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ABSTRACT

This paper sought to understand the impact of agile project management methods on the project success at Safaricom Kenya. The specific objectives of the study were to assess the influence of training and project monitoring processes on projects success in Safaricom Company. The research used exploratory research design. The target population for the study was 132 employees of Safaricom working with the Masoko Project. The respondents included senior managers, domain experts and software developers and testers so that the relevant information is obtained accordingly. The study used census hence the sample size was 132 respondents. Data was collected using structured questionnaires which were tested for both reliability and validity. The data was analyzed with the assistance of SPSS software program version 22. The researcher adopted multiple linear regression model to determine the relationship between the outcome variable in this study and the predictor variables. The findings from this study was analyzed and presented in graphical and tabular form showing the results of the findings. Descriptive analysis helped to put into context the graphical presentations. The study found that team training has a positive and significant influence on projects success in Safaricom Company. The study also concluded project monitoring process has a positive and significant influence on projects success in Safaricom Company. From the results, the study recommended that the top management should ensure intense employee training so as to equip them with the necessary knowledge for and skills for effective project management. The top management should also ensure effective monitoring and evaluation techniques to minimize resource wastage and maximize project success.

Key Words: Training, Project Monitoring Processes, Projects Success

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INTRODUCTION

The Agile methodology is a set of values, attitudes and principles, which can be embraced in many industries. Furthermore, the methodology includes different methods and tools to use when conducting a project, which was aid in the mission to follow its values and principles The Agile approach is suitable for complex projects where it is difficult to specify the product in advance. It is widely used in the software industry where the customer detects their needs through means of repeated tests and improvements to a prototype. A project is generally considered to be successfully implemented if it comes in on-schedule, comes in on budget, and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku & Bwisa, 2018).

As Mathieu (2015) notes, agile project management is a relatively new concept in the development of software projects in Kenya. As with any other changes, there are high possibilities that such changes may face resistance and reluctance of the project management teams to adopt. While the traditional waterfall model gives developers a definite line of development that has little risks and definite steps, agile project management is rather dynamic and often pose challenges that require quick adaptability and creativity of the project management teams to handle and bring out the best out of the projects. As a result of the dynamic nature and its relatively new use in the Kenyan marketplace, most organizations are yet to fully integrate this approach in their developments (Katamba & Kazooba, 2017). Project managers and officers find it an unconventional method that is bound to be counterproductive if not planned appropriately.

Agile project management has witnessed increased usage globally among information technology companies since its inception two decades ago. The main driving factor for adoption of methodologies such as scrum, lean and Kanban etc. is the emergence of self-organizing teams, reduction of the amount of documentation which translates to more time for productive tasks as well as collaboration. Some big developers such as game studios have achieved successful production of their solutions courtesy of agile methodologies. Agile has enabled these studios to prioritize on the important features to develop, expected deadlines and effort required in terms of human resources. Agile heavily depends and focuses on a face to face and active communication within collaborating teams. This has increased the interest in using agile approaches thus ensuring that a small firm is able to become a software powerhouse. This is because, through agility, the company can continuously develop software and make early deliveries as a result of teamwork (Alzoubi & Gill, 2015).

In China, the most common agile framework for project management is scrum. It suggests three different roles within a team, which is supposed to accomplish several iterations within a fixed duration (mostly two weeks to one month): the product owner who is the representative of the stakeholders as well as the customers' voice, the development team which is responsible for delivering the shippable product increments for every sprint and the scrum master who doesn't act as a team leader but is responsible for the team to follow the Scrum framework (Chau & Menlik, 2015). The use of scrum has led to Improved performance of a projects in China because it consists of the most crucial aspect about Scrum is that the scrum team is self-organized within the framework, meaning that the team is responsible for scheduling and completing the work.

In Finland, Agile project management has enabled the Finnish Broadcasting Company Yle to operate four national television channels that are also available as simulcast HD-channels, and six radio channels and services complemented by 25 regional radio programmes. In 2015 Yle TV1 was the most popular

television channel in Finland. Yle's share of daily television viewing was 41,9%. Yle's radio listening was 51%. Yle programmes and content reach 100% of Finnish people yearly. The public considers Yle to be a reliable source of news and current affairs. The company plays a major role in producing and presenting programmes dealing with national arts, educational programmes and children's programmes. Yle's services to the public also cover special and minority groups (Moore, 2015).

In South Africa, almost 13% of the nation's budget in 2017 was allocated to infrastructure development (Gordhan, 2017). As civil engineering projects continue to run into cost and schedule overrun, the delivery of optimum infrastructure within the allocated budget becomes a serious issue (Khabisi, 2018). Civil engineering projects need to improve due to the amount of investment that is entrusted to the industry. As the design phase plays an important role in improving the challenges faced by the civil construction industry, more attention should be paid to the design process as a way of optimization. Agile methodologies focused on people, client and the final product can assist the improvement of efficiency in the design phase of a construction project which in turn can improve delivery.

In Uganda, there exists technological development gaps such as affordable computing devices as well as infrastructural gaps such as power and affordable internet connection which is imperative for successful agile project management and software development. Therefore, continuous development and early delivery of software is largely inhibited which makes the available IT companies to adopt traditional methods such as waterfall. Such methods encourage little or no teamwork since development is linear and there is no room for improvement or consultation because requirements hardly change. However, the challenges are being addressed through training such as development of technical skills,

communication and client engagement skills as well as teamwork and collaboration.

In Kenya, for the past few years, agile methodologies have been hailed as the silver bullet in successfully addressing the high project failure rate. Then the concept of Agile Project Management arises, as a new project management platform, which is applicable to volatile and challenging environment and subject to frequent changes in the prescriptive and standardized process that no longer fits (Chin, 2015; Highsmith,2019). Agile project management has its roots in the system development industry and has developed and grown through empirical progress. This, however, does not mean that this methodology's uses are limited to that industry. The e-commerce platform particularly in the Kenyan market has grown immensely in providing retail platforms for consumers (Michael, 2017).

Safaricom, traditionally a telecoms company, has taken a plunge into the e-commerce space and now offers consumers an online one-stop shop for retail by taking the plunge to launch Masoko, which is the e-commerce platform. Masoko will be directly computing with other established e-commerce platform such as Jumia, Olx and Kilimall that already have a very wide customer base. For this reason, it is necessary that Safaricom comes up with a system that ensures that means all the customers are continuously being met and that they are competing effectively with not only the e-commerce platforms that are in existence Kenya but also small retail shops such as a supermarkets and retail shops and even other wholesalers (Michael, 2017).

Statement of the Problem
In Kenya many public funded projects fail or are never completed (Omolo, 2016). Findings by Ameh and Ogundare (2018) revealed that between 50% and 70% of Kenyan projects encountered some form of delay due to lapses in reliability and ineffective response to unexpected events. Safaricom Kenya has

not been left out, despite its good performance hitting headlines. Out of all the projects innovated by Safaricom, 50% of them fail mid- way. Examples of Safaricom Kenya projects that seem to have failed include Masoko and Twaweza. Additionally, most of the Safaricom bundles projects have received so much criticism from Kenyans.80% of Kenyans have complained that the bundles get depleted easily which has made them shift to other affordable and efficient service providers. These problems are as a result of lack of agile project management strategies as most of the projects still use the traditional methods of project management.

A number of studies have been conducted both globally and locally but none of them has focused on agile project management at Safaricom Kenya. Mnqonywa, (2018) conducted a study on the agile methodology applied during construction project design in South African Companies. The study focused on construction projects and it was conducted in South Africa. This study will be conducted in Safaricom Kenya; hence a contextual gap is realized. Perera (2019) examined The Impact of Client Involvement towards Agile Project Success in Sri Lankan Software Industry. The study focused on the aspect of client involvement and it was carried out in a different context and setting. This study will focus on agile project management at Safaricom Limited, hence both knowledge and contextual gaps are realized. Bii, (2018) studied the Effect of Agile Project Management Techniques on Performance of Public Funded Projects at Kenya Urban Roads Authority. The study was carried out in a different context, Kenya Urban Roads Authority. This study will be carried out at Safaricom Kenya; hence a contextual gap is yielded. It is on the basis of the above findings, that this study attempted to shed light on the effect of agile project management on project success at Safaricom Kenya Limited.

Objectives of the Study

This study examined the effect of Agile Project Management on Project Success in private firms in Kenya: A Case of Safaricom Company.

The specific objectives of the study were:

▪ To assess the impact of training on projects success in private firms in Kenya: A Case of Safaricom Company.
▪ To assess the effect of project monitoring processes on projects success in private firms in Kenya: A Case of Safaricom Company.

LITERATURE REVIEW

Knowledge Based Theory

The knowledge-based theory of the firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Edmonds, 2015). This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems, and employees (Jetu & Riedl, 2018). The knowledge-based theory determines the nature organization human recourses capabilities which are mostly influenced by the nature of training given to the employees.

Existence of professional trained staff in professional field and availability of many staff with high education level plays an important role in strengthening the organization capabilities in terms of trained Manpower (Edmonds, 2015). The study thus used this theory to establish how an organization trains employees in order to equip them with knowledge that helps them to support effective implementation of projects to facilitate project success. The Knowledge-Based Theory strategy of building human capital through training is largely
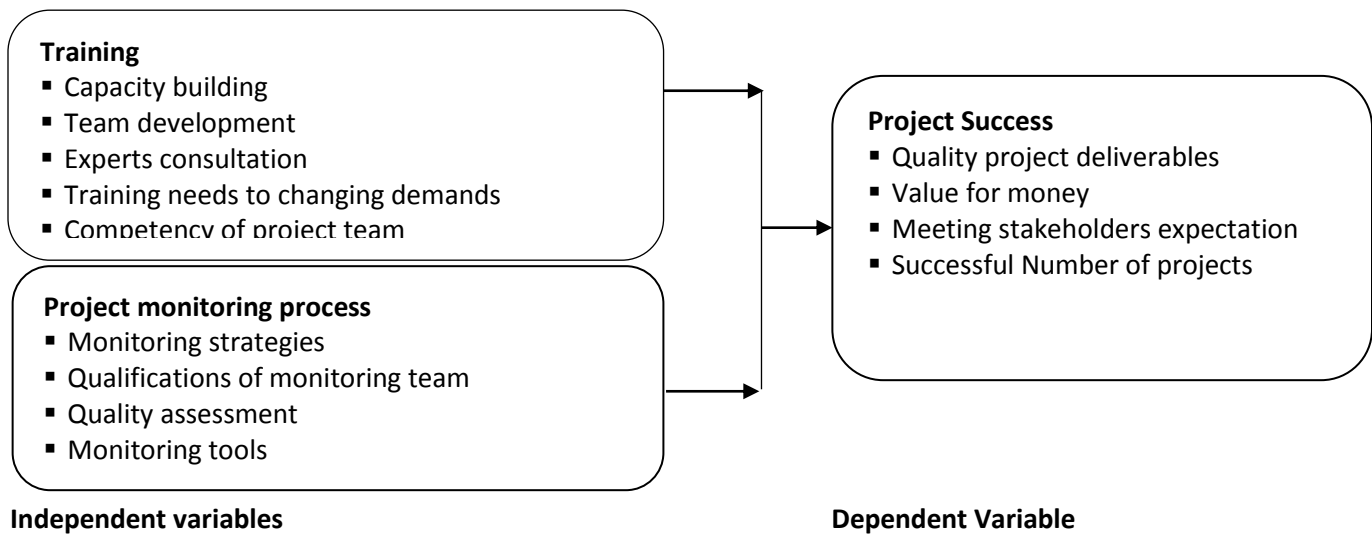
applicable in Safaricom Kenya Limited. John, (2015), perceived an organization as a foundation for sustained competitive advantage when it poses skills or resources that provide superior value to customers and that are difficult to imitate. In a turbulent environment, the more enduring advantage is ability to anticipate evolving customer needs and to generate new values creating capabilities based on that knowledge.

Theory of Constraints Knowledge

This theory by (Mackay, 2005), proposed that the Theory of Constraints Knowledge is much derived from a constriction that averts the structure and system from realizing its main objectives and goals. The theory comprises of the identification of checks and balances, constraints therein and explores the limits while in the same breath channeling the much required resources to the specific identified constraints and in conclusion makes the requisite modifications and adjustments to increase constraints aptitude. This project management angle is a result of a shift in management paradigm which

infers and looks at any manageable system as being restricted in accomplishing supplementary of its objective's goals through precise numbers of limitations. According to (Eliyahau, 2018), in order to ensure that the main goal of a project is achieved, various stages have to be followed. Additional it can be observed that cushions and buffers should be strategically placed before the prevailing constraints, thus guaranteeing that the constrained is never too much strained, (Eliyahau, 2018).

This theory is linked to the monitoring process in this study because Project teams as individuals are high in need for achievement and service delivery through completion of projects and are more likely than those who are little need of accomplishment to be involved in undertakings or errands that have an extraordinary point of individual obligation for performance outcomes and thus necessitate the individual project managers skill and effort to have a reasonable degree of risk, and comprise clear response and feedback of performance through the monitoring of the project process (Fleischer & Christie, 2019).

Training
- Capacity building
- Team development
- Experts consultation
- Training needs to changing demands
- Competency of project team

Project monitoring process
- Monitoring strategies
- Qualifications of monitoring team
- Quality assessment
- Monitoring tools

Project Success
- Quality project deliverables
- Value for money
- Meeting stakeholders expectation
- Successful Number of projects

Independent variables   Dependent Variable

Figure 1: Conceptual Framework

Empirical Literature Review

Adik, (2015) examined the impact of employee training on project performance in construction industry in kota bharu, Kelantan. A total of 48 sample

size of participants which were contractors Grade 4 completed the research study. Quantitative method and questionnaires were used as the main instruments to collect the data. The questionnaires

consisted of three sections that were; Section A: Demographic, Section B: Employee Training, section C: Project Performance. The data that was collected was analyzed using Statistical Package for the Social Science (SPSS) database software. Reliability analysis, Pearson correlation analysis, regression analysis and analysis of hypothesis had been used to analyze the data. Based on the regression analysis that was done, it showed that the was accepted. As a conclusion, there was a positive relationship between employee training and project performance.

Amadi, (2015) analyzed the effect of training and development on employees' performance; at safaricom limited call centre Kenya. The study adopted a case study approach where data was collected across a population through sampling of 340 employees at the Call Center which forms the Customer Care Division of Safaricom. The sample included managers, support/analyst and customer experience executives. Primary data was collected by use of both structured and unstructured questions across the strata and secondary data was gathered from various sources such as the Safaricom Strategic Plan 2012, Employee Booklet and Call Center Performance Reports. Responses were analyzed using both descriptive and graphical techniques. It was observed that training and development has a positive impact on both motivations of employees as well as performance. This contributed by the variant, relevant and high-quality training. The study concluded that there is need for continuous training and development taking into consideration the competition, market dynamics, customer satisfaction, and net promoter score among others. The study recommends that training needs at Safaricom should be considered on the basis of overall company objectives. In addition, the goals of the company should determine what training programs are to be organized for staff.

Meri, (2018) did a study on determinants of effective monitoring and evaluation systems for nonprofit projects in international Non-Governmental Organizations projects in Nairobi. The study in particular explored how the project plan, project technical capacity, project enabling environment and stakeholder's participation in monitoring and evaluation influence the effectiveness of project monitoring and evaluation systems for non-profit projects. The study concluded that determinants of effective project monitoring and evaluation system for non-profit projects include project enabling environment, stakeholders' participation in project monitoring and evaluation activities, project capacity to supply project monitoring and evaluation information, and the project design. The effectiveness of these determinants is manifested through easy assessment of projects, accountability in projects, capacity of staff to undertake project monitoring and evaluation work among others.

Ouma, (2017) did a study on Factors influencing effective monitoring and evaluation of small and medium enterprise projects in Rachuonyo district in Kenya. Results showed that monitoring and evaluation officers were crucial in the achievement of organizational goals, and that their training, knowledge and skills were also important. Njuki, Kaaria, Chitsike, & Sanginga, (2017) also did a study on participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change. Preliminary results from this study indicate that scientists are beginning to apply the Participatory Monitoring and Evaluation (PM&E) process to engage their stakeholders in joint planning, developing common objectives and vision, and in collectively assessing progress. At the community level, PM&E data is being applied to adjust project activities, reflect and make decisions on various aspects of community initiatives, and to plan and monitor the implementation of activities.

Ssegawa, (2017) carried out a study to determine how effectively the Human Immunodeficiency Virus

Infection and Acquired Immune Deficiency Syndrome (HIV/AIDS) projects implemented by Gaborone based local Non-Governmental Organizations (NGOs) are monitored and evaluated. The study investigated the monitoring and evaluation practices of the NGOs and compared them with the best practices. The results of the study show that most of the NGOs were implementing behavioral change communication projects. The study also determined that the monitoring and evaluation practices of the local NGOs fell short of the best practices. Most of the best practices were inconsistently done and others were not done at all. Planning for monitoring and evaluation was inadequately done and inconsistently by respondents. Implementing the monitoring and evaluation process was not effectively done by the respondents.

METHODOLOGY

An exploratory survey design was adopted for the purpose examining the effect of management support on the quality of projects developed using the agile method at Safaricom. The researcher targeted 132 employees of Safaricom who work with the Masoko project to help carry out the study. The study used census because the population was relatively small to carry out sampling. Structured questionnaires were used to collect primary data. Descriptive statistics was used to compute data where percentages and means were filled in form of tables. The researcher adopted. Multiple linear regression model to determine the relationship between the outcome variable in this study and the predictor variables.

FINDINGS

Training and Projects Success

From the findings, the participants agreed that project management team is adequately trained to handle all project needs, including agile projects. This was shown by a mean of 3.854 (std. dv = 0.691). Further, with a mean of 3.781 (std. dv = 0.571), the respondents agreed that the project management teams are also occasionally trained on user needs of other departments. In addition, as shown by a mean of 3.756, (std. dv = 0.435), the participants agreed that there are frequent opportunities to train or build capacity of the project management teams.

With a mean of 3.563, (std. dv = 0.505), the respondents agreed that there are opportunities for peer mentorship in project development to aid in team wholesome development. In addition, as shown by a mean of 3.561 (std. dv = 0.634), the participants also agreed that there is a training checklist that every team member has to meet to be part of the project team. Nevertheless, as shown by a mean of 2.459, (std. dv = 0.480), the respondents disagreed with statement indicating that they are satisfied with the level of training offered.

Table 1: Training and Projects Success

	Mean	Std. Dev.
Project management team is adequately trained to handle all project needs, including agile projects	3.854	0.691
There are frequent opportunities to train, or build capacity of the project management teams	3.756	0.435
The project management teams are also occasionally trained on user needs of other departments	3.781	0.571
There are opportunities for peer mentorship in project development to aid in team wholesome development	3.563	0.505
There is a training checklist that every team member has to meet to be part of the project team	3.561	0.634
Am satisfied with the level of training offered	2.459	0.480

Monitoring and Evaluation and Projects Success

From the findings, the participants agreed that the organization provides frequent report on the progress to all project stakeholders. This is shown by a mean of 4.463 (std. dv = 0.636). Further, with a mean of 4.122 (std. dv = 0.557), the respondents agreed that participatory M&E ensures that the project objectives and goals are achieved. In addition, as shown by a mean of 3.854 (std. dv = 0.691), the participants agreed that the organization has put in place mechanisms that ensure there is regular monitoring of project progress.

With a mean of 3.854, (std. dv = 0.527), the respondents agreed that the organization has put in place project control systems that are very effective in their functions. In addition, as shown by a mean of 3.781 (std. dv = 0.571), the participants also agreed that Monitoring and evaluation facilitate accountability and transparency in the usage of project resources.

Table 2: Monitoring and Evaluation and Projects Success

	Mean	Std. Deviation
The organization has put in place mechanisms that ensure there is regular monitoring of project progress.	3.854	0.691
Monitoring and evaluation facilitate accountability and transparency in the usage of project resources	3.781	0.571
The organization provides frequent report on the progress to all project stakeholders.	4.463	0.636
Participatory M&E ensures that the project objectives and goals are achieved.	4.122	0.557
The organization has put in place project control systems that are very effective in their functions	3.854	0.527

Projects Success in Safaricom Company

From the findings, the participants agreed that the timeframe of the implementation and completion of the project are as expected. This is shown by a mean of 4.354 (std. dv = 0.636). Further, with a mean of 4.122 (std. dv = 0.557), the respondents agreed that costs are minimized in the projects. In addition, as shown by a mean of 3.854 (std. dv = 0.527), the participants agreed that the completed project meets all the required standards and quality.

With a mean of 3.765, (std. dv = 0.691), the respondents agreed that the project meets intended objectives/goals. In addition, as shown by a mean of 3.582 (std. dv = 0.571), the participants also agreed that there is appropriate usage of project resources. Further, with a mean of 3.501, (std. dv = 0.571), the respondents agreed that am satisfied with the level of project success.

Table 3: Projects Success in Safaricom Company

	Mean	Std. Deviation
The project meets intended objectives/goals	3.765	0.691
There is appropriate usage of project resources	3.582	0.571
The timeframe of the implementation and completion of the project are as expected	4.354	0.636
Costs are minimized in the projects	4.122	0.557
The completed project meets all the required standards and quality	3.854	0.527
Am satisfied with the level of project success	3.501	0.571

Inferential Statistics

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (projects success in Safaricom Company) relates with the independent variables (training, and project monitoring processes). There wass a positive and significant association between training and projects success in Safaricom Company (r=0.906, p value =0.004). The p-value (0.004) was less than the significant level 0.05 hence making the association significant. The results concur with the findings of Mahalingam, (2018) who revealed that training significantly influence projects success. In addition, there is a positive and significant association between project monitoring processes and projects success in Safaricom Company (r=0.877, p value =0.000). The p-value (0.000) was less than the significant level 0.05 hence making the association significant. These findings are in line with the results of Meri, (2018) who revealed a positive and significant association between project monitoring processes and projects success.

Table 4: Correlations Coefficients

		Projects Success	Training	Project Monitoring Processes
Projects Success	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	125		
Training	Pearson Correlation	.906	1	
	Sig. (2-tailed)	.004		
	N	125	125	
Project monitoring Processes	Pearson Correlation	.877	.332	1
	Sig. (2-tailed)	.000	.065	
	N	125	125	125

Regression Analysis

This study used multivariate regression analysis to determine the association between the independent variables. The research used R-squared to show the variation in dependent variable (projects success in Safaricom Company) that could be explained by the independent variables (training and project monitoring processes). The R squared was 0.803 and this implied that 80.3% of the dependent variable (projects success in Safaricom Company) could be explained by independent variables (training and project monitoring processes).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896[a]	.803	.801	.14884

The research used analysis of variance to determine if the model was good fit for the data. The F calculated was 177.423 which is higher than the F critical value 3.071. Besides, the p value was 0.000 which is less than the significant level of 0.05. This implies that the model was a good fit for the data hence can be used to show the impact of independent variables (training and project monitoring processes) on the dependent variable (projects success in Safaricom Company).

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	7.126	2	3.563	177.423	.000[b]
1	Residual	2.45	122	0.02008		
	Total	9.576	124			

The results revealed that training has a positive and significant influence on projects success in Safaricom Company (β_1=0.522, p value= 0.001). The p-value (0.001) was less than the significant level 0.05 hence making the relationship significant. This implies that training leads to improvement in projects success in Safaricom Company. The results concur with the findings of Mahalingam, (2018) who revealed that training significantly influence projects success.

Further, the results revealed that project monitoring processes has a positive and significant influence on projects success in Safaricom Company (β_1=0.645, p value= 0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. This implies that improving project monitoring processes leads to improvement in projects success in Safaricom Company. These findings are in line with the results of Meri, (2018) who revealed a positive and significant association between project monitoring processes and projects success.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.531	0.095		5.589	0.000
Training	0.522	0.107	0.521	4.879	0.001
Project Monitoring Processes	0.645	0.138	0.643	4.674	0.000

CONCLUSIONS AND RECOMMENDATIONS

The second objective of the study was to assess the impact of training on projects success in Safaricom company. The findings revealed that training programs in place, expert's consultation, adaptability of training needs to changing demands and competency of project team influence projects success in Safaricom Company. This implies that improvement in team training (training programs in place, expert's consultation, adaptability of training needs to changing demands and competency of project team) leads t improvement in project success. The study therefore concludes that team training has a positive and significant influence on projects success in Safaricom Company.

The final objective was to assess the effect of project monitoring processes on projects success in Safaricom Company. The findings revealed that project monitoring strategies, qualifications and tools of the monitoring teams and quality assessment influence projects success in Safaricom Company. This implies that improvement in project monitoring process (project monitoring strategies, qualifications and tools of the monitoring teams and quality assessment) leads t improvement in project success. Therefore, the study concludes project monitoring process has a positive and significant influence on projects success in Safaricom Company.

The study found that training has positive significant influence on projects success in Safaricom Company.

This study therefore recommends that the top management in Safaricom Company should ensure intense employee training so as to equip them with the necessary knowledge for and skills for effective project management.

The study found that monitoring and evaluation positively influences project success. This study therefore recommends that the top management in Safaricom limited company should ensure effective monitoring and evaluation techniques to minimize resource wastage and maximize project success.

Recommendation for Further Studies

This study aimed at investigating the effect of Agile Project Management on Project Success in Safaricom Company. However, this study was limited to Safaricom Company which is a private company and hence the findings cannot be generalized to public institutions. Therefore, the study recommended that further studies should be conducted on effect of Agile Project Management on Project Success in other companies.

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