



RELATIONSHIP MANAGEMENT AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN UASIN GISHU COUNTY, KENYA

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ABSTRACT

This study sought to assess the effect of relationship management and performance of road construction projects in Uasin Gishu County, Kenya. In particular, the study was guided by four specific objectives; to establish the effect of partnering relationship management on performance of road construction projects in Uasin Gishu County, Kenya, to determine the effect of collaborative relationship management on performance of road construction projects in Uasin Gishu County, Kenya, to establish the effect of adversarial relationship management on performance of road construction projects in Uasin Gishu County, Kenya and to establish the effect of joint working relationship management on performance of road construction projects in Uasin Gishu County, Kenya. In attempting to fulfill the aforementioned objectives the study adopted a descriptive survey design. The target population of this study was 70 ongoing road construction projects of national and county roads in Uasin Gishu County since 2016. Since the target population was not large, a census of all projects was conducted. Questionnaires were used as the primary data collection instrument. Data was analyzed using descriptive and inferential statistics. The relationship between the dependent variable and the independent variables was determined by the regression analysis. The obtained data was further edited to ensure completeness; it was coded and computed into Statistical Package for Social Sciences (SPSS) for analysis. The study findings indicated that relationship management contributed to a considerable improvement which was indicated by profit optimization, greater visibility, reduced variability, and increased velocity as well as logistical performance. The study recommended that organization should ensure that Relationship Management practices are adopted and implemented. This is because of the established benefits for project parties.

Key Words: *Relationship Management, Road Construction Projects, Partnering, Collaborative, Joint working and Adversarial Relationship Management*

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INTRODUCTION

Performance of a project is considered as a source of concern to both public and private sector clients. The failure of any project is mainly related to the problems and failure of the management. Effective management of projects is likely to be actively managing interactions to meet client, customer and other stakeholder requirements (The Project Management Institute, 2008). It is not a coincidence that there is an existing unique relation between project managers and project clients, rather than a determining factor of project success or failure (Makins, 2011). Great clients always ensure that the project has the right resources to complete or get the work done and great project managers set a clear consent to request resources which are right size of the needed task (Pacelli, 2009). Effective clients are capable of advocating, coaching and safeguarding the project whereas the manager it is within their control to leverage a client as well as listen to the client's advice (Pacelli, 2009).

The dynamic link between at least two interested parties that circumference their business operations within a given industry while expecting mutual benefits from each other is well known as business to business (B2B) relationship (Zineldin, 1995). Usually, one partner behavior and activities are always more or less dependent on the other interested parties' outcome. This interaction pattern which includes business and social exchange, regardless of its complexity is the most highly adapted relationship. The quality of the interaction process determines the quality and nature of this relationship. The concept of Relationship Management emphasizes the marketing activities around cross-functional processes of an organization as opposed to its functions or departments. According to Arumugam et al., (2009), implementation of relationship management by organizations has an impact on firm's competitive

success as well as tie key driver of business performance.

The strong link between the internal processes and customers or suppliers contributes to higher levels of employee's motivation and satisfaction, lower costs, better product quality, greater efficiencies, improved market share and better reputation, therefore contributing to business performance. In that light, projects will always be measured as totally successful if they get completed on time, within a budget and executed exactly as per the designer's specifications. But this is a tall order since many projects would not achieve these specifications (Choudhury, 2002). Understanding how to manage interactions among various stakeholders is a crucial skill that can be applied to achieve the domino effects for the project or business case in respect of both the project manager and the client. Thus, it was imperative to study how the relationship management influences project performance.

Statement of the Problem

Poor project performance has been noted as the bane of construction industries of several countries, particularly, developing countries. Many road contractors whether from the government agencies or limited local firms have failed or performed minimal in their performance, particularly in maintenance of road. Road construction projects in Kenya are essential components in development since they are key drivers of economic growth towards and an important pillar towards achieving vision 2030. The road construction industry in Kenya is full of projects that are completed with significant cost, scope and time deviation (Kikwasi, 2012). Approximately 47.5 % of the roads projects funded by Kenya Roads Board (KRB) and handled by the government of Kenya via Kenya Urban Roads Authority (KURA) have never been completed in time between 2008 and 2013 (Kenya National Bureau of Statistics, 2014). In Uasin Gishu County for instance,

the Saba Saba road in Eldoret which was assigned for tarmac-king by World Bank in 2014 is yet to be completed. A number of roads in Moiben constituency, Uasin Gishu County in 2017 showed bitumen bleeding defects soon after surface dressing due to poor workmanship. Other roads that have stalled include Eldoret-Ziwa, Mosoriot, Chepterit-Baraton Road in Soy constituency, Uasin Gishu County. As such, the criticism against road construction projects performance has attracted most organizations, resorting KURA to adopt and implement operations management strategies in order to respond to these failures. However, this has not been successful (Wafula, 2017).

According to the researcher, in regards to knowledge obtained, very few studies have paid attention to relationship management when addressing project performance problems (Arumugam et al., 2009; Marshall, 2014; Meng, 2014). This study will therefore go forward seeking to fill this knowledge gap by addressing the effect of joint working relationship management, collaborative relationship management, adversarial relationship management and partnering relationship management on project performance. As such, this study will determine the effect of relationship management and performance of road construction projects in Uasin Gishu County, Kenya.

Research Objectives

The purpose of this paper was to assess the effect of Relationship Management and Performance of road construction projects in Uasin Gishu County, Kenya. Specifically;

- To establish the effect of partnering relationship management and performance of road construction projects in Uasin Gishu County, Kenya.
- To determine the effect of collaborative relationship management and performance of

road construction projects in Uasin Gishu County, Kenya.

- To establish the effect of adversarial relationship management and performance of road construction projects in Uasin Gishu County, Kenya.
- To establish the effect of joint working relationship management and performance of road construction projects in Uasin Gishu County, Kenya.

LITERATURE REVIEW

Partnering Relationship Management and Project Performance

McCann (2012) carried out a study to assess managing partnership relations and contractual performance in the operating phase of public private partnership. Operational issues that generally affect the partnership and performance management were identified by reviewing the literature. The study then explored through interviews with representatives from 34 senior public and private partner industries from United Kingdom and Australia. Partnership issues related to: management commitment and support; organizational culture; expertise and capability of employees; and conflict management. In the case of performance management, the significant issues were: contract variation; modification of key performance indicator; penalties and reductions. The research findings indicated that by effectively managing these issues, the public partner is expected to increase the likelihood that projected Value-for-Money (VfM) outcomes is achieved in Public Private Partnership.

Ali et al. (2013) examined the construction partnering projects performance. This research took a greater consideration on the satisfaction level of construction industry players, and the main benefits associated with Malaysian construction partnering projects. Quantitative data was collected using questionnaire surveys. This enabled the researchers to identify the

research problem and objectives of the research by exhaustively reviewing the literature on reliable sources. Using descriptive analysis to tie up with the objectives, the data was then processed and formulating of conclusions followed. The results from the study revealed that in determining the performance of a partnering project, communication and functionality considering even other parties were the two most dominant variables. Furthermore, the three dominant benefit factors identified the potential for innovation, improved culture and increased satisfaction.

Collaborative Relationship Management and Project Performance

Taryn, Fletcher and Steyn (2018) went forward and analyzed the importance of high levels of trust and collaboration for increasing the likelihood of project success by studying six factors of the degree of collaboration. The factors analyzed included physical proximity, commitment, conflict, coordination, relationships and incentives. The study employed structural equation modelling (SEM) in order to examine 151 project practitioners. The results of the study indicated that project performance became more likely as the degree of collaboration improved. In return, it was then influenced by an increase in the level of trust between team members. These findings addressed the gap in literature as to the factors that determine trust, collaboration and project performance.

Xu et al. (2018) conducted a study to investigate the collaborative relationship network in a commercial complex. The study adopted Social Network Method and in-depth quantitative data analysis. Structural Equation Modeling (SEM) was used in order to analyze the collaborative relationship impacts on innovation performance in construction projects. The study revealed that relatively dense collaborative relationships are associated with key notes that influence construction projects performance.

Adversarial Relationship Management and Project Performance

Lopez (2010) carried out research to examine the relationship that existed between adversarial relationship and business performance in Spanish industrial firms. The knowledge-based distinctive competencies that the alliance was capable of generating a mediating variable were taken into consideration. The study results indicated that the knowledge-based distinctive competencies and performance generation mediates the relationship between adversarial relationships; and that the firm's creation of innovation competencies is attributed by participation alliances contribution to the growth of its knowledge stock. In order to achieve better-quality performance, Research and Development (R&D) managers were required to focus on improving in order to develop this kind of competencies.

Joint Working Relationship Management and Project Performance

A study by Tellefsen and Thomas (2015) examined the effect of joint working relationship and construction companies in Alberta, Canada. Simple random sampling approach was used to determine the construction companies. Stratified random sampling was used to determine the sample size of the collected data. Study outcomes revealed that joint working situation of industrial or construction companies is described by pool skills, experience and/or resources for the benefit of clients. This also shared a commitment to successful delivery of the given projects. Many such projects have been successfully implemented, across a range of industrial economies and construction sectors. Thus, more value than is possible from the sum of individual organizations was expected to be delivered from Joint working relationship

METHODOLOGY

The study adopted a descriptive survey design. Orodho (2005) describes a descriptive survey

research design as one of the dominant design in preliminary and explanatory studies because it allows a researcher to gather information, summarize and interpret for clarification purpose. The target population for this study was all the 70 ongoing construction projects from both the national and county roads in Uasin Gishu County, Kenya since 2006. The projects were spread out in the 6 Sub-Counties of Uasin Gishu County. The respondents included both Project Managers and Contractors participating in road construction projects in Uasin Gishu County. Two respondents, a Project Manager and a Contractor, were picked from each of the 70 projects to give a total of 140 respondents. Since the study population was not large, a census of all projects was carried out. This was achieved by selecting the various levels of employment at all the zones (Sub-Counties) in Uasin Gishu County where construction project was going on. Project Managers and Contractors were believed to be the best placed to offer the required information for the study.

Questionnaire was the primary instrument to collect data. (Bryman, 2001) describes a questionnaire as a pre-formulated written set of questions that are listed in a definite order. For all intents and purposes, the data was derived from primary sources and the questionnaires used for the collection of the primary data from the desired respondents that were within the scope of the selected construction projects in Uasin Gishu County. Descriptive statistics and inferential statistics were used for data analysis. Data was then processed and analyzed using SPSS version 23.0. The research employed inferential statistics on assessment of relationship management and project performance in Uasin Gishu County, Kenya. In particular, the study sought to find out correlation and causal relationship between independent valuables relationship management practices and dependent valuables (project performance). The following multiple regression model was adopted:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$$

Where;

Y = performance of construction projects

α = Alpha (constant)

β_0 ... β_5 = regression Coefficient to be estimated

X_1 = Partnering relationship management

X_2 = Collaborative relationship management

X_3 = Adversarial relationship management

X_4 = joint working relationship management

e = stochastic term

FINDINGS AND DISCUSSIONS

Descriptive Statistics Results

The first objective was to establish the effect of partnering relationship management and performance of road construction projects in Uasin Gishu County, Kenya. The results were presented in Table 1. The respondents agreed that Partnering affects the way in which: the project works with quality, as shown by mean of 4.606; the quality of the project results, as shown by mean of 4.152; the project's way of dealing with unexpected environmental problems when they occur, as shown by mean of 4.822; the projects way of dealing with external parties, as shown by a mean of 4.237. A mean of 4.476 showed how partnering affected the time planning in their current project; partnering relationship affects how the project handles delays, as indicated by a mean of 4.532.

Majority of project managers and contractors agreed that the use of incentives had affected the time planning in their current project, as shown by a mean of 4.573; Partnering relationship affects the cost estimations, the procurements and the cost control in the project, as shown by mean of 4.154; it affected the cost estimations, the procurements and the cost control in the ongoing projects, as shown by mean of 4.573; benefits of partnering were enough when

considering the cost that goes into implementing partnering, as shown by a mean of 4.505.

Partnering relationship had been embraced by most road construction projects, this improved cost, quality and time planning of the projects. These results were in agreement with Ansah et al. (2016) who observed

that partnering plays a significant role towards innovative developments to ensure efficient project delivery. Their study also emphasized that Construction companies and clients can use partnering to improve their competitiveness to improve product quality and to keep pace with changing customer requirements.

Table 1: Partnering Relationship Management and Project Performance

Statements	N	Mean
Partnering affects the way in which the project works with quality	4.606	0.0882
Partnering guarantees high quality project results.	4.152	0.0993
Partnering ensures the project's way of dealing with unexpected environmental problems when they occur.	4.822	0.0784
Partnering ensures the project's way of dealing with external parties	4.237	0.042
This type of relationship management affects time planning in project	4.476	0.042
Partnering determines how the project handles delays	4.532	0.3143
This type of relationship management necessitates the use of incentives and has thus affected the time planning in this projects	4.573	0.0466
Partnering has affected the cost estimations, the procurements and the cost control in this project	4.154	0.0897
The benefits of partnering are enough when considering the cost that goes into implementing partnering	4.505	0.0543

Source: Survey Data (2018)

The second objective sought to establish the effect of collaborative relationship and performance of road construction projects in Uasin Gishu County, Kenya. The results were presented in Table 2. The results showed that project managers and contractors agreed to the statement that collaboration capacity development and collaboration activities impact projects performance, as shown by a mean of 3.919. When asked if Information sharing and communication from collaborative relationships ensured future survival of projects, majority of respondents agreed, as shown by a mean of 4.808; Trust was necessary for a collaborative relationship to exist, which led to higher levels of performance, as shown by a mean 4.535; Collaboration can lead to benefits like greater visibility, reduced variability, and increased velocity, as shown by a mean of 4.545. Respondents agreed that incentive alignment

motivates channel partners to make decisions to ensure profitability of the project was optimized, as shown by a mean of 3.996; and Collaborative relationships provided greater advantages; they offered improved logistical performance (e.g. fill rate, order cycle time, lead-time, on-time delivery), as shown by a mean of 4.686.

It was clear from the study results that collaboration contributed to a considerable improvement that was indicated by profit optimization, greater visibility, reduced variability, and increased velocity as well as logistical performance where urgent deliveries were seen improving during high demand periods. Also, reduction of uncertainties among the participants was also impacted by interpersonal collaboration and joint actions as shown by similar study results conducted by Vieira et al. (2015). The study also proved to be very significant during the time because

it provided logistical performance and transaction cost elements analysis not previously investigated. Thus, these joint actions if enhanced through

strategic collaboration, could lead to increased investment in specific assets.

Table 2: Collaborative Relationship Management and Project Performance

Statements	N	Mean
Collaboration activities impact projects performance	3.919	0.0763
Collaboration ensures future survival of projects.	4.808	0.1522
Trust is necessary for collaboration to exist.	4.535	0.1774
Collaboration leads to benefits like greater visibility, reduced variability and increased velocity.	4.545	0.1636
Collaboration ensures profitability of the project is optimized	3.996	0.0895
Collaboration offers improved logistical performance (e.g fill rate, order cycle time, lead-time, on-time delivery)	4.686	0.0478

Source: Survey Data (2018)

The third objective sought to establish the effect of adversarial relationship and performance of road construction projects in Uasin Gishu County, Kenya. The results were presented in Table 3. The results showed that majority of the respondents disagreed that the existence of adversarial relationship is widespread in the road construction projects, shown by a mean of 3.969. However, the project managers and contractors approved that the adversarial relationship was beneficial to both clients and contractor interests, as shown by a mean of 4.718; control waste of resources and served as catalyst to productivity, as shown by a mean of 4.334; spring, in part, from a number of practices can lead to the underpricing of contracts, as shown by a mean of 4.185. The respondents also agreed that that the underlying causes of adversarial relationship can be traced to customers and congressional attitudes towards project spending, as shown by a mean of 4.093; prevalence and seriousness of this type of

relationship can be expected to increase in the immediate future, as shown by a mean of 3.627.

Adversarial relationship is yet to be fully embraced by most road construction projects in Kenya, regardless of the fact that it can be beneficial to both clients and contractor interests, even though it is perceived prevalence and seriousness of this type of relationship is expected to increase in the near future. However, the study findings showed that adversarial relationship can lead to underpricing of contracts as shown by mean of 4.185. These results were in line with the findings of Coopers and Lybrand (2016) that shows the predicted relationship resulted to deluging causes such as contract underpricing and inconsistent government emphasis on limiting profits. Their study also concluded that concessions from the contract may be obtained from the government whereby areas such as contract price, schedule and technical effort by assuming a firm, legalistic and perhaps unreceptive standpoint towards the contractor.

Table 3: Adversarial Relationship Management and Project Performance

Statements	N	Mean
The existence of this type of relationship is widespread in the road construction projects	3.969	0.1876
This type of relationship is beneficial to both clients and contractor interests	4.718	0.1549

Adversarial relationship can control waste of resources and serve as a catalyst to productivity.	4.334	0.1928
Adversarial relationship from a number of practices can lead to the underpricing of contracts	4.185	0.0831
The underlying causes of adversarial relationship can be traced to customers and congressional attitudes towards project spending	4.093	0.1542
The prevalence and seriousness of this type of relationship can be expected to increase in the immediate future	3.627	0.1117

Source: Survey Data (2018)

The fourth objective sought to establish the effect of joint working relationship and performance of road construction projects in Uasin Gishu County, Kenya. The results are presented in Table 4. The results showed that a considerable number of project managers and contractors agreed that goals are dominated by service perspectives, rather than based on outcomes desired, as indicated by a mean of 4.760; there is no clear goal or end point or agreement about when it had been reached, joint working can outlive their useful purpose, as indicated by a mean of 4.760; decision-making structures agreed by joint partners would create trust and good decisions for project delivery, as shown by a mean of 4.035; joint working relationships was capable of establishing the democratic accountability of partnerships, as shown by a mean of 3.606; working relationships was capable of establishing the democratic accountability of partnerships, as shown by a mean of 4.578. Majority of respondents also

agreed that joint working relationship ensures that project personnel understood to whom they were accountable and enable the work to be managed effectively, as indicated by a mean of 4.409; effective joint working leads to clear and effective leadership arrangements to enhance project success, as shown by a mean of 4.578.

These results were a sign that road construction projects in Kenya embrace adoption and implementation of joint working relationship since according to Tellefsen and Thomas (2015), joint working situation of construction companies is described by pool skills, experience and/or resources for the benefit of clients. This also shared a commitment to successful delivery of the given projects. Many such projects have been successfully implemented, across a range of industrial economies and construction sectors.

Table 4: Joint Working Relationship Management and Project Performance

Statements	N	Mean
Goals are dominated by service perspectives, rather than based on outcomes desired	4.76	0.255
Where there is no clear goal or end point or agreement about when it has been reached, joint working can outlive their useful purpose	4.76	0.0242
Decision-making structures agreed by joint partners will create trust and good decisions for project delivery.	4.035	0.166
Joint working relationship is capable of establishing the democratic accountability of partnerships	3.606	0.0888
Ensures that project personnel understand to whom they are accountable and enable the work to be managed effectively	4.409	0.095
Effective joint working leads to clear and effective leadership arrangements to enhance project success	4.578	0.0254

Source: Survey Data (2018)

Inferential Statistics

Inferential statistics is used to infer from the sample data what the population might think or make judgments about the probability that an observed difference between groups is a dependable one or one that might have happened by chance in the study.

Correlation Analysis

The Pearson product-moment correlation coefficient (r) assessed the degree that quantitative variables were linearly related in a sample. Each individual or case had scores on two quantitative variables. The significance test for r evaluated whether there was a linear relationship between the two variables in the population. The appropriate correlation coefficient depends on the scales of measurement of the two variables being correlated.

Table 5: Pearson Correlation

Pearson Correlations	Project Performance	Partnering	Collaborative	Adversarial	Joint Working
Project Performance	1.00000	0.54654	0.56632	-0.476217	0.365654
Partnering	0.54654	1.00000	0.056321	0.31200	
Collaborative	0.56632	0.056321	1.00000	0.296142	
Adversarial	0.476217	-0.31200	0.296142	1.00000	
Joint Working	0.365654	0.34100	0.412112	0.31523	1.00000

Source: Survey Data (2018)

The results proved that there was a positive relationship between partnering relationship management and performance of road construction project. This was an indication that the period of study (since 2016) road construction project performance was a result of implementation of partnering relationship; a correlation coefficient of 0.54654 confirms this relationship. The study findings were in agreement with Basbeth and Primiana (2016) who examined the relationships between partnering and the TQM practice and Innovation mediating role and how they related to construction project performance in Jakarta area, Indonesia. The study findings indicated that partnering relationship management influenced project performance. In addition, the study illustrated that strategy at the project level was limited to the construction sector in high-rise buildings in the Jakarta area.

The study also sought to establish whether there was a correlation between collaborative relationship management and road construction project performance. The findings indicated that there was a

positive correlation between collaborative relationship management and road construction project performance. A correlation coefficient of 0.47621 confirms that the two variables have direct association. Hence we rejected our null hypothesis that there is no clear correlation between collaborative relationship management and road construction project performance. The findings of this study are in tandem with previous findings of Löfgren and Eriksson (2010) which showed that a positive relationship between collaboration and project performance existed.

Finally, the results obtained indicated that there exists a positive relationship between adversarial relationship management and road construction project performance. A correlation coefficient of 0.5663 confirmed that the two variables have direct association. Hence we rejected our null hypothesis that there is no clear correlation between adversarial relationship management and road construction project performance. In line with the results, Lopez (2010) study established that there was a positive

relationship between adversarial relationship and business performance in Spanish industrial firms.

Regression Analysis

A multiple regression model was used to determine the correlation between relationship management practices and performance of road construction projects in Uasin Gishu County, Kenya. The regression was run at a α -significance level of 0.05.

Model Summary

This section illustrated the model summary of multiple regression analysis. The predictors included partnering, collaborative, adversarial and joint working relationship management. Table 6 presented the summary.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.811	.657	.639	4.852
a. Predictors: (Constant), outcome of partnership, outcome of collaborative, outcome of adversarial, outcome of joint working				

Source: Survey Data (2018)

Table 7 displayed the regression coefficients of the independent variables. Regression results indicated that all the four predictors (partnering relationship, collaborative relationship, adversarial relationship and joint working relationship practices) explained 63.9 percent variation of road construction projects performance. This implied that considering the four study independent variables, there was a probability of predicting road construction projects performance by 63.9% ($R^2=0.639$), implying the remaining 36.1%

was attributed to other factors affecting project performance not included in the study. This observation was further tested using ANOVA test and R square.

ANOVA

Analysis of Variance (ANOVA) was conducted in order to test the significance of the regression model in relation to the differences in means of the dependent and independent variables. Table 7 summarized the results.

Table 7: ANOVA

Model	Sum of squares	df	Mean square	F	Sig
Regression	28.25800	2	4.12900	27.147	.000b
Residual	25.1420	180	0.0710		
Total	53.400	183			
a. Predictors: (Constant), outcome of partnership, outcome of collaborative, outcome of adversarial, outcome of joint working					

Source: Survey Data (2018)

The findings from Table 7 above indicated that F-value of 27.147 with a p value of 0.00 significant at 5% revealed that the overall regression model was significant, hence, the joint contribution of the independent variables was significant in predicting road construction projects performance. The results

therefore implied that the overall regression was significant. Furthermore, the residual mean square supported these results which showed that variation exists but its error was minimal.

Regression Coefficient

The study tested the regression coefficient. The study used four variables. The values for the regression line

are given by the coefficient table. The Beta column indicates the figures involving the intercepts. Table 8 summarizes the results.

Table 8: Regression Coefficient

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.129	6.332		2.923	.006
Outcome of partnering relationship	.263	.043	.473	5.973	.000
Outcome of collaborative relationship	.311	.051	.525	6.212	.000
Outcome of adversarial relationship	.172	.057	.252	2.941	.000
Outcome of joint working relationship	.308	.050	.522	6.163	.005

Source: Survey Data (2018)

The results of multiple regressions, as presented in Table 8 and involving the relationship management practices (partnering, collaboration, adversarial and joint working), the performance of road construction was 18.129. The findings from the table above indicated that an increase in partnering relationship management will significantly increase road construction project performance. Correspondingly, the influence of partnering relationship management was stated by the t-test value = 5.973 which implies that the standard error associated with the parameter is less than the influence of the parameter. The study findings were in line with prior findings which have shown that partnering relationship management is associated with higher project performance outcomes (McCann, 2012; Ansah et al., 2016). However, in a similar vein, Basbeth and Primiana (2016) study findings found that partnering influenced project performance through the mediation of innovation but it failed to directly have an effect on performance.

The study findings also indicated that an increase in collaborative relationship management would significantly lead to an increase in road construction project performance. The influence of collaborative relationship management practices was shown by the t-test value of 6.212 which implied that the influence

of recruitment practices is surpassed by the error. The study supported previous statistical results which showed that project performance is enhanced by Collaboration (Löfgren & Eriksson, 2010; Vieira, 2015; Xu, 2018).

In addition, Table 8 illustrated that an increase in adversarial relationship management would significantly lead to an increase in road construction projects performance in Uasin Gishu County. Also, the influence of adversarial relationship management practices was stated by the t-test value = 2.941 which implied that the standard error associated with the parameter was less than the parameter influence. Contrary to the results, a study by Conference Board (2015) revealed a number of negative aspects through adversarial relationship in the view of corporate debt financiers that stipulates the climate of doing business with the construction and building firms. Further, Coopers and Lybrand (2016) study findings showed that the adversarial relationship resulted to deluging causes such as contract underpricing and inconsistent government emphasis on limiting profits.

Finally, the study findings indicated by Table 8 showed that an increase in joint working relationship would significantly result to an increase in road construction projects performance. Correspondingly,

joint working relationship practices influence was stated by the t-test value = 6.163 which implied that the standard error associated with the parameter is less than the influence of the parameter. In agreement with the results, Lomax (2013) study concluded that joint working relationship had a positive and significant impact on quality, cost or time performance.

CONCLUSIONS

The study established that partnering relationship management was ignited by several foundations that include: mutual objectives, risks sharing as well as relentless communication at different organizational levels. Therefore, it would lead to successful delivery of the given projects if successfully implemented across a range of construction sectors.

The study established that collaborative approach in road construction projects could facilitate timely completion of projects and overall project success. The results of the study indicated that project performance becomes more likely as the degree of collaboration improves through trust between team members.

The study established that though adversarial relationship involved complex transactions, participants should have clear and common

objectives in order to be beneficial to both clients and contractor interests. It is within the power of project managers to fully implement this kind of relationship in the future in order to fully realize its advantages.

The study concluded that joint working situation of road construction companies is described by pool skills, experience and/or resources for the benefit of clients leading to successful delivery of the given projects. Besides, the utmost influence on the firm performance is anticipated by employee participation. Thus, more value is expected to be derived from Joint working relationship.

RECOMMENDATIONS

The study recommended that organization should ensure that Relationship Management practices are adopted and implemented. This is because of the benefits which include but are not limited to; seamless communication, decrease risk of cost overheads and impediments, better information flow, potential job opportunities, information distribution among client, contractor and specialists, more pleasant working atmospheres and novelty

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