

**EFFECT OF SELECTED MANAGERIAL ASPECTS ON SUSTAINABILITY OF  
COMMUNITY DEVELOPMENT PROJECTS IN ENDEBES SUB COUNTY,  
TRANS NZOIA COUNTY**

**VINCENT NGEYWO CHEPKURUI**

**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS  
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## DECLARATION

### Declaration by the Student

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**Vincent Ngeyo Chepkurui**

\_\_\_\_\_

Date\_\_\_\_\_

**SBUS/BBM/M/005/2019**

### Declaration by the Supervisors

This thesis has been submitted with our approval as the University Supervisors.

\_\_\_\_\_

Date\_\_\_\_\_

**Prof. Robert Otuya**

**University of Eldoret, Kenya**

\_\_\_\_\_

Date\_\_\_\_\_

**Dr. Emmanuel Tanui**

**University of Eldoret, Kenya**

**DEDICATION**

I would like to express my gratitude to my family for all of their love, patience, and support while I was pursuing my studies.

## ABSTRACT

This research was conducted with the intention of determining the effect that certain management factors have on the sustainability of community development projects in Endebes Sub County. The following objectives served as the foundation for the research: to determine the influence that strategic leadership, strategic competency, integrity, and culture have on the long-term viability of community development programs. Fiedler's leadership contingency theory and distributives theory served as the study's guiding theoretical frameworks. This study took an explanatory approach to its research strategy. The research utilized a census approach in order to collect 165 different responses. The validity of the instruments was evaluated based on how clearly they presented their material and presented themselves. The reliability test was carried out using a cutoff of 0.7 for the Cronbach alpha coefficient. A questionnaire that was designed to include both open-ended and closed-ended questions was used to collect the data. With the aid of the Statistical Package for the Social Sciences, the data was then examined using both descriptive and inferential statistics (SPSS). Tables were used to present the analysis' findings. Strategic leadership ( $\beta=0.143$ ,  $p<0.05$ ), strategic competency ( $\beta=0.329$ ,  $p<0.05$ ), integrity ( $\beta=0.210$ ), and culture ( $\beta=0.34$ ,  $p<0.05$ ) were found to be statistically significant and to have an impact on the long-term viability of community development programs in Endebes. The model's executive summary states that specific management criteria accounted for 74.7% of the variation in the level of sustainability. The study's findings suggest that some management factors have a good impact on the long-term sustainability of community development initiatives. According to the study's conclusions, it was advised that for the administration and sustainability of community projects, good governance, knowledge, and decision-making are crucial. Additionally, the study suggested that information, training, and communication with project stakeholders are necessary for the success of any project.

## TABLE OF CONTENTS

DECLARATION .....	ii
DEDICATION .....	iii
ABSTRACT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES .....	ix
LIST OF FIGURES .....	x
ABBREVIATIONS AND ACRONYMS .....	xi
OPERATIONAL DEFINITION OF TERMS .....	xii
ACKNOWLEDGEMENT .....	xiv
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Background of the Study .....	1
1.3 Statement of the Problem.....	7
1.4 Main Objectives .....	9
1.5 Specific Objectives .....	9
1.6 Research Hypotheses .....	9
1.7 Significance of the Study .....	10
1.8 Scope of the Study .....	11
<b>CHAPTER TWO .....</b>	<b>12</b>
<b>LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Theoretical Framework.....	12
2.2.1 Fiedler Leadership Contingency Theory .....	12
2.2.2 Distributive Theory.....	13
2.3 The Concept of Sustainability.....	14
2.4 Selected Management Aspects .....	16
2.4.1 Effect of strategic leadership on sustainability of community projects.....	20
2.4.2 Effect of strategic competency on sustainability of community projects .....	22
2.4.3 Effect of integrity on sustainability of community projects .....	24
2.4.4 Effect of culture on sustainability of community projects.....	25

2.5 Conceptual Framework.....	26
2.5 Summary and Knowledge Gap .....	28
<b>CHAPTER THREE .....</b>	<b>30</b>
<b>METHODOLOGY .....</b>	<b>30</b>
3.1 Introduction.....	30
3.2 Research Design.....	30
3.3 Target Population.....	30
3.4 Sampling Size and Sampling Techniques.....	31
3.4.1 Data Collection Procedures.....	31
3.5 Research Instruments .....	31
3.6 Validity and Reliability of Research Instruments:.....	32
3.6.1 Validity of the Research Instrument .....	32
3.6.2 Reliability of the Research Instrument .....	32
3.6.3 Measures of Instrument.....	33
3.7 Pilot Testing.....	34
3.8 Data Analysis and Presentation .....	34
3.8.1 Assumption of Regression .....	35
3.8.2 Normality test.....	35
3.8.3 Multicollinearity .....	35
3.8.4 Test for Heteroscedasticity .....	36
3.9 Ethical Consideration.....	36
<b>CHAPTER FOUR.....</b>	<b>37</b>
<b>DATA ANALYSIS, PRESENTATION AND DISCUSSIONS .....</b>	<b>37</b>
4.1 Introduction.....	37
4.1.1 Response Rate .....	37
4.2 Demographic Information.....	38
4.2.1 Gender of Respondents .....	38
4.2.2 Age of Respondents .....	38
4.2.3 Length of service.....	39
4.2.4 Level of Education.....	39
4.2.5 Title of the respondents.....	40
4.3 Descriptive analysis .....	40

4.3.1 Effect strategic leadership on the sustainability of community development projects	40
4.3.2 Effect strategic competence on the sustainability of community development projects .....	43
4.3.3 Effect integrity on the sustainability of community development projects .....	45
4.3.4 Effect of culture on the sustainability of community development projects .....	47
4.3.5 Sustainability.....	49
4.4 Correlation Analysis on study Variables .....	51
4.5 Regression Assumptions .....	52
4.5.1 Normality .....	52
4.5.2 Linearity.....	53
4.5.3 Homoscedasticity .....	54
4.5.4 Multicollinearity.....	55
4.5.5 Testing for Autocorrelation.....	56
4.6 Regression Analysis.....	57
4.6.1 Hypotheses testing .....	57
4.6.2 Model summary .....	59
4.6.3 The Model Fit .....	60
<b>CHAPTER FIVE .....</b>	<b>62</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATION.....</b>	<b>62</b>
5.1 Introduction.....	62
5.2 Summary of Major Findings.....	62
5.2.1 Effect strategic leadership on the sustainability of community development projects	62
5.2.3 Effect integrity on the sustainability of community development projects .....	63
5.2.4 Effect of culture on the sustainability of community development projects .....	63
5.3 Conclusions.....	64
5.4 Implication of the study .....	64
5.5 Recommendations.....	65
5.6 Suggestion for Further Research.....	66
<b>REFERENCES.....</b>	<b>67</b>
<b>APPENDICES.....</b>	<b>74</b>
Appendix I: Introductory Letter.....	74
Appendix II: Questionnaire.....	75
Appendix III: SPSS Correlaion Results .....	84

Appendix IV: SPSS Regression Results .....85  
Appendix V: Similarity Report.....86



**LIST OF TABLES**

Table 2.1 Research Gaps.....	29
Table 3.1 Target Population.....	31
Table 3.2 Reliability coefficient .....	33
Table 4.1: Response Rate.....	37
Table 4.2 Gender Distribution of the Respondents.....	38
Table 4.3 Age of Respondents .....	38
Table 4.4 Length of Service.....	39
Table 4.5 Level of Education.....	39
Table 4.6 Position in the company.....	40
Table 4.7 Effect strategic leadership.....	42
Table 4.8 Effect strategic competence .....	44
Table 4.9 Effect of integrity.....	46
Table 4.10 Effect of culture .....	48
Table 4.11 Sustainability .....	50
Table 4.12 Correlation Analysis of the Variables.....	51
Table 4.13 Collinearity statistics.....	56
Table 4.14: Autocorrelation Results .....	56
Table 4.15 Regression Coefficients .....	59
Table 4.16 Model Summary .....	60
Table 4.17 ANOVA Model.....	61

**LIST OF FIGURES**

Figure 2.1: Conceptual framework .....	27
Figure 4.1 Histogram with normal distribution .....	53
Figure 4.2 Normal P-Plot.....	54
Figure 4.3: Standardized Residuals of the Homoscedasticity Test.....	55

**ABBREVIATIONS AND ACRONYMS**

<b>ADB</b>	Asian Development Bank
<b>AFDB</b>	African Development Bank
<b>CSF</b>	Critical Success Factors
<b>DDO</b>	District Development Officer
<b>HRD</b>	Human Resource Development
<b>IT</b>	Information Technology
<b>NACOSTI</b>	National Commission for Science Technology and innovation,
<b>SEM</b>	Structural equation modelling
<b>NDMA</b>	National Drought Management Authority

## OPERATIONAL DEFINITION OF TERMS

- Sustainability:** This measures how well a program's initiatives fulfill the needs and expectations of its current and prospective beneficiaries (Len, 2013).
- Community development projects:** These are distinctive, well-coordinated activities defined by the community, with help from the government as a development agency and other stakeholders, and developed to meet their needs. (2011).
- Strategic:** It is used to refer to the most significant and overarching components of something, such a military operation or a political agenda, particularly when these are decided upon in advance.
- Strategic competence** These are measurable skills, competencies, and personality traits that distinguish effective individuals according to their designated positions inside a business (Takey and Carvalho, 2015).
- Culture** In this study, organizational culture was defined as the beliefs, assumptions, values, and interaction styles that contribute to a company's social and psychological environment.

<b>Integrity</b>	Refers to the basis upon which co-workers form connections and trust, and it is one of the key qualities that employers look for in prospective employees. (Vogelgesang, 2013)
<b>Managerial aspect</b>	It has everything to do with the structure and procedure for effectively completing the goals and operations of the organization by making use of the facilities, employees, resources, equipment, and materials (Clements & Gido, 2013). Culture, strategic leadership, competency and integrity are the topics that are discussed in this study.
<b>Project Management:</b>	The practice of systematically forecasting, planning, organizing, motivating, directing, and regulating resources in order to accomplish predetermined objectives and fulfil predetermined criteria for success (Project Management Institute, 2016).
<b>Strategic leadership</b>	It is a procedure in which executives of an organization use a number of management approaches to create a vision for their firm that helps it to adapt to or remain competitive in a changing economic and technical environment (Rahma, 2009).

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents the overall introduction of this study. It begins with the background to the study which brings out the academic and conceptual setting of the study. It subsequently highlights the statement of the problem where it precisely and clearly presents the issue which triggers this study and the gap it aims to fill. It states the research objectives, hypothesis, scope, and significance of the study.

#### **1.2 Background of the Study**

Sustainability has become a global concern since the UN assembly of state parties adopted Agenda 21 at the Rio de Janeiro Conference in June 1992. Sustainability means using natural resources in a way that doesn't jeopardize future generations' usage of the same resources (Len, 2013). A research in Italy found that the north of the country's sustainability was due to strong civic engagement and dense networks of groups that crossed social divisions (Holmgren, Kabanshi, & Sornqvist, 2017). In the 1980s, when pollution and environmental deterioration were at their worst, sustainable development programs emerged. Development was once defined by its environmental impact.

Sustainability has been tough. Proasne (2015) defined sustainable development as "development that harnesses existing resources to meet the expectations of the current generation and future generations." Its products and services must be maintained over time, and its initial goals and objectives must be kept. Most initiatives are established and

conducted to satisfy specified objectives. Some projects require that their operations be maintained throughout time to ensure the continued flow of preset outputs, delivering the intended socio-cultural or economic transformation (Kubba, 2010).

Sustainability means maintaining a change throughout time (Neumayer, 2010). A sustainable project meets the standards of relevant institutions and improves the present and future to meet the needs and ambitions of those impacted by it (Kivila, 2017; Sánchez, 2015; Hallstedt, 2017). This definition applies when the concept of sustainability is applied to projects for community development. The concept that a sustainable project is one that is in line with the requirements of the pertinent institutions and would ultimately improve both the present and the future was used to establish this definition.

Community development projects (CDPs) are development initiatives that give community groups with a platform for full participation in the development process, particularly in decision-making. The principle or premise underlying the CDPs strategy is that communities are in charge of improving their lives and, more broadly, their standard of living. Therefore, their participation in the various phases of the development process is anticipated (Murphy, 2011). CDPs are considered as vehicles for development that improve sustainability, efficiency, and effectiveness. Especially in emerging nations, the increase of socioeconomic welfare is attributable to community-based projects (Dongier et al, 2001). In general, a project is considered sustainable if its outcomes may be utilized indefinitely after its completion (Wamalwa & James, 2018)



According to Swanson and Beath (2010), a significant number of community development projects have been started in Africa and Kenya by diverse stakeholders. Unfortunately, the majority have not served their original purpose because they have not been able to start up and function as expected (Elkington, 2011).

Roll Back Malaria, a pan-African initiative launched in 2011, aims to cut the number of malaria cases by more than half by 2010. The initiative was budgeted to cost approximately \$1.9 billion per year in Africa alone (Schein, 2010). Nonetheless, the project's coffers contained \$200 million by 2012. Due to inadequate project finance, the infection rate increased by 12 percent. According to experts, funders did not honor their commitments, and several programs were susceptible to political disagreements, such as whether to purchase low-cost generic medicine, how much the poor should pay for mosquito nets, and what types of insecticides to employ. Due to a smaller-than-anticipated influx of donor funding, the initiative could not be sustained. This case showed the need for additional research into the aspects that ensure the sustainability of community projects (Mazibuko2017).

According to Shayo (2013), just 46 percent of Tanzania's current rural water points are operational, and 25 percent of newly constructed systems fail within two years of being put into service. A lack of funding can lead to a shortage of sustainability, notably in regards to operation and maintenance, technical workers at the project level, spare parts, and community involvement. Examples of community-based initiatives that have not been sustained include the drilling of wells and boreholes in the village of Matumbatu in Dodoma. These projects received funding from international donor organizations. Its feasibility was called into doubt as a result of poor management, a lack of knowledge and

experience, and a poor choice in the technologies that were utilized (International Project Leadership Academy Report, 2016). The second project that EEPCO attempted to build in Bagamoyo Township but was ultimately unsuccessful was the Bagamoyo Sanitation Park, which was built from July 2005 to February 2008. Education and promotion of cleanliness were at the heart of this project, which aimed to reduce the prevalence of health problems in the communities of Bagamoyo.

According to Tifow (2013), another example of unsustainable enterprises in Kenya is the 1971-built Lake Turkana fish processing factory, which was intended to create work for the Turkana people through fish farming. As nomads with no prior experience in fish farming, the Turkana could not combine their nomadism and fish farming lifestyles.

Endebes Sub County is the largest of Trans Nzoia County's five constituencies in terms of surface area, with 680 km<sup>2</sup>. There are three administrative wards: Endebess, Matumbei, and Chepchoina (The Millennium Development Goals Report, 2012). According to a report conducted by the County, just 46% of current development projects are operational, and 25% of newly constructed projects, such as water projects, health-related projects, and infrastructure such as roads, bridges, and toilets, are not yet operational. Lack of sustainability is linked to a lack of funds, particularly for operation and maintenance, technical employees at the project level, spare parts, and community involvement (International Project Leadership Report, 2016).

Managerial aspect is a complicated process that depends not only on the human qualities of managers, but also on the particular characteristics of issues and available resources (Serfontein, 2010). To ensure the success of endeavors, managers must be well-versed in the managerial aspects of decision-making and also consider the many types of situations.

Thus, they could examine, on the one hand, the methodologies, elements, and perspectives that pertain to every sort of decision, and, on the other, the impact of their execution (Nazari, Ghasemi & Sohrabi, 2016). Management can be defined in a variety of ways; numerous renowned authors have defined the term "management." "Management is a separate process that consists of planning, organizing, actuating, and controlling performance in order to establish and accomplish goals through the exploitation of people and resources," as stated by George R. Terry (1979). "Management" is defined as "essentially the activity of planning, coordinating, motivating, and regulating the actions of others to attain a given goal," as stated by James (1957). Management is the power that leads, guides, and directs an organization to achieve a particular objective in its mission statement."

According to Clements and Gido (2013), management is an essential component of the economic life of man, which is a group activity. It is regarded as an essential institution in the modern social structure characterized by scientific thought and technological advancements. To be a good manager, you must have a variety of skills, like as planning, communication, organization, and leadership. Man's productive actions are regulated by management via integrated managerial aspects (Salehi & Mohammadi, 2014). Numerous research on management issues, including planning, decision-making, communication, organization, and leadership, have been conducted. Serfontein, 2010; Nazari, 2017; Coffey et al., 2018; Serfontein, 2010; Nazari, 2017; Coffey et al. The leadership part of these studies has been examined, but not strategic leadership, strategic competency, integrity, or culture. The purpose of this study is to evaluate the impact of this specific factor on the sustainability of community development programs (Voronkova, 2016).

The strategic leadership provided by management makes it possible for the resources to function at a higher level of efficiency. Project management includes aligning development initiatives with the host community's interests to execute the project on time and within budget to the client's or beneficiaries' satisfaction. This improves service delivery and ownership. It involves strategic leadership to attain goals. Effective management guarantees there are enough local resources and capacity to sustain the project, even without foreign funds, according to McDade (2014). According to Weinberg (2008), community-based projects are difficult and necessitate a variety of multidisciplinary strategic competencies in order to be successful. The strategic competency focuses on the method in which the project manager directs, inspires, and encourages team members as well as other project stakeholders to effectively manage and overcome barriers in order to fulfil project objectives.

The consistency of an organization's words and actions is one definition of organizational integrity (Vogelgesang et al., 2013). Integrity is a leadership trait characterized by morality and ethics, ethical decision-making, institutional support and procedures to enable decision-making, fostering an open culture, accountability and dedication to various corporate goals, and employee development. Integrity includes ethical decision-making language, structural support, and decision-making methods (Engelbrecht et al., 2017).

A manager's response to his or her own surroundings, structures, roles, and connections, as well as the members' decision-making, communication, and reaction to structures, can always be influenced by cultural factors. Management culture improves organization, simplifies and reduces management costs, determines precision and consistency, and

fosters work discipline. Managerial culture influences organizational performance directly (Voronkova, 2016). Management culture emphasizes activity, initiative, and accountability for acts and consequences. This accelerates goal-attainment and assures long-term viability. (2010)

Many community-based project studies exist. Kerote (2014) studied the local community's role. This study examined finances, not sustainability. Owuor (2008) studied how resource mobilization affected informal women's organizations in Tot, Marakwet. The study wasn't comprehensive because it just assessed mobilization and resources. Karanja (2014) studied the long-term viability of youth income-generating firms in Kenya's Kangema District, Murang'a County. Experience, training, and financial management were researched. Due to a lack of research on strategic leadership, competence, integrity, and culture, the authors of this study examined these aspects. This study intends to examine the impact of management on community development project performance to improve project sustainability.

### **1.3 Statement of the Problem**

Sustainability of projects is a key concern not only in Kenya, but in many developing nations as well. Despite enormous sums of money spent on the implementation of development initiatives, many have failed after the departure of funders (Elkington, 2011). The majority of initiatives in Kenya are unable to sustain themselves despite the efforts of numerous development partners. One year after donor support is withdrawn or severely decreased to allow local capacity to administer the project, the majority of community-managed projects encounter operational issues (Luvenga, 2015). As a result

of poor governance, management, and maintenance regimes, 30 to 40 percent of Endebes's community projects are either inoperable or fighting to survive (NDMA, 2015). Despite substantial investment, the majority of projects in Endebes Sub County never achieve completion, which is a loss for the government and the community as a whole.

This is partly attributable to project managers' insufficient grasp of how to employ management factors such as strategic leadership, strategic competency, integrity, and culture to affect the longevity of their projects (International Project Leadership Report, 2016).

Much of the evidence supporting the direct relationship between management factors and project sustainability is anecdotal, and the 'transformative' effect of project leaders is frequently exaggerated (Quick, 2012). Kiih (2015) investigated the relationship between leadership and organizational success. The objective of the study was management leadership, although sustainability was not addressed. Zakaria and Taiwo (2013) conducted research into the connection between skills, team performance, and leadership. The study highlighted the effectiveness of team leaders' interpersonal skills, but did not examine managerial abilities or the long-term viability of initiatives. Karanja (2014) evaluated the impact of management strategies on the long-term viability of youth income-generating activities in Kenya's Kangema District, Murang'a County.

The focus of the study was on leadership, training, and financial management, rather than culture or ethics. The limited or inconclusive character of the research findings in this field suggests the need for further investigation into the relationship between managerial

elements, especially strategic leadership, culture, integrity, and skills, and the sustainability of projects. This research was an effort in this direction. This study investigated the effects of managerial aspect on sustainability of community development projects in Endebes Sub County, Trans Zoia County.

#### **1.4 Main Objectives**

The objective of the study was to investigate the effects of managerial aspect on sustainability of community development projects in Endebes Sub County, Trans Zoia County

#### **1.5 Specific Objectives**

- i) To establish the effect of strategic leadership on sustainability of community development projects in Endebes Sub County.
- ii) To determine the effect of strategic competence on sustainability of community development projects in Endebes Sub County.
- iii) To find out the effect of integrity on sustainability of community development projects in Endebes Sub County.
- iv) To establish the effect of culture on sustainability of community development projects in Endebes Sub County

#### **1.6 Research Hypotheses**

The hypotheses tested were:

H0<sub>1</sub>: Strategic leadership has no significant effect on sustainability of community development projects in Endebes Sub County.

H0<sub>2</sub>: Strategic competence has no significant effect on sustainability of community development projects in Endebes Sub County.

H0<sub>3</sub>: Integrity has no significant effect on sustainability of community development projects in Endebes Sub County.

H0<sub>4</sub>: Culture has no significant effect on sustainability of community development projects in Endebes Sub County.

### **1.7 Significance of the Study**

This study helps identify the impact of certain managerial characteristics on county-level community development projects. Most counties, especially Trans Zoia County, benefited from this study because policymakers could establish and adopt rules and management practices that would minimize the failure rate of future projects. Many development partners sponsor initiatives, thus this is crucial.

The study's conclusions would also benefit the World Bank, EU, AfDB, and others. Understanding the impact of management on project performance improves project management tactics.

This study would be of tremendous benefit to project managers and other project development professionals because it provides information on the impact of management on project sustainability. The conclusions of this study guided future government project



management decision-making. Indirectly, the outcomes of this study aided members of the project team, who benefited from policymakers' initiatives. Scholars may potentially benefit from this research if they utilize its findings as a benchmark for future research.

### **1.8 Scope of the Study**

The study was delimited to all projects in Endebes Sub County to establish the effect of management aspect on sustainability of community development projects. The projects that were focused are ones that were implemented two years ago whether finished or unfinished. The study adopted census method. Respondents of the study were; project managers, site managers, supervisors and respective administrators at the County Offices. The variables of the study were strategic leadership, strategic competency/skills, integrity and culture. The study was undertaken in June 2022. The study captured all the 165 respondents comprising of project managers, project team members and community leaders and County Officials (from County government) selected from the on-going projects.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter highlighted the study's theoretical review, sustainability of community development initiatives, management, empirical evaluation on objectives, knowledge gaps, and conceptual framework.

#### **2.2 Theoretical Framework**

Fiedler leadership contingency theory and distributive theory provided the theoretical foundation for this study.

##### **2.2.1 Fiedler Leadership Contingency Theory**

Fiedler (1964) proposes the Fiedler leadership contingency model hypothesis, which says that project sustainability depends on a leader's capacity to lead and situational elements, such as the leader's capabilities, preferred style, and behavior, as well as the employees' competency. Leaders should use the best style for the situation and encourage employee performance to ensure the project's success. This theory is relevant because it shows that an effective leader must provide advice and share knowledge with employees to lead them to better project sustainability and make them experts in sustaining the quality of their work throughout the project implementation process.

Adopting specific criteria for leadership supports the fundamental values and maturity of their duties and responsibilities, so supporting the successful and efficient implementation of projects toward better project sustainability.

### **2.2.2 Distributive Theory**

Pezzey's (1992) Distributive Theory says sustainability has several ramifications. Future generations shouldn't be worse off. Sustainability is about allocating resources to guarantee that all people, present and future, have a good standard of living. A distributive theory examines generational well-being (or other criteria). It cares how the cake is cut, not its size.

Sustainable development allows future generations to meet their requirements while meeting those of the current generation, says the Brundtland commission (WCED, 1987). The 1987 Brundtland Commission focused on current and future generations. According to Jacobs (1993) and Weiss (1995), sustainability involves present and future generations. Pezzey's (1992) Distributive Theory says sustainability has several ramifications. Future generations shouldn't be worse off. Sustainability is about allocating resources to guarantee that all people, present and future, have a good standard of living. A distributive theory examines generational well-being (or other criteria). It cares how the cake is cut, not its size.

Sustainable development permits future generations to meet their own needs while meeting those of the current generation, according to the Brundtland commission (WCED, 1987). Brundtland Commission (1987) emphasized current and future generations' needs. Others (Beltratti, 1995) have recognized equity as a sustainability goal. According to Jacobs (1993) and Weiss (1995), sustainability requires considering both present and future generations.

### **2.3 The Concept of Sustainability**

According to Sahlin (2011), sustainability does not necessitate that the actions required to generate new structures continue; rather, it necessitates that the new structures are owned by stakeholders and continuously maintained with locally accessible resources. Consequently, they will be maintained even after major donor or government support expires and they are no longer required or relevant. Management of sustainability is a continual process that is evaluated and modified as conditions evolve.

Therefore, the participating institution's projects should be concerned with sustainability. This study recommends universities to incorporate sustainability into their programs, as mismanagement of limited resources will have lasting consequences. Involuntary or not, institutions are transitioning from viewing sustainability as a choice to evaluating its influence on all operations (Gachie, 2015). Instead of taking a reactive approach to sustainability, project management must distinguish the "now" and "future." This places the project in jeopardy since it breaches one of the fundamental principles of sustainability, which is to focus on the future rather than the present. This article investigates how project management and sustainability may interact and complement one another to facilitate their integration. Elkington argues that sustainability and sustainable development are not interchangeable (2011). Elkington invented the term "3Ps" (People, Profit, and Planet) in 2011.

Economic pillar is ranked higher than social and environmental pillars (Carvalho & Rabechini, 2017). Without the other pillars, economic progress is impossible. The economy will be impacted by social welfare and environmental protection (Silvius & Schipper, 2014; Sánchez, 2015). A board must ensure that an organization's strategy

produces sustainable TBL results according to the King IV (2016) guideline, but the JSE mandates that JSE-listed firms provide financial statements that cover all three pillars.

The second pillar of "project sustainability," social perspective, is essential to sustainability since it helps to identify and manage the important stakeholders whose goals and expectations might determine the project's success. Employees, trade unions, consumers, and suppliers are considered to be important internal and external stakeholders (King IV, 2016). Unfortunately, companies frequently undervalue how they treat their employees (Ullah et al., 2013). In order to maximize profits, social and environmental considerations are given the same weight as financial considerations (Ullah et al., 2013)

Without the other pillars, economic progress is impossible. The economy will be impacted by social welfare and environmental protection (Silvius & Schipper, 2014; Sánchez, 2015). A board must ensure that an organization's strategy produces sustainable TBL results according to the King IV (2016) guideline, but the JSE mandates that JSE-listed firms provide financial statements that cover all three pillars.

Community-based projects are potent agents for social and political change that bridge the gap between the haves and the have-nots in the community and help the poor and underprivileged gain financial independence. Together, motivated community members select how to respond to problems and opportunities (Wanjohi, 2013). They have difficulty managing their projects and providing their services because the majority of rural projects comprise primarily of low-income persons.

Community-based initiatives encourage men and women's economic autonomy and social transformation. There are four components to successful project implementation. A project is deemed successful if it is finished within the allocated time (time criterion), within the allotted money (finance criterion), serves the intended community goal (effectiveness criterion), and is accepted and utilized by the intended receivers (client satisfaction criterion) (Wamalwa & James, 2018)

Mutua (2014) concluded that community involvement is necessary for community-based programs. As laborers, cost- and resource-contributors, the community influences administrative systems. Considered to be success factors are openness, consistent funding, and team loyalty. Inadequate bookkeeping, insufficient records, and a lack of business management skills have a negative impact on numerous activities. During project execution, Kothari (2004) argues that monitoring and evaluation increase resource transparency and accountability to donors, project beneficiaries, and the community.

The environmental pillar, also known as ecological concerns, focuses on the environment in which people live, its preservation, and the extent to which humanity has negatively influenced and failed to protect the environment (Elkington, 2011; King IV, 2016). Purely economic motives induce environmental damage (Ullah et al., 2013). (Ullah et al., 2013). Without consideration of these three pillars, economic and social progress cannot be achieved (Labuschagne & Brent, 2005; Kivila et al., 2017).

#### **2.4 Selected Management Aspects**

Management is necessary to establish an entity. It is the study of conceiving and achieving desired goals through collaboration. It must comprehend the company's

mission, objectives, industry, and clientele. Management is accountable for the direction and success of an organization. This study investigates leadership, competency, honesty, and culture.

According to Serfontein (2010), management is a complex process that depends on factors such as personal characteristics, issues, and resources. To be successful, managers must be well-versed in managerial decision-making and evaluating varied circumstances. Therefore, they could analyze the methodology, components, and perspectives of every choice and its implementation.

Boone and Kurtz (1999) define management as the utilization of people and resources to accomplish organizational objectives. Human and enterprise resources are impacted by management. Smit and Cronje (2002) describe management as the planning, organization, leadership, and control of a business's resources to accomplish its objectives. Land, labor, and capital are coordinated by management to achieve organizational goals (Rue & Byars, 1992).

Goodarzi, Nazari, and Ehsani (2012) assert that current managers require fundamental management skills. Every manager should be familiar with their workplace. Management skills determine a manager's performance. According to the findings of Afshari, Honari, Qafouri, and Jabari's (2012) study on Katz's theory at Iranian university physical education offices, managerial skills are a factor in managerial success. Effective management demands managerial competencies. The researcher did the investigation as a result.

According to Clements and Gido, (2013) management is a social activity. It is a vital institution in the scientific and technical society of the present day. Management is required when human efforts are pooled to meet needs through a productive occupation, activity, or profession. Management regulates man's productive activity by coordinating material resources.

Strategic leadership evaluates and interprets external needs and opportunities, provides direction, influences and aligns others toward a common objective, inspires and obligates them to action, and holds them accountable for performance. Leadership and senior management must demonstrate clear direction and passion for the success of the firm. This study assessed the strategic leadership capability of organizations based on their competent and dedicated leadership, constitution and legal framework, vision, and mission (Noor, 2015).

Several experts, according to Nazari (2017), believe that innovative leadership styles can increase employee satisfaction and commitment. Abbass (2012) thinks managerial talents are wide. In order to accomplish an organization's vision and objectives, managers must possess vital skills. Management effectiveness and efficiency require them.

Individual performance and job responsibilities are based on competency, enabling HR to operate more efficiently (Wesselink et al., 2005). Competence in project management influences the success of a project (Joseph, Erasmus & Marnewick 2014). According to Muller and Turner (2010), the leadership skills of a project manager impact project success. This competency focuses on the manner in which the project manager directs,



inspires, and motivates team members and other project stakeholders to effectively manage and overcome obstacles.

Integrity is a quality of leadership that blends morality and ethics (Vogelgesang et al., 2013). Ethical decision-making, institutional support and procedures to enable decision-making, fostering an open culture, accountability and dedication to corporate goals, and concern for employee development were all examples of how to act with integrity (Kayes et al., 2014). When words and deeds are consistent, an organization is honest (Simons, 2002).

A company's success is determined on its managers. Effective and widespread management is practiced at all levels. Competencies in management and HRM determine effectiveness. These are a manager's technical skills and life experiences (Salehi & Mohammadi, 2014). Human skills are a variety of attributes and traits that give people the ability to control both themselves and others (Torki, Shouriche, & Meshgati, 2011). Reitzug (2002) asserts that training is a significant and traditional kind of career advancement. Training involves presentations, workshops, and classroom instruction, claim Grobler et al (2002). An expert or seasoned employee discusses work processes during training. According to Katz's (1974) *Talents of the Effective Administrator: Leadership Development*, effective managers possess conceptual, human, and technical skills. According to Daniel Katz and Robert Kahn (2018), managerial skills can be classified as technical, interpersonal, and human. The service provided by the organization demands moral, mental, and technological abilities.

According to Proasne, the relevance of management for developing economies has been recognized over the previous 15 years (2015). The managerial efficiencies of developed and developing nations vary. As is commonly believed, development results from the optimal utilization of capital, physical, and material resources. Effective management may generate more goods and services with the same amount of resources and by utilizing science and technology more proficiently. Even with the present physical and financial resources, our nation may achieve a higher rate of economic growth through improved business and social organization management.

#### **2.4.1 Effect of strategic leadership on sustainability of community projects**

Bharti and Sahu assert that leadership determines an organization's health and growth (2009). Leadership has expanded as more people study and publish about it. Strategic leadership's prevalence and impact on governance have increased (Rahma, 2009). Historically, strategic leadership entailed determining the course of an organization. It involved leaders engaging in strategic and "long-range" planning, and it was viewed as an exclusive, behind-closed-doors procedure (Cheng, 2010).

Competent and devoted leadership requires practices of governance that are dynamic, representative, and well-defined. The board oversees the organization's policies, activities, and operations, including strategic objectives, financial health, and the work of the executive director. The leadership of the organization is responsive to changing community needs. Effective leaders, according to Bernstein (2017), "regret complacency and rigidity." They are visionary, adaptable to change, practical, and pragmatic. Leaders of non-profit organizations take pride in their work and establish performance targets.

Kiihoh (2015) investigated the effect of leadership on Fintech Kenya's IT projects. The study employed both quantitative and qualitative descriptive survey methods. The style of project management leadership has the greatest effect on IT project performance. Serfontein (2010) investigated the effect of strategic leadership on the operations and performance of South African businesses. This study concluded that organizations in South Africa could benefit from strategic leadership in turbulent and uncertain environments. Future executives, consultants, and scholars can measure these behaviors using instruments that have been established.

Huwein (2013) utilized Sinov Construction Company as a case study to evaluate a project manager's soft leadership skills. The study involved interviews with 178 project participants. Convenience sampling with a low probability was used to acquire population samples. There are regression, correlation, and descriptive statistics accessible. According to this study, the success of a project is positively influenced by soft leadership attributes.

Muraguri, Kimencu, and Thuo (2017) evaluated the effect of organizational leadership on the performance of top-performing Kenyan universities. This study suggests that organizational leadership improves performance. This suggests that the efficiency of a university is intimately connected to the leadership ability of its administrator. To ensure the long-term viability of Kenyan colleges, the report recommends integrating leadership methods and funding leadership development.

Ngiri (2012) explored the influence of leadership on community-based rural development initiatives in Kenya's Murang'a South District. This research was descriptive. There were

stratified samples of project committee members and DDOs. The data were collected using a drop-and-pick questionnaire. Using percentages and frequencies, the data was evaluated. The success of a project is influenced by the project manager's leadership, oversight, evaluation, stakeholder involvement, planning, and resource availability.

#### **2.4.2 Effect of strategic competency on sustainability of community projects**

Competencies are the ability to organize, integrate, and transfer knowledge, skills, and resources to improve corporate and individual economic and social worth (Takey & Carvalho, 2015). Bredillet et al. (2015) analyzed competency dimensions and found three components: skills, knowledge, and personality. Teaching, hiring, performance management, motivating, and rewards use competencies (Mulder, 2001).

Abebe (2017) says a project manager's efficiency is key to its success. This study aims to show that a static list of project management abilities and competences may be incomplete. Unique initiatives and a dynamic corporate environment may necessitate different skill combinations. The competency development process should start with an examination of the environment's dynamics and core competencies, continue with resource profiles, and conclude with the identification of specific job/function abilities (Suutari, 2010). Effective and frequent self-awareness, self-management, social awareness, and social abilities are exhibited by strategic leaders. In the majority of frameworks, emotional intelligence is a crucial global leadership competency. Human characteristics determine the application of knowledge and abilities (Cannavaciulo et al., 2013).

Understanding talents and their interactions is crucial for a company's performance and ability to function in the current global business environment. This understanding pertains to a company's global competence (Gupta & Govindarajan, 2011). In recent years, the necessity to develop leaders with the requisite skills has become apparent (Morrison, 2013; Suutari, 2010). However, there is still a substantial gap between the international need for capable leaders and the achievement of their organizations' objectives (Adler & Bartholomew, 2012; Engle et al., 2013, Morrison et al., 2013).

After recognizing leadership skills, strengthen reserve personnel (Gregersen et al., 2009). It is thought that many local managers fail globally. Why query? What are global competencies? There are two approaches to this matter. First, global leaders require distinct skills from domestic leaders. Second, global leaders have recently elevated their (general) skills to a (global) level. According to Bartlett and Ghoshal (2012) and Baruch (2012), a "global manager" does not exist.

Self-awareness leadership and public service reform were researched by Achoch, Gakure, and Waititu (2014). The questionnaire-based study included 178 civil servants from Nairobi. The study discovered that leadership abilities impact both leader effectiveness and follower satisfaction. Reforms to the administration of the public sector have always required leadership skills and behaviors. According to study, leaders with transformative characteristics motivate subordinates to exceed expectations and create high-performance standards. Leaders that are transformational increase employee loyalty and corporate citizenship.

Zakaria and Taiwo (2013) investigated the relationship between team competencies and team performance. This study surveyed 176 professors from UTP. SEM was used to evaluate the data. The study revealed that the interpersonal skills and self-evaluation of team leaders influence team success. Team self-evaluation had an effect on technical abilities. According to Govinda and Diwan, competent managers can motivate employees to perform, handle challenges, and lead and participate in multicultural teams (2013).

According to Beyene, Febriamansyah, and Saptomo (2016), competency enables leaders to bring out the most in individuals by enhancing their cooperation and teamwork, talent attraction and development, and inspiration and alignment around a shared goal. Global leadership competencies combine logical intelligence, emotional intelligence, and technology competence. Social abilities aid in completing tasks and advancing in the desired direction.

#### **2.4.3 Effect of integrity on sustainability of community projects**

According to Karssing, (2007) integrity is when a professional does his duties competently, responsibly, and with consideration for all pertinent interests. Integrity is the foundation for these three leadership characteristics (Johnson, 2012). Integrity is described as acting in conformity with moral standards, traditions, and regulations, in part based on previous arguments (Huberts, 2014). When examining an officer's integrity, focus on his or her behavior as a person; a fundamental component of integrity is whether the officer is consistent and entire, not changing his or her viewpoint daily or stating one thing while doing another. Lacking integrity are weak-kneed opportunists. Consistency and diligence are insufficient. Consistently abusing their authority, certain police officers

have the backing of a vast network. Therefore, a corrupt official may be consistent and well-integrated. A test of integrity heightens the moral component, i.e. what is good and wrong. The organization's reputation was harmed by these officials' corrupt and dangerous behavior. This culture may lower their environmental and social responsibility performance, which is a warning sign for the company's long-term success (Wesarat & Yazam, 2017). Ethical leadership fosters an environment of sustainability inside a business, resulting in long-term success.

Fowler and Horan (2017) highlighted the requirement for top management buy-in during project planning. Through the role of commitment, the study demonstrated the significance of honesty. Ijjasz (2016) stressed the significance of senior management's involvement in projects due to its responsibilities inside the organization, such as influencing attitudes, fostering an environment conducive to change, managing the project's growth, and assuring the availability of resources.

#### **2.4.4 Effect of culture on sustainability of community projects**

Previous research has examined culture as a critical success factor for project success, as culture is a crucial determinant of managerial behavior (Cheung; Wong; Lam, 2012). Culture is a system of shared and permanent meanings, values, and beliefs that impact collective behavior, according to Mulholland (1991). A project is managed by multiple individuals with distinct backgrounds, resulting in diverse behavior and expectations. Complex attitudes and/or actions impact the project's effectiveness. Cultural differences may also impede construction firms' capacity to accomplish project objectives due to communication difficulties (Tijhuis, 2011). The framework presented by Thite (2011) for

explaining and analyzing project culture. The organizational, operational, professional, and individualistic subcultures comprise the typical project culture.

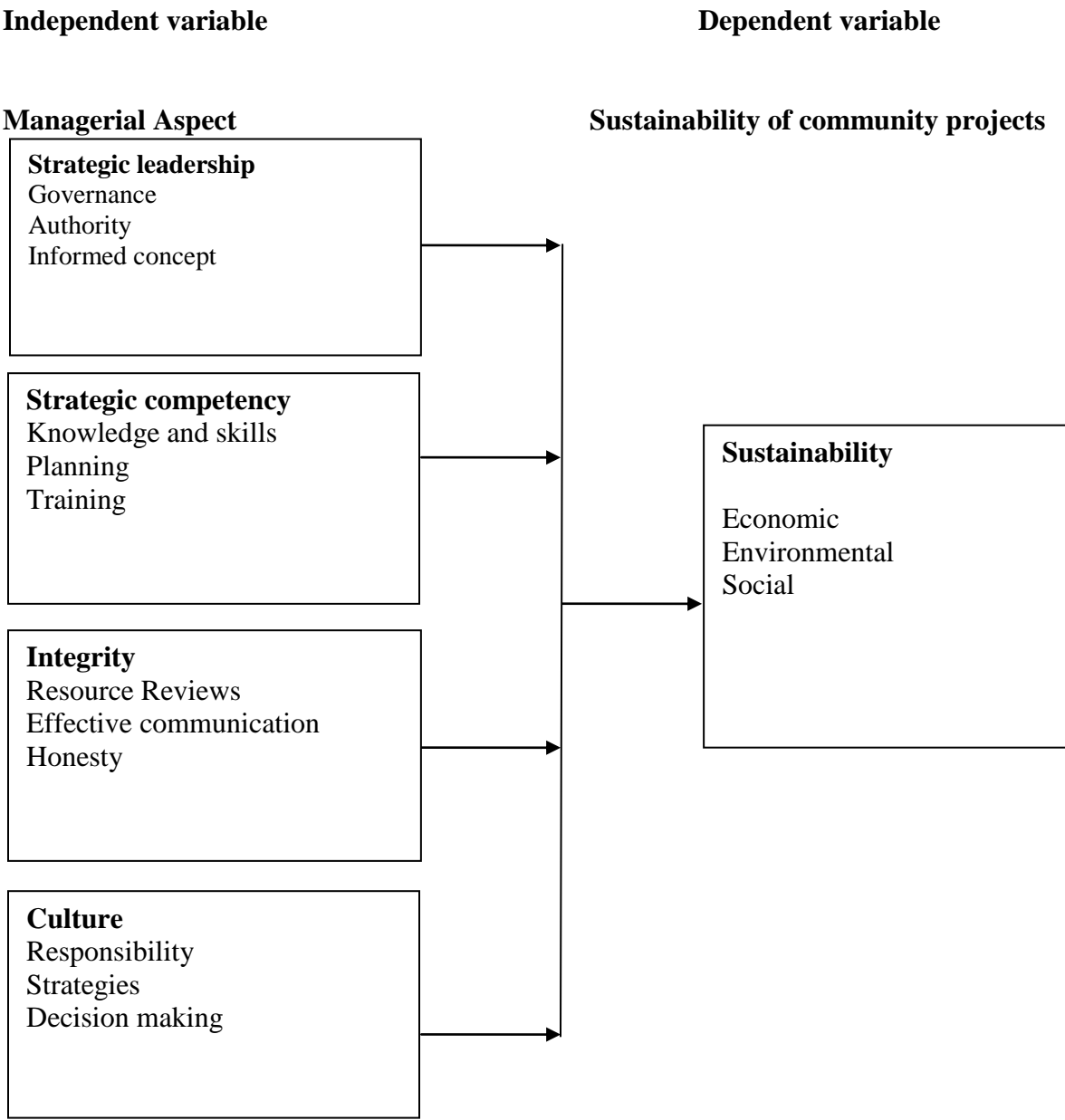
Clements and Gido (2013) investigated the business culture and performance in Slovenia. His organizational culture concept for commercial organizations focuses on top and line management. This result was unexpected given the poor project performance despite the strong project culture. The attitude of senior management and projects with clear priorities had the greatest impact on project performance.

The success of project management depends heavily on culture. Culture is essential for conflict management, quality enhancement, and innovation promotion in project management. Despite being the least studied topic in project management, organizational culture affects performance. Thus, research on project performance has concentrated less on corporate culture and more on procurement strategies or project features.

## **2.5 Conceptual Framework**

The conceptual framework guiding the study is as shown in the figure below showing the relationship between the study variables.





**Fig 2.1: Conceptual framework**

**Source: Author (2021)**

## **2.5 Summary and Knowledge Gap**

From prior empirical research undertaken locally and abroad (Kiihoh, 2015, Muraguri, 2017, Kimencu, 2017, Thuo 2017, Ngiri, 2012, Achoch, 2014, Gakure, 2014, Waititu, 2014, Hussein, 2013, and Stare, 2011), it is obvious that gaps exist. First, the majority of research have focused on characteristics other than those in this study, such as project performance, project success, operational strategy, and transformation.

Second, some of the research were conducted in countries other than Kenya, such as South Africa, China, and so cannot be compared to the Kenyan setting. Local studies conducted on Endebes Sub County, Transzoia County, concentrated on diverse sectors and did not directly explore the effects of managerial element on the durability of community development projects. The methods of data analysis employed by many researchers varied, rendering this study unreliable.

**Table 2.1 Research Gaps**

<b>Author</b>	<b>What was Studied</b>	<b>Method Used</b>	<b>Findings</b>	<b>Gap</b>
Kiihoh (2015)	Relationship between management leadership aspects and performance of IT projects	Descriptive survey design	The research demonstrates a correlation between organizational leadership and performance.	This focus of the study was on relationship leadership and the performance of IT projects, not managerial aspects.
Serfontein (2010)	Effects of strategic leadership and performance	Survey Study	It was established that operational strategy plays a role in performance of organizations	The study focused on one variable strategic leadership and performance but not the other variables studied in the study
Zakaria and Taiwo (2013)	Effectiveness of team leader's human skills	Survey Method	The study found out that competencies have an influence on leadership and affect team performance	The study revealed the effectiveness of team leader's human skills but did not study competencies as managerial aspect.
Clements and Gido (2013)	Influential factors for project performance	Experimental Study	The study revealed that top management attitude were the most significant determinants of project performance.	The focused-on attitude of management. This study examines the impact of culture on the long-term viability of projects.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discussed the researcher's methodology. Research design, target population, sample size and strategy, data collection tools, instrument validity and reliability, and data processing methodologies.

#### **3.2 Research Design**

The research design, in Orodho's (2008) opinion, is a strategy for acquiring and analyzing data. The study's design is influenced by the researchers' worldview and beliefs. Using an explanatory research approach, the study looked at how management affected community development activities in Kenya's Endebes Sub County. Kothari (2004) asserts that the research design strikes a balance between methodological effectiveness and study-objective relevance. Quantitative research, according to Kumar (2012), is a strict, impartial, and methodical way to examine cause-and-effect linkages and document and test associations. There are three sorts of surveys: exploratory, explanatory, and descriptive. Qualitative inquiry explains phenomena without the use of data or statistics.

#### **3.3 Target Population**

Population is a group with a common trait (Yin, 2013). Greenland, (2005) define target population as "the population from which data is collected". The survey targeted 165 project managers, team members, community leaders, and county officials (from County government).

**Table 3.1 Target Population**

<b>Respondents</b>	<b>Population</b>
Project managers	15
Project team members	50
Community leaders	90
County officials	10
<b>Total</b>	<b>165</b>

Source: County HRIS, (2019); Researcher (2021)

### **3.4 Sampling Size and Sampling Techniques**

A sample is a subset of the population selected to be representative of that population (Desu, 2012). The census was chosen as the method for collecting data because the population is controllable.

#### **3.4.1 Data Collection Procedures**

Respondents' permission was sought before collecting data. All parties involved by the research were informed of the study's objective and confidentiality. The questionnaire was designed using the literature's deductive reasoning.

### **3.5 Research Instruments**

Questionnaires were used to get primary data from respondents (Cooper & Schindler, 2006). This study used closed and open-ended questionnaires to acquire data from respondents. During work hours, the researcher dropped off and picked up surveys from respondents. Sekaran (2011) says questionnaires are the favored method of data collection in scientific research since they record respondent opinions in an ordered and recorded fashion.

Questionnaires helped translate study objectives into hypotheses, which motivated respondents to give data. Due to not being required to reveal their identity, respondents could answer questions openly and honestly, even about difficult themes. This improved the accuracy of data. Lastly, because the items were presented in the same format, they allowed for uniform responses and comparability.

### **3.6 Validity and Reliability of Research Instruments:**

#### **3.6.1 Validity of the Research Instrument**

This denotes the extent to which a process or instrument utilized in a study is precise, accurate, true, appropriate, and significant (Kasomo, 2007). Four types of validity tests, including face validity, content validity, criteria validity, and construct validity, are essential for validating questionnaires prior to administration (Zikmund et al., 2010). In this study, the face validity of concepts was determined by ensuring that they logically reflected what they were designed to measure. For construct validity, a factor analysis was performed on the constructions to identify usable items in each research construct. In addition, feedback from specialists (supervisors) was solicited on occasion to provide pertinent inputs.

#### **3.6.2 Reliability of the Research Instrument**

The reliability of an item is a good indicator of how consistent it is (Saunders, Lewis & Thornhill, 2009). Cooper and Schindler (2006) propose looking at how reliable each construct is to make sure that items are testing the right structures. This study utilized the pilot method, which involves testing the study on a small sample of participants. Few responders in Mt. Elgon Subcounty were given research tools. Scores for each subject were computed. The researcher determined Cronbach's alpha, a measure of internal

consistency, using statistical software for social sciences on Windows. In this study, a correlation value of 0.70 or above was regarded as an acceptable indicator of instrument reliability.

**Table 3.2 Reliability coefficient**

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>No</b>	<b>Comment</b>
Strategic leadership	0.832	15	Acceptable
Strategic competency	0.833	15	Acceptable
Integrity	0.832	15	Acceptable
Culture	0.833	15	Acceptable
Sustainability	0.837	15	Acceptable

Cooper & Schindler (2004) deem a reliability coefficient of 0.7 to be acceptable. Table 3.2 reveals that community initiative sustainability was the most reliable (=0.837), followed by strategic leadership (=0.832), strategic competency (=0.833), Integrity (=0.832), and culture (=0.833). All five scales were trustworthy, as their quality qualities reached a value of 0.7.

### **3.6.3 Measures of Instrument**

The questionnaire contained both closed and open-ended questions to investigate the effect of management on the sustainability of community project. On a five-point Likert scale (1-5) that included strongly agree, agree, uncertain, disagree, and strongly disagree, the items were evaluated. The objectives of the study were reflected in the closed-ended questions of the questionnaires. Each objective consists of five statements modified from Kealy (1993) and tailored to the research.

### 3.7 Pilot Testing

To determine the reliability of instruments that was used in the current study, the research instrument was piloted in Mt Elgon Sub County in the neighbouring County of Bungoma. Responses given were checked to ascertain the extent to which they yielded relevant data.

### 3.8 Data Analysis and Presentation

SPSS 26 was used for data analysis. Edited, coded, and categorized data were then totaled. According to Cooper and Schindler (2001), the coding technique generates scales that may then be summarized and examined. Data were converted to numerical codes to aid quantitative analysis.

Correlation and multiple regression were used to examine variable relationships. Independent factors were regressed against the dependent variable to measure their impact. Using descriptive and inferential statistics, variables from surveys were summarized and connected. The data was tabulated. 95% confidence (= 0.05) was used to analyze correlation and regression data. The regression model was:

$$Y = \beta_0 + \beta_1 SL_1 + \beta_2 SC_2 + \beta_3 I_3 + \beta_4 C_4 + \varepsilon$$

Where;

Y= sustainability of community development projects

$\beta_0$ = Y intercept

$\beta_1$  to  $\beta_3$  = régression coefficients



$SL_1$  = strategic leadership

$SC_2$  = strategic competency

$I_3$  = integrity

$C_4$  = culture

$\varepsilon$  = Error term

### **3.8.1 Assumption of Regression**

Regression assumptions to be tested in the research include: Normality, Multicollinearity Heteroscedasticity and Linearity.

### **3.8.2 Normality test**

Regression models assume that the residual is normally distributed for valid hypothesis testing. This assumption was tested using the Shapiro-Wilk test for normality. The test hypothesizes that the distribution is normal, implying that the null hypothesis predicts that the distribution of the residuals is normal. The principle guiding the model states that, if  $(p < 0.05)$  null hypothesis is rejected.

### **3.8.3 Multicollinearity**

Multicollinearity is the linear link among two or more explanatory variables. The study evaluated for multicollinearity using the Variance Inflation Factor (VIF); a VIF score more than 10 shows multicollinearity (Alin, 2010). Multicollinearity was also checked using pairwise correlation, where a correlation coefficient larger than 0.8 indicates multicollinearity. Change the measurements or eliminate the variables to reduce

multicollinearity. If the threshold is met, the model has no multicollinearity. Moreover, it means the variables are uncorrelated.

#### **3.8.4 Test for Heteroscedasticity**

Heteroscedasticity is an econometric problem that arises when the error term in the model has no constant variance (Wamono, *et al*, 2021). Econometrics models require the error term should have a constant mean and variance. Heteroscedasticity was tested using Breusch-Pagan/Cook-Weisberg test. The principle states that if  $(p > 0.05)$  implies that there is no constant variable in the model.

#### **3.9 Ethical Consideration**

The researcher requested authorization from Eldoret University. National Commission of Science and Technology Institute (NACOSTI) granted permission to conduct research with the respondents. The respondents' responsibilities included voluntary participation and informed consent before to research. To ensure that the participants were not biased, the purpose and methods of the study were described using straightforward language and assertions.

The responders' confidentiality and anonymity were ensured. According to Kothari (2004), it is proper to request consent from key stakeholders before collecting data for scientific research. For the objectives of impartiality in scientific research, stakeholders should be informed and the research's purpose should be clarified to increase respondents' willingness and response rates.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents data findings, analysis, presentation, interpretation, and discussion about Trans-Nzoia County, Kenya to determine the effects of selected managerial aspects on the sustainability of community development projects.

##### 4.1.1 Response Rate

One hundred and sixty-five (165) questionnaires were circulated. Surveys were self-administered. Table 4 displays 150 questionnaires that are mostly filled. Due to work-related absences, 1,15 (9%) surveys were not returned. Table 4.1 displays a response rate of 90.9%. Kothari (2007) deems a response rate of 50 percent adequate for analysis and publication, 60 percent good, 70 percent very good, and 80 percent outstanding. According to Saunders et al. (2003), the response rate for generalizations is 30% to 50%. The researcher personally administered questionnaires to respondents during data collection, resulting in a 90.9% response rate. The researcher thereafter gathered the questionnaires. This response rate indicated interest in the study.

**Table 4.1: Response Rate**

Response rate	Sample size	Percent
Returned questionnaires	150	90.9
Unreturned questionnaires	15	9.1
<b>Total</b>	<b>165</b>	<b>100.0</b>

## 4.2 Demographic Information

The demographic information sought by the study included gender, age, length of service, highest level of education and their titles.

### 4.2.1 Gender of Respondents

According to the data, both male and female respondents participated in the study, with 60% (90) being male and 40% (60) being female. The results of this study clearly demonstrate that both genders were sufficiently represented.

**Table 4.2 Gender Distribution of the Respondents**

		Frequency	Percent
Valid	Male	90	60.0
	Female	60	40.0
	Total	150	100.0

### 4.2.2 Age of Respondents

The objective of the study was to determine the age distribution of the respondents, as shown in Table 4.3. 13.3% (20) of respondents were below 20 years of age, 26.7% (40) were between 20-29 years of age, 33.3% (50) were between 30-39 years of age, and 26.7% (40) were 40 years of age or older. The results of this investigation demonstrated that both genders were sufficiently represented.

**Table 4.3 Age of Respondents**

		Frequency	Percent
Valid	below 20yrs	20	13.3
	20-29yrs	40	26.7
	30-39yrs	50	33.3
	40yrs and above	40	26.7
	Total	150	100.0

### 4.2.3 Length of service

As shown in Table 4.4, 20 (13.3%) of the respondents had worked for less than a year, 60 (40%) had worked for between 1 and 5 years, 40 (26.7%) had worked for between 6 and 10 years, and 30 (20%) had worked for over 10 years.

**Table 4.4 Length of Service**

		Frequency	Percent
Valid	Less than 1 yr	20	13.3
	1 to 5 yrs	60	40.0
	6 to 10 yrs	40	26.7
	Above 10yrs	30	20.0
	Total	150	100.0

### 4.2.4 Level of Education

The findings revealed that 20 (13.3%) of respondents were Diploma holders. 60 (40%) of the respondents held a university degree, 50 (33%) were college graduates, and 20 (13%) held a master's degree. As demonstrated in Table 4.5, this finding can justify the existence of a close and professional relationship between the employees executing duties in various departments and their respective professions.

**Table 4.5 Level of Education**

	Frequency	Percent
Diploma	20	13.3
Undergraduate	60	40.0
Graduate	50	33.3
Masters	20	13.3
Total	250	100.0

#### 4.2.5 Title of the respondents

The study revealed that 30(20%) were the project managers, 50(33.3%) of them were project team members, 20(13.3%) of them were community leaders and 50(33.3%) of them were project consultants as indicated in table 4.6.

**Table 4.6 Position in the company**

		Frequency	Percent
Valid	Project manager	30	20.0
	Project team member	50	33.3
	Community leader	20	13.3
	Project consultant	50	33.3
	Total	150	100.0

#### 4.3 Descriptive analysis

According to the study's objectives, relevant data was gathered. The replies on the 5-point Likert scale were strongly agree, agree, uncertain, disagree, and strongly disagree, in that order. Mean was calculated using descriptive analysis to explain the results of this objective.

##### 4.3.1 Effect strategic leadership on the sustainability of community development projects

The findings in table 4.7 showed that 20(13.3%) of the respondents strongly agreed that management ensures and mobilize community members for sustainability of community projects, 50(33.3%) agreed, 30(20%) were undecided as 40(26.7%) disagreed and 10(6.7%) strongly disagreed. On whether management enhances community participation and generates confidence 20(13.3%) of the respondents strongly agreed, 70(46.7%) agreed, 10(6.7%) were undecided as 30(20%) disagreed and 20(13.3%) strongly disagreed. 30(20%) of the respondents strongly agreed that management champion

programmes for sustainable community development, 50(33.3%) agreed, 10(6.7%) of the were undecided while 40(26.7%) disagreed and 20(13.3%) strongly disagreed. 20(13.3%) of the respondents strongly agreed that it encourages the community to exert all the capabilities and the potential for the success of the project, 90(60%) of them agreed with the statement as 10(6.7%) were undecided while 30(20%) disagreed but none of them strongly disagreed. On whether it influences the community to get involved in project development process and its sustainability, 20(13.3%) of the respondents strongly agreed, 90(60%) were in agreement while 10(6.7%) were undecided but 20(13.3%) disagreed and 10(6.7%) strongly disagreed with the statement. Average mean of the objective in relation to the statements was 3.41

**Table 4.7 Effect strategic leadership**

<b>Response</b>	<b>SA</b>		<b>A</b>		<b>U</b>		<b>D</b>		<b>SD</b>		<b>M</b>
	F	%	F	%	F	%	F	%	F	%	
Management ensures and mobilize community members for sustainability of community projects	20	13.3	50	33.3	30	20	40	26.7	10	6.7	3.20
Management enhances community participation and generates confidence	20	13.3	70	46.7	10	6.7	30	20.0	20	13.3	3.37
Management champion programmes for sustainable community development	30	20.0	50	33.3	10	6.7	40	26.7	20	13.3	3.20
Encourages the community to exert all the capabilities and the potential for success	20	13.3	90	60.0	10	6.7	30	20.0	0	0	3.67
Influences the community to get involved in project development process and its sustainability	20	13.3	90	60.0	10	6.7	20	13.3	10	6.7	3.60



### **4.3.2 Effect strategic competence on the sustainability of community development projects**

Table 4.8 reveals that 20 (13.3%) of respondents strongly agreed that a project manager's experience is indicative of work quality and longevity. 60% of respondents concurred, 20% were undecided, 20% dissented, and 6.7% severely dissented. 20 (13.3%) respondents strongly agreed that the competency of project managers is useful for planning and overseeing project implementation. 80(53.3%) were in agreement, 20(13.3%) were unsure, 20(13.3%) were opposed, and 10(6.7%) were strongly opposed. On whether first-time project managers increase quality 50 people (33.3%) strongly agreed, 80 people (53.3%) agreed, 10 people (6.7%) were undecided, and 10 people (6.7%) disagreed, but none strongly disagreed. 10% of respondents were unsure, 10% disagreed, and 10% strongly disagreed that managers with substantial experience are more effective at implementing projects on time. Forty (26.7%) of the respondents strongly agreed that acquired skills in the past result in effective project performance within budget. 80(53.3%) of respondents agreed, 10(6.7%) were undecided, and 20(13.3%) disagreed, but none strongly. This study supports Ehsan et al. (2010), who said a project manager's knowledge affects its success.

**Table 4.8 Effect strategic competence**

<b>Response</b>	<b>SA</b>		<b>A</b>		<b>U</b>		<b>D</b>		<b>SD</b>		<b>M</b>
	F	%	F	%	F	%	F	%	F	%	
The quality of the job reflects the project manager's experience, which contributes to its sustainability.	20	13.3	60	40.0	30	20.0	30	20.0	10	6.7	3.33
The ability of project managers to plan and oversee the completion of projects is effective.	20	13.3	80	53.3	20	13.3	20	13.3	10	6.7	3.53
Rising from lower-level supervisory posts before transitioning to managerial ones Boost project quality	50	33.3	80	53.3	10	6.7	10	6.7	0	0	4.13
The ability to complete tasks on schedule is better suited to managers with extensive expertise.	30	20.0	90	60.0	10	6.7	10	6.7	10	6.7	3.80
Past experience and expertise enable projects to be completed successfully and under budget.	40	26.7	80	53.3	10	6.7	20	13.3	0	0	3.93

### **4.3.3 Effect integrity on the sustainability of community development projects**

20(13.3%) of respondents strongly agreed, 40(26.7%) agreed, 20(13.3%) were undecided, 50(33.3%) disagreed, and 20(13.3%) disagreed strongly. 20 respondents (13.3%) strongly agreed that management encourages media and public scrutiny. 60(40%) were in agreement, 10(6.7%) were unsure, 50(33.3%) were opposed, and 10(6.7%) were strongly opposed. 20(13.3%) of the respondents agreed strongly, 50(33.3%) agreed, 20(13.3%) were unsure, 40(26.7%) disagreed, and 20(13.3%) disagreed strongly. On the question of whether management prevents deceptive cost invoices, 30% and 6.7% strongly disagreed, while 60% agreed. Whether management ensures the independence of auditors. 10(6.7%) were unsure, 30(20%) disagreed, and 10(6.7%) disagreed vehemently.

These findings are supported by Vogelgesang et al. (2013), who discovered that employees are more engaged in their job when they observe leaders' integrity and transparency. A dependable leader will urge employees to devote themselves fully to their work and jobs.

**Table 4.9 Effect of integrity**

<b>Response</b>	<b>SA</b>		<b>A</b>		<b>U</b>		<b>D</b>		<b>SD</b>		<b>M</b>
	F	%	F	%	F	%	F	%	F	%	
Project manager ensures decision process is made transparent	20	13.3	40	26.7	20	13.3	50	33.3	20	13.3	2.93
The management promotes media and public scrutiny	20	13.3	60	40.0	10	6.7	50	33.3	10	6.7	3.20
The management ensures related information is available to the public	20	13.3	50	33.3	20	13.3	40	26.7	20	13.3	3.07
Management ensures that there is not false reporting of invoices regarding associated costs	10	6.7	90	60.0	10	6.7	30	20.0	10	6.7	3.40
The management guarantees the independence of auditing institution or auditors	20	13.3	80	53.3	10	6.7	30	20.0	10	6.7	3.47

#### **4.3.4 Effect of culture on the sustainability of community development projects**

Table 4.10 shows that culture affects the durability of community development projects, since 30% of respondents feel that management embraces cultural assimilation. 60% agreed, 10% were undecided, 40% disagreed, and 10% strongly disagreed. 20 (13.3%) respondents believed that management respects traditional values and moral norms. 60(60%) agreed, 20(13.3%) were undecided, and 10(6.7%) objected and strongly disagreed. If management has considered community culture 20(13.3%) agreed strongly, 110(73.3%) agreed, 10(6.7%) were indecisive, and 10(6.7%) disagreed, but none strongly. 40(26.7%) respondents strongly agreed that management respects customs. 80(53.3%) agreed, 20(13.3%) were indecisive, and 10(6.7%) disagreed, but none severely. 20 (13.3%) respondents agreed that management has set strategic objectives and corporate values. 100(66.7%) agreed; 10(6.7%) were undecided; 20(13.3%) disagreed; none strongly disagreed.

**Table 4.10 Effect of culture**

<b>Response</b>	<b>SA</b>		<b>A</b>		<b>U</b>		<b>D</b>		<b>SD</b>		<b>M</b>
	F	%	F	%	F	%	F	%	F	%	
Management has embrace the spirit of cultural assimilations	30	20.0	60	40.0	10	6.7	40	26.7	10	6.7	3.40
Management respect all traditional value and moral norms	20	13.3	90	60.0	20	13.3	10	6.7	10	6.7	3.67
The management has taken into consideration cultural changes in the community	20	13.3	110	73.3	10	6.7	10	6.7	0	0	3.93
Management ensures everyone unique customs are respected	40	26.7	80	53.3	20	13.3	10	6.7	0	0	4.00
The management has establish strategic objectives and has set organization values	20	13.3	100	66.7	10	6.7	20	13.3	0	0	3.80

### 4.3.5 Sustainability

The findings in table 4.11 showed that 10(6.7%) strongly agreed that the projects has improve the quality of life of people within the Sub County, 70(46.7%) agreed while 20(13.3%) were none committal as 40(26.7%) disagreed and 10(6.7%) strongly disagreed. 50(33.3%) of the respondents strongly agreed that the project conserve cultural heritage of the people within the community, 40(26.7%) of them agreed while 30(20%) of them were none committal and 30(20.0%) disagreed but none of them strongly disagreed. 10(6.7%) of the respondents strongly agreed that there is improvement in coordination and collaboration, 70(46.7%) agreed while 40(26.7%) were none committal as 20(13.3%) disagreed, 10(6.7%) strongly disagreed. On whether it has created facilitating environment for social transformation of the community 10(6.7%) of the respondents strongly agreed, 70(46.7%) agreed, 20(13.3%) were none committal while 40(26.7%) disagreed as 10(6.7%) strongly agreed. 10(6.7%) of the respondents strongly agreed that it helps in engaging the group individuals to perceive important issues through communication, 60(40%) agreed, 20(13.3%) were none committal while 40(26.7%) disagreed as 20(13.3%) strongly disagreed. According to whether there is increased sharing of project responsibilities, 20(13.3%) of the respondents strongly agreed, 100(66.7%) agreed, 10(6.7%) were none committal as 20(13.3%) disagreed but none of them strongly agreed.

**Table 4.11 Sustainability**

<b>Response</b>	<b>SA</b>		<b>A</b>		<b>U</b>		<b>D</b>		<b>SD</b>		<b>M</b>
	F	%	F	%	F	%	F	%	F	%	
The projects has improve the quality of life of people within the Sub County	10	6.7	70	46.7	20	13.3	40	26.7	10	6.7	3.20
The project conserve cultural heritage of the people within the community	50	33.3	40	26.7	30	20.0	30	20.0	0	0	3.73
There is improvement in coordination and collaboration	10	6.7	70	46.7	40	26.7	20	13.3	10	6.7	3.33
It has created facilitating environment for social transformation of the community	10	6.7	70	46.7	20	13.3	40	26.7	10	6.7	3.20
Helps in engaging the group individuals to perceive important issues through communication	10	6.7	60	40.0	20	13.3	40	26.7	20	13.3	3.00
There is increased sharing of project responsibilities	20	13.3	100	66.7	10	6.7	20	13.3	0	0	3.80



#### 4.4 Correlation Analysis on study Variables

The correlation matrix was utilized to determine whether or not variables were associated. For this purpose, Pearson's correlation was employed. All variables were on an interval scale, so the method was adequate. Correlations between the variables of the study were displayed in Table 4.12. The objective of the study was to determine the strength of the association between strategic leadership, strategic competency, integrity, culture, and the sustainability of community development programs.

Based on the findings, the association between strategic competency and project sustainability was the greatest ( $r = 0.76$ ,  $p = 0.001$ ). The association between culture and project sustainability,  $r = 0.764\%$ ,  $p\text{-value} = 0.01$ , follows. Integrity and strategic leadership had the weakest but positive link with project sustainability, as measured by  $r = 0.67$ ,  $p = 0.01$  and  $p\text{-value} = 0.01$ . (Original SPSS results Attached-Appendix 2). Since the maximum correlation coefficient is less than 0.8, there is no multicollinearity issue in this study (Table 4.12).

**Table 4.12 Correlation Analysis of the Variables**

Variable Names	Project sustainability	Strategic Leadership	Strategic competence	Integrity	Culture
1. Project sustainability	1				
2. Strategic Leadership	.663**	1			
3. Strategic competence	.765**	.596**	1		
4. Integrity	.676**	.536**	.603**	1	
5. Culture	.764**	.619**	.660*	.561**	1

\*\* Correlation is significant at the 0.01 level (2- tailed).

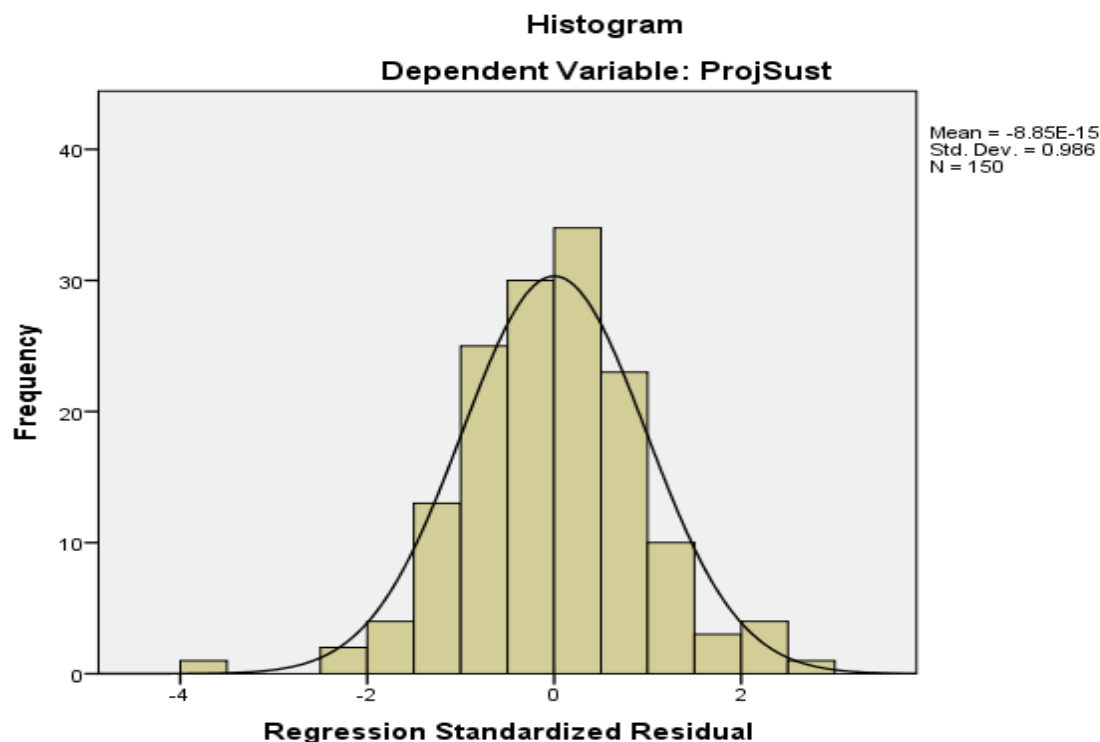
There is a positive association between the sustainability of community projects and strategic leadership, strategic competency, integrity, and culture with corresponding magnitudes of 0.663, 0.76, 0.67, and 0.76. The positive relationship demonstrates that there is a correlation between particular managerial qualities and the sustainability of community projects, with integrity having the highest correlation value and culture having the lowest correlation value. Despite this, at a 95% confidence level, all of the factors exhibited significant p-values ( $p < 0.05$ ).

#### **4.5 Regression Assumptions**

Numerous regressions are used to measure the effects of multiple independent factors on a dependent variable. Multiple linear regression requires two independent nominal, ordinal, or interval/ratio variables. During this research, normality, linearity, homoscedasticity, multicollinearity, and autocorrelation were considered.

##### **4.5.1 Normality**

When performing multiple regressions, it is assumed that the variable distributions are normal (Osborne & Waters, 2002). This hypothesis is put to the test by the researcher by visually examining the normalcy plots (Osborne & Waters, 2002), which are depicted in Figure 4.1.



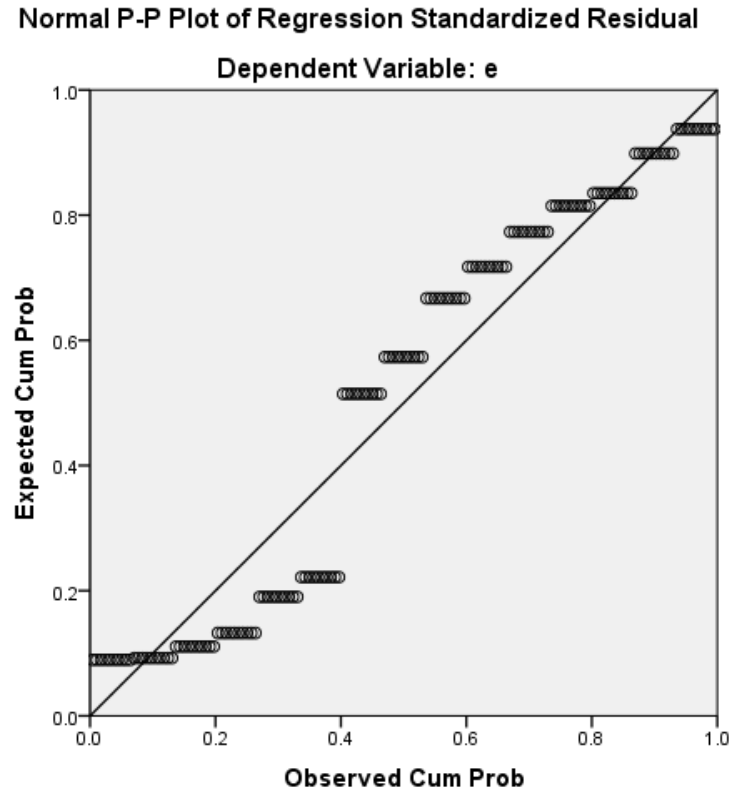
**Figure 4.1 Histogram with normal distribution**

This assumption, based on the normal distribution, advised the researcher of the expected values (Keith, 2006). Histograms depict residuals with a normal distribution curve. The SPSS program generated a typical histogram.

#### **4.5.2 Linearity**

Dependent variable is linear function of predictor variables (Darlington, 1968). Multiple regressions predict linear dependent and independent variables (Osborne & Waters, 2002). Normalized residual graphs help uncover linearity difficulties (Stevens, 2009). Residues show nonlinearity (Keith, 2006). Linearity implies horizontal scattering. Repeated residual patterns are illegal (Stevens, 2009). Table 4.2 shows linear correlations. All predictor variables fluctuate around the regression line.

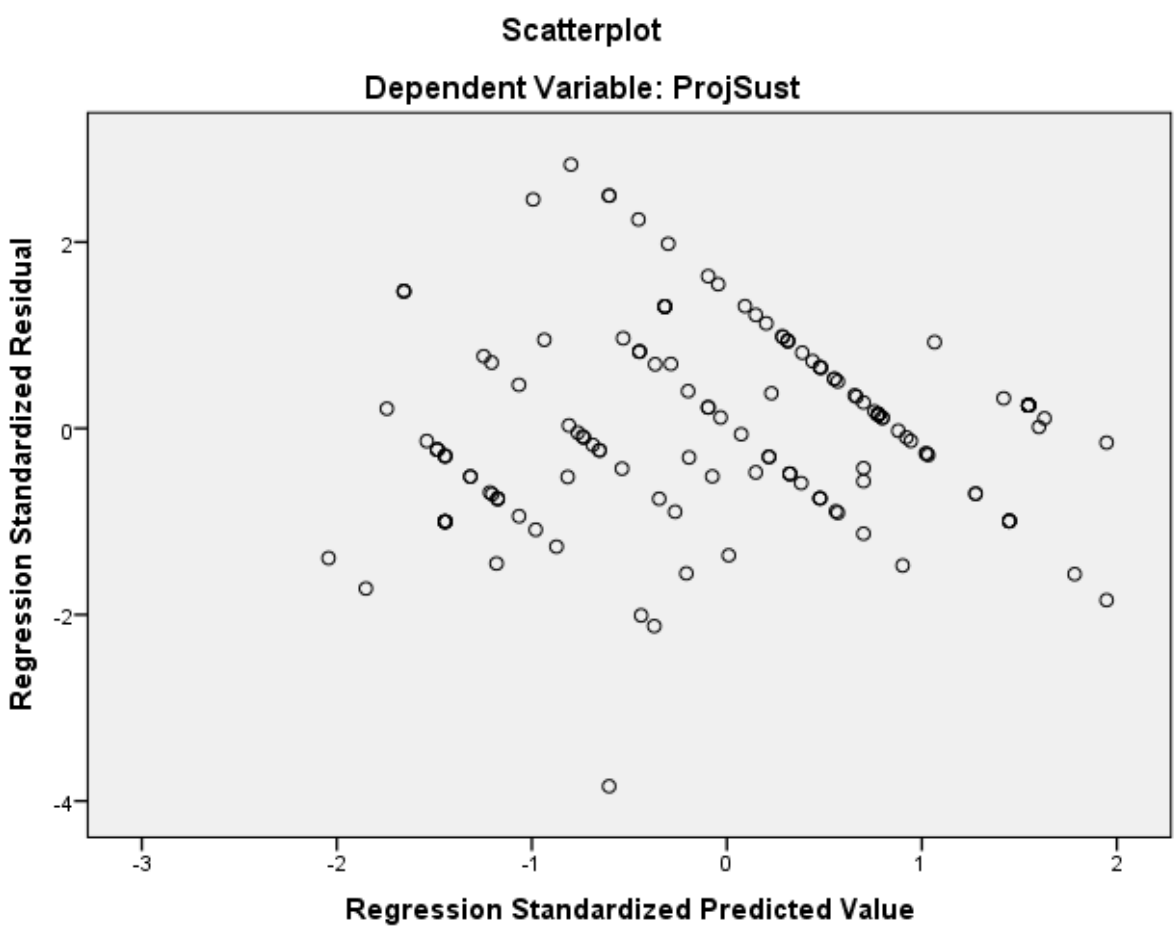
**Figure 4.2 Normal P-Plot**



### 4.5.3 Homoscedasticity

All independent variable levels have the same error variance under homoscedasticity (Osborne & Waters, 2002). Homoscedasticity was established by comparing residuals standardization to expected regression standardization (Osborne & Waters, 2002). Examining homoscedasticity using a normalized residual scatter plot. Huizingh (2007) says residuals should have a rectangular distribution with most scores near zero. Figure 4.3 shows centered (about 0) rectangular residuals.

Figure 4.3: Standardized Residuals of the Homoscedasticity Test



**4.5.4 Multicollinearity**

Uncorrelated variables are multicollinear (Keith, 2006). It's harder to separate overlapping elements' impacts. Diagnostics used VIF stats. The four constructs' tolerances ranged from 0.458 to 0.567. 1.763-2.182 was VIF. All VIF values are below 10 and tolerance statistics are over 0.2, indicating no collinearity (Bowerman & O'Connell, 1990). Each component's variance was significantly independent, hence all

should be included in the prediction model. Explanatory factors lacked multicollinearity.

Table 4.13 demonstrates multicollinearity.

**Table 4.13 Collinearity statistics.**

	Tolerance	VIF
1 (Constant)		
Strategic leadership	.533	1.876
Strategic competence	.458	2.182
Integrity	.567	1.763
Culture	.467	2.139

**Dependent variable:** Project Sustainability

#### 4.5.5 Testing for Autocorrelation

According to Garson (2012), the Durbin-Watson coefficient can be used to test for independence or autocorrelation. The Durbin-Watson statistic for independent observations should fall between 1.5 and 2.5. According to Table 4.14, the Durbin-Watson statistic is 1.634, which falls within the previously outlined range. This means the data are independent.

**Table 4.14: Autocorrelation Results**

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.865 <sup>a</sup>	.749	.742	1.634

Dependent Variable: Project sustainability

## 4.6 Regression Analysis

In addition, a multiple regression analysis was conducted so as to test the statistical relationship among variables (independent).

### 4.6.1 Hypotheses testing

The purpose of the study was to determine whether there was a significant correlation between management factors and community project sustainability. The researcher intended to establish the relationship between four independent variables (strategic leadership, competence, integrity, and culture) and sustainability (dependent variable).

**H<sub>01</sub>** Strategic leadership has no significant effect on sustainability of community development projects in Endebes Sub County.

The results of the research showed that there was a strong positive connection between strategic leadership and sustainability ( $\beta=0.143$  and  $p$  value=0.013). Since the  $p$ -value was lower than 0.05, as indicated in table 4.14, the hypothesis that stated that an increase in strategic leadership would lead to an increase in sustainability by 0.143 was not supported. Kiih (2015) found a link between IT project leadership and performance. According to Kiih, project management leadership style affected IT project performance the most. These findings are supported by Kiih's (2015) findings.

**H<sub>02</sub>** Strategic competence has no significant effect on sustainability of community development projects in Endebes Sub County

According to Table 4.14, the outcomes of the research indicated that there was a positive and significant association between Strategic competency and sustainability ( $\beta=0.329$  and

p value=0.000). As a result, an increase of one unit in strategic competency leads to an increase in sustainability of 0.329; hence, Hypothesis H02 was also not supported by the findings of the study. These findings are consistent with Ehsan et al. (2010), who said that the project manager's knowledge domains have an essential impact in project success or failure and that an experienced project manager will exhibit distinctiveness that will increase the team's performance.

**H<sub>03</sub>** Integrity has no significant effect on sustainability of community development projects in Endebes Sub County.

According to the results of the research, there is a significantly positive correlation between integrity and sustainability ( $=0.210$ , and the p value for this correlation is 0.000). Due to the fact that the p-value was lower than 0.05, as seen in Table 4.14, the hypothesis H03 was not supported by the investigation. As a result, an increase of one unit in integrity will result in an increase of 0.210 in the sustainability index. These findings are supported by those of Vogelgesang et al. (2013), who discovered that workers are more engrossed in their work when they perceive their leaders' behavior to be honest and transparent.

**H<sub>04</sub>** Culture has no significant effect on sustainability of community development projects in Endebes Sub County.

According to the results of the research, there is a positively significant connection between culture and sustainability ( $=0.341$ , p value=0.000). As a result, a one-unit rise in culture will result in a three-quarters of a point increase in the sustainability index. Considering that the p-value was lower than 0.05, as demonstrated in Table 4.14, the hypothesis H04 could not be supported. Clements and Gido (2013) found a similar



association between project organizational culture and project performance in Slovenian enterprises. His idea of project organizational culture emphasizes top and line management attitudes, which affect project staff performance.

**Table 4.15 Regression Coefficients**

Model	Unstandardized		Standardized		
	Coefficients		d		
	B	Std. Error	Beta	t-value	Sig.
Strategic leadership	.143	.057	.193	2.504	.013
Strategic competenc	.329	.062	.343	5.344	.000
Integrity	.210	.055	.213	3.801	.000
Culture	.341	.061	.355	5.591	.000
R-Squared			.749		
F-Statistics			107.899	.000	

**Dependent variable:** Project Sustainability

#### 4.6.2 Model summary

Using a multivariate regression model, the connection between the variables was investigated. The R<sup>2</sup> represented the measure of variability in community project sustainability that accounts for management factors. According to the model (R<sup>2</sup> = .749), management aspects account for 74.9% of the variation in sustainability, as shown in Table 4.15. The model's predictor for managerial factors identified the heterogeneity in community project sustainability.

**Table 4.16 Model Summary**

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.865 <sup>a</sup>	.749	.742	1.634

Dependent Variable: Project sustainability

### 4.6.3 The Model Fit

The analysis of variance was done to evaluate if the model could predict the outcome better than the mean (Table 4.14). The significant regression model with managerial aspect as a predictor ( $F=107.899$ ,  $p=0.000$ ) reveals a link between managerial aspect and sustainability. Reject the null hypothesis that management aspect and sustainability have no relationship.

To evaluate the study's hypotheses, the model also generated coefficients for managerial factors as independent variables. The t-test was employed to determine whether management aspects are a significant predictor. Estimated  $t$ -value and predictor contributions. Strategic leadership, strategic competency, integrity, and culture have positive  $t$ -values, indicating a favorable association with sustainability.

The t-test related with  $t$ -values was significant, and the managerial feature was a significant predictor. The coefficients indicated that the expected parameter was significant. Integrity has the greatest impact on sustainability, according to the study.

**Table 4.17 ANOVA Model**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.757	4	3.939	107.899	.000 <sup>b</sup>
	Residual	28.391	145	.196		
	Total	44.148	149			

a. Dependent Variable: e  
b. Predictors: (Constant), d, b, a, c

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter summarizes the study's major findings, draws conclusions, and makes practice recommendations and research findings.

#### **5.2 Summary of Major Findings**

This study examined the effects of selected managerial aspects on community development projects in Endebes Sub County, Trans Zoia County. The study in particular examined the effects of strategic leadership, strategic competence, and integrity as well as determine the impact of culture on community development programs in Endebes Sub County.

##### **5.2.1 Effect strategic leadership on the sustainability of community development projects**

The study revealed that through leadership, management ensures and mobilize community members for sustainability of community projects, it enhances community participation and generates confidence and champion programmes for sustainable community development. The study further found that management through its strategic leadership encourages the community to exert all the capabilities and the potential for the success of the project and also influences the community to get involved in project development process and its sustainability.

### **5.2.2 Effect strategic competence on the sustainability of community development projects**

In accordance with the effect that strategic competence has on sustainability, the experience of the project manager is reflected by the quality of work, and consequently, its sustainability. Additionally, the project manager's competence is effective for planning and supervising the execution of projects.

### **5.2.3 Effect integrity on the sustainability of community development projects**

The study concluded that the project manager is responsible for ensuring that the decision-making process is transparent, management is responsible for promoting media and public scrutiny, management is responsible for ensuring that related information is available to the public, management is responsible for ensuring that there is no false reporting of invoices regarding associated costs, and management is responsible for guaranteeing the independence of auditing institutions or auditors.

### **5.2.4 Effect of culture on the sustainability of community development projects**

The study established that majority of the respondents agreed that the management has taken into consideration cultural changes in the community and has establish strategic objectives and set organization values. Also, the study established that management respect all traditional value and moral norms as they ensure everyone unique customs are respected and also management has embrace the spirit of cultural assimilations.

### **5.3 Conclusions**

Based on the findings of the study, the study concluded that there is a positive influence of selected managerial aspects on sustainability of community development projects. It can be argued that strategic leadership as managerial aspect influences the sustainability in a way that project leadership encourages the community to exert all the capabilities and the potential for the success of the project and influences the community to get involved in project development process hence its sustainability.

The study further concludes on integrity as managerial aspect and established that integrity plays a significant role especially if the management will ensure that there is no false reporting of invoices regarding associated costs and also guarantees the independence of auditing institution or auditors.

The study finally concludes on culture and established that management ensures everyone unique customs are respected, also the management has established strategic objectives and has set organization values and finally management has taken into consideration cultural changes in the community

### **5.4 Implication of the study**

This research helps to a better understanding of the connection between chosen managerial variables and project sustainability. Nevertheless, it identifies the need for additional research on this potential paradigm change in project management. This study may aid in the consideration of sustainability as a new school of thought in project management by concentrating on the sustainability of projects and how it is affected by

specific managerial factors. In addition, this study may provide academics and practitioners (e.g., project managers and decision makers) with adequate information on how to determine whether adding sustainability into project management contributes to or hinders the success of their initiatives. In addition, the highlighted gaps and limitations of the selected empirical studies, along with the methodological approach utilized in this study, give a solid foundation for future relevant research.

### **5.5 Recommendations**

The study established that managerial aspects play a significant role in ensuring sustainability of community development projects, hence the study makes the following recommendations; The policy makers should create a plan in educating; mobilizing and encouraging community members on the importance of projects within their environment this will ensure its sustainability in the future. The management should seek the community participation and generates confidence and champion programmes among the community members for them to understand its importance.

The study recommends that the management should ensure that integrity is not only embedded in organizational behaviour but that they are also integrated in organizational policies and employees' terms of reference. It is also recommended that the policy makers should put in place systems and mechanisms to deal with any cases of unethical behaviour while the management rallies its membership in promoting integrity. The study also recommends study recommends that management should undertake a culture audit to engender norms, values, assumptions and relationships that could support achievement of community development projects sustainability.

## **5.6 Suggestion for Further Research**

Further studies are recommended to establish the effect of each aspect on sustainability of the community projects has studied as variable was not extensively achieved.

Therefore, the study recommends further investigation on the influence of strategic leadership on sustainability of projects, effect of competency/skills on sustainability of projects and also influence of integrity on sustainability of projects.

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## APPENDICES

### Appendix I: Introductory Letter

Dear Respondent,

#### **REF: MBM RESEARCH STUDY**

I am a student pursuing a Master's degree in Business Management (Strategic Management) at the University of Eldoret. In partial fulfilment of the requirements to the award of the Master's degree, I am required to carry out a study on **“Effects of selected managerial aspect on community development projects, a case of Endebes sub County, Transzoia County”**

I kindly request your assistance by availing time to respond to the questionnaire. Kindly read each question carefully and please tick and write as necessary. The information given will be treated with utmost confidentiality for the purpose of this study only. No specific reference will be made on your organization and only a summary of results will be made public.

**Thank you in advance**



## Appendix II: Questionnaire

### SECTION A: Background Information

---

Name of the project.....

Respondents	Target Population
Project managers	15
Project team members	50
Community leaders	90
County officials	10
<b>Total</b>	<b>165</b>

**1. What is your gender?**

Male            [ ]

Female         [ ]

**2. Age of the respondent**

Below 20 years    [ ]

20-29 years        [ ]

30-39 years        [ ]

40 and above years [ ]

**3. Length of service**

Less than a year [ ]

Between 1 and 5 years [ ]

Between 6 and 10 years [ ]

Above 10 years [ ]

**4. What is the level of your education?**

Diploma level [ ]

Graduate level [ ]

Masters [ ]

PHD [ ]

Others .....

**5. What is your job title?**

Project manager [ ]

Project team member [ ]

Community leader [ ]

Project consultant [ ]

**SECTION B: SELECTED MANAGERIAL ASPECT AND SUSTAINABILITY OF  
COMMUNITY DEVELOPMENT PROJECTS**

---

**6. To what extent do you agree with the following statements regarding the effect  
strategic leadership on the sustainability of community development projects?**

Strongly agree (5)

Agree (4)

Neutral (3)

Disagree (2)

Strongly disagree (1)

<b>Response</b>	<b>Strongly agree [5]</b>	<b>Agree [4]</b>	<b>Undecided [3]</b>	<b>Disagree [2]</b>	<b>Strongly disagree [1]</b>
Management ensures and mobilize community members for sustainability of community projects					
Management enhances community participation and generates confidence					
Management champion programmes for sustainable community development					

<p>Encourages the community to exert all the capabilities and the potential for the success of the project</p>					
<p>Influences the community to get involved in project development process and its sustainability</p>					

What other ways can strategic leadership influence sustainability of the community development projects in Endebes Sub County?

.....

.....

**7. What is your level of agreement regarding the following statements on effect strategic competence on the sustainability of community development projects?**

<b>Response</b>	<b>Strongly agree</b> [5]	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b> [1]
Project manager's experience is reflected by the quality of work hence its sustainability					
Project managers competence is effective for planning and supervising projects execution					
Employees serving in lower supervisory job first before moving to managerial positions enhance project quality					
Managers with expansive experience are better placed to implement projects within the timelines					
Past acquired skills leads to effective performance of projects within the budgets to sustain it					

Explain other ways in which competence/skills may influence sustainability of the community development projects in Endebes Sub County?

.....

.....

.....

.....

.....

.....

**7. What is your level of agreement regarding the following statements on effect integrity on the sustainability of community development projects?**

<b>Response</b>	<b>Strongly agree</b> [5]	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b> [1]
Project manager ensures decision process is made transparent					
The management promotes media and public scrutiny.					
The management ensures related information is available to the public					
Management ensures that there is no false reporting of invoices regarding associated costs					
The management guarantees the independence of auditing institution or auditors					

What other ways can you show that integrity influences sustainability of the community development projects within the Sub County?

.....

.....

**8. To what extent do you agree with the following statements regarding the effect culture on the sustainability of community development projects?**

<b>Response</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Management has embrace the spirit of cultural assimilations					
Management respect all traditional value and moral norms					
The management has taken into consideration cultural changes in the community					
Management ensures everyone unique customs are respected					
The management has establish strategic objectives and has set organization values,					



State other ways culture influence sustainability of the community development projects in Endebes Sub County?

.....

.....

**9. Using the key below, indicate with a tick, how you agree with each of the following statements on sustainability. (1-Strongly Disagree, 2-Disagree, 3-Undecided 4-Agree 5-Strongly Agree)?**

<b>Response</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The projects has improve the quality of life of people within the Sub County					
The project conserve cultural heritage of the people within the community					
There is improvement in coordination and collaboration					
It has created facilitating environment for social transformation of the community					
Helps in engaging the group individuals to perceive important issues through communication					
There is increased sharing of project responsibilities					

### Appendix III: SPSS Correlaion Results

		Correlations				
		Zscore (ProjSust)	Zscore (Leadshp)	Zscore (Comp)	Zscore (Integr)	Zscore (Culture)
Zscore(ProjSust)	Pearson Correlation	1	.663**	.765**	.676**	.764**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	150	150	150	150	150
Zscore(Leadshp)	Pearson Correlation	.663**	1	.596**	.536**	.619**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	150	150	150	150	150
Zscore(Comp)	Pearson Correlation	.765**	.596**	1	.603**	.660**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	150	150	150	150	150
Zscore(Integr)	Pearson Correlation	.676**	.536**	.603**	1	.561**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	150	150	150	150	150
Zscore(Culture)	Pearson Correlation	.764**	.619**	.660**	.561**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Appendix IV: SPSS Regression Results

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.865 <sup>a</sup>	.749	.742	.50834443	.749	107.899	4	145	.000


a. Predictors: (Constant), Zscore(Culture), Zscore(Integr), Zscore(Leadshp), Zscore(Comp)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.266E-15	.042		.000	1.000
	Zscore(Leadshp)	.143	.057	.143	2.504	.013
	Zscore(Comp)	.329	.062	.329	5.344	.000
	Zscore(Integr)	.210	.055	.210	3.801	.000
	Zscore(Culture)	.341	.061	.341	5.591	.000

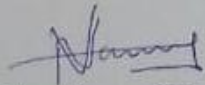
a. Dependent Variable: Zscore(ProjSust)

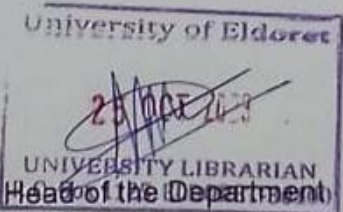
### Appendix V: Similarity Report



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