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**CRITICAL SUCCESS FACTORS AND IMPLEMENTATION OF HEALTHCARE PROJECTS BY GARISSA COUNTY,
KENYA**

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CRITICAL SUCCESS FACTORS AND IMPLEMENTATION OF HEALTHCARE PROJECTS BY GARISSA COUNTY, KENYA

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ABSTRACT

This study sought to investigate the influence of critical success factors on implementation of healthcare projects By Garissa County, Kenya. The study specifically sought to examine the influence of communication, stakeholder involvement, project planning and project leadership on implementation of healthcare projects By Garissa County, Kenya. Theories guiding the study included resource based view theory, stakeholder theory and dynamic capability theory. A descriptive research design was used in the study. The unit of analysis were the projects under the Ministry of Health in Garissa County, Kenya. The unit of observation were the employees who were directly involved in the implementation of projects undertaken by the Ministry. Therefore, the targeted respondents were 70 comprising of 10 project managers and 60 project team members. A structured questionnaire was used as data collection instrument. Questionnaire was piloted to 8 respondents. Data was analyzed using descriptive statistics such as mean and standard deviation. The correlation analysis revealed positive relationships between communication, stakeholder involvement, project planning, project leadership, and project implementation. The regression analysis further supported these relationships, with communication, stakeholder involvement, and project leadership significantly influencing project implementation. However, project planning did not show a significant effect in this context. The study's findings suggest that effective communication, stakeholder involvement, and strong project leadership positively influence the implementation of healthcare projects. While project planning was not found to be a significant predictor, it remains a crucial aspect of project management. Organizations should focus on developing and implementing robust communication plans to ensure effective messaging and information dissemination throughout healthcare projects. Emphasize the importance of involving stakeholders in decision-making processes, fostering trust, transparency, and alignment with real needs and priorities. Organizations should invest in leadership development programs to enhance project managers' skills, fostering strong teamwork and timely project completion. While project planning was not a significant predictor in this study, organizations should continuously reassess and improve their planning practices to align with project goals and objectives.

Key Words: Communication, Stakeholder Involvement, Project Planning, Project Leadership

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INTRODUCTION

Project implementation process is complicated as it frequently necessitates simultaneous attention to a wide range of human, financial, and technical elements. In addition, the execution of a project is usually preceded by a well-defined project plan that serves as a roadmap for the implementation stage (Artto, Lehtonen & Saranen, 2019). Rusare and Jay (2020) argue activities proceed, however, there are usually variations that may pose a challenge to the project managers during project implementation process which entails the successful development and introduction of initiatives into the business. Therefore, the project manager must devote more attention and time to the financial, human, and technical elements for successful implementation of the project.

According to Nguyen and Ogunlana (2018) a lot of projects fail all around the world, costing organizations millions of dollars in damages. Currently, project-based businesses are common; in order to hasten their growth, corporations have divided their work into projects. Milosevic, Inman and Ozbay (2021) observe that there is an urgent need for research to identify the most important success factors for project success in Turkey's public sector organizations given the current difficult environment faced by these organizations with new trends and technologies. It is imperative to successfully and efficiently complete the project's needs due to the challenges in determining project success. The project's limitations must also be successfully managed and controlled.

Since it is now widely acknowledged that time and cost overruns affects projects managed by the public sector, Ocharo and Kimutai (2018) note that project performance improvements have recently grown to be a major concern in Kenya. As a result, techniques for improving performance have been widely disseminated. According to Mwadali (2020), a wide range of performance indicators, such as time cost, quality, client satisfaction, client changes, and others, can be used to measure and evaluate the performance of a project. Therefore, it can be

argued that a number of problems in Kenyan public organizations have a significant impact on the project's performance.

Critical success factors (CSFs), which are project management inputs, can either directly or indirectly influence a project's success and entails consists of many parts that must all function harmoniously in order for the project to be finished on time (Mosweu, 2019). Kasim, Jailani, Khuadthong and Fong (2022) observe that critical success factors (CSFs) are characteristics, situations, or variables that, when correctly sustained, maintained, or managed, can significantly affect the project's success. Furthermore, CSFs can be categorized into five main groups. These include project processes, project management activities, human and project-related factors, as well as environmental factors. Critical success factors in this study will be measured in terms of communication, stakeholder involvement, project planning and project leadership.

Project implementation refers to the process of actualizing the investment plan by putting certain specific actions and structures in place in order to operationalize the investment dream and subsequently derive the targeted benefits from the project (Voordijk, Vanleuven & Laan, 2018). Implementing a project plan, according to Pearce and Robinson (2016), is the process through which a set of agreed work schedule is translated into functional and operational targets. These authors support this position when they state that implementation addresses who, where, when and how, and it is thus the tactic that drives the projects of a firm.

Ghosh (2019) note that the issue of successful project implementation by bringing about the idea of "soft" and "hard" aspects of implementation. In addition, there are soft and hard components that need to fit together if the project plan is to be carried out. Suoniemi, Zablah, Terho, Olkkonen, Straub and Makkonen (2022) indicate that project management success focuses upon project process and in particular the successful accomplishment of

cost, time and quality objectives. Therefore, the soft elements entail the behavioral measures while the hard elements are made up of the analytical measures to the procedures used to make the following implementation of a project.

Garissa County is one of the three counties in the North Eastern region of Kenya. Garissa County has six sub-counties which include: Fafi, Garissa, Ijara, Lagdera, Balambala and Dadaab. These correspond to constituencies in the County. The County has six constituencies namely Fafi, Garissa Township, Balambala, Lagdera, Dadaab and Ijara. In addition there are thirty county electoral wards. Garissa County has a total of 205 health facilities. Out of these, 68 are level two facilities, seven are level four, 85 are private clinics, 13 level three private, 4 are private Nursing Homes, one is private Hospital, 21 are level three facilities and one is a level five facility based in Garissa Town. There are also three Non-Governmental Organization dispensaries and two mission health facilities which are included in the above figure. Good health care services are mostly in the urban areas. The average distance to the nearest health facility is 25Km. Most of the health facilities are along the river and urban centres where there are settlements. The number of trained health personnel is also very low with the doctor population ratio being currently 1:41,538 while the nurse population ratio is 1:2,453. The WHO recommended Doctor and Nurse Population ratio is 1:10,000 for Doctors and 1:1,000 for Nurses. This shows that, there is need for recruiting more Doctors and Nurses in the county.

Statement of the Problem

Kenyan county governments undertook a number of initiatives since 2013, with up to 32% of them succeeding (World Bank, 2016). The Economic Stimulus initiative (ESP) and Constituency Development Fund (CDF) development of health facilities projects in Garissa County increased the number of health facilities in all sub-counties. The County's department of health aimed at enhancing access to maternal health care, enhancing reproductive health, and promoting family planning

with the aim of improving access to quality health care by the community. However, these projects faced implementation challenges. Many of the health projects failed to be implemented due to factors like time inefficiency, financial constraints, and lack of political will.

A study by Gitonga, Nzulwa, and Kwena (2017) examined the effect of critical success factors on the completion of public construction projects in Machakos County Kenya and found a positive relationship, indicating that there was a correlation between the factors and the completion of public construction projects. However, study variables were communication and top management support, thus presenting a theoretical gap. Therefore, the current study focused on different variables. Osman and Kimutai's (2019) study investigated critical success factors in the implementation of road projects in Wajir County, Kenya, and found that resource mobilization had the largest influence on the implementation of the road projects in the County. However, the study focused on road projects in Wajir County, thus presenting a contextual gap. Therefore, this study sought to investigate the influence of critical success factors on the implementation of healthcare projects by Garissa County, Kenya.

Objectives of the Study

The general objective was to investigate the influence of critical success factors on the implementation of healthcare projects by Garissa County, Kenya. The study was guided by the following specific objectives:

- To examine the influence of communication on the implementation of healthcare projects by Garissa County, Kenya.
- To establish the influence of stakeholder involvement in the implementation of healthcare projects by Garissa County, Kenya.
- To find out the influence of project planning on the implementation of healthcare projects by Garissa County, Kenya.

- To determine the influence of project leadership on the implementation of healthcare projects by Garissa County, Kenya.

LITERATURE REVIEW

Resource-Based View Theory

The study was based on the Resource-Based View (RBV) theory. Resource-Based Theory became common around the 1980s, which identified the firm to be with resources and capability that could be used for competitive advantage, developed by Penrose (1959). This was based on the work of Edith Penrose in the 1950s, which was further developed by Selznick (1957). RBV theory postulated that a firm had bundles of resources and capabilities that could be utilized by the firm to give a competitive advantage (Barney, 1996). Resources were capabilities that were scarce in nature. The same concept was applicable in project management since the project involves resource mobilization. Hence resource allocation was crucial in any project to become outstanding in construction work. It implied that without resources, projects failed to pull off and have rendered a large number of projects to fail (Almarri & Gardiner, 2014).

The theory was used in project management to align the resources available with the strategies, creating a competitive advantage in the organization. Maina (2011) argued that firms, while planning, should be able to maximize and exploit every resource for it to successfully grow and become competitive. It implied that resource optimization in the firm's project affected the performance of the organization. Owies (2012) added that the organization should utilize capabilities that maximize profitability and reduce cost. Excess resources that are transferable should be utilized in projects and hence remain competitive. It is clear that resource allocation remains to significantly affect the performance of the organization, and hence optimal utilization results in a competitive advantage hence there is a

need also to link it with the implementation of the project.

Stakeholder Theory

The stakeholder theory as proposed by Freeman (1984) shows that the organization itself should be thought of as a grouping of stakeholders, and the purpose of the organization should be to manage their interests, needs, and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. The managers should, on the one hand, manage the corporation for the benefit of its stakeholders in order to ensure their rights and participation in decision-making, and on the other hand, the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long-term stakes of each group.

According to Freeman (1984), a stakeholder is any group or individual who can be affected or is affected by the achievement of the organization's objectives. Freeman (1984) further stated that stakeholders can affect an organization's functioning, goals, development, and even survival. According to PMI Standards Committee (2004), project stakeholders are individuals and organizations who are actively involved in the project or whose interests may be affected by the execution of the project or by successful project completion. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. Successful engagement of stakeholders involves actively giving and getting their support and working together to devise, plan, and develop new business solutions.

Dynamic Capability Theory

This concept was created by Teece, Pisano, and Shuen (1997) to explain a company's potential for growth. It is based on the organization's capacity to assemble and uphold ongoing integration and reconfiguration of its external and internal competencies to handle uncertain business scenarios. For dynamic capability, there are four indices. The ability to detect an opportunity is a

representation of the ability to identify opportunities and concentrate operational operations on them. The capacity to seize and implement for managing the fundamental initiatives as inventions is known as having the potential to acquire tools that foster innovation and creativity. The business also requires the ability to repurpose its current resources (Danneels, 2002; Teece, 2007).

In environments that are changing, organizations must prepare for uncertainty and respond to it. The dynamic capabilities give project managers the ability to calculate the precise costs, timeframes, and activities incurred during the project implementation process. A more thorough analysis also enables the investigation of the various organizational capabilities within the organization and aids in project managers' comprehension of how to create crucial elements for successful project implementation. The theory also enables project managers to address changes in the environment and among stakeholders, as well as to create structures, processes, and designs that aid the project team in identifying necessary changes when opportunities or threats are detected.

Communication and Project Implementation

Mugo (2018) studied the influence of organizational communication on the implementation of building projects in Nairobi City County, Kenya. A total of 80 ongoing building projects within Nairobi City County were considered. The information collected from the respondents was analyzed using descriptive statistics. The study revealed that clear roles in the project organization aimed at building effective organizational communication and also that a well-documented communication plan was essential to enhance project implementation. The study revealed that an appropriate communication channel ensured that information was relayed to the right audience and improved team coordination and increased synergy and trust. However, the study focused on building projects in Nairobi City County, Kenya, presenting a contextual gap.

Stakeholder Involvement and Project Implementation

A study by Kalu and Rugami (2020) examined the influence of stakeholder involvement on infrastructure projects' implementation at Kenya Ports Authority. The study employed a descriptive survey research design. The study used a stratified sampling approach, and the sample size was 358 persons. A structured questionnaire, containing close-ended questions, was employed as the primary tool for data collection. Multiple Regression analysis was used to determine the relationships and significance between independent and dependent variables. This study found that stakeholder empowerment increases the ability and confidence of stakeholders to make choices and decisions. However, the study was done at Kenya Ports Authority, thus presenting a contextual gap.

Project Planning and Project Implementation

A study by Abdi and Sang (2020) examined the influence of project planning on the implementation of projects at Safaricom Limited in Mombasa County, Kenya. The study targeted 99 Safaricom projects in Mombasa County, and data was collected from 99 project managers. Questionnaires were used to collect the primary data. Descriptive research design was used in the study. The study used primary data and therefore questionnaires were appropriate tools for collecting data. Descriptive statistics values such as mean, standard deviation, minimum, and maximum. Inferential statistics used the coefficients, P values, and the adjusted r-squared. The study found that project planning significantly affected the performance of projects in Safaricom.

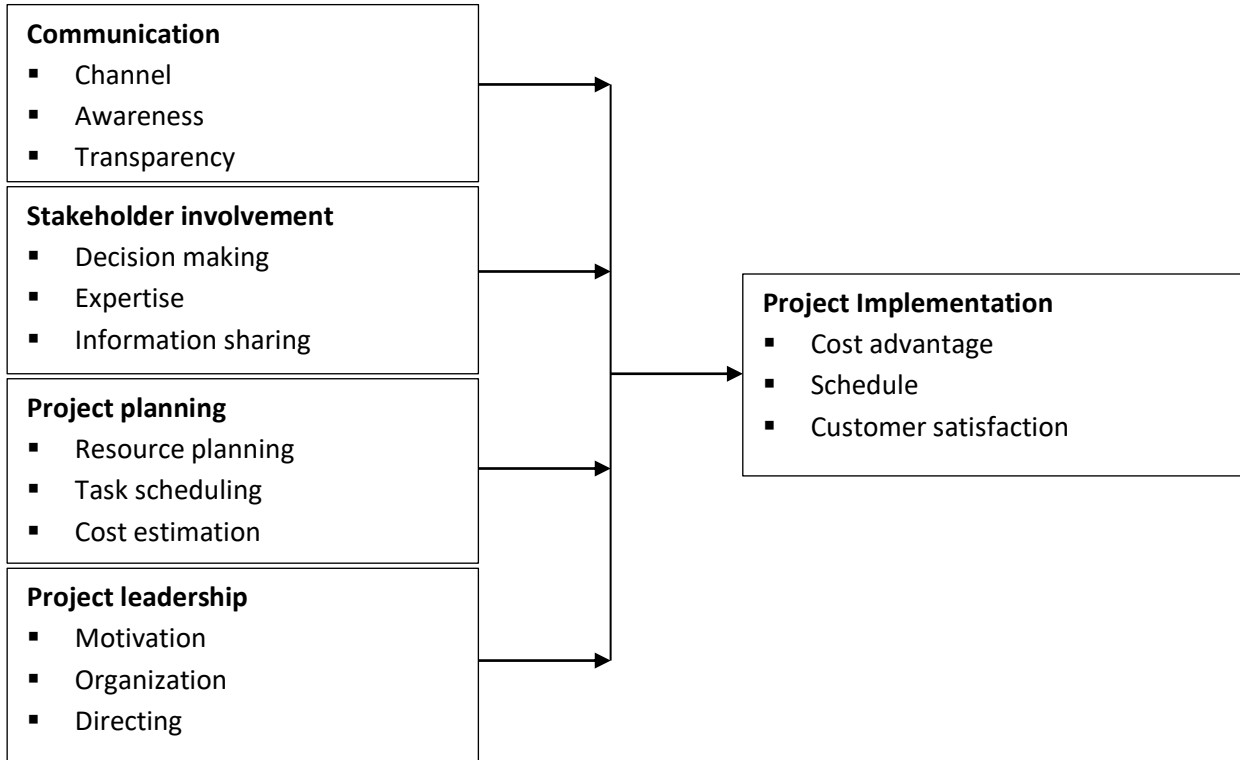
Project Leadership and Project Implementation

Ogohi and Ogochukwu (2016) studied the influence of project managers' leadership style on project implementation. The secondary source of data generation, which includes the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet, and other published and unpublished materials

relevant to work. The data were analyzed using the content analysis approach. This is because of its major dependence on the secondary source data. This study found that there is a relationship

between management leadership styles and the implementation of projects; project management control had the greatest effect on the performance of projects.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

A descriptive research design was used in the study. The unit of analysis was the projects under the Ministry of Health in Garissa County, Kenya. The unit of observation was the employees who were directly involved in the implementation of projects undertaken by the Ministry. Therefore, the targeted respondents were 70, comprising 10 project managers and 60 project team members. A census of 70 respondents was carried out.

A structured questionnaire was used as a data collection instrument because those who were involved were literate, thus requiring minimal interpretation of what was contained in the questionnaire. Questionnaires were piloted to 8 respondents.

The study used content validity testing to ensure that the questionnaires were put in simple language the respondents could easily understand and to check for the clarity of questions. After the pilot study, the respondents' questionnaires were tested using the split-half technique.

Quantitative data were analyzed using descriptive statistics such as mean and standard deviation. This was made possible by using Statistical Package for Social Sciences (SPSS) version 20.0 to generate and present data in terms of graphs, charts, tables, and figures. In order to test the relationship between variables and the extent to which they influenced each other, inferential statistics such as correlation analysis and regression analysis were used.

The regression equation will be: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ Whereby

Y = Project implementation
 X_1 = Communication
 X_2 = Stakeholder involvement
 X_3 = Project planning
 X_4 = Project leadership
 $\beta_1, \beta_2, \beta_3$ and β_4 = Coefficients

ϵ = Error term

FINDINGS AND DISCUSSION

Response Rate

The following table presents the response rate of the participants in the study.

Table 1: Response Rate

	Frequency	Percent
Questionnaire Returned	57	81.4
Valid Questionnaire not filled/Not Returned	13	18.6
Total	70	100.0

Source: Field Data (2023)

The findings in Table 1 indicate that the total number of questionnaires distributed is 70. The response rate is calculated by considering the number of valid questionnaires returned out of the total distributed. A majority of respondents (81.4%) completed and returned the questionnaire. A notable proportion (18.6%) did not fill out the questionnaire or did not return it. The high response rate suggests a generally positive engagement or interest from the participants.

Descriptive Analysis

Table 2: Communication and Implementation of Healthcare Projects

	Mean	Std. Deviation
Communication enables project managers to send the right messages to the right people in the best possible way.	4.0526	.69233
Effective communication enables the project managers to deliver projects on time and within budget and assure understanding of critical project components to all the stakeholders involved	3.8947	.48859
A solid communication plan increases the consistency of how the project is handled.	4.2145	.39962
Regular communication allows the employees working on the project to remain productive.	3.9474	.39736
Communication builds trust amongst project team members, stakeholders, and members of the public leading to increases in productivity and team spirit in general	3.8947	.30962
Aggregate Score	4.00078	0.45750

Source: Field Data (2023)

The participants, on average, expressed a high level of agreement (mean = 4.0526) with the statement that effective communication enables project managers to convey messages appropriately.

Communication and Implementation of Healthcare Projects

Table 2 presents the mean and standard deviation values for different statements related to communication and its impact on the implementation of healthcare projects. The mean serves as a measure of central tendency, indicating the average level of agreement with each statement, while the standard deviation provides insights into the variability or dispersion of responses around the mean.

However, there was a moderate level of variability in responses, as indicated by the standard deviation (0.69233). The respondents, on average, moderately agreed (mean = 3.8947) that effective

communication contributes to timely and budget-friendly project delivery. The standard deviation (0.48859) suggests a relatively low variability in responses. Participants exhibited a high level of agreement (mean = 4.2145) regarding the positive impact of a well-structured communication plan on the consistency of project management. The standard deviation (0.39962) indicates a relatively low variability in responses.

On average, respondents moderately agreed (mean = 3.9474) that regular communication enhances the productivity of project employees. The standard deviation (0.39736) suggests a relatively low dispersion of responses. The respondents, on average, moderately agreed (mean = 3.8947) that communication fosters trust and productivity. The standard deviation (0.30962) indicates a low variability in responses. The aggregate score, reflecting the overall perception of the impact of communication on healthcare project implementation, shows a high mean (4.00078) and a moderate level of variability (0.45750). This suggests a generally positive consensus among

respondents regarding the role of communication in project management.

The study agrees with Brodbeck (2016) that high communication facilitates project performance more strongly in late stages of the project life-cycle and when standardization of methods and tools is low. Parham and Li (2018) acknowledged that ineffective communication management negatively impacted projects, resulting in delays, cost overrun, and abandonment. Mugo (2018) revealed that clear roles in the project organization aimed at building effective organizational communication and also that a well-documented communication plan was essential to enhance project implementation.

Stakeholder Involvement and Implementation of Healthcare Projects

Table 3 outlines the mean and standard deviation values for various statements related to stakeholder involvement and its impact on the implementation of healthcare projects. These statistical measures provide insights into the participants' average agreement with each statement and the variability of responses.

Table 3: Stakeholder Involvement and Implementation of Healthcare Projects

Statements	Mean	Std.Dev
There is sharing of a common understanding and involvement in the decision-making process of the project.	3.9112	.68821
Develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known	3.7645	.57919
Promotes transparency in the actions of the project and ensures that the project is held accountable for its actions.	3.9976	.61232
Ensures that the project plans are a reflection of the real needs and priorities	4.1242	.53888
Enables the voices of the stakeholders to be heard which increases the level of trust.	4.3347	.56304
Aggregate Mean	4.0264	.59633

Source: Field Data (2023)

Participants, on average, moderately agreed (mean = 3.9112) that there is a shared understanding and involvement in the decision-making process of the project. The standard deviation (0.68821) indicates a moderate level of variability in responses. The respondents, on average, exhibited moderate agreement (mean = 3.7645) with the statement that stakeholder involvement fosters trust. The

standard deviation (0.57919) suggests a moderate level of variability in responses. The participants, on average, moderately agreed (mean = 3.9976) that stakeholder involvement promotes transparency and accountability. The standard deviation (0.61232) indicates a moderate level of variability in responses. Participants, on average, showed a relatively high level of agreement (mean = 4.1242)

that stakeholder involvement ensures alignment with real needs and priorities. The standard deviation (0.53888) suggests a moderate level of variability in responses. Respondents, on average, strongly agreed (mean = 4.3347) that stakeholder involvement enhances trust. The standard deviation (0.56304) indicates a moderate level of variability in responses. The aggregate mean, reflecting the overall perception of the impact of stakeholder involvement on healthcare project implementation, shows a moderately high mean (4.0264) and a moderate level of variability (0.59633). This suggests a generally positive consensus among respondents regarding the role of stakeholder involvement in project management.

The study agrees with Kalu and Rugami (2020) that stakeholder empowerment increases the ability and confidence of stakeholders to make choices and

decisions. Githinji, Ogolla, and Kitheka (2020) findings established that involvement of stakeholders in project identification was found to significantly and positively relate to project implementation. Osiemo, Wagude, and Ogombe (2019) established that stakeholder involvement in M&E significantly influences the completion of CDF health construction projects.

Project Planning and Implementation of Healthcare Projects

Table 4 provides the mean and standard deviation values for statements related to project planning and its influence on the implementation of healthcare projects. These statistical measures offer insights into the participants' average agreement with each statement and the variability of responses.

Table 4: Project Planning and Implementation of Healthcare Projects

Statements	Mean	Std.Dev
Project planning helps in creating goals and objectives of a project to measure progress so they can take corrective action if necessary	4.1012	.56667
Project planning helps in the alignment of project goals together with the organization goals to make sure the project stays on course and supports the overriding goals of the organization	4.2765	.54679
Project planning helps the project managers rationalize a project and acquire funding from donors	4.0996	.43242
Project planning helps in identifying the necessary human and capital resources so a project can proceed without being interrupted by inventory shortages, staffing changes or equipment failure	4.1001	.54434
Project planning helps create realistic estimates to allow a business to factor the project into the fiscal planning and allocate a budget	4.0337	.67304
Aggregate Mean	4.1222	0.55265

Source: Field Data (2023)

Participants, on average, showed a relatively high level of agreement (mean = 4.1012) that project planning is instrumental in setting project goals and objectives for progress measurement. The standard deviation (0.56667) indicates a moderate level of variability in responses. Respondents, on average, strongly agreed (mean = 4.2765) that project planning aligns project goals with organizational goals. The standard deviation (0.54679) suggests a moderate level of variability in responses. The participants, on average, exhibited a relatively high

level of agreement (mean = 4.0996) that project planning aids in project rationalization and fundraising. The standard deviation (0.43242) indicates a moderate level of variability in responses. Participants, on average, showed a relatively high level of agreement (mean = 4.1001) that project planning is crucial in identifying necessary resources for uninterrupted project progress. The standard deviation (0.54434) indicates a moderate level of variability in responses. The respondents, on average, showed a

relatively high level of agreement (mean = 4.0337) that project planning facilitates the creation of realistic estimates for fiscal planning and budget allocation. The standard deviation (0.67304) indicates a moderate level of variability in responses. The aggregate mean, reflecting the overall perception of the impact of project planning on healthcare project implementation, shows a moderately high mean (4.1222) and a moderate level of variability (0.55265). This suggests a generally positive consensus among respondents regarding the role of project planning in project management.

The study agrees with Naeem, Khanzada, Mubashir, and Sohail (2018) that there is positive effect of

project planning in project management. A study by Abdi and Sang (2020) found that project planning significantly affected the performance of projects in Safaricom. Muute and James (2019) found that quality project planning was being carried out effectively in projects in Nairobi City County hence project performance.

Project Leadership and Implementation of Healthcare Projects

Table 5 presents mean and standard deviation values for statements related to project leadership and its effect on the implementation of healthcare projects. These statistical measures offer insights into participants' average agreement with each statement and the variability of responses.

Table 5: Project Leadership and Implementation of Healthcare Projects

	Mean	Std. Deviation
Planning helps the team focus on the objectives and the end goal	4.1115	.66643
Planning allows project managers to keep track on which resources have been allocated and thus avoid over-allocation	4.1003	.49987
Project organizing leads to the development of strong team-work and teams with identity fully with project goals	4.3330	.44567
The project organization ensures a timely completion of projects	3.9988	.54323
Direction attempts to integrate all individual efforts through proper coordination	3.9453	.54365
Aggregate Score	4.0978	.53977

Source: Field Data (2023)

The findings indicated that participants, on average, strongly agreed (mean = 4.1115) that planning contributes to team focus on project objectives and the ultimate goal. The standard deviation (0.66643) indicates a moderate level of variability in responses. Respondents, on average, exhibited a relatively high level of agreement (mean = 4.1003) that planning facilitates resource tracking to avoid over-allocation. The standard deviation (0.49987) suggests a moderate level of variability in responses. The participants, on average, strongly agreed (mean = 4.3330) that project organizing fosters strong teamwork and team identification with project goals. The standard deviation (0.44567) indicates a low level of variability in responses. Participants, on average, showed a relatively high level of agreement (mean = 3.9988) that project organization contributes to the timely completion

of projects. The standard deviation (0.54323) suggests a moderate level of variability in responses. The respondents, on average, showed a relatively high level of agreement (mean = 3.9453) that direction integrates individual efforts through proper coordination. The standard deviation (0.54365) indicates a moderate level of variability in responses. The aggregate mean, reflecting the overall perception of the impact of project leadership on healthcare project implementation, shows a moderately high mean (4.0978) and a moderate level of variability (0.53977). This suggests a generally positive consensus among respondents regarding the role of project leadership in project management.

The study agrees with Ogohi and Ogochukwu (2016) that there is a relationship between management leadership styles and the implementation of

projects; project management control had the greatest effect on the performance of projects. Omony (2019) found that project leadership had a significant positive influence on project success in such a way that the success rate increased as the leadership style tended towards complexity leadership. Conversely, Moura, Carneiro, and Diniz

(2018) results show that certification in project management does not directly affect project performance but has a moderating effect on the relationship between the project manager's skills and knowledge and project management performance.

Project Implementation

Table 6: Project Implementation

	Mean	Std. Deviation
Projects are delivered within the set budget	3.0001	.54675
Projects are delivered within the set schedule	2.9997	.54367
Projects are of higher quality that satisfy clients' needs	2.8876	.54355
Aggregate Score	2.9625	.54466

Source: Field Data (2023)

The findings indicated that participants, on average, exhibited a neutral agreement (mean = 3.0001) regarding projects being delivered within the set budget. The standard deviation (0.54675) suggests a moderate level of variability in responses, indicating diverse views on budget adherence. Respondents, on average, showed a neutral stance (mean = 2.9997) on projects being delivered within the set schedule. The standard deviation (0.54367) indicates a moderate level of variability in responses, reflecting diverse opinions on schedule adherence. The average response (mean = 2.8876) suggests a slightly below-neutral agreement concerning projects being of higher quality and meeting clients' needs. The standard deviation (0.54355) indicates a moderate level of variability, signifying diverse perspectives on project quality.

The aggregate mean, representing the overall perception of project implementation, is slightly below neutral (mean = 2.9625). The standard deviation (0.54466) indicates a moderate level of variability, reflecting diverse opinions on the overall success of project implementation. Participants express a mixed view on projects meeting budget, schedule, and quality expectations.

Inferential Analysis

Correlation analysis

The correlation analysis in Table 7 explores the relationships between different variables related to communication, stakeholder involvement, project planning, project leadership, and project implementation. A correlation is considered significant if the p-value (Sig.) is less than 0.05 (indicated by * for $p < 0.05$ and ** for $p < 0.01$).

Table 7: Correlations

		Communication	Stakeholder Involvement	Project Planning	Project Leadership	Project Implementation
Communication	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	57				
Stakeholder Involvement	Pearson Correlation	.120	1			
	Sig. (2-tailed)	.373				
	N	57	57			
Project Planning	Pearson Correlation	.359**	-.177	1		
	Sig. (2-tailed)	.406	.188			
	N	57	57	57		
Project Leadership	Pearson Correlation	.307*	-.210	.976**	1	
	Sig. (2-tailed)	.120	.117	.200		
	N	57	57	57	57	
Project Implementation	Pearson Correlation	.771**	.884**	.864**	.861**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	57	57	57	57	57

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

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

Source: Field Data (2023)

The correlation between communication and itself is, of course, perfect (Pearson Correlation = 1). The correlation between communication and stakeholder involvement is positive but not statistically significant (Pearson Correlation = 0.120, Sig. = 0.373). There is a positive correlation between communication and project planning, but it is not statistically significant (Pearson Correlation = 0.359, Sig. = 0.406). The correlation between stakeholder involvement and project planning is negative but not statistically significant (Pearson Correlation = -0.177, Sig. = 0.188). Communication is positively correlated with project leadership, but the correlation is not statistically significant (Pearson Correlation = 0.307, Sig. = 0.120). Stakeholder involvement is negatively correlated with project leadership, but the correlation is not statistically significant (Pearson Correlation = -

0.210, Sig. = 0.117). Project planning is strongly positively correlated with project leadership (Pearson Correlation = 0.976, Sig. = 0.200). Communication has a highly significant positive correlation with project implementation (Pearson Correlation = 0.771, Sig. = 0.000). Stakeholder involvement also has a highly significant positive correlation with project implementation (Pearson Correlation = 0.884, Sig. = 0.000). Project planning shows a highly significant positive correlation with project implementation (Pearson Correlation = 0.864, Sig. = 0.000). Project leadership is highly significantly positively correlated with project implementation (Pearson Correlation = 0.861, Sig. = 0.000). The results suggest that communication, stakeholder involvement, project planning, and project leadership are positively correlated with project implementation.

Regression Analysis

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.735	.715	1.61858

a. Predictors: (Constant), communication, stakeholder involvement, project planning, project leadership

Source: Field Data (2023)

Table 8 presents the model summary for the regression analysis conducted with various predictors—communication, stakeholder involvement, project planning, and project leadership—on the dependent variable, likely project implementation. The correlation coefficient (R) for the model is 0.857, indicating a strong positive correlation between the predictors and the dependent variable. The coefficient of determination (R Square) is 0.735, suggesting that approximately 73.5% of the variability in the dependent variable can be explained by the predictors. The adjusted R Square, accounting for the number of predictors and sample size, is 0.715.

The standard error of the estimate is 1.61858. It represents the average difference between the observed values and the values predicted by the model. The predictors in the model include a constant term along with the variables communication, stakeholder involvement, project planning, and project leadership. Overall, the model seems to have a good fit as indicated by the high R Square value, suggesting that the combination of communication, stakeholder involvement, project planning, and project leadership explains a substantial portion of the variance in the project implementation.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	377.699	4	94.425	36.043	.000 ^b
	Residual	136.230	52	2.620		
	Total	513.930	56			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), communication, stakeholder involvement, project planning, and project leadership

Source: Field Data (2024)

Table 9 presents the results of the Analysis of Variance (ANOVA) for the regression model with predictors—communication, stakeholder involvement, project planning, and project leadership—on the dependent variable, Project Implementation. The sum of squares for the regression model is 377.699, 4 (number of predictors), 52 (number of data points minus predictors), 56 (total number of data points), and the mean square for the regression is 94.425, calculated as the sum of squares divided by the respective degrees of freedom. The F-statistic is

36.043, indicating the ratio of the variance attributed to the regression model against the variance not explained by the model. The p-value associated with the F-statistic is .000 (b), which is less than the conventional significance level of 0.05. This suggests that the overall regression model is statistically significant. The small p-value (less than 0.05) for the F-statistic suggests that at least one of the predictors significantly contributes to explaining the variance in Project Implementation. The ANOVA results support the overall significance of the regression model.

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.505	4.320		3.357	.001
1					
Communication	.671	.234	.228	2.871	.006
Stakeholder Involvement	1.289	.162	.593	7.938	.000
Project Planning	-.426	.515	-.285	-.828	.411
Project Leadership	1.382	.525	.894	2.631	.011

a. Dependent Variable: Project Implementation

Table 10 provides the coefficients for the regression model with predictors—communication, stakeholder involvement, project planning, and project leadership—on the dependent variable, Project Implementation. The constant term (B) is 14.505, with a standard error of 4.320. This is the intercept when all predictors are zero.

Effect of Communication on Project Implementation

The unstandardized coefficient for communication is 0.671, with a standard error of 0.234. The standardized coefficient (Beta) is 0.228. The t-value is 2.871, and the p-value is 0.006, indicating that communication has a significant positive effect on Project Implementation. The study agrees with Brodbeck (2016) that high communication facilitates project performance more strongly in late stages of the project life-cycle and when standardization of methods and tools is low. Parham and Li (2018) acknowledged that ineffective communication management negatively impacted projects, resulting in delays, cost overrun, and abandonment. Mugo (2018) revealed that clear roles in the project organization aimed at building effective organizational communication and also that a well-documented communication plan was essential to enhance project implementation.

Stakeholder Involvement on Project Implementation

The unstandardized coefficient for stakeholder involvement is 1.289, with a standard error of 0.162. The standardized coefficient (Beta) is 0.593.

The t-value is 7.938, and the p-value is 0.000, indicating that stakeholder involvement has a significant positive effect on Project Implementation. The study agrees with Kalu and Rugami (2020) that stakeholder empowerment increases the ability and confidence of stakeholders to make choices and decisions. Githinji, Ogolla, and Kitheka (2020) findings established that involvement of stakeholders in project identification was found to significantly and positively relate to project implementation. Osiemo, Wagude, and Ogombe (2019) established that stakeholder involvement in M&E significantly influences the completion of CDF health construction projects.

Effect of Project Planning on Project Implementation

The unstandardized coefficient for project planning is -0.426, with a standard error of 0.515. The standardized coefficient (Beta) is -0.285. The t-value is -0.828, and the p-value is 0.411, indicating that project planning does not have a significant effect on Project Implementation. The study agrees with Naeem, Khanzada, Mubashir, and Sohail (2018) that there is positive effect of project planning in project management. A study by Abdi and Sang (2020) found that project planning significantly affected the performance of projects in Safaricom. Muute and James (2019) found that quality project planning was being carried out effectively in projects in Nairobi City County hence project performance.

Effect of Project Leadership on Project Implementation

The unstandardized coefficient for project leadership is 1.382, with a standard error of 0.525. The standardized coefficient (Beta) is 0.894. The t-value is 2.631, and the p-value is 0.011, indicating that project leadership has a significant positive effect on Project Implementation. The study agrees with Ogohi and Ogochukwu (2016) that there is a relationship between management leadership styles and the implementation of projects; project management control had the greatest effect on the performance of projects. Omony (2019) found that project leadership had a significant positive influence on project success in such a way that the success rate increased as the leadership style tended towards complexity leadership. Conversely, Moura, Carneiro, and Diniz (2018) results show that certification in project management does not directly affect project performance but has a moderating effect on the relationship between the project manager's skills and knowledge and project management performance

Interpretation:

The coefficients provide insights into the strength and direction of the relationships between each predictor and the dependent variable. Stakeholder involvement and project leadership are found to have significant positive effects on Project Implementation, while communication is also significant but to a lesser extent. Project planning, however, does not have a significant effect in this context.

CONCLUSIONS AND RECOMMENDATIONS

The study's findings suggest that effective communication, stakeholder involvement, and

strong project leadership positively influence the implementation of healthcare projects. While project planning was not found to be a significant predictor, it remains a crucial aspect of project management. The demographics of respondents, including gender, age, education, and work experience, provide a contextual understanding of the sample, contributing to the broader implications of the study.

Enhance Communication Strategies: Organizations should focus on developing and implementing robust communication plans to ensure effective messaging and information dissemination throughout healthcare projects.

Strengthen Stakeholder Engagement: Emphasize the importance of involving stakeholders in decision-making processes, fostering trust, transparency, and alignment with real needs and priorities.

Emphasize Project Leadership Development: Organizations should invest in leadership development programs to enhance project managers' skills, fostering strong teamwork and timely project completion.

Reassess Project Planning Practices: While project planning was not a significant predictor in this study, organizations should continuously reassess and improve their planning practices to align with project goals and objectives.

Suggestions for Further Study

Consider further research to explore additional factors that may influence healthcare project implementation, contributing to a more comprehensive understanding of project implementation in the healthcare sector.

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