

Critical Success Factors and Implementation of Capital Expenditure Projects in Telkom Kenya Limited, Kenya

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ABSTRACT

The success of projects largely depends on the way it is implemented and controlled. The challenges met during the execution of project management practices has been during project planning, exceeding the set budget and going beyond its set schedule and poor quality. Capital expenditure (CAPEX) project performance remains well below par. How to improve CAPEX projects through better planning and more effective frameworks has been a major challenge in Telkom Kenya. This study investigated the influence of critical success factors in the implementation of CAPEX projects in Telkom Kenya. This study was guided by the following specific objectives: to examine the influence of resource allocation, communication, top management support and project manager in the implementation of CAPEX projects in Telkom Kenya. This study employed a descriptive survey research design. The target population comprised of 65 respondents from the 4 Departments which included Technology, Mobile, Support and Enterprise departments in Telkom Kenya Limited. A census of 65 respondents was carried out. The data collection instrument was a questionnaire. Data obtained from the field was analyzed using both descriptive statistics and inferential statistics. The study established that resource allocation, communication, top management support and project manager have a positive and significant influence on project implementation. The study concludes that allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of CAPEX projects. Top management support is considered one of the critical success factors in project management, effective executive involvement can significantly improve project success. The project manager plays a vital role in the success of a project as they oversee specific projects ultimately designed to make progress toward strategic planning objectives. The study recommends that project managers should identify the right resources towards effective implementation of CAPEX project. Project activities should be communicated to every party concerned during implementation of CAPEX projects and the organization should establish the right channels of message delivery and feedback in both top-down and bottom-up communication. The top managers in Telkom Kenya should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of CAPEX projects. Project manager should make sure they control risk and minimize uncertainty, maximize the effectiveness of communication within the team by being prepared to lead.

Key Words: *Critical Success Factors, Implementation of Capital Expenditure Projects, Telkom Kenya Limited*

1. INTRODUCTION

Project is a set of multifaceted activities which are constrained by cost, time and set requirements to satisfy clients' needs (Bakar, 2011). According to Pinto & Slevin (2012) the success in project is achieving the requisite prospect of the stakeholders and accomplishing its projected motive. The success in projects can be attributed to a multifaceted and repeatedly deceptive construct. However, it's of essential importance to successful implementation of the project. Pinto & Slevin (2012) further indicate that project success requires creating a proper planned project schedule as well as acknowledging factors which are key to project success. It helps the project manager and other concerned parties to make decisions right towards project success. Sanvido (2010) argue that in order for the project to be successful positive expectations for those participating the project must be met, whether or not owner, planner, engineer, contractor or operator. Nevertheless, these expectations are unique to every party concerned. A wonderful wide variety of choices need to be taken in the course of the project control process and as traditional, the decisions at the earlier phases of the design have a larger effect on the project control exercise. Critical success factors enabled the company to put into effect general organizational control abilities to improve the employer and the performance of the project. Rockart (2012) observed that to guarantee success of a project in the future, an enterprise and its industry ought to identify its critical success factors.

Project implementation consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan (Alinaitwe & Ayesiga, 2013). Lee, Hong, Katerattanakul and Kim (2012) show that to implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. The project management has to have an efficient management system and always has to be flexible to current needs and changed situations, as the project is rarely implemented exactly according to the initial plan. Kerzner (2009) asserts that the phases of project implementation take between 80-85% of the whole project events and utilization of the required resources. The success in projects requires a combination of product and project management fulfillment that is the product (services, outcomes or outcome) of the project if it is well executed and properly managed. Though not all of the project will adopt the five steps as a few may be terminated earlier than closure. Typically, the cycles of a project encompass the subsequent degrees: identity, training and appraisal which are related to pre-implementation, implementation and tracking and assessment. In all the above stages there exist determinants at every step that might substantially affect the overall performance of the project.

Belassi & Tukel (2010) claim that in terms of project implementation issues, the literature in project control clearly emphasizes much on enhancing equipment and techniques consisting of scheduling, or task failure, rather than on success. However, such function is comprehensible, as to discover the fulfillment elements of a project is a greater complicated venture than identifying failure elements, in particular due to the reasons given as observed by Fowler & Walsh (2014) who argue that events involved in any project assignment generally tend to look project achievement otherwise and consequently, each concerned individual may allocate unique fulfillment criteria to every phase and that critical success factors may not directly affect the outcome of the project. It is the mixture of these elements at different life-cycle tiers of the project that affects its achievement. According to Pinto (2011), method of implementing projects is complicated, typically requires great and collective interest to a large aspect of human, budgetary and technical variables. Further, projects frequently possess a specialized set of vital achievement factors

wherein if addressed and interest given will enhance the chance of a success implementation. Consequently, if these elements are no longer taken critically, they may lead to project failure.

According to Milosevic & Patanakul (2012) Critical success factors are traits, situations, or variables that can have a substantial impact on the success of the project whilst accurately sustained, maintained, or controlled. Chan et al. (2014) relate Critical success factors under five main factors namely human related, project procedures, project related, external environment and actions related to project management. Critical success factors could have a significant impact that supplies quantifiable improvements to the achievement of a project. Critical success factors in this study is construed to include resource allocation, communication, top management support and project manager. According to Jared (2011), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion. Project implementation success is not only determined by other factors of production, but with sound resource base, an organization is good to go. Kabuga (2012) mentioned that successful project implementation is attainable through utmost stakeholders' involvement, provision of adequate resources, leadership by careful project team and awareness in the project environment.

Tushman & Katz (2010) observe that projects entails proper communication, and departmental heads responsibility is key in order to embrace the position in their hands in internally related factors that entails ensuring efficiency in operations and externally related factors by ensuring that customer requirements are met. Pinto & Pinto (2011) on the other hand emphasize that to make sure the success of a project enough records, which include expectations, goals, desires, assets, status reviews, budgets and requests for purchases, desires to be communicated on an ordinary basis to all of the foremost stakeholders. Yang, Huang and Wu (2011) pointed out the key role of the project manager to achieve success on projects. Besides the leadership style, the project manager's individual traits are also particularly essential from the factor of view of contribution to the success of the project. Since project management is different from other management areas project managers should possess unique characteristics. Gorog (2013) on the view on project manager's personal characteristics on project implementation success summarizes these characteristics as optimism, team-building ability, motivational ability, trust building ability, emotional intelligence, improvisation etc.

Top management support as Johnson *et al* (2011) observe is seen as one of the most essential factors in the success of any project amongst other critical success factors. This mean that the more management control tactics are practiced in corporations, the higher the extent of project achievement is. However, within the management restrained time and assets, it is also critical to discover the only support procedures for different project scenarios. Kandelousi, Ooi and Abdollahi (2011) show that top management support may be considered in numerous bureaucracies, as an instance, assisting teams in managing hurdles, exhibiting commitment to the work and inspiring the subordinates. The study of project success and critical success factors is regularly considered as one of the vital methods to enhance the effectiveness of project undertakings (Chan, Scott & Chan, 2012). Many studies of this nature have been conducted in developing countries (Pinto & Slevin, 2013; Rockart, 2016). However, the findings in these studies may not apply in understanding critical success factors in the Kenyan context which is the focus of this study.

Kenya has experienced a tremendous noteworthy growth in the telecommunications sector as evidenced by the increase of mobile cellphone subscribers, the number of internet users and broadcasting stations, since the advent of its liberalization in the 1990s. The industry consists of a number of companies that includes Safaricom Kenya Limited, Airtel Kenya Limited and Telkom Kenya Limited who operate mobile services. Telkom Kenya also operates fixed services. Services offered through internet consists of the market of the three mobile operators, ISPs comprising of Liquid Telecom, Jamii Telecom, Access Kenya and Wananchi Telecom (Zuku Fiber). Telecommunications plays a large responsibility in people's daily lives, addressing general challenges encountered by Kenyans. Certain sectors like finance, health, education, agriculture and the government are fast embracing generation for dissemination of information, enhancement of service delivery and to reach their clients more effectively and efficiently. Nevertheless, telecommunication development is in one way or the other faced by quite a number of challenges, consisting of inadequate infrastructure and excessive pricing, loss of skills, inadequate financing and dealing with global rivalry (Ogutu, 2013).

2. STATEMENT OF THE PROBLEM

The current environment faced by all the organizations is subject to complexity, and acceleration of the whole lot from communication to manufacturing strategies. Project implementation phases relate to the success development and creation of projects within the company that presents continuous complexities for managers. The process of implementing a project is multifaceted, usually requiring simultaneous interest to a number of variables that comprises of human, budgetary, and technical aspects. ICT has been one of the major drivers of this complexity and acceleration. However, research continually shows that companies have difficulty in the implementation of ICT projects. According to Whittaker (2014), most ICT projects fail due to lack of structural problems along with poor planning, vulnerable business cases and a lack of commitment from the top executives. Most of the capital expenditure projects in the Telkom Kenya in Kenya experience major hurdles in their life cycle and barely overcome the implementation stage. The major factors contributing to this trend have not been clearly understood.

The telecommunications industry is in a point of transformation and turning into ever more complex. Speedy changes in the communication scenery, as a consequence of technological trade and the development of latest offerings, are affecting the core commercial companies operating in the telecommunication sector. Capital expenditure project performance remains well below par. Rockart (2012) observe that six out of 10 projects are either over budget or behind schedule. How to improve capital expenditure projects through better planning and more effective frameworks has been a major challenge in Telkom Kenya. A significant number of CAPEX projects have failed in Telkom Kenya Limited. Project success has been a challenge during implementation, many have failed to be delivered within their expected time frame, quality and budget or fail to meet the targeted goals and objectives consistently in the last 10 years. Therefore, this study will investigate critical success factors and implementation of capital expenditure projects in Telkom Kenya limited.

3. OBJECTIVES OF THE STUDY

The general objective of this study was to investigate the influence of critical success factors and implementation of capital expenditure projects in Telkom Kenya limited.

Specific Objectives were

- i. To examine how resource allocation, influence the implementation of capital expenditure projects in Telkom Kenya limited.
- ii. To establish how communication influences the implementation of capital expenditure projects in Telkom Kenya limited.
- iii. To identify the influence of top management support in the implementation of capital expenditure projects in Telkom Kenya limited.
- iv. To investigate the influence of project manager in the implementation of capital expenditure projects in Telkom Kenya limited.

4. RESEARCH QUESTIONS

The Research questions were

- i. How does resource allocation relate to the implementation of capital expenditure projects in Telkom Kenya limited?
- ii. What is the influence of communication in the implementation of capital expenditure projects in Telkom Kenya limited?
- iii. How does top management support influence the implementation of capital expenditure projects in Telkom Kenya limited?
- iv. How does project manager influence the implementation of capital expenditure projects in Telkom Kenya limited?

5. THEORETICAL REVIEW

5.1 Resource Based View Theory

According to Grant (1991) the Resource Based View (RBV) theory approach to competitive gain contends that internal sources are extra important for a firm than external factors in achieving and maintaining organizational competitive gain. In this regard, organizational performance is frequently determined with the aid of internal sources which include physical resources, human resources and organizational resources. This theory is relevant to the study because it shows that for effective and efficient implementation of a project depends on organizational resource capabilities in terms of labour, materials, funds and equipment.

5.2 McClelland's Achievement Theory

McClelland's achievement theory (1980), classifies humans' desires inside the company in three categories which he called motivational needs; desire for affiliation, success and authority. Desire for affiliation is associated with workers on the lower stage of the organizational hierarchy. Desire for fulfillment was associated with center-degree people and involve people desire to be visible as attaining more to the business enterprise. Desire for authority was related to the top management and was observed that employees at this level are pushed with the aid of sturdy preference to adjust the course of events or make robust effect on others and events hence want to be in control of conditions and human being. This theory explains the motivational factors the project manager can apply to increase employee productivity in organizations and increase chances of project implementation success.

5.3 The Cybernetics theory

The Cybernetics theory propounded by W. Ross Ashby and Norbert Wiener in 1960 emphasized on mathematics theory of communication and control systems through regulatory feedback. A

positive feedback is achieved when intended outcome is attained or may be negative when in a situation where there is immediate response or can be delayed. This theory is relevant to the study because it shows that there is a need for the project managers to continually communicate to the project teams and stakeholders on issues pertaining to the project and receive feedback on the same. In making use of the cybernetics theory it becomes useful for any enterprise that intends to reap worker overall performance to make sure that feedback mechanism must be sufficient either inside the attitude to work, productiveness, and effective project implementation. The theory explains the variable on communication.

5.4 Leadership Contingency Model Theory

Fiedler leadership contingency model theory (1964) in which Fiedler proposed that effective employee's performance depended upon the proper match between a leaders' ability to lead is contingent upon situational factors that include the leaders' capabilities, preferred style, and behavior, competency of employees. This theory propounded that leaders should adopt that style which best to the situation and immediately stimulate the employee performance. This theory is relevant to the study as it shows that an effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality of work during project implementation process and providing necessary support to project team members is such a great responsibility. The theory explains top management support variable.

6. EMPIRICAL REVIEW

6.1 Resource Allocation and Project Implementation

Askar & Gab-Allah (2012) examined the potential for implementing the Build-Operate-Transfer (BOT) system in the Egyptian environment. The study used descriptive design and stratified random sampling method. The study established that choosing the proper task, competitive monetary idea, and unique functions of bid are important for the fulfillment of BOT projects in Egypt. They also found that there are four risks namely Political Risks, Construction Risks, Operating Risks and Market and Revenue Risks. Their study concluded that the risk factors should be minimized to ensure successful implementation of BOT projects. Alinaitwe & Ayesiga (2013) used questionnaire surveys to explore the success factors for Public-Private Partnership (PPP) projects in Uganda. They discovered 5 factors apparent to utmost significance to the public sector are a well-organized public agency, a competitive procurement process, project financial achievability, devotion of all the events, and a company monitoring and evaluation system for the projects applied. The study recommended that the 5 factors were applicable to the achievement of PPP production projects and their relative significance to the contractors and financial institutions running in Uganda and to the developing countries in general.

6.2 Communication and Project Implementation

According to the study of how employee communication affects the performance of an organization carried out by Bery, Otieno, Waiganjo and Njeru (2015) in the sector of horticulture in Naivasha, Kenya, which was done in flower farms in Kenya comprising of the 14 registered flower farms in Kenya according to Kentucky Fried Chicken (KFC) directory (2013). Using correlation and regression analysis it was established that communication enhances information transfer and belief within the organization, that communication aids in advancing efficiency of

operations within the organization consequently leading to better organization performance. It was concluded that communication is critical towards better project implementation. The study recommended that businesses must expand effective communication strategies considering that it will facilitate passing of statistics each within and outside the employer for that reason improving performance. Kibe (2014) study on how communication strategies affect the performance of an organization using descriptive research design and a target population of 132 employees established that the significance of both the theoretical stage and realistic level. It was concluded that for any organizational overall performance to be effective, an open conversation environment should be advocated. Once participants of the company experience unfastened to percentage comments, ideas and even complaint at each level it increases project performance.

6.3 Top Management Support and Project Implementation

Rehman, Khan, & Khan (2013) in their study established that the performance of projects in public sector organizations of Pakistan is comparatively poor due to unsupportive top management throughout the implementation of projects which is declining for last many years but no research has yet been conducted to identify the factors involved in the success or failure of projects. There are several problems in the management of projects including lack of support from top management in the public sector. The study concluded that project performance cannot be improved without an excellent or good level of support from top management. Tyssen (2014) in their study on transactional and transformational leadership challenges in the success of projects implementation found that because of their transient and precise nature, projects are characterized by means of irregular non-public constellations and work contents. The study also established that, the transformational leadership style of being an instance to a team and person orientated is at once linked to the fulfillment of tasks. The authors additionally placed out that transformational leaders who enlivens and motivates their project participants by way of challenging them have a high chance of project fulfillment. Transformational leadership ends in the arousing of the team's spirit while vigor and positive significance is confirmed. It may then be deduced that there may be an excessive relationship among transformational management and success in projects.

6.4 Project Manager and Project Implementation

Brill, Bishop & Walker (2015) carried out a study on project manager skills for improving project performance. The target population was 107 project managers and data were obtained from the field using a questionnaire. The findings of the study indicated that project managers' interpersonal skills had significant association with the implementation of a project. The performance of project in regard to assigned cost was found to be much influenced by project manager's emotional intellect, interpersonal ability, noticeable honesty, and budgeting. The study also found that project managers have complex roles that drastically influence the success of the project. As such, project managers should focus on the development of these skills so that they are better equipped to meet project objectives. Kadefors (2009) study found that developing trust with is vital for people competence for project managers to have. The study considers that project managers want to construct tiers of loyalty with team members in one of these ways that each parties display recognize for each different and what they stand for. They need to reveal high ranges of being concerned and display this in an open and authentic manner. The study concluded that project managers are more likely to accomplish their responsibilities in the event that they win the respect in their group participants by displaying behaviours including being respectful and rational.

7. CONCEPTUAL FRAMEWORK

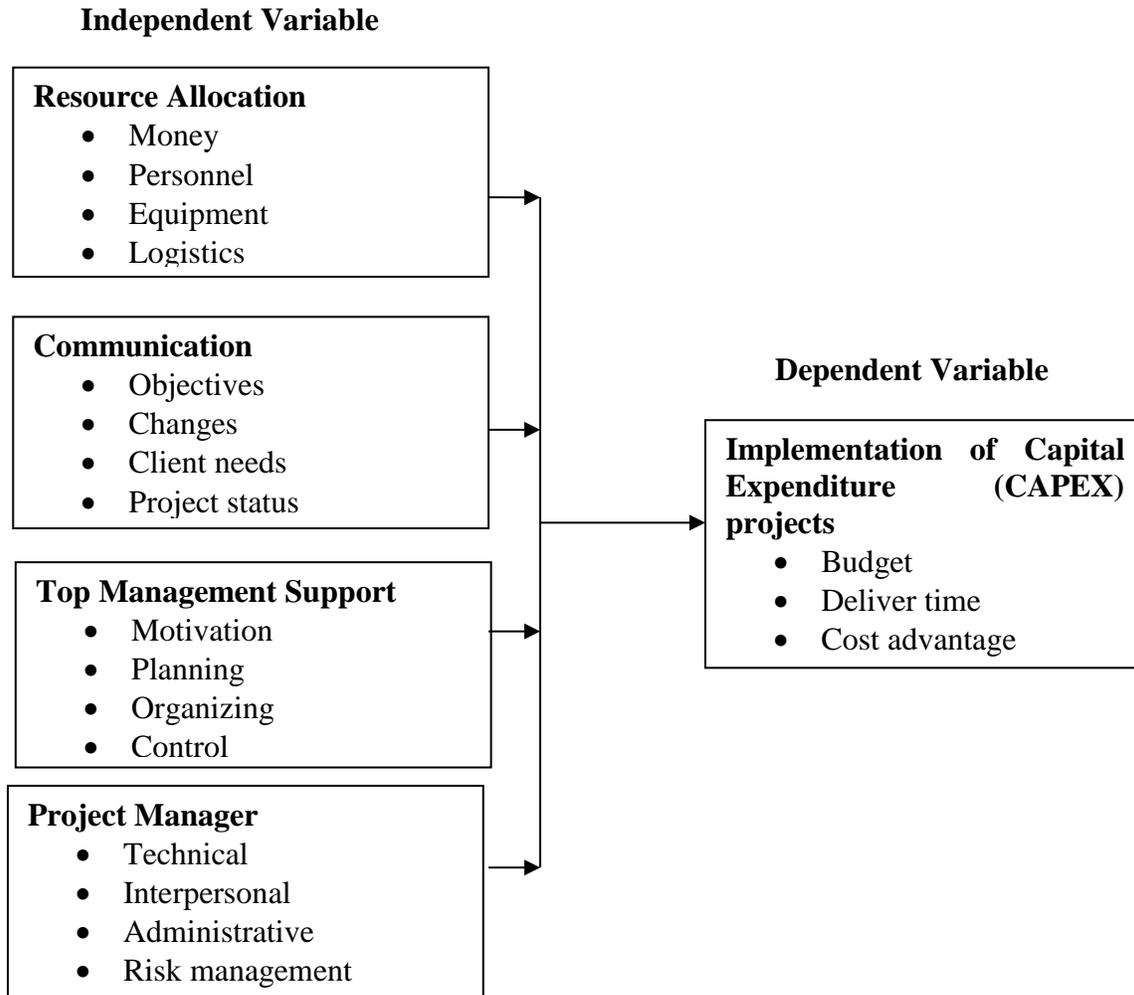


Figure 1: Conceptual Framework

8. RESEARCH METHODOLOGY

Descriptive survey research design was used. As observed by Orodho (2005), descriptive survey research designs are used in introduction and examining studies that enable the study to obtain data from the field, organize, present and analyze the data for explanation. On the other hand, Mugenda & Mugenda (2003) present the aim of descriptive survey research design as obtaining data and analyzing according to the observation made from the field without any alterations. This therefore, enabled the researcher collect information from field and analyze it according to the respondents view so as to give a clear picture of the study objectives. The target population comprised of 65 respondents who are obtained from Technology, Mobile, Support and Enterprise departments in Telkom Kenya Limited. As observed by Gay (2002), a sample is selected which can be representative of the total population because of various constraints that may face the researcher in accessing the whole population. On the other hand, Mugenda & Mugenda, (2003),

observe that in a situation where the study population there is no need to sample otherwise the total population should be studied. Therefore, census of 65 respondents was carried out.

Questionnaires were used to obtain data from the field. This was possible because the sampled respondents are considered to understand that study questions which minimizes interpretations of the questions thus making it cheaper and faster to collect data. The questionnaires were divided into different sections covering the objectives of the study. Likert scale was used to allow the respondents to express their level of agreement to listed questions pertaining to each study objective. Questionnaires were administered to all the respondents. The data obtained from the questionnaires was first edited and coded to present a meaning finding. Quantitative data was analyzed using descriptive statistics which include mean, standard deviations, frequencies and percentages by using SPSS version 20.0. In order to test the relationship between variables and the extent to which they are influence each other correlation analysis and inferential statistics was used which involves multiple regression analysis.

Multiple regression analysis was used to determine whether a combined group of independent variables predicts a given dependent variable (Cooper & Schindler, 2011). The regression equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Whereby Y =Implementation of Capital Expenditure (CAPEX) projects

X_1 = Resource Allocation

X_2 = Communication

X_3 = Top Management Support

X_4 = Project Manager

$\beta_1, \beta_2, \beta_3$ are coefficients of determination

ϵ is the error term.

9. RESEARCH FINDINGS

Inferential statistics was carried out to show the extent to which variables relate to each other through the use of correlation analysis and regression analysis.

9.1.1 Correlation Analysis

Table 1: Correlation Analysis

		Resource Allocation	Communication	Top Management Support	Project Manager
Resource Allocation	Pearson Correlation	1	.155	.840	.627
	Sig. (2-tailed)		.259	.000	.002
	N	64	64	64	64
Communication	Pearson Correlation	.155	1	.614**	.295*
	Sig. (2-tailed)	.259		.000	.029
	N	64	64	64	64
Top Management Support	Pearson Correlation	.840	.614**	1	.755**
	Sig. (2-tailed)	.000	.000		.000
	N	64	64	64	64
Project Manager	Pearson Correlation	.627	.295*	.755**	1
	Sig. (2-tailed)	.002	.029	.000	
	N	64	64	64	64

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

**. Correlation is significant at the 0.05 level (2-tailed).*

The Pearson's r for the correlation between resource allocation and top management support variables is 0.840 which is close to 1 with a significant value of 0.00 which is less than 0.05 which showed a strong relationship between variables. Communication was strongly related to top management support ($r=0.614$, $p<0.05$) which means that increase in communication leads to increase in top management support.

9.1.2 Regression Analysis

Table 2: Results of Multiple Regressions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.622	0.756	0.678	0.598
Resource Allocation	0.654	0.009	-0.10	0.500
Communication	0.712	0.20	0.001	0.498
Top Management	0.568	0.027	0.009	0.496
Project Manager	0.632	0.004	0.15	0.502

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by all the four independent variables. The four independent variables that were studied, explain only 75.6% of the implementation of CAPEX projects by the

R squared. This therefore means that other factors not studied in this research contribute 24.4% of the implementation of CAPEX projects in Telkom Kenya. Therefore, further research should be conducted to address the gap.

9.2 Determination of Coefficient

Table 3: Determination of Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.431	.542		4.123	.001
	Resource Allocation	.756	.300	0.211	3.978	.002
	Communication	.841	.399	0.354	2.745	.000
	Top Management Support	.613	.284	0.362	3.461	.004
	Project Manager	.706	.461	0.245	2.999	.003

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes: $Y = 0.431 - 0.756 X_1 + 0.841X_3 - 0.613 X_3 + 0.706X_4$

Where

- Y= Project Implementation
- X₁= Resource Allocation
- X₂= Communication
- X₃= Top Management Support
- X₄= Project Manager

According to the regression equation established, taking all factors into account (Resource Allocation, Communication, Top Management Support and Project Manager) constant at zero, implementation of CAPEX projects will be at 43.1%. The study revealed that resource allocation had a positive and significant effect on project implementation ($t= 3.978, p < 0.05$). According to Jared (2011), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion. The study established that communication had a positive and significant effect on the implementation of the project ($t=2.745, p < 0.05$). Tushman & Katz (2010) observe that projects entails proper communication, and departmental heads responsibility is key in order to embrace the position in their hands in internally related factors that entails ensuring efficiency in operations and externally related factors by ensuring that customer requirements are met. The study revealed that top management support had a positive and significant effect on the implementation of the project as indicated by beta values ($t= 3.461, p < 0.05$). Kabuga (2012) mentioned that successful project implementation is attainable through utmost stakeholders' involvement, provision of adequate resources, leadership by careful project team and awareness in the project environment. The study found that project manager's characteristics had a positive and significant effect on the implementation of the project as indicated by beta values ($t=2.999, p < 0.05$). Gorog (2013) observe that project manager's personal characteristics on project implementation success

summarizes these characteristics as optimism, team-building ability, motivational ability, trust building ability, emotional intelligence, improvisation etc.

10. CONCLUSION

Resource allocation has a positive and significant effect on the implementation of capital expenditure projects in Telkom Kenya. Allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time. Communication has a positive and significant effect on the implementation of capital expenditure projects in Telkom Kenya. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Top management support has a positive and significant effect on the implementation of capital expenditure Projects in Telkom Kenya. Top management support is considered one of the critical success factors in project management, effective executive involvement can significantly improve project success. Project manager characteristics had a positive and significant effect on the implementation of capital expenditure Projects in Telkom Kenya. The project manager plays a vital role in the success of a project as they oversee specific projects ultimately designed to make progress toward strategic planning objectives.

11. RECOMMENDATION

Project managers should identify the right resources towards effective implementation of capital expenditure project. Frequent estimation is necessary for each assignment within the project so that utilization of resources can occur in the most effective manner possible. Project activities should be communicated to every party concerned during implementation of capital expenditure projects and the organization should establish the right channels of delivery messages and feedback in both top-down and bottom-up communication. Project implementation cannot be effective without an excellent or good level of support from top management. The top managers in Telkom Kenya should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of capital expenditure projects. The project manager should make sure they control risk and minimize uncertainty, maximize the effectiveness of communication within the team by being prepared to lead. They should always be available to face the real challenges facing the implementation of the project so as to understand the real issues within the team who must deliver the project as well as understanding the issues of the sponsors who the team delivers the project for.

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