

INSTITUTIONAL FACTORS AND PROJECT PERFORMANCE IN POSTAL CORPORATION, KENYA

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Abstract: Performance of any project is deemed as a source of concern to both the private and public sector clientele. Delays in implementation of a project are dangerous which quite often result in cost overrun, time overrun, disputes and in some cases total abandonment of projects. The key objective of this research study was to establish institutional factors affecting project performance of Postal Corporation. The specific objectives of the research study were to assess the effects of organizational resources, institutional policies, organizational culture and procurement procedure on project performance in the Postal Corporation of Kenya. Descriptive design was used. The target population of this study was 215 postal headquarters staff. Using stratified sampling technique, the study used a sample of size 132 respondents. Based on the findings from the multiple regression analyses, the study concluded that organizational culture, procurement procedure, institutional policies and organizational resource had a significant influence on project performance in Postal Corporation, Kenya. The study recommends that Postal Corporation management should introduce frequent training sessions aimed at improving human capital skills. The study also recommends that there is a need for implementation of the projects that are in line with an organisations strategy review that creates more focus on customers, provide room for creative autonomy, and promote entrepreneurial culture and adaptive performance among employees.

Keywords: Institutional Factors, Organizational Resource, Organizational Culture, Institutional Policies, Procurement Procedure and Project Performance.

1. INTRODUCTION

1.1 Background of the Study

The project performance is deliberated as a source of distress for all stakeholders both in public as well as private sector. The success of the project needs creation of a well-planned schedule of the project and a comprehension of the key aspects of success factors. This assists the managers of the projects and any other stakeholder in making the relevant decisions that are aligned with the objectives of the project. Majority of the factors affecting success of the projects acknowledged by research community are support by the top level management, schedule plan for the project, technology for client consultation, personnel for supporting the client acceptance monitoring of the project and communication channels for feedback troubleshooting capability (Stare, 2011).

The ultimate project performance importance is attained through evading failure of the project, for keeping within the budget cost, failure of keeping the approved time, design, possession as well as failing of meeting the needed excellence, workability, objective fitness, security as well as technical standards for protecting environment (Flanagan & Norman, 2013). The performance of the project makes sure that initiatives maximizes on productivity, minimization of the risky concerns and unstipulated events in terms of attaining the objectives of the project and seizes the risky events chances from arising (Kululanga & Kuotcha, 2010).

The Government of Kenya in its vision 2030 envisioned a nation that would be globally competitive by 2030. The vision 2030 outlined how science, innovation and technology would be harnessed to stimulate technological transformations that would lead to sustained economic growth of 10% per annum. Postal Corporation of Kenya has taken up a project of automating its operations by acquiring an ERP system to improve delivery of services, reduce costs, streamline operations and advance the quality of postal products. Performance of the ERP project will depend on institutional factors employed in Postal Corporation of Kenya.

Institution factors are formal practice, process or culture within an institution that must be abided by service delivery and project implementation. Examples of Institutional factors are organisational resources, institutional policies, and organisational culture and procurement procedures. Institutional factors determine the performance of projects. Ferreira and Fernandes (2017) noted that the assets, resources, competences as well as capabilities are sources of competitive advantage for firms. Organisations grow when resources and new technologies are put into production, (Kishtainy, 2014).

Postal Corporation was enacted by a parliamentary Act in 1998 under the Ministry of Information and Technology and operates as a commercial public entity. Its mandate is to provide affordable, reliable and accessible Postal Services in Kenya as a Public Postal Licensee where communication through via the post forms part of the basic human right as enshrined in 1948 United Nations Charter. According to Simiyu (2016) the Postal Corporation of Kenya has remained orthodox in terms of technology, project planning, implementation and innovation which have rendered the government agency low competitiveness. The corporation has been marred with high level of inefficiency, management ineffectiveness, corruption and poor project implementation practices coupled with weak institutional policies and framework to propel the state agency to high performance.

1.2 Statement of the Problem

Performance of government projects is among the main challenges being experienced in Kenya today. Appropriate project management has been key to successful delivery of projects. Regardless of the global interest developing competent project managers' chiefs, there are no a various project managers that have the right competencies (Ling & Ma, 2014). According to Shair (2012), lost in excess of Kshs 100 billion as a result of lack of management aptitudes of the project and associated inventions. One way that shows poor project management skills in general is through sparse projects or project implementation delays (Githenya & Ngugi, 2014).

Postal Corporation have been poorly performing despite UPU support, government allocation and support on its projects. The corporation has come up with different projects ranging from Switch, PREM, postshops, ERP but it's not able to compete fully with other private firms in the telecommunications, retail, financial and logistics sector in Kenya (Muriungi, 2011). Some of the projects or programs initiated have succeeded whereas some have collapsed or stalled. Some of the projects that have succeeded are Enjiwa and Postshops whereas projects that have failed are PREM. The problem has not been unearthed whether it is institution based or due to external factors. Delays in implementation of a project are dangerous which quite often result in cost overrun, time overrun, disputes and in some cases total abandonment of projects (Kihoro, 2015).

Various studies have been done linked to performance of projects. For instance, Muriungi (2011) did a study on the aspects influencing the project success of NGOs projects in Marsabit County but the study focused on NGO projects which are affected by different institutional factors as compared to projects in PCK. In addition, Ngiri (2012) studied factors influencing project performance of rural development community based projects in Murang'a County but this study was based on community based projects which are different from projects undertaken by Postal Corporation of Kenya. Moreover, Kihoro (2015) examined the factors affecting performance of projects in the construction industry in Kenya but the study looked at construction projects which are different from those in Telecommunication sector. Therefore, most of the reviewed studies suffered conceptual, contextual and knowledge gaps that this study sought to bridge. Hence, this study to establish by to looking at the institutional factors affecting project performance on Postal Corporation, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this research study was to establish the institutional factors affecting project performance in Postal Corporation, Kenya.

1.3.2 Specific Objective

The specific objectives were:

- i. To assess the effect of organizational resources on project performance in Postal Corporation, Kenya.
- ii. To establish the effect of institutional policies on project performance in Postal Corporation, Kenya.
- iii. To ascertain the effect of organisational culture on project performance in Postal Corporation, Kenya.
- iv. To find out the effect of procurement procedure on project performance in Postal Corporation, Kenya.

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 Theoretical Framework

The concept on resources was supported by Resource based theory (Wernefelt, 1984). Barney (1991) classified resources as “capabilities, procedures, attributes of the firm, assets, info as well as awareness employed by an organisation to develop as well as implementing policies of improving effectiveness and efficiency. To achieve competitive advantage, firms acquire, develop, combine and successfully deploy its organizational, human and physical and resources in a manner which will add distinct values difficult to be replicated by Barney (1991). The Resource-Based View Theory determines the resources accessible to an organisation. The belief behind the theory is that firm competitive advantage relies on the use of valued assets at the disposal of the firm (Bharadwaj, 2000). Resource based view theory is criticized by for the failure to consider factors surrounding resources; that is, an assumption that they simply exist, rather than a critical investigation of how key capabilities are acquired or developed and it is perhaps difficult (if not impossible) to find a resource which satisfies all of Barney's VRIN criteria.

Theory of Constraints (TOC) was formalized by Goldratt (2004). The Theory of Constraints identifies the most vital restrictive factor that hinder achievement of a goal and then analytically refining that restrictive factor (constrain) until it is no longer a restrictive factor. TOC employs identification of a constraint then restructures the organization within the constraint. The phrase adopted by TOC is “a chain is no stronger than its weakest link” (Eriksson, 2013). It shows how policies, procedures, resources, culture and other aspects are exposed because the weakest aspect can damage or severely influence result. The fundamental principles of the constraints theory are three. Consistency principle which implies that internal conflict must be the result of at least one weak assumption.

Goal Setting Theory was developed in 1979 by Edwin Locke. Goal setting theory states that goals are set by organizations to ensure that there effective and enhanced performance of the projects within the organization. Goal setting theory includes all aspects of projects performance in the organizations (Koppes, 2014). There are five common principles for setting of goals for any project to be successful. The first principle is clarity where goals set for the projects are clear and measurable and are achieved within particular timelines. The second principle is challenge in which goals set a high and challenging enough to enable the management to achieve considerable project performance. The other principle is feedback where there is provision of information on project progress (Locke & Latham, 2012).

2.2 Empirical Literature Review

2.2.1 Organizational Resources and Project Performance

Research on the effect and existence of organizational maturity of project practices on the South Nyanza Sugar Company Limited performance was investigated by Adera (2013). However the objective was to establish the effect of factors of the project in the area of risk, announcement, practices of procurement management as well as human resource on a performance and results of the project organization. The findings were that performance and time of the project, cost, scope and the frequency of use of project risk management maturity practices of the organization, human resources, communication, quality, and procurement are significantly related. The study however did not look at how organizational resources affect project performance as it looked at performance of organization (South Nyanza Sugar Company LTD). The study did not also clarify the methodology used.

A study by Gu Hoffman, Cao and Schniederjans (2014) which studied the organizational resources effect on mobile phone companies in Kenya performance. The study concluded that human capital affects mobile phone firms performance positively. The findings recommended that human capital was important in establishing performance hence; managers ought to introduce frequent training sessions aimed at improving human capital skills. The study failed to establish the

effect of organizational resources on project performance as it looked at its effect mobile phone firms in Kenya performance. The study also looked at mobile phone firms which are different from postal corporation.

Whether organizational resources, human resource, adequate financial resources, monitoring and evaluation were factors impacting the implementation of strategic plans in Ministry of Health in Kitui Central Sub-county was studied by Kamau (2015). The study established from majority of the responses that human resource influenced implementation of strategic plan implementation. Also, resource adequacy influenced strategic plan implementation. Lastly strategic plans implementation was influenced by monitoring and evaluation. The recommendations were that officers in charge of Government health facilities ought to be trained on organizational structures, there should be staff involvement in the development of strategic plans, the Government of Kenya ought to apportion sufficient funds for implementation of strategic plans in health facilities and the Health Ministry ought to have frequent monitoring and evaluation on strategic plans' implementation in GOK facilities with immediate feedback on the way forward. The study failed to establish effect of organizational resources on project performance as it looked relationship between organizational resources and implementation of strategic plans.

Kenneth (2015) conducted a study on identification of policy gaps as a tool of improving organisational performance among COTU affiliates. The study concluded that identification of policy gaps in trade unions had to be addressed as a tool for improving performance of the organisation. The study also showed that promotions and organisational culture with job satisfaction are a positively related. The study did look at project performance which is the focus of the current study.

2.2.2 Institutional Policies and Project Performance

Muya (2015) conducted a study on information technology security policy framework for SMEs in Nairobi. The study found that 90% of SME's in Nairobi did not have IT security policies in their enterprises while 5.2% of the 10% who had IT policies that affected the business needs. The study did not clearly show how institutional policies affect project performance. The study also failed to indicate the methodology used.

Gatuhu (2013) conducted a study on credit management effects on the microfinance institutions (MFI's) performance financially. It concluded that MFIs financial performance is influenced by control of credit risk, appraising clients as well as considerable policy collection. The Collection policies had a high effect on the financial performance and policies were more effective in the recovery of than tolerant policies. The recommendation of the study was that MFIs must improve collection policies by adapting more strict policies to tolerant policies for more effective debt recovery methods. The study did not clearly show how institutional policies affect project performance. The study also failed to indicate the methodology used.

Usman, Kamau, and Mireri (2014) conducted a study on the policy as well as procedural framework impact on performance of the project in the Nigerian building Industry in Abuja. The research concluded that policy as well as procedural framework provides a guide in attaining delivery of the project but the stakeholders don't adhering to the guidelines as National Building Code stated. The study recommendations were that complying strictly of framework of policy or procedural must be accepted to enhance the delivery of the project within cost, time and quality standards. Though the study looked at effect policies on performance of the projects, it was done in Nigeria where the effect of institutional policies on project performance may be different as compared to Kenya.

Simiyu (2016) conducted a study on the effects of Government policies and regulations of growth of Entrepreneurial women micro and small enterprises in Trans Nzoia County. This study concluded that regulations in Government and policies had an irrelevant connection with the growth of women MSE's. The study recommended that the Government together with county governments should accelerate technology upgrading, providing modern business infrastructure and reduce bureaucratic regulatory regime to women micro and small enterprises. The study did not show how institutional policies affect project performance.

2.2.3 Organizational Culture and Project Performance

Revathi (2008) assessed organizational culture to verify if employees' attitude towards work had an influence on their performance. The study was conducted at Sava Shiksha Abhiyaan state office, in Tamil Nadu. Overall findings were that the employees were had a positive attitude towards the business, working environment and business processes and hence their good performance that led to the overall better performance of the organisation. The study did not highlight at how organizational culture affects the project performance.

Susan (2012) studied the organisational cultures' effect on the performance of Nairobi hospitals. It found that respondents revealed that cultural traits, organisational values and employees' attitudes towards work influenced performance of the hospitals. Mbuvi (2013), studied the organizational culture influence on commitment of non-teaching staff of Kenyatta University. The study revealed that four organizational culture dimensions, that is, recognition, teamwork, communication as well as training were related to commitment of public universities non-teaching employees positively. The study did highlight the effect of organisational cultures on project performance. The study was also done in hospitals which is a different context to telecommunication sector.

2.2.4 Procurement Procedures and Project Performance

Oloo (2013) investigated the influence of procurement procedures on the construction project performance at Kenya Petroleum Refineries Limited, Mombasa. The study looked at construction project being a power plant. The survey was conducted using purposive sampling technique of the 45 participants. The study revealed that the procurement approaches were used at the same time. The project was structured to have multiple bids for sections of the project as opposed to the norm where the bid is done for the whole project. Most of the bidders had less than 5 years' experience and both compensation methods were used. The study recommended that one procurement method to be used, contractors/bidders must have over 10 years' experience, client have to evaluate the contractors/bidders "technical and financial performance" before engaging them on a project, cost reimbursement payment method should be used and personnel involved in projects should be taken for project management and contract management training. The study looked at project performance at Kenya Petroleum Refineries Limited which is different from projects in postal corporation and hence procurement procedures have different effects in both contexts.

Ombuki, Arasa, Ngugi, and Muhwezi, (2014) studied the environmental factors influencing the compliance of procurement regulatory of Kenya's public universities in Kenya. This study used survey research design with a sample size of 168 procurement staff of 21 Kenyan universities selected through random sampling techniques. Questionnaires and interviews were used in collection of data. The study showed that communities' interests and locations of universities were found to be the major contributors on procurement compliance at the university level in Kenya. The study did not highlight how procurement affects the projects performance. The study also focused on education sector while the current study focuses on telecommunication sector.

Jeptepkeny (2015) studied the effects of Procurement Procedures on project performance at Kenya Ports Authority, Mombasa. The study sampled 24 project management staff through a structured questionnaire. The study examined the effects of bid invitations, bids evaluation, specification definition and contract negotiations on the performance of projects. The study established how procurement procedures had a positive and strong connection with performance of projects in Kenya Ports Authority. The study focused on Kenya Ports Authority while the current study focused on postal corporation whose projects' performance is affected by procurement differently.

Khisa (2015) assessed how the procurement process influenced completion of construction of road projects in Bungoma County. Descriptive study design based on 9 construction workers from questionnaires and interviews was used. A Systematic random sampling was employed in selecting 86 construction workers from 25 construction companies targeted for the study. This study revealed that tendering processes affect the finishing of road Projects of construction in Bungoma. The study further indicated that client selection factors such as Project characteristics, cost, time, quality and exterior environment influences the road project completion. Regulations for control in processes of procurement affect road construction projects completion. The recommendation of the study was that all stakeholders had to guarantee quality assurance in the tendering processes to ensure validity of the completed road projects. The study fails to highlight the effect of procurement on project performance which was the focus of the current study as it looks at completion of roads projects. The study also looks at different context from projects in postal corporation as it was done in roads projects.

Njeru (2015) did a study to determine factors that affect effective implementation of the procurement practices in tertiary training institutions in Kenya. The sample size of 35 tertiary training institutions was selected using the stratified random sampling techniques. The study collected data using questionnaires. The study revealed that strategies for supplier management, policies of procurement, techniques of inventory management, ICT based systems application as well as professional training hindered the effectiveness of procurement practices implementation in more than 80% of tertiary training institutions of Kenya. The looked at implementation of procurement practices which is different from the focus of the current which was to establish the procurement effect on performance of the project.

3. RESEARCH METHODOLOGY

3.1 Research Methodology

Descriptive research design was adopted in this study. Kothari (2004) descriptive research design is recommended for studies related to definite predictions with narration of characteristics and facts concerning groups or individuals. With this valid information was gathered to determine how institutional factors affect the project performance in Postal Corporation.

3.2 Target Population

The Population is described as an entire cluster under study as specified by intentions of the research; it is the universe from where the sample is to be chosen (Ghauri, Sinkovics & Penz, 2005). Mugenda and Mugenda (2003) elucidated that target populations should have some apparent features, to which the researcher generalized the results of this study. This description ensures that the population of interest was homogeneous. The population targeted in the study was 215 headquarters employees from each department in Postal Corporation who were involved in the ERP project.

3.3 Sampling Design

The study used Stratified random sampling technique in choosing members in each department. This is because the population can be split into various strata from which the respondents could be drawn from. Stratified random sampling technique also reduces bias in selection of respondents to be included in the sample. Using this method provided members on the same chance of being involved in the sample (Kothari, 2004). This sample size of 132 members was drawn from 10 departments in Postal corporation Headquarters in Nairobi.

3.4 Data Analysis and Presentation

Quantitative data was investigated by the descriptive statistics use using percentage, frequency, mean and standard deviation. Multiple regression models was used to assess the significance of the independent variables in determining the dependent variable by using computed composite index of study variables. The multiple regression model was selected since its valuable in examining the relative significance of independent variables to the dependent variable.

Multiple Regression model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where

Y is = Dependent Variable (Project Performance)

β_1 , β_2 , β_3 and β_4 are Coefficients of independent variables.

X1 = Organizational Resource

X2= Institutional Policies

X3= Organizational culture

X4 = Procurement Procedure

ϵ = Error Term

4. DATA ANALYSIS AND DISCUSSION

4.1 Data Analysis and Discussion

The data processed from the collected data during the research to establish the institutional factors affecting project performance in Postal Corporation, Kenya will be presented in this chapter.

4.1.1 Response Rate

Data was collected by researcher administering 132 questionnaires to Postal corporation Headquarter staff. From the 132 administered questionnaires, 102 respondents returned questionnaires which were filled fully. This represented a response rate of 77.3%. The return rate was within the recommendations of Schindler and Cooper (2010) that a return rate which is greater than 50% is satisfactory for analysis which meant that 77.3% was even better.

Table 4.1: Response Rate

	Frequency	Percent
Response	102	77.3%
Non-Response	30	22.7%
Total	132	100

Source: Study Data (2019)

4.1.2 Reliability Analysis

The reliability was assessed Cronbach's Alpha which lies between 0 and 1.00: where the higher the coefficient, the more reliable the test is. The results were as tabulated in Table 4.2.

Table 4. 2: Reliability Analysis

	Reliability Cronbach's Alpha
Organizational resource	.887
Institutional policies	.864
Organizational culture	.776
Procurement procedure	.881
Project performance	.793

Source: Study Data (2019)

The findings indicated that organizational resource Cronbach's alpha was 0.887, institutional policies Cronbach's alpha was 0.864, organizational culture Cronbach's alpha was 0.776, procurement procedure Cronbach's alpha was 0.881 and Project performance Cronbach's alpha was 0.793. All the constructs depicted that the value of Cronbach's alpha which was greater than 0.7 hence the research instrument was reliable to capture the constructs (Rousson, Gasser and Seifer, 2012).

4.2 Regression Analysis

4.2.1 Model Summary and ANOVA Table

Multiple regression analysis was conducted by the researcher to test the association amongst the organizational resource, institutional policies, organizational culture, procurement procedure and project performance in Postal Corporation, Kenya. The findings were presented in Table 4.3, 4.4 and 4.5.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.868	0.754	0.744	0.985

Source: Study Data (2019)

From the findings in Table 4.3, the adjusted R-square was 0.744. This showed that 74.4% changes in project performance in Postal Corporation, Kenya are explained by organizational resource, institutional policies, organizational culture and procurement procedure. Other factors influencing project performance in Postal Corporation, Kenya which weren't included in the study accounted for 25.6%. This means that future studies need to focus on these factors.

Table 4.4: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	297.112	4	74.278	74.199	.000
	Residual	97.103	97	1.001		
Total		394.215	101			

Source: Study Data (2019)

From the ANOVA Table, p-value was 0.000 and F-calculated was 74.199. Since p-value was less than 0.05, then the overall model was significant since F-calculated was greater than the F critical (value = 2.72) and p-value was less than 0.05.

4.3 Multiple Regression Analysis Results

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.983	0.108		9.102	.000
Organizational resource	0.616	0.278	0.498	2.216	.030
Institutional policies	0.719	0.318	0.616	2.261	.027
Organizational culture	0.823	0.213	0.712	3.864	.000
Procurement procedure	0.786	0.308	0.687	2.552	.013

Source: Study Data (2019)

The regression equation above has established that holding the independent variables constant at zero, the regression constant was 0.983. This variable was significant since p-value (0.00) was less than 0.05 and this implies that there may a significant performance of projects even without institutional factors in place.

The study also found that organizational resource have a positive influence on project performance in Postal Corporation, Kenya as shown by a positive regression coefficient (0.616). The organizational resource was significant since its p-value (0.03) was less than 0.05. This implies that unit change in organizational resource would lead to 0.616 significant changes in project performance in Postal Corporation, Kenya. These findings are in line with Adera (2013) who found that performance and time of the project, cost, scope and the frequency of use of project risk management maturity practices of the organization, human resources, communication, quality, and procurement are significantly related.

The study established that institutional policies have a positive influence on project performance in Postal Corporation, Kenya as shown by a positive regression coefficient (0.719). The institutional policies were significant since its p-value (0.027) was less than 0.05. This implies that if institutional policies changes by one unit, there would lead to 0.719 significant changes in project performance in Postal Corporation, Kenya. These findings correlate with Gatuhu (2013) who conducted a study on credit management effects on the microfinance institutions (MFI's) financial performance and concluded that credit risk control, client appraisal and collection policy considerably influenced financial performance of MFIs.

The study also found that organizational culture have a positive influence on project performance in Postal Corporation, Kenya as shown by a positive regression coefficient (0.823). The organizational culture was significant as p-value (0.000) was less than 0.05. This implies that an increase in organizational culture would lead to 0.823 changes in project performance in Postal Corporation, Kenya. These findings correspond to Susan (2012) who studied the organisational cultures' effect on the performance of Nairobi hospitals and found that respondents arranged that cultural traits, organisational values and employees' attitudes towards work influenced performance of the hospitals.

The study revealed that procurement procedure has a positive influence on project performance in Postal Corporation, Kenya as shown by a positive regression coefficient (0.786). The procurement procedure was significant since p-value (0.013) was less than 0.05. This implies that a unit change in procurement procedure would lead to 0.786 significant changes in project performance in Postal Corporation, Kenya. These findings are in line with Ombuki *et al.* (2014) who studied the environmental factors influencing the procurement regulatory compliance of Kenya's public universities in Kenya and revealed that communities' interests and physical locations of universities were found to be the major contributors on procurement compliance at the university level in Kenya.

Overall, organizational culture had the greatest influence on project performance in Postal Corporation, Kenya followed by procurement procedure, then institutional policies while organizational resource had the least influence on the project performance in Postal Corporation, Kenya. All the variables were significant since their p-values were less than 0.05

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion and Recommendations

The study concluded that organizational resources influence the performance of the project in Postal Corporation, Kenya positively and significantly. The study also concluded that institutional policies affect performance of the project in Postal Corporation, Kenya positively and significantly. Additionally, the study concluded that organizational culture affects performance of the project in Postal Corporation, Kenya significantly. The study further concluded that procurement procedure significantly affects performance of the project in Postal Corporation, Kenya.

The study recommends that the Postal Corporation management should introduce frequent training sessions aimed at improving human capital skills since human capital was important in establishing performance. The study recommends that management be in the fore front of identifying resources for the projects, attending meetings, coming up with proper channels of spending for the projects and linking well with other stakeholders so as to achieve general planned projects success. This can be done by regular analysis of SWOT and give laid down recommendations to be lived up to.

The study recommends that Postal Corporation management should check the allocation of resources both human and financial resources and come up with strategies of allocating sufficient finances and hire qualified and sufficient personnel. The study also recommends that the management of Postal Corporation needs to ensure that ICT infrastructure in place is adequate for project implementation and also recruit skilled employees so as to enhance effective project implementation. The study recommended that the postal corporation management needs to make sure that during the procurement procedures, user requirements are well defined, procurement committee is in place before inception of the project and there is a strict compliance with public procurement and the disposal regulations act of (2006). There is also a need for postal corporation management to ensure that there is strict adherence to pre-qualification of suppliers and tendering process as well as safeguarding the procurement records.

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