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Influence of Total Quality Management on Performance of Roads Construction Projects in Devolved Systems of Governments: A Case of Machakos County

[1]Esther Warukira Wandia, [2]Dr. Muchelule Yusuf Wanjala

College of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract: **Total Quality management has continuously evolved from TQM, Six-sigma, and so on. Recently, Total quality management places emphasis on the strategic direction, systematic approach, and organizational efforts on its projects due to its conformance to the established requirements regarded as the characteristics of the study-specific objectives as a product, process, or services specified by the contracts of a project. It is by this reason this study examined the Influence of Total Quality Management on Performance of Roads Construction Projects in Machakos County; through project planning, process management, stakeholder focus, and quality policies as its main independent variables on the performance of roads construction projects as its main dependent variable. The study adopted descriptive research methods; its target population comprises of 197 staffs stratified as technical and non-technical staffs working on roads construction projects in Machakos County. Questionnaires were used as the main data collection instruments, and a pilot study was taken to pre-test the questionnaires for validity and reliability. The gathered data was analyzed using descriptive statistics aided by Statistical Package for Social Scientists (SPSS) version 22 and findings were presented in tables and charts. Data were analyzed using descriptive and inferential statistics to establish the relationship between the study variables. The results revealed that project planning is the focal point of every given project and is essential in attaining performance of road construction projects. Also, with process management, the involved stakeholders can apply the requisite knowledge and skills to improve processes and in turn the overall performance. Additionally, stakeholder focus is paramount in achieving improved performance of road construction project. Besides, quality policies during the implementation phase of projects are essential since it dictates how the resources will be allocated to meet the desired objective. Therefore, it is crucial for the organization to define the project scope to its members clearly. Furthermore, it is vital to have adequate communication of project objectives to team members. Finally, organizations need to survey stakeholder expectations regularly and modify its operations accordingly.**

Keywords: **Organization Culture, Stakeholder Focus, Project Management, Project.**

1. INTRODUCTION

The concept of quality management is to ensure efforts to achieve the required level of quality for a product which is well planned and organized [14]. From the perspective of a construction company, quality management in construction projects should mean maintaining the quality of construction works at the required standard to obtain stakeholders' satisfaction that would bring long-term competitiveness and business survival for the companies [3]. Further to this, [13] also reiterated that the term quality management as used in the construction industry is all-encompassing and embedded in the phenomenon itself and are concepts such as quality control, quality assurance, quality improvement, quality standards, etc. The authors revealed that the earliest form of formal quality management practices in construction could be traced back to ancient Greece and Rome.

In addition to the before mentioned,[6] opined that quality management practices include all the means employed by managers in an effort to implement their quality policies. These activities include quality planning, quality control, quality assurance and quality improvement. Quality Management generally is the process of ensuring that a product (good or service) continuously meet and even exceed stakeholder expectations and can usually be looked at as a business management approach that attempts to maximize organizational competitiveness through continuous improvement of its products, services, workforce, processes, and environment. It is an approach aimed at continuously improving the competitiveness, effectiveness, and flexibility of the entire organization through total involvement of everyone in the organization led by the management.

In Kenya, many construction projects fail in performance. The project managers essentially require the necessary tools to aid him or her focus attention on vital areas and set different priorities across different project elements and the project life cycle [12].[Also, performance measurement systems are not capable or efficient of overcoming this problem. Construction projects performance problem appears in many aspects of Kenya. Many constructed projects fail in time performance, others fail in cost performance, and others fail in other performance factors. In 2009 there were many projects which finished with poor performance because of many evidential reasons such as: obstacles by client, non-availability of materials, road closure, amendment of the design and drawing, additional works, waiting the decision, handing over, variation order amendments in Bill of Quantity (B.O.Q) and delay of receiving drawings [9].

2. EMPIRICAL REVIEW

The findings from[8]indicate that; project planning influences the performance of the project since poorly designed projects are hard to monitor or evaluate, project plan defines the project budget and schedule of activities and outputs which act as baselines against which implementation performance is assessed periodically during the project monitoring process, the project plan defines the project's expected outcomes and goals and facilitates the evaluation to determine the extent to which the objectives were achieved. Other studies on planning are; the reviews of [4] who considered the role of input factors such as people, management and technical methods in the requirements capturing and analysis (RCA) stage an essential task in planning. This provides a comprehensive view of factors in planning that can affect the efforts during the RCA stage and throughout the whole development process.

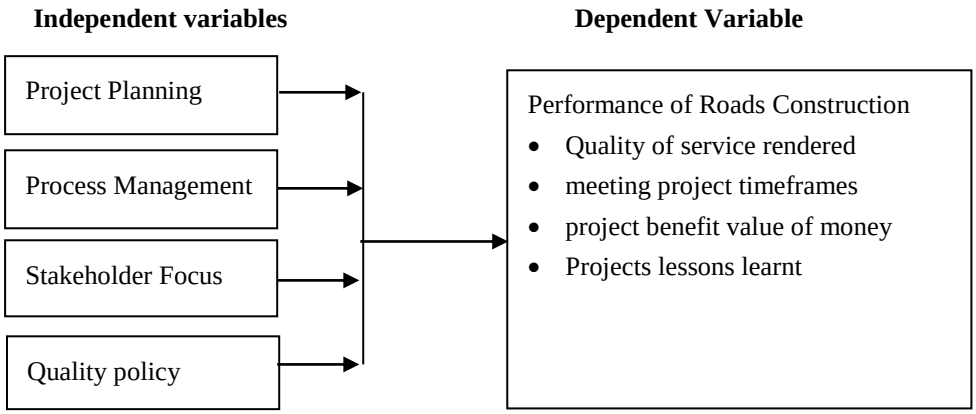
The study of [5] considered planning as composed of three primary tasks: development of functional requirements; development of technical specifications and the implementation of project management. [7] did empirical research in business process management. Their study seeks to study trends in empirical BPM research and applied methodologies using a developed framework to identify the status quo and to assess the probable future development of the research field. To analyses, the development of the research field, a systematic literature review of empirical journal articles in the BPM context was conducted. The retrieved literature was analyzed using scient metric methods and a developed reference framework. The study results show an increase in interest in the research field. Research interests, applied methodologies, the underlying research paradigm and the level of maturity of empirical BPM research differ depending on regional aspects.

BPM gains importance in the industry as well as in the public administration context. [10] in their research focuses on the effects of different business process management components in combination with information technology on recruiting process performance. The results of a study of Germany's largest 1,000 business enterprises (response rate 13.1 %) reveal that business process analysis, business process improvement and the usage of applicant tracking systems reduce recruiting process costs process controlling and process analysis, and by using an applicant tracking system that supports the design and evaluation of key performance indicators. Business process standardization combined with applicant tracking systems and business process documentation as well these systems used together with business process controlling have a significant positive impact on stakeholder satisfaction with the recruiting process.

The general quality of the process can be improved through business process controlling as well as through a combination of applicant tracking systems and business process control. Several studies have reported an active link between the delivery of high quality goods and services and profitability through stakeholder satisfaction. [1] defined Stakeholder satisfaction as the degree to which a firm's stakeholders continually perceive that the firm's products and services are meeting their needs. An organization must identify Stakeholder relationship to Measure stakeholder needs and expectations; involve stakeholders in quality improvement; determine stakeholder satisfaction.

[4] defined policies as a plan in that they are general statement or understanding that guide or channel thinking in decision making. According to Harold, policies are defined as an area within which a decision is to be made and ensures that the decision will be constituent with and contribute to the objective of the organization. Policies help in deciding issues before problems, make it necessary to analyze the same situation every time it comes and unify other plans thus permitting managers to delegate authority and still maintain control cover what subordinates do. Quality policy standards emphasize continual improvement. Implementing a policy system gives a business the opportunity to focus on optimizing the areas that matter most to the business and its stakeholders. Most organizations today view quality more as a process rather than a product or service. To be more specific, it is a continuously improving process where lessons learned are used to enhance future products and services to retain existing stakeholders, win back lost stakeholders and welcome new stakeholders.

3. CONCEPTUAL FRAMEWORK



4. SUMMARY AND CRITIQUE OF EXISTING LITERATURE

The study by Neubauer, [10] on the status of business process management at Secure Business Austria, shows that currently, business process management (BPM) is among the most important managerial topics because it allows companies a rapid adaptation to changing business requirements. Consultants and researchers are regularly proposing new methods and concepts based on BPM for further increasing the efficiency of corporate processes. However, from an empirical point of view, it is crucial to determine the current status in practice and derives goals for research and technology transfer. Many scholars mentioned to the importance of stakeholder satisfaction; based Deming work as "The consumer is the most important part of the production line, Quality should be aimed at the needs of the consumer, present, and future" [5]

However, Deming works have weakness hence cannot which needs to be addressed first before adopting. This is because stakeholder should be intimately involved in the product design and development process, with input at every stage of the process; so that there is less likelihood of quality problems once full production begins [7]. The availability of stakeholder complaint information to managers and the degree of the use of stakeholder feedback to improve product quality reveal the level of stakeholder focus in an organization. As stakeholder expectations are dynamic, an organization needs to survey stakeholder expectations regularly and modify its operations accordingly [2]

[11] discussed four dimensions of organizational culture: group culture that emphasizes on flexibility and cohesion among employees of an organization and advocates that top management should promote employees participation and empower them, developmental culture that advocates for flexibility and change based on the external environment, rational culture that which is oriented towards the external environment but focuses on control and stability and hierarchical culture that focuses on internal focus and control through internal efficiency and adherence to law. [15] on the other hand discussed organizational culture under orientations. They discussed four orientations: innovation orientation, stability orientation, Results/outcome orientation, people orientation and communication orientation. An organization must come up with a quality culture that must be integrated with other dimensions of culture if it has to succeed in TQM management. This shows there are more dimensions which literature have not address concerning organizational culture.

5. RESEARCH METHODOLOGY

The study adopted a descriptive survey design used to allow the researcher to gather, summarize, present and interpret information for clarification. It is mainstreamed to fact-finding and may result in the formulation of important principles of knowledge and solution to significant problems. The study will target a population of 197 respondents who constitute of Technical staff and Non - technical staff under the ministry of roads and construction in Machakos County. Thus this study applied simple random sampling where it gave respondents equal chance of being selected. The pre-test retest was carried out by the 20 employees. These respondents were not included in the actual research undertaking. The study used self-administered questionnaires and observation schedules. This study utilized both primary and secondary data. Questionnaires were used to collect primary data which was distributed to the staff.

Multiple regression models were used to find out the relationship between the independent variables and the dependent variable. Multiple regression was also used to determine the strength of association between the predictors (independent) and project performance among its dimensions. The use of f-test determines the test for significance of coefficient of correlation. The following multiple linear regression was used:

$Y= \beta o + \beta 1X1 + \beta 2X2+ \beta 3X3+ \beta 4X4 + e0$

Where:

Bo = Y-intercept (constant) whose influence on the model is insignificant

X1 = Project Planning

X2 = process management

X3 = stakeholder focus

X4 = Quality policies

β1, β2, β3, β4 = Model coefficients which are significantly large to have a significant influence on the model.

Is the error term.

6. RESULTS AND DISCUSSION

Response Rate:

In this study, 130 questionnaires were distributed to the respondents. After the questionnaires were filled, 110 were collected and verified. This means that there was 84.6% response rate. This response rate was high, and it enabled the collection of enough data whose analysis outcomes could be generalized to the whole population especially about the phenomenon under investigation. In testing for the reliability of the research instrument, the Cronbach alpha was used as a measure of internal consistency. As presented in Table 6.1 the Cronbach alpha values range between 0.693 to 0.777. According to Hair et al. (2010), values of above 0.6 are acceptable.

Table 6.1

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Performance of road construction projects	0.693	0.725
Project planning	0.742	0.746
Process management	0.777	0.665
Stakeholders focus	0.763	0.651
Quality policies	0.733	0.728

The findings revealed that 67 (60.9%) of the respondents are male while 43 (39.1%) are female. There is a clear domination of males compared to females in roads construction projects in Machakos County. Thus, examining a firm's policy on recruitment, retention and maintaining gender diversity within the organization is a good place to start. Only by taking the time to scope out the protocols can efforts be made to improve on the existing (or non-existing, for that matter) approaches to gender diversity. Furthermore, regarding the age of the respondents, 19 (17.3%) are aged between 18 and 30 years, 43 (39.1%) are aged 31 to 40 years, 14 (12.7%) are aged 41 to 50 years while 34 (30.9%) are aged 50 years and above. While there is a mix in the ages of the respondents, cumulatively, 56.4% are aged 40 years of the less indicating majority of the working age group also in management positions. Also, about the education of the respondents, the findings revealed that 10 (9.1%) had attained O/A level of education while a similar number have either a certificate or diploma education. Those who have a bachelor's degree are 73 (66.4%) who are the majority of the respondents, 9 (8.2%) have a postgraduate level of education while 8 (7.3%) have other levels of education.

6.1 Project Planning:

The results from the study revealed that, of the total respondents, 26.4% strongly agreed that the organization has clearly defined the project scope to the project team members, 41.8% of them agreed, 4.5% disagreed, 4.5% (1) strongly disagreed while 27.2% (31) of the respondents were neutral. The mean value was 3.81 and standard deviation 1.027 implying that the organization has clearly defined the project scope to the project team members. In determining whether project resources are properly allocated during the planning phase of the project, the study revealed that; 30.9% of the respondents strongly agreed, 38.2% of them agreed, 16.4% disagreed while 4.5% of the respondents were neutral. The results summed up to a mean of 3.82 and standard deviation of 1. 085. The implication is that the planning phase caters for proper allocation of resources. In a related question of whether all the staff working on the projects are involved in planning, results from the study revealed that the question had a mean of 4.15 and standard deviation of 1.099. This was as a result of 51.8% of the respondents strongly agreeing, 27.3% agreeing, 16.4% disagreeing, and 4.5% being uncertain.

To find out whether, all project team members are involved in project planning, respondents were asked to state the degree to which they concurred with the above. Of the total respondents, 29.1% of the respondents strongly agreed, 40% of them agreed, 4.5% strongly disagreed, while 26.4% of them were neutral. The results summed up to a mean of 3.89 and standard deviation of 0.980 meaning that most of the project team members are involved in project planning. The study further enquired from the respondents whether the organization has flexible schedules that help team members to balance their work. The results revealed that 31.8% of the respondents strongly agreed, 47.3% of them agreed, 4.5% disagreed, 14.5% strongly disagreed while 1.8% of the respondents were neutral. The results summed up to a mean of 3.77 and standard deviation of 1.339 confirming that there are flexible work schedules that enable the team members to balance their work.

Finally, in a bid to establish if each sector has procurement plans that help in the allocation of project resources, the respondents were asked to respond accordingly. 18.2% of the respondents strongly agreed, 49.1% of them agreed, 6.4% disagreed, and 26.4% of the respondents were neutral. The item realized a mean of 3.79 and standard deviation of 0.814 revealing that each sector has procurement plans that help in the allocation of project resources.

6.2 Process management:

To establish whether project objectives are effectively communicated to team members through organized workshops, respondents were requested for their opinion, and the results were such that, 33.6% of the respondents strongly agreed, 48.2% of them agreed while 18.2% of the respondents were neutral. The results summed up to a mean of 4.15 and standard deviation of 0.706 an indication that there is adequate communication of project objectives to team members through organized workshops. To ascertain if there is regular communication between the management and the project team members on project performance, results revealed that 9.1% of them strongly agreed, 37.3% of them agreed, 35.5% of them disagreed, and 18.2% of the respondents were neutral. This summed up to a mean of 3.2 and standard deviation of 1. 030. On the whole, communication between the management and project team members on performance is not as often as it should be.

In an attempt to establish if the use of emails has enhanced effective communication in the organization, the respondents were asked to respond accordingly. 3.6% of the respondents strongly agreed, 29.1% of them agreed, 9.1% disagreed, and 32.7% of the respondents were neutral. The item realized a mean of 2.76 and standard deviation of 1.226 revealing that the use of emails has not enhanced effective communication in the organization. Besides, to find out whether project design changes are normally communicated to team members in time to avoid confusion, respondents were requested for their opinion and the results were such that, 23.6% of the respondents strongly agreed, 21.8% of them agreed, 15.5% of them disagreed while 22.7% of the respondents were neutral. The results summed up to a mean of 3.21 and standard deviation of 1.395 an indication that project design changes are rarely communicated to team members in time.

To ascertain whether small project checklists are used to standardize and speed up project implementation, results revealed that 12.7% of them strongly agreed, 32.7% of them agreed, 4.5% of them disagreed, and 48.2% of the respondents were neutral. This summed up to a mean of 3.50 and standard deviation of 0.843. The implication is that small project checklist is used to standardize and speed up project implementation. Finally, to find out if the staff is properly trained in the county projects processes, the respondents were asked for their views on this, and the results showed that 30.9% of the respondents strongly agreed, 30.9% of them agreed, 1.8% disagreed and 36.4% of the respondents were neutral. The item realized a mean of 3.91 and a standard deviation of 0.863 implying that the staff are properly trained in the county project processes

6.3 Stakeholders focus:

In regards to whether the county keeps stakeholders happy by catering for their needs through their feedback, of the total respondents, 28.2% of the respondents strongly agreed, 25.5% of them agreed, 1.8% disagreed while 44.5% of the respondents were neutral. The results summed up to a mean of 3.80 and standard deviation of 0.876 meaning that the needs of stakeholders are catered for through feedback.

Also, the study enquired from the respondents whether the management communicates the objectives of the project to employees who should be aware of their roles and responsibilities. The results revealed that 16.4% of the respondents strongly agreed, 24.5% of them agreed, 15.5% disagreed while 43.6% of the respondents were neutral. The results summed up to a mean of 3.42 and standard deviation of 0. 942. This implies that the management communicates the project objectives to employees. Hence they are aware of their roles and responsibilities. About whether the organization gets and responds timely to information with regards on quality, the results were positive with 33.6% of the respondents in strong agreement, 48.2% in agreement while 18.2% of them were neutral. The item realized a mean of 4.15 and standard deviation of 0.706.

Further, respondents were asked whether Machakos County measures the quality of stakeholder service. The results showed that 9.1% of the respondents strongly agreed, 37.3% of the respondents agreed, 35.5% of them disagreed while 18.2% of the respondents were neutral. The results summed up to a mean of 3.20 and a standard deviation of 1.030 suggesting that Machakos County has not adequately measured the quality of stakeholder service. Finally, the study sought to find out if the county involves employees in stakeholder's needs identification, in project product development. Results indicated that 3.6% of the respondents strongly agreed, 29.1% of them agreed, 9.1% disagreed while 25.5% of the respondents were neutral. The results summed up to a mean of 2.76 and standard deviation of 1.226 indicating that the county involves not all of the employees in stakeholder needs identification and project product development.

6.4 Quality policies:

Regarding whether the county takes part at all stages and levels in quality policies on management programmes implementation. Of the total respondents, 30.9% of the respondents strongly agreed, 30.9% of them agreed, 1.8% disagreed, and 36.4% of the respondents were neutral. This position was further confirmed by the 3.91 mean and standard deviation of 0.863. About whether the county adheres to set quality standards by the regulator and ISO standards implementation of project quality management, the results indicated that 8.2% of the respondents strongly agreed, 38.2% of the respondents agreed, 20.9% disagreed while 27.3% of the respondents were neutral. The results summed up to a mean of 3.23 and standard deviation of 1.046 indicating that it is unclear whether the county adheres to set quality standards by the regulator and ISO standards implementation of project quality management.

Further, the study sought to find out if the county decision making policy in the implementation of project quality management is inclusive to all its members. Results indicated that 27.3% of the respondents strongly agreed, 30.9% of them agreed, 7.3% disagreed while 34.5% of the respondents were neutral. The results summed up to a mean of 3.78 and standard deviation of 0.932 meaning that the county decision making policy in the implementation of project quality management is inclusive to all its members. Moreover, the respondents were asked whether the county promotes benchmarking as a tool for implementation of project quality management, the results indicated that 24.5% of them strongly agreed, 14.5% of them agreed while 50.9% of the respondents were neutral. The results summed up to a mean of 3.54 and standard deviation of 0.974. This means that the county promotes benchmarking as a tool for implementation of project quality management.

Also, the study sought to find out if the county has a formal quality policy guiding quality in project product development. Results indicated that 27.3% of the respondents strongly agreed, 39.1% of them agreed, 19.1% disagreed, and 39.1% of them were neutral. The results summed up to a mean of 3.64 and standard deviation of 1.225 indicating that the county has a formal quality policy guiding quality in project product development.

Finally, the study enquired from the respondents whether there is a regular audit of internal quality policies and procedures in the county. The results revealed that 30.9% of the respondents strongly agreed, 34.5% of them agreed, 7,3% disagreed and 27.3% of the respondents strongly disagreed. The results summed up to a mean of 3.78 implying that there is a regular audit of internal quality policies and procedures in the county.

6.5 Performance of Roads Construction Projects:

To establish whether the project met its intended objectives/goals, respondents were requested for their opinion, and the results were such that, 20% of the respondents strongly agreed, 63.6% of them agreed, 5.5% strongly disagreed, 4.5 disagreed while 6.4% of the respondents were neutral. The results summed up to a mean of 3.88 and standard deviation of 0.965 an indication that the project met the intended goals. Also, the study enquired from the respondents whether there is proper utilization of project resources. The results revealed that 11.8% of the respondents strongly agreed, 33.6% of them agreed, 25.5% disagreed while 22.7% of the respondents were neutral. The results summed up to a mean of 3.19 and standard deviation of 1. 137. The implication is that there is proper utilization of project resources.

Further, the study enquired from the respondents whether projects are implemented and completed within the expected timeframe. The results revealed that 27.3% of the respondents strongly agreed, 26.4% of them agreed, 4.5% disagreed while 15.5% of the respondents were neutral. The results summed up to a mean of 3.38 and standard deviation of 1. 427. This implies that it is undefined whether projects are implemented and completed within the expected timeframe.

Further, respondents were asked whether costs are minimized in the projects. The results showed that 22.7% of the respondents strongly agreed, 47.3% of the respondents agreed, 14.5% of them strongly disagreed while 15.5% of the respondents were neutral. The results summed up to a mean of 3.64 and a standard deviation of 1.254 suggesting that costs are minimized in the projects.

Moreover, the study sought to find out if concluded projects normally meet the required quality/standard. Results indicated that 22.7% of the respondents strongly agreed, 47.3% of them agreed, 14.5% strongly disagreed while 15.5% of the respondents were neutral. The results summed up to a mean of 3.79 and standard deviation of 1.032 indicating that concluded projects frequently meet the required quality/standard. Finally, the study sought to find out if the county has trained its members on performance measures. Results indicated that 8.2% of the respondents strongly agreed, 61.8% of them agreed, 6.4% disagreed while 23.6% of the respondents were neutral. The results summed up to a mean of 3.72 and standard deviation of 0.706 indicating that the county has trained its members on performance measures.

6.6 Correlation Results:

The study analyzed the relationships that are inherent among the independent and dependent variables as well as among the independent variables/ factors. From the results, project planning has a positive and significant relationship with the performance of road projects ($r = 0.352$, p-value = 0.000) at 0.01 level of significance. The findings also showed that process management did have a positive and significant relationship with the performance of road projects ($r = 0.380$, p-value = 0.000). Furthermore, there is a positive and significant relationship between stakeholder focus and the performance of road projects ($r = 0.647$, p-value = 0.000) at 0.01 level of significance. Finally, the findings also showed that there is a positive and significant relationship between quality policies and the performance of road projects ($r = 0.477$, p-value = 0.000) at 0.01 level of significance.

6.7 Model summary:

A regression model was developed to explain this relationship, and the findings were summarized and presented in Table 6.2 for the model summary, Table 6.3 for the analysis of variance.

Table 6.2: Model Summary

R	R Square	Adjusted R Square	Std. The error of the Estimate
0.700a	0.489	0.483	0.6218
a Predictors: (Constant), Project planning, Process management, Stakeholders focus, Quality policies			

According to Table 4.2, the R-value indicates a strong correlation between predictor variables and the response variable (performance of road project). This is because the R-value is positive (0.700). This means that the variation in the performance of the road project was attributed to 70% change in the predictor variables. According to the value of the R-Square, 70.0% of the road project performance could be explained by independent variables while the remaining 30.0% could be attributed to other factors other than the predictor variables.

6.8 ANOVA Model:

The analysis of variance is vital in assessing the significance of the variation contributed by the explanatory variables on the response variable compared to the variation contributed by the residuals. The study thus carried out the analysis of variance and the findings were summarized and presented in Table 6.3.

Table 6.3: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.653	4	6.663	51.325	0.000b
Residual	13.632	105	0.130		
Total	40.284	109			
a Dependent Variable: performance of road construction project					
b Predictors: (Constant), Project planning, Process management, Stakeholders focus, Quality policies					

The findings in Table 6.3 showed that the total sum of squares for the regression model was 113.015 while that of the residuals was 117.924. This means that the mean sum of squares for the regression model (total sum of squares for the regression model (113.015) divided by the degree of freedom (4)) was 28.254 while the total residual sum of squares was 0.387 which clearly indicated that the regression model accounted for more than 73 times the variation of the road project performance compared to the residuals, F-value = 73.076, p-value = 0.000.

7. CONCLUSION

In conclusion, project planning is the focal point of every given project and is essential in attaining performance of road construction projects. In the process of project planning, it is a requirement that clients' expectations and resources are aligned with the set project objectives. With this in place, project members can identify the available options, evaluate them and decide on the most appropriate framework to achieve the desired objectives.

Additionally, the study has established that process management has a positive and significant effect on the performance of road construction projects. With process management, the involved stakeholders can apply the requisite knowledge and skills to improve processes and in turn the overall performance. The implication is that process management is a key requirement for identifying the core competencies needed to achieve project performance.

Additionally, stakeholder focus is paramount in achieving improved performance of road construction project. Emphasis is usually on establishing meaningful and long-term interactions with clients. Specifically, the organizations listen to the point of views of their clients as take into considerations their requirements. The take way by organizations is realistic on the promises made to the stakeholders and delivering on them.

Finally, quality policies significantly contribute to the performance of road construction projects. Undoubtedly, quality policies during the implementation phase of projects are essential since it dictates how the resources will be allocated to meet the desired objective. Besides, benchmarking and inclusivity is also crucial for enhancing quality in project product development. Similarly, adherence to set quality standards by regulators is also vital.

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