INFLUENCE OF INITIALIZATION REQUIREMENTS ON PROJECT PERFORMANCE: A CASE OF FINANCIAL INFORMATION TECHNOLOGY PROJECTS IN FINTECH INTERNATIONAL LIMITED IN KENYA

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A Research Project Report Submitted in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Arts in Project Planning and Management of the University of Nairobi

2018

DECLARATION

This research project report is my original work and has not been submitted for any award in any other University.

Signature: _____ Date: _____

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L50/72313/2011

The research project report has been submitted for examination with my approval as university supervisor.

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DEDICATION

I dedicate this project report to my loving husband, Mr. John Kimani and my daughter Neema Kimani for their immense support, sacrifice and understanding through this journey whilst I denied you the attention needed, pursuing this degree. Without you I would not have made it this far. Moreover, I thank my mum Mary Kang'ethe, Brother Gilbert Murage and Sister Petronila Ngunjiri; for their encouragement.

ACKNOWLEDGEMENT

I am grateful to my supervisor, Dr. John Mbugua, for his dedication, attention to detail, patience, constant feedback; constructive guidance and encouragement that made this work a success. I extend thanks to the Chairman of the Department of Extra-Mural Studies and his entire staff for the invaluable assistance accorded to me during my studies.

I would like to acknowledge my Discussion Group Members; Lynet Kiio, Kelvin Memia, Jack Achieng', Eunice Konchella, Dinah Amwayi, Njoki Kariuki and Diana Terry Omulama. The pushing, sharing of notes, guidance and keeping in touch on the Master's milestones and having connections outside the university made the effort in the university unforgettable and worth the networks established. I also wish to acknowledge the support of my colleagues at work for their insights and my Masters of Arts in Project Planning and Management (MA PPM) classmates for walking this journey together.

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ACCRONYMS AND ABBREVIATIONS

ANOVA	-	Analysis of Variance
BPM	-	Building Project Management
BRD	-	Business Requirements Document
CDF	-	Constituency Development Fund
DETR	-	Department of Environment, Transport and the Regions
HRM	-	Human Resource Management
ICT	-	Information and Communication Technology
IPO	-	Initial Public Offer
IS	-	Information Systems
IT	-	Information Technology
KPI	-	Key Performance Indicators
NACOSTI	-	National Commission for Science, Technology and Innovation
NSE	-	Nairobi Securities Exchange
PM	-	Project Management
PMBOK	-	Project Management Body of Knowledge
PMI	-	Project Management Institute
RepGrid	-	Repertory Grid
SPSS	-	Statistical Package for Social Sciences

ABSTRACT

In IT and IS project management, there are many visible and invisible factors to be taken into account, representing multiple scenarios of past, present and future use of technologies, systems and processes. In light of this, IT and IS projects continue to fail globally at an alarming rate. Fintech limited majorly undertakes IT projects and in 2016; 10-15% of its financial IT projects faced serious problems. This is high considering that the institute for project management puts a red flag on any project difficulties or failure above 8%. Since initialization is the first stage in the life of a project, an initialization requirement is an important factor if good project performance is to be realized. The purpose of the study was to investigate the influence of initialization requirements on project performance: a case of Financial IT projects in Fintech Limited in Kenya. The study was guided by the following objectives: to assess the influence of project scope on project performance in Fintech Limited, Kenya; to evaluate the influence of team selection on project performance in Fintech Limited, Kenya; to examine the influence of change management plan on project performance in Fintech Limited, Kenya; and to examine the influence of requirement sealing on project performance in Fintech Limited, Kenya. The study was anchored on the multi-dimensional performance model and the team effectiveness model. The target population was staff members. The total number of staff at the company being 130.The targeted projects were the last five (5) Financial Systems from each team lead based on IT projects implemented within the last 3 years; 2014, 2015 and 2016. The study adopted Krecjie & Morgan formulae to obtain the sample size of 97. A semi-structured questionnaire was used to gather information from the respondents. The researcher employed self-administration approach of data collection. The collected data was then summarized, coded and entered into the Statistical Package for Social Sciences version 21 for analysis. Frequency tables, percentages and mean were used to present the findings. Mean and standard deviations were used as measures of central tendencies and dispersion respectively. The relationship between the dependent variable and the independent variables was tested using multiple linear regression model. The result of automated data analysis (SPSS) revealed that scope management, team selection, change management plan and requirement sealing jointly contributed to a 28.2% proportion of variation associated to project performance. In conclusion, initialization requirements indeed influence project performance of Financial IT projects in Fintech International Limited, Kenya. From the results; scope management and change management plan were the most influential variables on project performance of Financial IT projects in Fintech International Limited, Kenya. However, requirement sealing was the least influential variable. The study recommends the creation and strengthening of an independent authority to oversight and monitor best practices for initialization requirements for companies in Kenya.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

In this Information Technology-centric era, the effective application of Information and Communication Technologies (ICT) has become crucial to the operation of many organizations, and the management of systems and technologies contributes, positively or negatively, to the lifeblood of businesses and other entities (Azmy, 2015). Information technology (IT) management in both private and public sector organizations has become increasingly important due to highly competitive and time-constrained markets, the ongoing advancement of the underlying information and communication technologies, and larger-scale changes such as the globalization of organizational activities (Pinto, 2010). Therefore, the increasing pervasiveness of technologies, applications and information systems (IS) used in every aspect of operation has become the norm in contemporary organizations. Furthermore, the competitive advantage of some organizations is heavily dependent on systems and technological sophistication, for example, online banking services (Mulwa, 2008).

In some business models, the use of advanced technologies and software applications is at the very heart of the business which in turn contributes to the success of the host organization (Azmy, 2015). For those businesses in which technology is a backbone, or heart, of the business, poor and unreliable systems can adversely affect organizational stability. In essence, whether technologies and systems are core functions or support functions of an organization, the benefits and costs of technological and systems developments can be substantial (Pinto, 2010).

According to the Project Management Body of Knowledge (PMBOK), a project is a temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite beginning and a definite end. Unique means that the product or service is different in some distinguishing way from all other products or services (PMI, 2010). Every project therefore has a start and end time between which defined works are performed by an assigned project team towards achieving an overall objective or a specified goal, within a controlled budget. A project team may range from a single person through to human resources from cross-organisational boundaries (PMI, 2014).

Projects are usually set up to achieve a goal which supports, fulfils and/or aligns with overall departmental, functional or organisational strategies and objectives. Thus, projects have distinctive characteristics from day-to-day operational activities; instead, projects are essentially reinforcements of operations and overall organization. Projects are primarily established to strengthen or improve business activities, strategies and goals, or to solve problems and issues encountered by the entity and/or its units. Factors influencing project success and failure have featured prominently in relevant research agendas for some time (Omboto, 2014). In spite of this attention, IT and IS projects continue to fail and cost organizations millions to billions of dollars on a global scale (Iha, 2014). There have been a number of high profile IS failures including the multi-million-dollar abandonment of major projects in New Zealand (McLeod & Stephen, 2011).

The success of any project is related to two important features, which are service quality in the project delivered by project managers and the project owner's expectations (Al-Momani, 2000). Managing the project so that all the participants perceive equity of benefits can be crucial to project success. It is obtained that the complete lack of attention devoted to owner's satisfaction contributes to poor performance. Declining market shares, low efficiency and productivity, and the rapid cost escalation also lead to poor performance. The success of projects depends up on technology, process, people, procurement, legal issues, and knowledge management which must be considered equally (Nitithamyong & Skibniewski, 2014).

Project success is also defined as the completion of a project within acceptable time, cost and quality and achieving client's satisfaction (Pheng & Chuan, 2006). Project success can be achieved through the good performance of indicators of the project. So, success refers to project success and performance refers to performance of indicators such as project managers. Project success has been widely discussed in the project management (PM) literature. The focus of most studies of project success is on dimensions of project and factors influencing project success.

1.1.1 Concept of Project Performance

While individual organizations have been measuring their performance for many years, there has been little consistency in the data, and the way it has been published (Wang & Huang, 2006). The performance can be measured by key indicators for evaluation. The purpose of Key performance indicators (KPIs) is that clients want their projects delivered: on time, on budget, free from defects, efficiently, right first time, safely, by profitable companies (Samson & Lema, 2003). So, Regular clients expect continuous improvement from their construction team to achieve year-on-year: reductions in project costs and time. In addition, the Key Performance Indicators (KPIs) can be used for benchmarking purposes, and will be a key component of any organization move towards achieving best practice (Samson & Lema, 2002). Clients, for instance, assess the suitability of potential suppliers or contractors for a project, by asking them to provide information about how they respond to a range of indicators. Some information will also be available through the industry's benchmarking initiatives, so clients observe how potential suppliers compare with the rest of industry in a number of different areas. Information or system supply chain companies will be able to benchmark their performance to enable them to identify strengths and weaknesses, and assess their ability to improve over time (Pinto, 2010). The KPIs framework consists of seven main groups: time, cost, quality, client satisfaction, client changes, business Performance, health and safety (Department of the Environment, Transport and the Regions (DETR), 2000)

Key performance indicators (KPIs) include factors such as time, cost, quality, client satisfaction; client changes, business performance and safety in order to enable measurement of project and organizational performance throughout the construction industry (Azmy, 2015). This information can then be used for benchmarking purposes, and will be a key component of any organization move towards achieving best practice (Department of the Environment, Transport and the Regions (DETR), 2000). (Lehtonen, 2001) stated that performance measurement is a current issue in academia, as well as in business community. KPIs are very important in order to deliver value to stakeholders (Samson and Lema, 2002). So, companies must be sure they have right processes and capabilities in place. The KPIs also allow to trace which processes and capabilities must be competitively and distinctive, and which merely need to be improved or maintained (Azmy, 2015).

1.1.2 Concept of Fintech International

Fintech International limited is the technology arm of Loita Holdings Corporation Africa (Bloomberg, 2017). The company offers technology solutions to multinationals and banks based in Southern and Eastern Africa, and operates divisions based in Kenya, Angola, Malawi, Uganda, Tunisia and Zimbabwe (Fintech, 2017). Fintech International offers services concerning banking and finance systems; participates in the sale and development of hardware and software; provides outsourcing, training and engineering services (Bloomberg, 2017). The company has over twenty years' experience in providing cutting edge solutions and services in various sectors and mainly the financial services industry (FSI) in both presence and non-presence countries across Africa such as; Tanzania, Rwanda, Ghana, Liberia, Libya, The Gambia, Ghana, Egypt, Nigeria, Morocco, South Sudan, Ethiopia, Kenya, Malawi, Uganda, Mauritius, Uganda, Zimbabwe and Tunisia (Fintech, 2017). Its solutions include; Core Banking, Sacco/MFI Management, Leasing, Mortgage, Etax, Clearing and Settlement (including Truncation), E/Channel Banking (Mobile, Internet, Agency, ATM and POS), CRB Reporting, Business Intelligence, CRM, ERP, Managed Services, Database, Unified Communications, Consultancy, and Switching (Fintech, 2017).

1.2 Statement of the Problem

Generally, IT and IS development and adoption initiatives are implemented via projects (Cadle & Yeates, 2008). Not only are technology and software implementation projects often expensive, they also require time, budget and human resource commitment. Fintech limited is composed of three subsidiaries and majorly undertakes IT projects. The company reports that 10-15% of its financial IT projects have faced serious problems in the year 2016 (Fintech, Ltd, 2016). This is very high considering that the institute for project management puts a red flag on any project difficulties or failure above 8% of total projects undertaken by a company (PMI, 2010). Since initialization is the first stage in the life of a project, could initialization requirements be the main factor influencing project performance? This is the gap that the study sought to fill.

In IT and IS project management, there are many visible and invisible factors to be taken into account, representing multiple scenarios of past, present and future use of technologies, systems and processes (Azmy, 2015). In light of this, IT and IS projects

continue to fail globally at an alarming rate (Koguty, 2016). However, looking more broadly, a failed project may be testimony to wrong or poor decisions being taken at the initiation stage (Kimoli, 2010). Poor project initiation may be contributing to the shaky foundation of many projects, which make them slacken in terms of completion rates with regard to the intended and actual completion period (Koguty, 2016). Moreover, poor initiation may be the cause of projects ending up exceeding their planned costs. Therefore, focusing on the initialization requirements is essential in unlocking the project's success.

Most projects in Kenya are started by the political elites. This means that neither take time to analyze the projects nor do a feasibility study or even take a proper analysis in the planning and initiation stages (Nandwa, 2015). Instead, the projects are pushed by the politicians for their political gain thereby undermining their quality (Nandwa, 2015). For IT based projects in particular, lack of clear links between the project and the organization's key strategic priorities, including agreed measures of success; have led to the failure of very many projects. Other scholars have blamed the failure of IT projects in Kenya to lack of skills and proven approach to project management and risk management. However, none of the studies clearly focus on the initiation stage; a gap the current study sought to fill.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of initialization requirements on project performance: a case of Financial IT projects in Fintech International Limited in Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives: -

i. To assess the extent to which scope management influences project performance in Fintech International Limited, Kenya.

ii. To evaluate the degree to which team selection influences project performance in Fintech International Limited, Kenya.

iii. To examine the level to which change management plan influences project performance in Fintech International Limited, Kenya.

iv. To investigate the magnitude to which requirement sealing influences project performance in Fintech International Limited, Kenya.

1.5 Research Questions

The study sought to answer the following questions:

i. To what extent does scope management influence project performance in Fintech International Limited, Kenya?

ii. To what degree does team selection influence project performance in Fintech International Limited, Kenya?

iii. To what level does change management plan influence project performance in Fintech International Limited, Kenya?

iv. To what magnitude does requirement sealing influence project performance in Fintech International Limited, Kenya?

1.6 Significance of the Study

The study findings directly help Fintech Limited in supporting their project managers to address their concerns such as the initiation facilities and initiation quality. The results of this study may improve the practices with regard to project initialization requirements. The study may also assist other researchers who would like to investigate the factors influencing project performance with regard to the IT projects. Researchers and academicians who wish to further their studies may borrow from the findings of this research.

1.7 Delimitation of the Study

The study focused on Fintech Limited since it is an active Information Technology based firm involved in several IT projects in Kenya and across Africa (Rwanda, Tanzania, Uganda, Malawi, Swaziland, Ghana, Nigeria, Mauritius, Seychelles, Ethiopia, Sudan among others); and therefore the findings cannot depict the exact situation in other IT companies in Kenya and across Africa. However, the study allows for continuous generalization. The study further sought to interview the staff of Fintech Limited and therefore other stakeholders in the project implementation process have been ignored like the Customers.

1.8 Limitations to the Study

The study was limited to the amount of time available for data collection and the availability of resources**.** However, the researcher allocated adequate time and resources for the study.

1.9 Basic Assumptions to the Study

The assumption was that all the respondents would answer the questions truthfully and the feedback given would be representative of the true situation in Fintech International Limited in Kenya.

1.10 Definition of Significant Terms

The following are the significant terms of the study:

Change management plan: Entails the steps, strategy and methodology that is used to control and handle modifications and variations in the project

Initialization requirements: Refers to the needs, necessities and requests applicable at the first stage of project management that involves information gathering and verification before actual implementation. There are Five phases of Project management namely; Initiation, Planning, Executing, Monitoring and Control and finally Closing.

Initialization: Refers to the first stage of project management that involves information gathering and verification before actual implementation

Project Performance: Actual output or results of a project as measured against its intended outputs and it encompasses two specific areas of firm outcomes including project time performance and project budget performance.

Requirement sealing: Refers to the point of attestation or evidence of authenticity of the original needed specifications for a project

Scope Management: Getting the basic and vital information for planned action the beginning phase of a project.

Team selection: Preliminary choosing of the relevant staff or professionals to handle a project

1.11 Organization of Study

The project has five chapters. Chapter one which is the introduction covers the background of the study, statement of the problem, significance of the study, research objectives, research questions, limitations of the study, delimitations of the study, basic assumptions to the study, definition of significant terms and organization of the study. Chapter two which is the literature review covers the empirical and literature review with a focus on scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance. In addition, the chapter focuses on the theoretical framework and the conceptual framework. Chapter three presents the research design, target population, sampling size and sampling procedure, research instruments, pilot study, validity of research instruments, reliability of instruments, data collection methods, data analysis techniques and operationalization of variables. Chapter four contains the questionnaire return rate, demographic characteristics of the respondents, influence of scope management on project performance, influence of team selection on project performance, influence of change management plan on project performance, influence of requirement sealing on project performance, project performance of the last five projects, model summary showing joint contribution of the independent variables, analysis of variance showing statistical significance and regression coefficients showing relationship between initialization requirements and project performance.. Chapter five covers the summary of findings which focuses on scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance; it further presents discussion of findings which is broken down into scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance. The chapter then presents the conclusions, recommendations of the study and recommendations for further studies.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section reviews the relevant literature on project initialization requirements and project performance from the global, regional and local perspectives. The chapter covers the empirical and literature review with a focus on scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance. In addition, the chapter focuses on the theoretical framework. Finally, the chapter presents a conceptual framework which shows the relationship between the dependent and independent variables.

2.2 Scope Management and Project Performance

Project initialization requirements are fundamental if a project has to be successful (Pinto, 2010). A project initialization requirement basically refers to the necessities, hardware and conditions set forth at the beginning of a project (Nyamasege & Mburu, 2015) various factors may come into play but may vary depending on prevailing circumstances. It is of profound importance to examine and analyze some of the factors to confirm their existence (Bai & Yang, 2011). The pace of modernization and standards of living has accelerated initialization requirements for most projects since the projects have to be performed and delivered under certain constraints (Nyamasege & Mburu, 2015).

Project scope is very important in that it forms a guideline and gives restrictions in limits and authority thereby making clear boundaries of the staff, their supervisors and stakeholders involved in a project (Pinto, 2010). Scope guidelines help the project to clearly demarcate a roadmap on how functions and responsibilities are carried out (Bai & Yang, 2011). Legal factors are government requirements which can be fulfilled to give the project the authority to undertake her activities which are within the legal framework of the land. This gives confidence to the stakeholders and partners to work without fear. It enhances or guarantees a sense of security to the Project.

Project time-cost performance relationships by using project scope factors for one hundred and sixty-one IT projects that were completed in various Australian States

was examined by (Laura, Xhevrie, Luis, & Alessandro, 2015). It was noticed that number of soft ware's required in a program are key determinants of time performance in IT projects. The study concluded that project scope was an important factor influencing project performance.

(Samson & Lema, 2003) found that the traditional performance measurement systems with regard to project scope have problems because of large and complex amount of information with absence of approaches to assist decision maker understand, organize and use such information to manage organizational performance. (Navon, 2015) stated that the main performance problem associated with project scope can be divided into two groups: unrealistic target setting or causes originating from the actual scope arrangement or deviations.

A study by Boquiren & Mamita (2011) on scope management in the sugarcane growing projects identified the factors that influenced project performance and the conditions in the farm that encouraged proper scope management. The factors included the sugar factory's personal characteristics, company situation, economic influence and certain community characteristics, while the conditions were weak retailer ties and communication network, low level of awareness with regards to laws or policies having to do with sugar projects, lack of any mechanism or effort to monitor and regulate scope. However, the study was done in Brazil and not Kenya, a contextual gap that the current study sought to fill.

2.3 Team Selection and Project Performance

International development projects are located in the developing countries, which lack adequate resources, technical and managerial skills, and have low human capital productivity. Therefore, project design standards, specifications, and construction methods must be carefully selected so that they can be appropriate to the local financial, human, and material resources required during both the implementation phase of the project and its subsequent operation (Young, 2002). Technical tasks refer to the necessity of having not only the necessary numbers of personnel for the implementation team but also ensuring that they possess technical skills, necessary technology and technical support to perform their tasks (Pinto, 2010).

The importance of people who understand the technology involved to be recommended and involved in managing the project is very important (Bai & Yang,

2011). He further states and says there has to be adequate technology to support the system. He argues that without technology and technical skills, projects quickly disintegrate into a series of miscues and technical errors. The conceptual framework of Pinto's (2010) study was derived from the factors influencing initiation of projects with specific references to availability of resources to projects, cultural factors, stakeholder participation and involvement, technical skills and project initiation. The study found out that a correlation existed in the way the variables identification, analysis; technical, cultural and initiating projects are presented.

A number of unexpected problems and changes from original design arise during the initiation phase, leading to problems in cost and time performance of a project (Chan & Kumaraswamy, 1996). The study found that poor requirement management, unforeseen change conditions and low speed of decision making are the three most significant factors causing delays and problems of time performance in local IT projects (Omboto, 2014).

Although there are numerous effectiveness measurements for teams, there is not one measurement tailored specifically for construction project teams. Since construction teams comprise individuals with diverse backgrounds, each possesses a unique set of requirements he/she wishes to achieve. Cohen and Bailey (1997) indicated it is often impossible for researchers and managers to compare teams in different functional areas, departments, or facilities. Therefore, it is crucial for team leaders to determine the best way to ensure all team players' expectations are aligned with the overall project's goals and objectives. Busseri et al. (2000) suggested it may be useful for team members to reflect on how well they are working together from time-to-time. This can be addressed by conducting assessment and evaluation among team members and by the project owner on what they think is working well, what is not working well, and how it can be improved.

2.4 Change Management Plan and Project Performance

The factors affecting cost performance of IT projects are majorly issue to do with team selection: project manager's competence; top management support; project manager's coordinating and leadership skill; monitoring and feedback by the participants; decision making; coordination among project participants; owners' competence; social condition, economical condition and climatic condition (Iyer &

Jha, 2005). Coordination among project staff was the most significant of all the factors having maximum influence on cost performance of IT projects.

A study was done by (Bai & Yang, 2011) on change management and its effect on projects run by public universities in Kenya. The study concluded that there exists a positive relationship between change management plan and performance of projects in public universities. A study on change capabilities and performance of projects in commercial banks listed in NSE was carried out by (Kimoli, 2010). The study concluded that listed commercial banks had deviated from the existing project management rules and engaged in creation of new and significant change management plans that add value and incorporate innovation in their projects.

(Pinto, 2010) insists and asserts the importance of people who understand the change management plan with regard to technology involved to be recommended and involved in managing projects. He further states and says there has to be adequate technology change management plan to support the system. He argues that without technology and technical skills, projects quickly disintegrate into a series of miscues and technical errors. The conceptual framework of this study was derived from the factors influencing initiation of projects with specific references to availability of resources to projects, cultural factors, stakeholder participation and involvement, technical skills and project initiation.

Okuwoga (1998) identified that the performance problem with most projects is related to poor change management plan to the extent that budgetary and time controls are affected. Long et al (2004) remarked that performance problems arise in large construction projects due to poor handling of change such as: incompetent designers/contractors, poor estimation and change management, social and technological issues, site related issues and improper techniques and tools.

Faith (2010) studied the influence of change management plan on the performance of Kiserian dam water project, Kajiado County, Kenya, established that focus group discussions with the area chief and community leaders revealed that the project contractor engaged more ‘outsiders’ than the local people to provide manpower during construction. This could explain the low level of community participation especially on providing manpower during the execution phase of the project. This led

to issues and conflicts thus affecting completion of project in time and increasing cost overruns.

Change management policies are very important in that they form a guideline and give restrictions in limits and scope of authority thereby making clear boundaries of the staff and their supervisors, and stakeholders handling the project (Kahindi, 2014). Change management policies help the project to clearly demarcate a roadmap on how functions and responsibilities are carried out. Legal factors are government requirements which can be fulfilled to give the project the authority to undertake her activities which are within the legal framework of the land. This gives confidence to the stakeholders and partners to work without fear. It enhances or guarantees a sense of security to the project (Kahindi, 2014).

2.5 Requirement Sealing and Project Performance

A study on requirement sealing and project performance at Airtel Kenya was undertaken by (Tuhura, 2012). The study established that the company's sealing capabilities gave it a competitive advantage over the other mobile companies with regard to project management. The study established that physical infrastructure and the distribution network at the sealing stage was crucial to the success of a project. The study adopted a case study research design and used an interview guide to collect data on. The study further noted that the company had put in place mechanisms to safeguard its sealing capabilities through confidentiality agreement to the staff and the partners, stringent policy, firewalls on information technology infrastructure and training.

A study on sealing strategies adopted by Kenyan manufacturing sector was done by (Gachanja, Etyang, & Wawire, 2008). The study established that there was a decline in total project completion and performance in the manufacturing sector during 2001 and 2005. However, the study did not determine whether the decline was associated with the requirement sealing choices. A study on influence of information sealing at the initialization requirements on performance of projects was done by (Mugambi, Chege, & K'Obonyo, 2011). The study found out that sealing capabilities affected project performance. They suggested further studies to evaluate the influence of sealing capabilities and contextual factors in small and medium enterprises because they form the bulk of business organizations in Kenya.

(Navon, 2015) remarked that project performance control in relation to requirement sealing is usually generic. It relies on manual data collection, which means that it is done at low frequency; which is normally once a month; and quite some time after the controlled event occurred and not in real-time). Moreover, manual data collection normally gives low quality data. Kim et al (2008) stated that international construction projects performance is affected by more complex and dynamic factors such as requirement sealing and not necessarily external uncertainties such as political, economic, social and cultural risks, as well as internal risks from within the project.

Nyaguthii and Oyugi (2013) did a study on the influence of requirement sealing on successful execution of Constituency development fund water projects in Kenya; a case study of Mwea constituency and they established that indeed the type of staff selected affected management of Community Development Funded water projects during the initiation phase, leading to failure before execution phase. The researcher concluded that, community members, whether influential or not, should be involved in identification (initiation phase), implementation (execution phase), monitoring and evaluation and closure phase (commissioning) of the CDF water projects to boost success and sustainability.

2.6 Concept of Project Performance

Performance measurement can be defined as a comparison between the desired and the actual performances (Navon, 2015). For example, when a deviation is detected, the project management analyzes the reasons for it. The reasons for deviation can be schematically divided into two groups; unrealistic target setting or causes originating from the actual software construction (Navon, 2015). Performance measurement is needed not only to control current projects but also to update the historic database (Navon, 2015). Such updates enable better planning of future projects in terms of costs, schedules and labor allocation. (Pheng & Chuan, 2006) stated that the measurement of project performance can no longer be restricted to the traditional criteria, which consist of time, cost and quality. There are other measurement criteria such as project management and products. An evaluation framework to measure the efficiency of building project management (BPM) by using conventional economic

analysis tools such as time, cost and quality was obtained by (Brown & Adams, 2000).

The Cost Performance Index is a measure of cost efficiency (Karim & Marosszeky, 1999). It's determined by dividing the value of the work actually performed (the earned value) by the actual costs that it took to accomplish the earned value. The ability to accurately forecast cost performance allows organizations to confidently allocate capital, reducing financial risk, possibly reducing the cost of capital. CPI Standard Deviation is an even better metric, one that shows the accuracy of budget estimating. Cost of quality is the amount of money a business loses because its product or service was not done right in the first place (Joseph, 2013). It includes total labor, materials, and overhead costs attributed to imperfections in the processes that deliver products or services that don't meet specifications or expectations. These costs would include inspection, rework, duplicate work, scrapping rejects, replacements and refunds, complaints, loss of customers, and damage to reputation (Joseph, 2013).

The most appropriate formula for evaluating project investment (and project management investment) is Net Benefits divided by Cost (McLeod & Stephenn, 2011). By multiplying this result by 100, this calculation determines the percentage return for every dollar invested. The key to this metric is in placing a dollar value on each unit of data that can be collected and used to measure Net Benefits (McLeod & Stephen, 2011). Sources of benefits can come from a variety of measures, including contribution to profit, savings of costs, increase in quantity of output converted to a dollar value, quality improvements translated into any of the first three measures. Costs might include the costs to design and develop or maintain the project or project management improvement initiative, cost of resources, cost of travel and expenses, cost to train, overhead costs (McLeod & Stephen, 2011).

Project performance can also be measured with regard to time (Matsumura, 2008). There are two types of cycle time which include project cycle and process cycle. The project life cycle defines the beginning and the end of a project. Cycle time is the time it takes to complete the project life-cycle. Cycle time measures are based on standard performance. That is, cycle times for similar types of projects can be benchmarked to determine a Standard Project Life-Cycle Time (Matsumura, 2008). Measuring cycle times can also mean measuring the length of time to complete any of the processes

that comprise the project life-cycle. The shorter the cycle times, the faster the investment is returned to the organization. The shorter the combined cycle time of all projects, the more projects the organization can complete (Matsumura, 2008).

2.7 Theoretical Framework

The study is anchored on the multi-dimensional performance model by Borman and Motowidlo (1997) and the team effectiveness model by (Driskell, Hogan, & Salas, 1987).

2.7.1 Multi-dimensional Performance Model

The model of multi-dimensional performance distinguishes between task and contextual performance. The model of multi-dimensional performance was founded by Borman and Motowidlo (1997). Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. This contribution can be either direct or indirect. Contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued. The model is important in that it focuses on contextual performance and includes not only behaviours such as helping co-workers or being a reliable member of the organization, but also having adequate skills and commitment to improve work procedures (Borman & Motowidlo, 1993).

The model is limited to three basic assumptions which are associated with the differentiation between task and contextual performance: Activities relevant for task performance vary between jobs whereas contextual performance activities are relatively similar across jobs; task performance is related to ability whereas contextual performance is related to personality and motivation; task performance is more prescribed and constitutes in-role behaviour, whereas contextual performance is more discretionary and extra-role (Motowidlo & Schmit, 1999). This model relates to the variables on scope management, change management plan and team selection in the current study.

2.7.2 Team Effectiveness Model

The team effectiveness model developed by (Driskell, Hogan, & Salas, 1987) depicts the IPO framework. On the Input factors side, there are three levels of factors namely Individual Level Factors, Group Level Factors, and Environmental Level Factors. All

three Input Factors are considered as potential to the team's productivity, but do not guarantee team effectiveness (Wright & Capps III, 2010). The Input factors then undergoes the group interaction process, where (Reichelt & Lyneis, 1999) indicated group interaction may produce performance as the outcome beyond that expected on the basis of group input factors when the team capitalizes on the opportunity to pool resources and correct errors, and outperforms even its cost component member. The team effectiveness model, outlined by (Driskell, Hogan, & Salas, 1987) takes into consideration how the environment has effects on team processes and outcomes. It is sufficient to conclude that effectiveness emerged from interactions within the team. This model relates to the variables on project performance and team selection in the current study.

2.8 Conceptual Framework

The conceptual framework gives the relationship between the independent variables namely scope management, team selection, change management plan and requirement sealing; with the dependent variable which is project performance. The study concentrated on establishing how these independent variables influence project performance.

The indicator for each variable is also illustrated in the framework as shown in figure 2.1. Scope management, team selection, change management plan and requirement sealing are thought to affect project performance. Government policy and PMI guidelines are thought to affect the relationship between the independent variables and project performance.

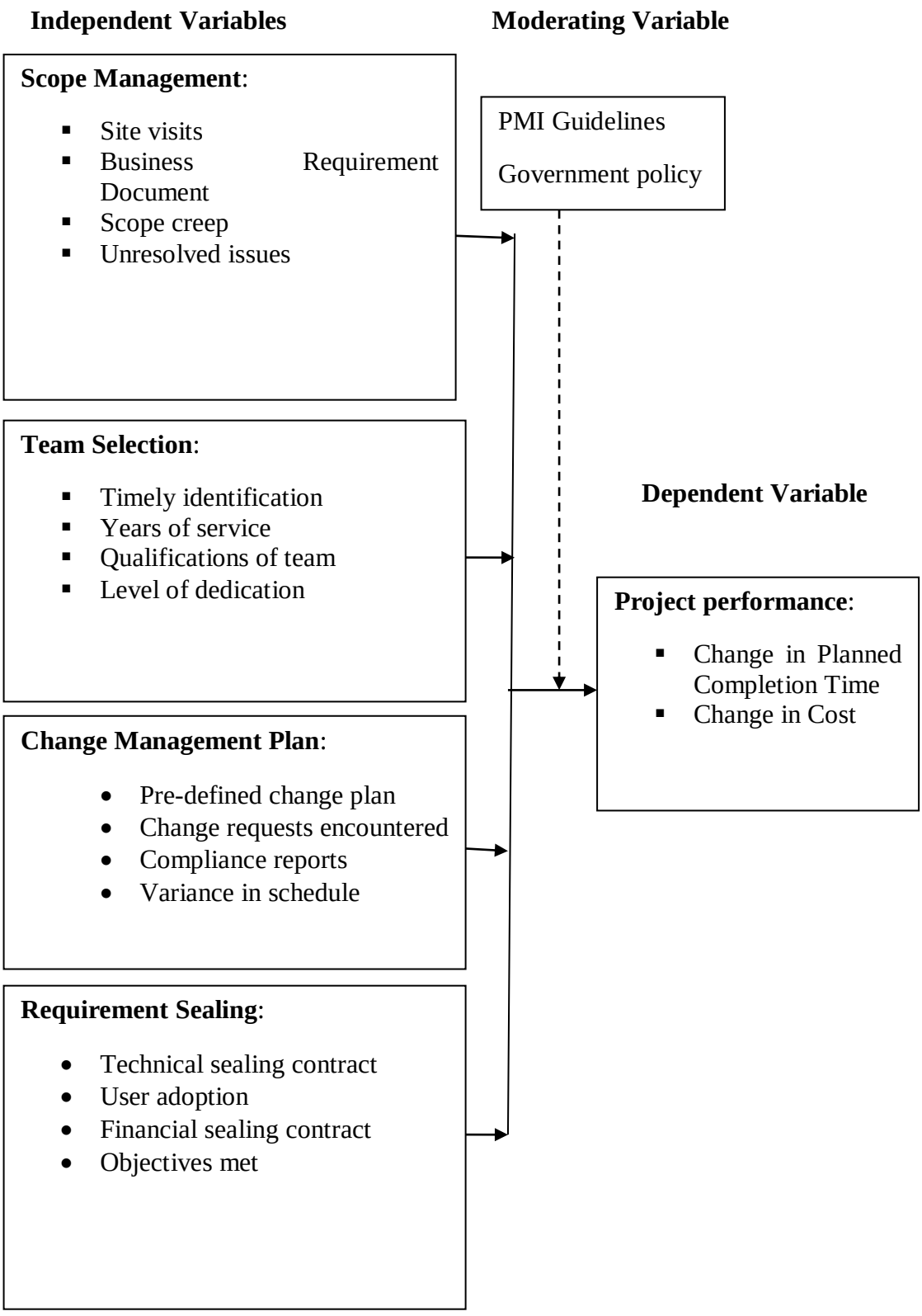

Figure 1: Conceptual Framework

2.9 Knowledge Gap

Most scholars assert that the influence of initialization requirements on project performance is still misunderstood (Fong & Lung, 2007) (Omboto, 2014). In addition, there is no clear consensus regarding the link between initialization requirements and project performance. Previous studies on IT projects have focused more on planning, execution, monitoring and closure stages thus ignoring the initialization stage (Pinto, 2010) (Joseph, 2013). Joseph (2013) focused on all the planning, execution and monitoring stages and their effects on project performance but did not focus on the initialization requirements; a gap the current study sought to fill.

Most global studies not only focused on different contexts but also different methodologies (Laura, Xhevrie, Luis, & Alessandro, 2015) (Wei & Wang, 2011). Some focused on factories while others focused on SMEs rather than IT dependent firms. Some local studies focused on commercial banks (Kimoli, 2010) thereby ignoring IT based firms. These leads to the knowledge gaps that this study sought to fill by focusing on the influence of initialization requirements on project performance in Fintech Limited, Kenya.

2.10 Summary of the Chapter

A critical review of the above studies reveals that they were either done in different contexts or interrogated different conceptual issues. In addition, some of the reviewed empirical studies focused on different research methodologies. Others adopted different data collection instruments such as interview guides and data collection forms while some studies adopted longitudinal and descripto-analytic research designs. Moreover, the studies focusing on IT based projects were majorly done in other countries and not Kenya. Therefore, the current study sought to fill these gaps by focusing on the influence of initialization requirements on project performance in Fintech Limited, Kenya.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, target population, sampling size and sampling procedure, research instruments, pilot study, validity of research instruments, reliability of instruments, data collection methods, data analysis techniques and operationalization of variables.

3.2 Research Design

The study adopted a descriptive survey design in an attempt to understand the research topic. This is because the design provides an opportunity to integrate the qualitative and quantitative methods of data collection. (Kothari, 2007) recommends descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers. (Mugenda & Mugenda, 2003) describe a descriptive survey as a measurement process used to collect information during a highly structured interview.

3.3 Target Population

Target population refers to the set of elements that the researcher focuses upon and to which the results obtained by testing the sample should be generalized (Orodho, 2005). The study drew its target population from the 130 staff members in Fintech Limited. The targeted projects were the last five (5) Financial Systems from each Team lead based on IT projects implemented within the last 3 years, 2014, 2015 and 2016. Expected to participate in the study, 5% of the respondents were senior managers, 20% were project managers, 30% were project team managers and 45% were consultants. The percentages were based on the total number of employees in the organization as illustrated on Table 3.1.

Table 3.1: Study population

Category	Number	Ratio Computation	Percentage
Senior managers	7	7/130*100	5
Project managers	26	26/130*100	20
Project team managers	39	39/130*100	30
Consultants	58	58/130*100	45
Total	**130**		**100**

Source: Fintech Kenya HRM Manual (2016)

3.4 Sample Size and Sampling Procedure

A sampling size is a list of elements from which the sample is actually drawn and is closely related to the population (Kothari, 2007). Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they are selected. A sample is a small proportion of an entire population; a selection from the population. Sampling procedure may be defined as a systematic process of identifying individuals for a study to represent the larger group from which they are selected (Mugenda & Mugenda, 2003).

3.4.1 Sample Size

According to (Jankowicz, 2004) a sample is a small proportion of a population selected for observation and analysis. The sample size was chosen as shown in table 3.2. The study adopted (Krejcie & Morgan, 2006) formulae to obtain the sample size.

Table 3.2: Sample Frame

Description	Population	Sample	Method
Staff	130	97	Krecjie & Morgan (2006)
Total	**130**	**97**	

3.4.2 Sampling Procedure

The study sample was 97 as shown in Table 3.2. Specifically, the study focused on various project managers and team leaders involved in the implementation and execution of the last five (5) Financial Systems based IT projects in Fintech Limited. According to (Krejcie & Morgan, 2006), if the target population is finite, the following formula can be used to determine the sample size.

$$S = X^2NP(1-P) \div [d^2(N-1) + X^2P(1-P)]$$

Where:

S = Required Sample size.

X = Z value (1.96 for 95% confidence level)

N = Population Size.

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%)

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error.

Therefore; S = (1.96*1.96) (130) (0.5) (1-0.5) divide by [(0.05*0.05) (130-1) + (1.96*1.96) (0.5) (1-0.5)]

S = 97

The sample percentage distribution was representative as shown in Table 3.3.

Table 3.3: Sample Population

Category of Respondents	Population	Sample size	Sample Percentage
Senior Managers	7	5	5.15
Project Managers	26	19	19.59
Project Teams	39	31	31.96
Consultants	58	42	43.30
Beneficiaries	**130**	**97**	**100**

3.5 Research Instruments

The researcher used a semi-structured questionnaire to gather information from the respondents. A total of one hundred questionnaires were used targeting a sample size of 97 which composed of senior managers, project managers, project teams and consultants. The questionnaires were preferred in this study because respondents of the study were assumed to be literate and quite able to answer questions asked adequately. It contained a mix of questions, allowing for both open-ended and specific responses to a broad range of questions. (Kothari, 2007) terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time. It guarantees confidentiality of the source of information through anonymity while ensuring standardization. It is for the above reasons that the questionnaire was chosen as an appropriate instrument for this study.

The questionnaire was divided into two sections. Section one dealt with background information of the respondents while section two dealt with the relationship between the study variables. Section two had five sub-sections. Four of the sub-sections contained statements in line with each objective. The last sub-section contained statements relating to the dependent variable. A five point likert scale was used to measure the indices.

3.5.1 Pilot Study

A pilot study was conducted in Fintech International Limited on a sample size that is 10% that of the current study; as indicated in (Mugenda & Mugenda, 2003). The aim of the pilot survey was to test whether the design of questions was logical, if questions were clear and easily understood; whether the stated responses were exhaustive and how long it would take to complete the questionnaire. Views given by the respondents during pilot study were used to perk up the research quality before actual collection of data

3.5.2 Validity of Research Instrument

Validity is the degree to which a test measures what it purports to (Gall, Borg, & Gall, 1996). Content validity involves checking the Operationalization against the relevant content domain for the construct (Social Research Methods, 2017). To establish content validity of the research instrument, the researcher sought opinions of scholars and experts; including the supervisors. This allowed modification of the instrument thereby enhancing validity. Construct validity is the approximate truth of the conclusion that your Operationalization accurately reflects its construct (Social Research Methods, 2017). To measure construct validity, the researcher assessed the responses and non-responses per question to determine if there is any technical dexterity with the questions asked.

3.5.3 Reliability of Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results on data after repeated trials (Mugenda & Mugenda, 2003). The study used split-halves and ‘internal consistency’ method to measure reliability. ‘Split-halves’ method was used by comparing the two halves of the responses to each other and similarities identified. The more similarities between the two halves of the responses and each question the greater the reliability. Internal consistency method was tested using Cronbach’s Alpha. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used as evidence that the items measure an underlying (or latent) construct (Warmbrod, 2007). The study obtained a Cronbach's alpha of 0.81; consequently, reliability was considered acceptable because any alpha value below 0.7 shows questionable or poor internal consistency. Cronbach's alpha is a function of the

number of items in a test; in this case 97; the average covariance between item-pairs and the variance of the total score.

3.6 Data Collection Methods

The researcher obtained an introductory letter from the University and a research permit from National Commission for Science, Technology and Innovation (NACOSTI) before embarking on collection of data. The researcher and her assistants employed self-administration approach of data collection in order to monitor the process to ensure that unintended people did not fill the questionnaires. Table 3.4 displays the projects targeted.

Table 3.4 Projects Targeted

	Project name	Country	Product
1	Commercial Bank of Africa (CBA)	Kenya	Chequepoint Version 5
2	City Bank	Kenya, Uganda, Tanzania	City Collect
3	Kenyatta Matibabu	Kenya	Fin Sacco
4	Ghana Home Loans (GHL)	Ghana	Leasepac
5	Debub Bank	Ethiopia	Chequepoint V5

Source: Fintech Manual (2016)

The last five financial systems based products developed within the last three years (2014, 2015 and 2016) by each team lead are Chequepoint Version 5, City Collect, Fin Sacco and Leasepac as listed in Table 3.4.

3.7 Data Analysis Technique

Before processing the responses, the completed questionnaires were checked for completeness and consistency. The data was then summarized, coded and entered into the Statistical Package for Social Sciences (SPSS) version 21 for analysis to enable the responses to be grouped into various categories. Secondary data was analyzed using content analysis. Frequency tables, percentages and mean were used to present the findings. Mean and standard deviations were used as measures of central tendencies and dispersion respectively. The relationship between the dependent variable and the independent variables was tested using multiple linear regression model of the form $Y_i = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon$ where:

Y_i = Project performance

x_1 = Scope management

x_2 = Team selection

x_3 = Change management plan

x_4 = Requirement sealing

α = Constant ;

$\acute{\varepsilon}$ = Error term which captures all other factors which influence the dependent variable y_i other than the regressors x_i

β = Beta coefficients- which are the partial derivatives of the dependent variable with respect to the various independent variables.

3.8 Ethical Issues

The objectives, instruments and methodology were discussed with the prospective subjects prior to the interviews. In the whole process of the study, the researcher maintained utmost confidentiality about the respondents' views and inputs. In addition, participation in the study was purely on voluntary basis. In fact, the researcher ensured that all respondents were given free will to participate and contribute willingly to the study. Furthermore, the researcher ensured that all necessary authorities were consulted and permission granted. The researcher made clear clarifications on any issues to do with physical harm or discomfort, any invasion of privacy and any threat to dignity. The study particularly observed the ethical principle of beneficence which includes the professional mandate to do effective and significant research so as to better serve and promote the welfare of the research subjects.

3.9 Operationalization of Variables

Table 3.5 provides the relationship between the dependent and independent variables on which the study was based.

Table 3.5 Operationalization of Variables

Variable	Indicator (s)	Measurement	Scale	Type of analysis	Tools of Analysis
Scope management	No. of Site Visit	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	BRD	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Scope creep	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	No of un-resolved issues	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
Team selection	Identification of teams	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Experience	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Qualifications	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Dedication	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
Change management plan	Predefined Change Plan	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression

	No. of Change Requests	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	No. of Compliance reports	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Variance in schedule	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
Requirement Sealing	Technical Sealing Contract	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	User adoption	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Financial Sealing Contract	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Business objectives met	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
Project performance	Project Time	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression
	Project Cost	Likert scale	Ordinal	Descriptive Analytical	Mean, Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains the questionnaire return rate, demographic characteristics of the respondents, influence of scope management on project performance, influence of team selection on project performance, influence of change management plan on project performance, influence of requirement sealing on project performance, project performance of the last five projects, model summary showing joint contribution of the independent variables, analysis of variance showing statistical significance and regression coefficients showing relationship between initialization requirements and project performance.

4.2 Questionnaire Return Rate

Out of 97 questionnaires targeted by the study, only 68 were fully filled and were considered for data entry and subsequent analysis. This represents a response rate of 70.10% which is above the minimum response rate of 60% (Fincham, 2008) and is therefore statistically acceptable. A response rate of 100% was not achieved due to skepticism by some respondents, time constraints by other respondents and spoilt or incomplete questionnaires.

4.3 Demographic Characteristics of the Respondents

Demographic characteristics of the respondents such as age, gender, work duration, job title, number of projects handled and most outstanding project managed were covered as shown in the following sub-sections.

4.3.1 Distribution of the Respondents by Age

Table 4.1 presents the distribution of the respondents by age.

Table 4.1: Age of the Respondents

Age	Frequency	Percent (%)
41 – 50	4	5.9
31 - 40	31	45.6
21 - 30	33	48.5
Total	68	100.0

33 (48.5%) of the respondents were aged 21 to 30 years; 31 (45.6%) were aged 31 to 40 years while 4 (5.9%) were aged 41 to 50 years. In summary, majority of the respondents were aged twenty one to thirty years while minority of the respondents had ages between forty one and fifty years.

4.3.2 Distribution of the Respondents by Gender

Table 4.2 presents the distribution of the respondents by gender.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent (%)
Male	46	67.6
Female	22	32.4
Total	68	100.0

46 (67.6%) of the respondents were male while 22 (32.4%) of the respondents were female. This basically implies that there were more male respondents as compared to their female counterparts.

4.3.3 Distribution of the Respondents by Duration of Work

Table 4.3 presents the distribution of the respondents by duration of work.

Table 4.3: Duration of Work

Duration	Frequency	Percent (%)
Less than 1 year	7	10.3
6-10 years	18	26.5
11-15 years	4	5.9
1-5 year	39	57.4
Total	68	100.0

39 (57.4%) of the respondents had worked for one to five years, 18 (26.5%) had worked for six to ten years, 7 (10.3%) had worked for less than one year and 4 (5.9%) had worked for eleven to fifteen years. Therefore, majority of the respondents had worked for one to five years while minority had worked for eleven to fifteen years.

4.3.4 Distribution of the Respondents by Designation

Table 4.4 presents the distribution of the respondents by job title.

Table 4.4: Designation of Respondents

Designation	Frequency	Percent (%)
Support and Implementation Consultant	28	41.2
Quality Assurance Engineer	3	4.4
Project Manager	12	17.6
Product Manager	2	2.9
Project Developer	18	26.5
Head of Operations	1	1.5
Head of Development	1	1.5
Head of IT	1	1.5
Business Analyst	2	2.9
Total	68	100.0

28 (41.2 %) of the respondents were support and implementation consultants, 18 (26.5%) were project developers, 12 (17.6%) were project managers, 3 (4.4%) were quality

assurance engineers, 2 (2.9%) were business analysts, another 2 (2.9%) were product managers, while the rest were either head of operations, head of development or head of IT. In summary, majority of the respondents were support and implementation consultants and project developers while minority were head of operations, head of development and head of IT.

4.3.5 Distribution of the Respondents by Number of Projects Handled

Table 4.5 presents the distribution of the respondents by number of projects handled.

Table 4.5: Number of Projects Handled

Number of projects	Frequency	Percent (%)
More than 15	12	17.6
Less than 5	21	30.9
Between 10 and 15	35	51.5
Total	68	100.0

35 (51.5%) of the respondents had handled between ten and fifteen projects, 21 (30.9%) of the respondents had handled less than five projects and 12 (17.6%) of the respondents had handled more than fifteen projects. In summary, more than half of the respondents had handled between ten and fifteen projects. Therefore, the respondents had sufficient knowledge and experience with regard to managing projects.

4.3.6 Factors Contributing to Performance of Most Outstanding Project

The respondents were asked to mention what contributed to the performance of their most outstanding project, the following factors were mentioned: Competent and experienced resources, understanding of the project scope, product readiness, and early identification and fixing of gaps, Quality assurance, Adherence to project management Policies, lack of Scope creep, proper requirements collection and adherence to set timelines. Other reasons included proper planning and monitoring, team-work, communication, commitment and resilience. Others mentioned understanding client requirement and customer care, joint approval of business requirements by both vendor & customer, project incentives such bonuses, customer acknowledgement and joint resolution of project slippage risks.

4.4 Scope Management and Project Performance

The study sought to establish the influence of scope management on project performance. Table 4.6 presents the influence of scope management on project performance.

Table 4.6: Scope Management and Project Performance

Question item	N	Agree	Disagree	Mean	SD
1 Site visits carried out	68	89.70	10.30	1.1029	0.30614
2 Client provided a BRD	68	91.20	8.80	1.0882	0.28575
3 Cases of scope creep noted	68	83.80	16.20	1.1618	0.37097
4 Unresolved issues existed by delivery time	68	72.10	27.90	1.2794	0.45205
Average				1.1581	0.3537

The respondents were asked if site visits are carried out for requirement gathering; a mean of 1.1029 was obtained denoting agreement. Therefore, the respondents agreed that site visits are carried out for requirement gathering.

In addition, the respondents were asked whether the client provided business requirements document (BRD) and a mean of 1.0882 was obtained denoting agreement. Therefore, the respondents agreed that the client provided business requirements document (BRD).

The respondents were asked if cases of scope creep involving ad hoc addition of features by the client were experienced during project plan execution and a mean of 1.1618 was obtained denoting agreement. Therefore, the respondents agreed that cases of scope creep involving ad hoc addition of features by the client were experienced during project plan execution. Moreover, when the respondents were asked if some unresolved issues existed by the time the product was delivered, a mean of 1.2794was obtained denoting agreement. Therefore, the respondents agreed that there existed some unresolved issues by the time the product was delivered.

In conclusion, with regard to all the statements relating to scope management and project performance; average mean was 1.1581. Two question items had means higher than the average mean; the question asking whether cases of scope creep are noted and the other

question asking whether unresolved issues existed by delivery time. Therefore, cases of scope creep and unresolved issues existing by delivery time were considered to have a negative influence on project performance. However, the only question item with the lowest mean compared to the average mean was question item two which asked whether the client provided a business requirements document (BRD). Therefore, provision of BRD by the client was considered to have the most positive influence on project performance.

4.5 Team Selection and Project Performance

The study sought to establish the influence of team selection on project performance. Table 4.7 presents the influence of team selection on project performance.

Table 4.7: Team Selection and Project Performance

Question item	N	Agree	Disagree	Mean	SD
1 All required team resources identified	68	61.80	38.20	1.3824	0.48958
2 All team resources had experience of over 5 years	68	17.60	82.40	1.8235	0.38405
3 All team resources had required qualifications	68	66.20	33.80	1.3382	0.47663
4 All team resources fully dedicated to project	68	61.80	38.20	1.3824	0.48958
Average				1.4816	0.4599

The respondents were asked to clarify if all the required team resources were identified in good time before project execution; a mean of 1.3824 was obtained denoting agreement. Therefore, the respondents agreed that all the required team resources were identified in good time before project execution. However, the respondents were asked to clarify if all the team resources had more than five years of experience dealing with such a project and a mean of 1.8235 was obtained denoting disagreement. Therefore, the respondents disagreed that all the team resources had experience of more than five years dealing with such a project.

The respondents were asked if all the team resources had required qualifications relevant for the project; a mean of 1.3382 was obtained denoting agreement. Therefore, the respondents agreed that all the team resources had required qualifications relevant for the project. In addition, the respondents were asked to confirm if all the team resources were

fully dedicated to the project from the beginning, a mean of 1.3824 was obtained denoting agreement. Therefore, the respondents agreed that all the team resources were fully dedicated to the project from the beginning.

In conclusion, with regard to all the statements relating to team selection and project performance; average mean was 1.4816. The only question item with a mean higher than the average mean was the question asking whether all team resources had experience of over five years. Therefore, team resources having experience of over five years was considered to have the most negative influence on project performance. In addition, the only question item with the lowest mean compared to the average mean was question item three which stated that all team resources had required qualifications. Therefore, team resources having required qualifications was considered to have the most positive influence on project performance.

4.6 Change Management Plan and Project Performance

The study sought to establish the influence of change management plan on project performance. Table 4.8 presents the influence of change management plan on project performance.

Table 4.8: Change Management Plan and Project Performance

Question item	N	Agree	Disagree	Mean	SD
1 Predefined change management plan was in place	68	52.90	47.10	1.4706	0.50285
2 Change requests encountered	68	80.90	19.10	1.1912	0.39615
3 Compliance reports for change decision	68	48.50	51.50	1.5147	0.50350
4 Variance due to functionality changes occurred	68	80.90	19.10	1.1912	0.39615
Average				1.3419	0.4497

The respondents were asked to clarify if a predefined change management plan was in place before project execution; a mean of 1.4706 was obtained denoting agreement. Therefore, the respondents agreed that a predefined change management plan was in place before project execution.

In addition, the respondents were asked if a number of change requests were encountered during project execution; a mean of 1.1912 was obtained denoting agreement. Therefore, the respondents agreed that a number of change requests were encountered during project execution.

The respondents were asked to clarify if compliance and adherence reports were written for each change decision; a mean of 1.5147 was obtained denoting disagreement. Therefore, the respondents disagreed that compliance and adherence reports were written for each change decision. However, a mean of 1.1912 denoting agreement was obtained when the respondents were asked if a variance occurred in schedule due to functionality changes. Therefore, the respondents agreed that a variance occurred in schedule due to functionality changes.

In conclusion, with regard to all the statements relating to change management plan and project performance; average mean was 1.3419. Two question items had means higher than the average mean; the question asking whether predefined change management plan was in place and the other question asking whether compliance and adherence reports are written for each change decision. Therefore, predefined change management plan being in place and compliance and adherence reports being written for each change decision were considered to have a negative influence on project performance. However, question items two and four had the lowest means compared to the average mean. Therefore, change requests encountered and occurrence of variance due to functionality changes were considered to have the most positive influence on project performance.

4.7 Requirement Sealing and Project Performance

The study sought to establish the influence of requirement sealing on project performance. Table 4.9 presents the influence of requirement sealing on project performance.

Table 4.9: Requirement Sealing and Project Performance

Question item	N	Agree	Disagree	Mean	SD
1 Technical sealing contract signed	68	85.30	14.70	1.1471	0.35680
2 90% product adopted	68	82.40	17.60	1.1765	0.38405
3 Financial sealing contract signed	68	89.70	10.30	1.1029	0.30614
4 90% objectives met	68	83.80	16.20	1.1618	0.37097
Average				1.1471	0.3545

A mean of 1.1471 denoting agreement was obtained when the respondents were asked if a technical sealing contract was signed by project sponsor before project execution. Therefore, the respondents agreed that a technical sealing contract was signed by project sponsor before project execution. In addition, a mean of 1.1765 denoting agreement was obtained when the respondents were asked if close to ninety percent of the product was adopted by the users. Therefore, the respondents agreed that close to ninety percent of the product was adopted by the users.

A mean of 1.1029 denoting agreement was obtained when the respondents were asked to clarify if a financial sealing contract was signed by project sponsor before project execution. Therefore, the respondents agreed that a financial sealing contract was signed by project sponsor before project execution. Moreover, the respondents were asked if close to ninety percent of the business objectives were met for the project and a mean of 1.1618 was obtained denoting agreement. Therefore, the respondents agreed that close to ninety percent of the business objectives were met for the project.

In conclusion, with regard to all the statements relating to requirement sealing and project performance; average mean was 1.1471. The question items with the higher means than the average mean were question items two and four; asking about 90% of product being adopted and 90% of objectives being met respectively. Therefore, 90% product being adopted and 90% of objectives being met were considered to have a negative influence on project performance. However, question items three asking about signing of a financial sealing contract had the lowest mean compared to the average mean. Therefore, signing of a financial sealing contract was considered to have the most positive influence on project performance.

4.8 Project Performance and Initialization Requirements

The study sought to establish if project initialization influenced performance of the projects undertaken. This section presents the model summary displaying results for the coefficient of determination, analysis of variance (ANOVA) results and partial regression coefficients.

4.8.1 Model Summary

Table 4.10 displays the results for the coefficient of determination.

Table 4.10: Model summary showing joint contribution of independent variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.531[a]	0.282	0.236	0.41193

The value of R was 0.531 and R square was 0.282 (28.2%) as shown in table 4.10. Therefore, the researcher deduced that the independent variables jointly contributed to a 28.2% proportion of variation associated to project performance of Financial IT projects in Fintech International Limited in Kenya. This means the independent variables jointly contributed to a 28.2% proportion of variation associated to project performance: a case of Financial IT projects in Fintech International Limited in Kenya. This further confirms that all the independent variables in the study (scope management, team selection, change

management plan and requirement sealing) indeed influence project performance of Financial IT projects in Fintech International Limited in Kenya.

4.8.2 Analysis of Variance

Table 4.11 presents the ANOVA results.

Table 4.11: Analysis of Variance showing statistical significance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	4.192	4	1.048	6.176	0.000[b]
1	Residual	10.690	63	0.170		
	Total	14.882	67			

The p-value of 0.0001 (with a significance level of 0.05) indicates high significance in predicting how scope management, team selection, change management plan and requirement sealing influence project performance of Financial IT projects in Fintech International Limited in Kenya. The F calculated at 0.05 level of significance was 6.176; since F calculated is greater than the F critical (value = 1.5252), this shows that the overall model was statistically significant.

4.9.3 Regression Coefficients

Table 4.12 displays the regression coefficients.

Table 4.12: Regression Coefficients showing relationship between initialization requirement and project performance

Model	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.805	0.321		5.624	0.000
Scope management	0.322	0.149	0.254	2.159	0.035
1Team selection	-0.255	0.112	-0.258	-2.273	0.026
Change management plan	-0.322	0.102	-0.344	-3.172	0.002
Requirement sealing	-0.025	0.170	-0.016	-0.144	0.886

From the estimated multiple regression equation, th0e resulting regression equation is:

$Y_i = 1.805 + 0.322\ X_1 - 0.255\ X_2 - 0.322\ X_3 - 0.025\ X_4$. The beta coefficients give the rate of standard deviations change on the dependent variable (project performance) that was produced by a change on the independent variables (scope management, team selection, change management plan and requirement sealing). This means that if all factors are kept constant, scope management causes a positive deviation of 0.322 on project performance while change management plan causes a negative deviation of 0.322 on project performance. Moreover, if all factors are kept constant, team selection causes a negative deviation of 0. 255 on project performance while requirement sealing causes a negative deviation of 0. 025 on project performance.

Here, scope management and change management plan both take a lead with 0.322 deviations. However, scope management had a positive deviation while change management plan had a negative deviation. The two leading variables were followed by team selection causing a negative variation of 0.255. The least influential variable was requirement sealing causing a negative variation of 0.025. The researcher thus concluded that scope management was the most influential variable while requirement sealing was the least influential variable.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of findings which focuses on scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance; it further presents discussion of findings which is broken down into scope management and project performance, team selection and project performance, change management plan and project performance and requirement sealing and project performance. The chapter then presents the conclusions, recommendations of the study and recommendations for further studies.

5.2 Summary of the Findings

The results reveal that value of coefficient of determination (R square) was 0.282 which is 28.2%. Therefore, the researcher deduced that the scope management, team selection, change management plan and requirement sealing jointly contributed to a 28.2% proportion of variation associated to project performance of Financial IT projects in Fintech International Limited in Kenya.

5.2.1 Scope Management and Project Performance

In conclusion, with regard to all the statements relating to scope management and project performance; average mean was 1.1581 denoting agreement. From the estimated multiple regression equation, scope management had a positive deviation of 0.322 on project performance. In summary, scope management indeed positively influences project performance of Financial IT projects in Fintech International Limited in Kenya.

5.2.2 Team Selection and Project Performance

In conclusion, with regard to all the statements relating to team selection and project performance; average mean was 1.4816 denoting agreement. From the estimated multiple regression equation, team selection had a negative deviation of -0.255 on project

performance. In summary, team selection indeed negatively influences project performance of Financial IT projects in Fintech International Limited in Kenya.

5.2.3 Change Management Plan and Project Performance

In conclusion, with regard to all the statements relating to change management plan and project performance; average mean was 1.3419 denoting agreement. From the estimated multiple regression equation, change management plan had a negative deviation of -0.322 on project performance. In summary, change management plan indeed negatively influences project performance of Financial IT projects in Fintech International Limited in Kenya.

5.2.4 Requirement Sealing and Project Performance

In conclusion, with regard to all the statements relating to requirement sealing and project performance; average mean was 1.1471 denoting agreement. From the estimated multiple regression equation, requirement sealing had a negative deviation of -0.025 on project performance. In summary, requirement sealing indeed negatively influences project performance of Financial IT projects in Fintech International Limited in Kenya.

5.3 Discussion of Findings

The study sought to investigate the influence of initialization requirements on project performance: a case of Financial IT projects in Fintech International Limited, Kenya. The result reveals that the independent variables (scope management, team selection, change management plan and requirement sealing) jointly contributed to a 28.2% proportion of variation associated to project performance of Financial IT projects in Fintech International Limited, Kenya. Therefore, initialization requirements indeed influence project performance of Financial IT projects in Fintech International Limited, Kenya. These findings are similar to those of Tuhura (2012) who found out that initialization requirements affect project performance. However, a study by (Gachanja, Etyang, & Wawire, 2008) had different results and their conclusion was that initiation requirements do not affect project performance. The influence of specific independent variables that represented initialization requirements are discussed in the following sub-sections.

5.3.1 Scope Management and Project Performance

The study sought to assess the extent to which scope management influences project performance in Fintech International Limited, Kenya. With regard to all the statements relating to scope management and project performance; average mean was 1.1581 denoting agreement. Moreover, unresolved issues existing by delivery time was considered to have the most negative influence on project performance while provision of business requirements document (BRD) by the client was considered to have the most positive influence on project performance. From the estimated multiple regression equation, scope management had a positive deviation of 0.322 on project performance. Therefore, scope management indeed influences project performance of Financial IT projects in Fintech International Limited in Kenya. In addition, scope management was the most influential variable causing the highest positive deviation on project performance of Financial IT projects in Fintech International Limited in Kenya. This finding concurs with that of Boquiren and Mamita (2011) who found out that indeed scope management influenced project performance. In addition, a study by Samson and Lema (2002) revealed that indeed scope management influence project performance.

5.3.2 Team Selection and Project Performance

The study sought to evaluate the extent to which team selection influences project performance in Fintech International Limited, Kenya. With regard to all the statements relating to team selection and project performance; average mean was 1.4816 denoting agreement. Moreover, team resources having experience of over five years was considered to have the most negative influence on project performance while team resources having required qualifications was considered to have the most positive influence on project performance. From the estimated multiple regression equation, team selection had a negative deviation of 0.255 on project performance in Fintech International Limited, Kenya. Therefore, team selection indeed influences project performance of Financial IT projects in Fintech International Limited in Kenya. Moreover, team selection was the third most influential variable; causing a negative deviation on project performance of Financial IT projects in Fintech International Limited in Kenya. Similar results were recorded in a study by (Young, 2002) who

concluded that team selection was the third most influential variable among five variables studied.

5.3.3 Change Management Plan and Project Performance

The study sought to examine the extent to which change management plan influences project performance in Fintech International Limited, Kenya. With regard to all the statements relating to change management plan and project performance; average mean was 1.3419 denoting agreement. Moreover, compliance and adherence reports being written for each change decision was considered to have the most negative influence on project performance while occurrence of variance due to functionality changes was considered to have the most positive influence on project performance. From the estimated multiple regression equation, change management plan had a negative deviation of 0.322 on project performance in Fintech International Limited, Kenya. Therefore, change management plan indeed influences project performance of Financial IT projects in Fintech International Limited in Kenya. Furthermore, change management plan was the most influential variable causing the highest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. Empirical studies such as Faith (2010), Pinto (2010) and (Bai & Yang, 2011) registered positive relationship between change management plan and project performance and therefore prop up the study findings.

5.3.4 Requirement Sealing and Project Performance

The study sought to investigate the extent to which requirement sealing influences project performance in Fintech International Limited, Kenya. With regard to all the statements relating to requirement sealing and project performance; average mean was 1.1471 denoting agreement. Moreover, 90% of objectives being met were considered to have the most negative influence on project performance while signing of a financial sealing contract was considered to have the most positive influence on project performance. From the estimated multiple regression equation, requirement sealing had a negative deviation of 0.025 on project performance. Therefore, requirement sealing indeed influences project performance of Financial IT projects in Fintech International Limited in Kenya. In addition, requirement sealing was the least influential variable causing the

lowest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. However, a study (Gachanja, Etyang, & Wawire, 2008) concluded that sealing requirement does not affect project performance; a contradiction to the findings of the current study. Other studies that recorded similar findings include Tuhura (2012) who found out that physical infrastructure and the distribution network at the sealing stage was crucial to the success of a project. In addition, (Mugambi, Chege, & K'Obonyo, 2011) found out that sealing capabilities affected project performance.

5.4 Conclusions

The study sought to investigate the influence of initialization requirements on project performance: a case of Financial IT projects in Fintech International Limited, Kenya. The result of automated data analysis (SPSS) reveals that the independent variables (scope management, team selection, change management plan and requirement sealing) jointly contributed to a 28.2% proportion of variation associated to project performance. In conclusion, initialization requirements indeed influence project performance of Financial IT projects in Fintech International Limited, Kenya.

The study sought to assess the extent to which scope management influences project performance in Fintech International Limited, Kenya. From the estimated multiple regression equation, scope management had a positive deviation of 0.322 on project performance. In conclusion, scope management was the most influential variable causing the highest positive deviation on project performance of Financial IT projects in Fintech International Limited, Kenya.

The study sought to evaluate the extent to which team selection influences project performance in Fintech International Limited, Kenya. From the estimated multiple regression equation, team selection had a negative deviation of 0.255 on project performance. In conclusion, team selection was the third most influential variable; causing a negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya.

The study sought to examine the extent to which change management plan influences project performance in Fintech International Limited, Kenya. From the estimated

multiple regression equation, change management plan had a negative deviation of 0.322 on project performance. In conclusion, change management plan was the most influential variable causing the highest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya.

The study sought to investigate the extent to which requirement sealing influences project performance in Fintech International Limited, Kenya. From the estimated multiple regression equation, requirement sealing had a negative deviation of 0.025 on project performance. In conclusion, requirement sealing was the least influential variable causing the lowest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya.

5.5 Recommendations of the Study

The study established that initialization requirements indeed influence project performance of Financial IT projects in Fintech International Limited, Kenya. Therefore, the study recommends the creation and strengthening of an independent authority to oversee and monitor best practices for initialization requirements for companies in Kenya and further provide technical advice with regard to influence of initialization requirements on project performance.

The study findings indicated that scope management was the most influential variable causing the highest positive deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. This study recommends that companies in Kenya should come up with scope management policies; with a possible measure to cushion the companies from scope creeps. Moreover, theories can be advanced especially those that tend to link scope management to project performance.

The study concluded that team selection was the third most influential variable; causing a negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. Therefore, this study recommends that stringent human resource guidelines be drafted for each project to be undertaken; it further recommends that team management committees that utilize modern management systems be adopted for technical projects.

The study findings showed that change management plan was the most influential variable causing the highest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. Therefore, the study recommends more scrutiny and improvement on current change management models and tools with a focus on low costs and improved efficiency.

The study also established that requirement sealing was the least influential variable causing the lowest negative deviation on project performance of Financial IT projects in Fintech International Limited, Kenya. Therefore, the study recommends adoption of better requirement sealing techniques and effective liaison and communication before signing of any sealing contracts by companies in Kenya.

5.6 Suggestions of Further Studies

From the study and subsequent conclusions, the researcher recommends a further research on:

i. The influence of automated scope management systems on financial performance of projects in Kenya.

ii. The effect of change preparedness on timely completion of IT projects in Kenya.

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APPENDICES

Appendix I: Letter of Introduction

Catherine Ngunjiri,

University of Nairobi,

P.O Box 30199 – 00100

Nairobi

Dear Respondent,

RE: SURVEY DATA COLLECTION

My name is Catherine Ngunjiri. I am a student from the University of Nairobi. I am conducting a survey on "**Influence of initialization requirements on project performance: a case of Financial IT projects in Fintech International Limited in Kenya**". The information provided by you will be treated confidentially and will not be disclosed to any third party. Information will only be collected for the purposes of research in order to establish the relation of the two variables. I therefore request you to feel free and provide honest answers without any fear, intimidation or disclosure violation. Your participation and cooperation will be highly appreciated.

Regards,

Catherine Ngunjiri,

L50/72313/2011

Appendix II: University Of Nairobi Letter

UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:
Our Ref:
Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

REF: UON/CEES/NEMC/26/193

19th June, 2017

TO WHOM IT MAY CONCERN

RE: CATHERINE WANGUI NGUNJIRI - REG NO L50/72313/2011

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Masters of Art in Project Planning and Management.

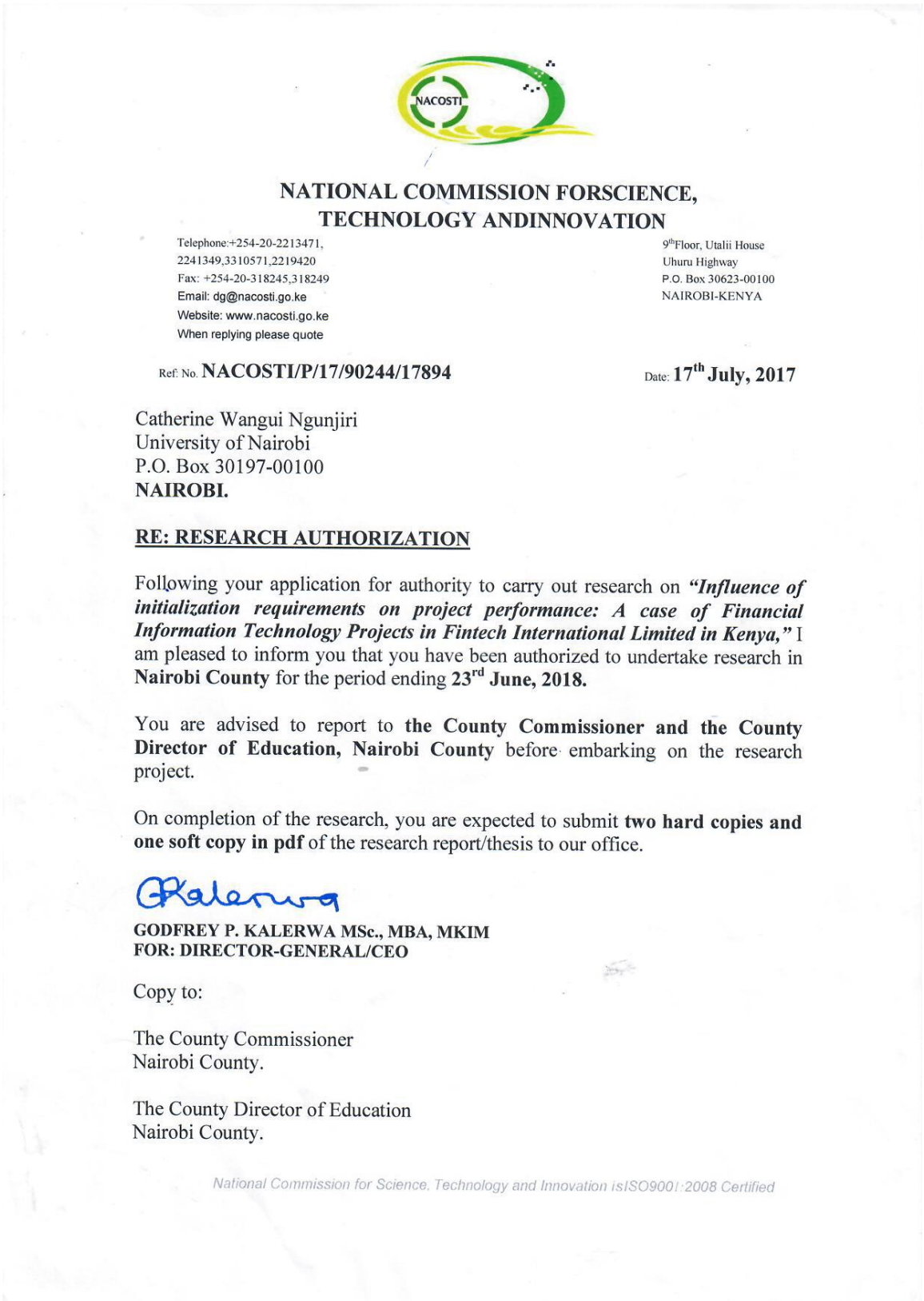
She is proceeding for research entitled **"influence of initialization requirements on project performance."** A Case of Financial Information Technology Projects in Fintech International Limited in Kenya.

Any assistance given to her will be highly appreciated.

UNIVERSITY OF NAIROBI C.E.E.S.
19 JUN 2017
NAIROBI
NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA-MURAL CENTRE

Appendix III: Research Permit



NATIONAL COMMISSION FORSCIENCE, TECHNOLOGY ANDINNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/90244/17894**

Date: **17th July, 2017**

Catherine Wangui Ngunjiri
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of initialization requirements on project performance: A case of Financial Information Technology Projects in Fintech International Limited in Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd June, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation isISO9001:2008 Certified

THIS IS TO CERTIFY THAT:
MS. CATHERINE WANGUI NGUNJIRI
of UNIVERSITY OF NAIROBI, 4616-100 Nairobi,has been permitted to conduct research in *Nairobi County*

on the topic: *INFLUENCE OF INITIALIZATION REQUIREMENTS ON PROJECT PERFORMANCE: A CASE OF FINANCIAL INFORMATION TECHNOLOGY PROJECTS IN FINTECH INTERNATIONAL LIMITED IN KENYA.*

for the period ending:
23rd June,2018

Permit No : NACOSTI/P/17/90244/17894
Date Of Issue : 17th July,2017
Fee Recieved :Ksh 1000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

Appendix IV: Questionnaire

This questionnaire comprises of short questions that should take only a few minutes of your time to complete. Please respond by ticking the appropriate box or filling in your answers in the blank spaces provided. This is strictly an academic exercise and all information collected from respondents will be treated with utmost confidentiality. Thank you very much for your cooperation.

SECTION A: Background Information

1. Please select your age bracket (in years)

   a) 21 – 30 [ ]

   b) 31 – 40 [ ]

   c) 41 – 50 [ ]

   d) Above 50 [ ]

2. Kindly indicate your gender:

   a) Male [ ]

   b) Female [ ]

3. For how long have you worked in this firm?

Less than 1yr	1-5yrs	6-10yrs	11-15yrs	Over 16yrs
[ ]	[ ]	[ ]	[ ]	[ ]

4. Which of these job titles best describes your role?
   - Project Manager [ ]
   - Product Manager [ ]
   - Support & Implementation Consultant [ ]
   - Business Analyst [ ]
   - Product Developer [ ]
   - Other [ ] Please specify:_____

5. How many projects in total have you managed during your time at the firm?

a) Less than 5 [ ]

b) Between 5 and 10 [ ]

c) Between 10 and 15 [ ]

d) More than 15 [ ]

6. Mention the most outstanding project that you managed within the last three years: _____

_____

_____

SECTION B - SECTION F

Kindly answer these Sections based on Projects that Have Been Closed Out and not Current Ongoing Projects.

SECTION B: Scope Management

7. To what extent do you agree or disagree with the following statements relating to scope management? 1 = Agree; 2 = Disagree;

Statement	**Project one**		**Project two**		**Project three**		**Project four**		**Project five**	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
Site visits were carried out for requirement gathering										
The client provided a business requirements document (BRD)										
Cases of scope creep involving ad hoc addition of features by the client										

were experienced during project plan execution										
There existed some unresolved issues by the time the product was delivered										

SECTION C: Team selection

8. To what extent do you agree or disagree with the following statement relating to team selection? 1 = Agree; 2 = Disagree

Statement	**Project one**		**Project two**		**Project three**		**Project four**		**Project five**	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
All the required team resources were identified in good time before project execution										
All the team resources had experience of more than five years dealing with such a project										
All the team resources had required qualifications relevant for the project										
All the team resources were fully dedicated to the project from the beginning										

SECTION D: Change Management Plan

9. To what extent do you agree or disagree with the following statement relating change management plan? 1 = Agree; 2 = Disagree;

Statement	**Project one**		**Project two**		**Project three**		**Project four**		**Project five**	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
A predefined change management pan was in place before project execution										
A number of change requests were encountered during project execution										
Compliance and adherence reports were written for each change decision										
A variance occurred in schedule due to functionality changes										

SECTION E: Requirement Sealing

10. To what extent do you agree or disagree with the following statement relating to requirement sealing? 1 = Agree; 2 = Disagree

Statement	**Project one**		**Project two**		**Project three**		**Project four**		**Project five**	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
A technical sealing contract was signed by project sponsor before										

project execution										
Close to ninety percent of the product was adopted by the users										
A financial sealing contract was signed by project sponsor before project execution										
Close to ninety percent of the business objectives were met for the project										

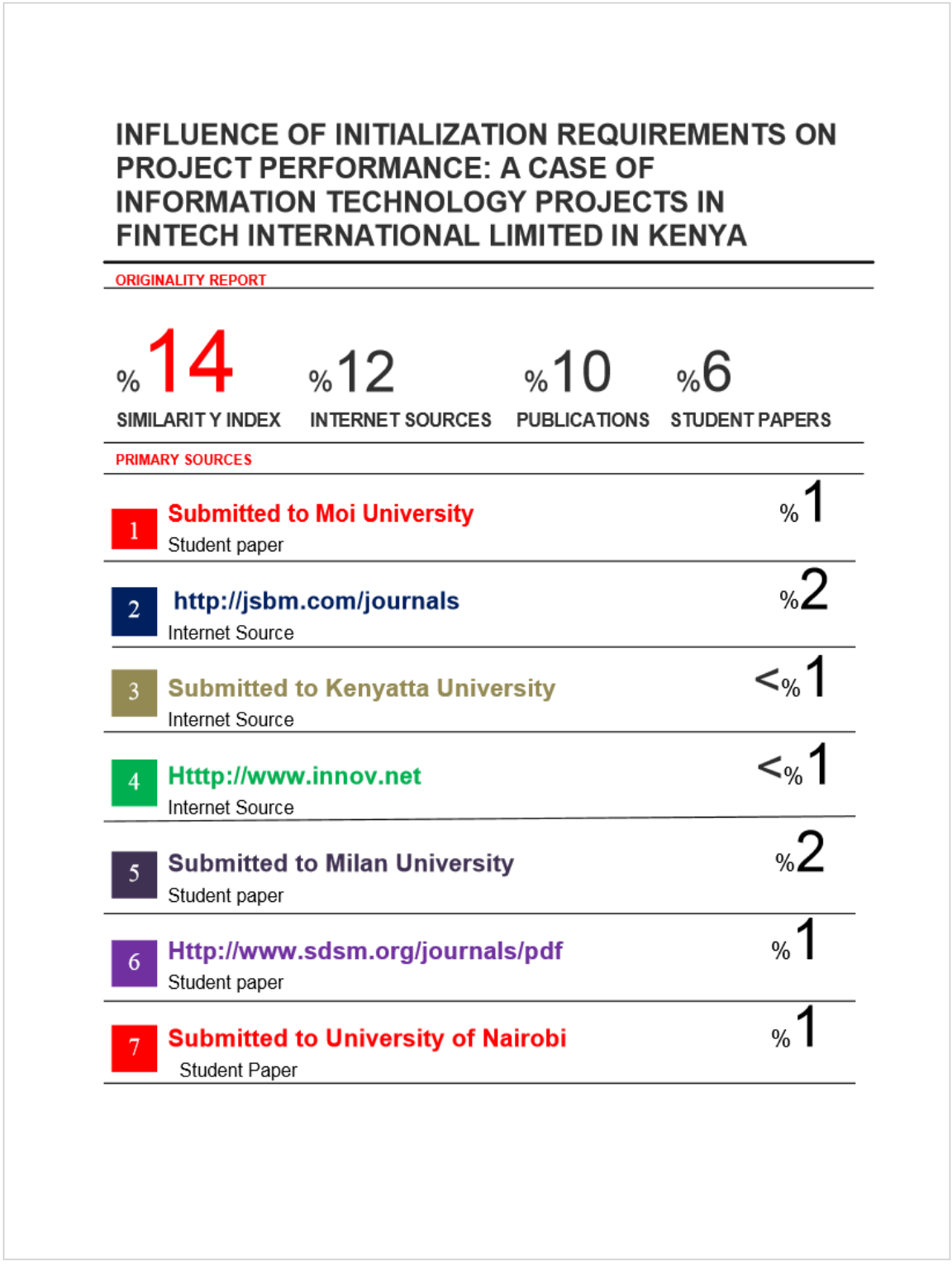
SECTION F: Project Performance

10. To what extent do you agree or disagree with the following statements relating to project performance? 1 = Agree; 2 = Disagree

Statement	**Project one**		**Project two**		**Project three**		**Project four**		**Project five**	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
Project was executed within a shorter time than the planned time frame										
Project was executed within a longer time than the planned time frame										
The actual cost of executing the project exceeded the budgeted cost										

The actual cost of executing the project was less than the budgeted cost										
The project was executed within the planned time frame										
The actual cost of execution was same as the budgeted cost										

Appendix V: Plagiarism Report



INFLUENCE OF INITIALIZATION REQUIREMENTS ON PROJECT PERFORMANCE: A CASE OF INFORMATION TECHNOLOGY PROJECTS IN FINTECH INTERNATIONAL LIMITED IN KENYA

ORIGINALITY REPORT

%14	%12	%10	%6
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Moi University Student paper	%1
2	http://jsbm.com/journals Internet Source	%2
3	Submitted to Kenyatta University Internet Source	<%1
4	Htttp://www.innov.net Internet Source	<%1
5	Submitted to Milan University Student paper	%2
6	Http://www.sdsm.org/journals/pdf Student paper	%1
7	Submitted to University of Nairobi Student Paper	%1

8	www.researchonline.mq.edu.au Internet source	<%1
9	erepository.uonbi.ac.ke Internet Source	%4
10	www.ijrsp.org Internet Source	%1
11	Htttp://www.bigbyfp.net Internet Source	%1
12	www.pmi.org Internet source	<%1
13	Scholar.sun.ac.za Internet source	%3
14	Submitted to Catholic University Student Paper	%1

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