Role of Information Technology as Mediating Variable of Professionalism and Competence in Auditor Performance. *Quantitative Economics and Management Studies*, 4(1), 43-50.
- Jiang, H., Luo, Y., Xia, J., Hitt, M., & Shen, J. (2023). Resource dependence theory in international

- business: Progress and prospects. *Global Strategy Journal*, 13(1), 3-57.
- Khalida S., Rahmi M.S, Anizar.(2016). Effect of Professionalism and Code of Conduct on The Performance Engineer. *Advances in Social Science, Education and Humanities Research (ASSEHR)*, volume 81pp135-138
- Kirui ,J.K. Kemei,C.C., Rotich.J. (2015). Determinants of Completion Time of Projects Funded From Constituency Development Fund in Kenya: A Survey of Projects in Ainamoi Constituency. *European Journal of Business and Management*. Vol.7, No.2,pp172-182
- Ljungholm, D. P. (2014). Transformational leadership behaviour in public sector organizations. *Contemporary Readings in Law & Social Justice*, 6(1), 76-81. [http:// doi/10.10978-981-13-9132-3](http://doi/10.10978-981-13-9132-3)
- Maqbool, R., Sudong, Y., Manzoor, N., & Rashid, Y. (2017). The Impact of Emotional Intelligence, Project Managers' Competencies, and Transformational Leadership on Project Success: An Empirical Perspective. *Project Management Journal*, 48(3), 58–75. <https://doi.org/10.1177/875697281704800304>
- Maritim,K.R.(2013).*Factors influencing the implementation of CDF funded projects in Bureti constituency, Kenya*. Unpublished Masters of Arts in Project Planning and Management, research project. University of Nairobi, Kenya.
- Mburu, S. N. & Muturi, W. (2016). Factors affecting timely completion of constituency development fund financed projects -case of water supply projects in Kinangop Constituency, Kenya. Retrieved from <http://www.ijssit.com>
- Mrope,N.P.(2017) The effect of professionalism on performance of procurement function in the public sector: Experience from the Tanzanian public entities *International Journal of Business and Management Review* Vol.5, No.6, pp.48-59,
- Mwangi, M. (2013). Assessing risk response maturity: A framework for construction projects success in Kenya. *International Journal of Managing Projects in Business*, 7(2), 247-262.
- Napitupulu, B. E., Dewi, S., & Wijaya, A. (2023). The Effect of Work Experience, Professionalism And Remote Audit On Audit Quality. *International Journal of Informatics, Economics, Management and Science (IJIEMS)*, 2(1), 15-30.
- Ndirangu, C., & Gichuhi, D. (2019). Factors affecting successful completion of national government constituency development fund projects in Laikipia County, Kenya. *The Strategic Journal of Business & Change Management*, 6 (2), 113 – 131.
- Nigatu,S.(2019). *The Effect of Project Managers' Competence on Project Success: The Case of Ethiopian Airlines Group*. Unpublished Master of Arts in Project Management (MAPM) research project. Addis Ababa University, Ethiopia.
- Omolo,E.J. (2015). *Factors influencing implementation of project management in public-funded projects in Kenya – the case of Kenya pipeline company, Nairobi County*. Unpublished Master of Arts In Project Planning And Management. University of Nairobi,Kenya.
- Pallant, J. (2005). *SPSS survival manual*. A step by step guide to data analysis using spss for windows. Retrieved from [www.allenandunwin.com/spss.htm](http://www.allenandunwin.com/spss.htm).
- Roba,K. (2014). Factors influencing implementation of constituency development fund projects in Kenya: A case of Moyale constituency. Unpublished Masters of arts in Project Planning and Management research Project. University of Nairobi, Kenya.
- Ramadhani,R., Sanusi,A. & Manan,A.(2018)Effect Of Professionalism And Safety Culture To Performance Of Organization Through Personnel Performance. *IOSR Journal of Business and Management (IOSR-JBM)* Volume 20, Issue 9, PP 69-76
- Ruzibiza,J., Shukla,J.& Kibachia,J. (2017). Effect of Project Team Competences on Performance of Development Projects in Rwanda: A Case of World Vision's Village Savings Loan Association Project in Gasabo District. *Developing Country Studies* Vol.7, No.9, pp48-59
- Sekaran, U., & Bougie, R. (2013). *Edisi 6. Research Methods for Business*.
- Tiluk,S.,Nyatuka,O.B. &Mbotela,K. (2020). The Influence of Project Management Skills on Implementation of Physical Projects in Secondary Schools . *IOSR Journal of Research & Method in Education (IOSR-JRME)*10(6)PP 16-21 DOI: 10.9790/7388-1006031621 [www.iosrjournals.org](http://www.iosrjournals.org)
- Standish Group (2013): The Chaos Manifesto : Think Big, Act Small, <http://www.versionone.com/>



assets/img/files/CHAOSManifesto2013.pdf, accessed: 11.11.2022.

- Wafula, G. P. (2017). Building Contract Performance - A Case Study of Government Projects. Moi University, M.A Thesis (unpublished).
- Wachuru, S. (2013). The role of risk management practices in the successful performance of constituency development fund projects: A survey of Juja constituency Kiambu, Kenya. *International Journal of Academic Research in Business and Social Sciences*, 3 (7), 423- 438.

