



## TIME MANAGEMENT AND PERFORMANCE OF COUNTY REFERRAL HOSPITALS IN KENYA; THE MODERATING ROLE OF STAKEHOLDER PARTICIPATION

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### ABSTRACT

Despite the growing demand worldwide for qualified project managers, there is a substantial number of health project managers who do not have the requisite practices, experience, knowledge nor the relevant time management practices for successful project delivery. This study sought to establish the effect of project time management practices and the moderating relationship of stakeholder participation on performance of county referral hospitals in Kenya. The study was based on Pickle Jar Theory and Stakeholder Theory of Project Management. The study adopted a cross-sectional research design. The study involved 432 respondents drawn from senior hospital superintendents and departmental managers. Data was collected using questionnaires. The quantitative data was analyzed using descriptive statistics using statistical analysis (SPSS). Findings showed that project time management had a significant relationship with performance of county referral hospitals, and stakeholder participation moderates the relationship between project time management and performance of county referral hospitals in Kenya. Based on the results therefore, the study concluded that time management practices had a role to play on performance of projects in county referral hospitals. Project managers should be trained on effective management of project time. The training will enable proper estimation project timelines and prepare work breakdown structures for the project. The stakeholders particularly the community members should be sensitized on the importance of actively participating in development projects.

## **INTRODUCTION**

The records from the Kenya government 2014 on vision 2030 towards a globally competitive and prosperous Kenya indicates that slow pace in implementation of public infrastructure projects has led to poor road networks; under standardized public amenities which includes schools, hospitals and clinics; non connectivity of the national grid line to industrial potential areas; poor mitigation measures in agricultural areas which is the food basket of the country; and poor mechanization of the once competitive industries that are going under.

A study by Kiptoo and Keter (2019) on time management practices in Kenya's healthcare sector found that poor planning, inadequate budget allocation, and poor stakeholder management were the major causes of project delays and poor performance. The study recommended the adoption of modern project management techniques such as agile project management to address these challenges. Another study by Ayieko and colleagues (2021) on time management in the Kenyan health sector found that the use of project management software, stakeholder engagement, and continuous monitoring and evaluation were crucial for project success. The study also recommended the need for training and capacity building of project teams in project management techniques.

Therefore, time management are critical for the success of projects in Kenya. The challenges faced in project implementation, such as poor planning and stakeholder management, can be addressed by the adoption of modern project management techniques and capacity building of project teams in these hospitals. It is against this background that this study aimed at determining the role of project management hard practices on performance of NHIF accredited health projects in Kenya. Several studies have shown the significant impact of stakeholder participation on project performance in the healthcare industry. A study by Nambiar (2012) found that effective stakeholder participation resulted in better project outcomes in the Indian healthcare sector. Similarly, a study by Khamalah et al. (2015) in Kenya found that stakeholder participation improved the performance of

healthcare projects in terms of meeting project objectives, stakeholder satisfaction, and resource utilization.

In addition, effective stakeholder participation ensures that the diverse needs and expectations of stakeholders are considered in project planning and implementation. Stakeholder participation can also influence project management practices, leading to better alignment with stakeholder values and expectations, and resulting in improved project performance. This study therefore sought to establish the effect of project time management practices and the moderating relationship of stakeholder participation on performance of county referral hospitals in Kenya

### **Statement of the Problem**

In Kenya, health sector reforms have aimed largely at addressing affordability and access to healthcare services, including the introduction of the National Health Insurance Fund, Universal Health Care, and tax exemptions and waivers. However, many health facility managers in Kenya lack the necessary project management practices, experience, and knowledge to effectively manage projects, often being health professionals rather than qualified professional managers (Boung, 2014). Despite the significant investments from various development partners, many health projects in public hospitals in Kenya experience major hurdles in their life cycle and struggle to survive beyond the implementation stage. The World Bank (2017) attributes this to inefficient management practices, lack of experience and knowledge, and limited actualization of project planning. Poor management has also contributed to delays, with up to 50% of referral hospital projects in Kenya taking longer than planned or failing altogether (Njakwe, 2012). Despite the critical role of time management in ensuring successful health project implementation, there are limited studies conducted in Kenya on this topic.

Maina and Kinyanjui (2016) examined the influence of time management on the performance of health projects in Kenya. Mwaniki et al. (2017) investigated the impact of time management on the sustainability of health projects in Kenya. However, there is still a gap in the literature regarding the role of project time management

practices in the performance of county referral hospitals in Kenya. This necessitated a study on the relationship between project time management and performance in county referral health facilities in Kenya.

**Research Objectives**

- i. To explore the role of relationship between time management and performance of County referral hospitals in Kenya.
- ii. To establish the moderating effect of stakeholder participation on the relationship between time management and performance in County referral hospitals in Kenya.

**Research Hypotheses**

- i. H<sub>01</sub>; There is no significant relationship between time management and performance of County referral hospitals in Kenya.
- ii. H<sub>02</sub>: There is no significant effect of the mediating effect of stakeholder participation on the relationship between time management and performance of County referral hospitals in Kenya.

**LITERATURE REVIEW**

**Theoretical Review**

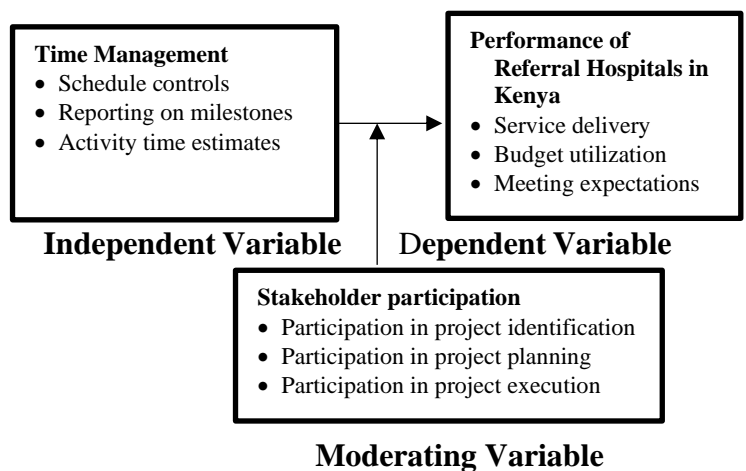
**Pickle Jar Theory**

Wright (2002) developed the Pickle Jar Theory. The Pickle Jar Theory is based on the idea that time, like a pickle jar, is limited. What you fill it with is up to you. It is too easy to fill it with things that do not matter. This theory emerged because people have many important activities to accomplish throughout the day. All activities are good but what matters is how one has fixed them in order to utilize one’s time more effectively to improve performance. Time management is the ability of a person to accomplish the tasks in the exact timing because more time management leads to more achievement with less stress (Mathew, 2015). The theory creates awareness of the fact that distraction that leads to mismanagement of time should be avoided completely in order to follow the right track (Njagi & Malel, 2012).

Pickle jar theory is related to time management practices because it shows how one can either use their time well or misuse it. The theory equally helps individuals to understand the importance of time in its totality and the right way to manage time. This theory with regard to time management teaches project managers how to organize their time to become more effective in decision-making and eventual successful project implementation. This theory is related to current study because it demonstrates how wisely a person can use his/her time to achieve success. When project managers fail to use their time wisely the result will be delayed projects because they have filled their jars with unnecessary sand. By referring to the Pickle Jar Theory with incorporation of effective time management strategy, a project manager can deliver a desired project within set time. This theory therefore supported the variable on the relationship between project time management practices and performance of county referral hospitals in Kenya.

**Conceptual Framework**

Conceptual framework is a diagrammatic representation of variables that inform the study and establishes the relationship between the dependent and independent variables (Wagana, 2015).



**Figure 1: Conceptual Frameworks**

**Time Management**

Time management is a critical aspect of project management, and it involves the process of planning, controlling, and executing the project within a specified time frame (Hussain, 2018). According to Choge and Muturi (2018) the ability

of project managers to manage project in the stipulated project period towards its timely completion is termed as time management. The four key tenets of project time management are activity definition, estimating activity resources needed, estimating activity time and time control schedule.

Schedule controls are critical for effective time management in project management because they help ensure that the project is completed on time and within budget (PMI, 2017). A baseline schedule serves as a reference point for measuring progress and tracking variances. Regular monitoring of progress against the schedule enables project managers to identify and address potential delays or issues in a timely manner. Variances can be analyzed to determine the root cause and appropriate corrective action can be taken. This helps to ensure that the project remains on track and that project timelines are met.

Reporting on milestones is another important measure of time management in project management. Milestones are key events or deliverables that mark the completion of important project phases (Meredith & Mantel Jr, 2017). Reporting on milestones helps to ensure that the project is on track and that all team members are aware of important deadlines and deliverables. It also provides project stakeholders with a sense of progress and helps build confidence in the project's success. Milestone reporting can also help to identify potential issues or areas of concern before they become major problems.

Activity time estimates are crucial for effective time management in project management. Accurate time estimates help project managers to develop realistic schedules and allocate resources effectively (PMI, 2017). This involves breaking down the project into smaller components and estimating the time required to complete each one. A variety of tools and techniques can be used to estimate activity time, including expert judgment, historical data, and mathematical models. Accurate time estimates are important for ensuring that the project is completed on time and within budget.

Effective time management is essential for project success, and these measures can help project managers to stay on track and ensure that the

project is completed on time and within budget. However, it is important to note that time management is often intertwined with other project management practices. Project time management also includes the processes required to manage timely completion of the project. The four key tenets of project time management are activity definition, estimating activity resources needed, estimating activity time and time control schedule (Choge & Muturi, 2014). A delay in projects is one of the most frequent problems in project implementation. According to Solis-Carcano (2015), delays in project completion have many ripple effects. There are high chances of cost overruns due to extra expenses on personnel management, higher material costs and payment of contractor penalties among others.

### **Stakeholder Participation**

Stakeholder participation is an essential element of project management, as it helps to ensure that stakeholders are engaged and invested in the project's success. It can take place in different places of the project cycle and at different levels of society, and take many different forms (O'holloran, 2014). These can range along a continuum from contribution of inputs to predetermined projects and programs, to information sharing, consultation, decision making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programs (Irvin & John, 2015).

The concept of stakeholder participation has gained significant attention in recent years, particularly in the context of sustainable development and corporate social responsibility. One of the key strengths of stakeholder participation is its ability to promote transparency and accountability in decision-making processes. When stakeholders are given a voice in the decision-making process, they can help to ensure that decisions are made in the best interests of all parties involved. This can lead to more effective and equitable outcomes, particularly in situations where there are significant power imbalances between different stakeholder groups (Cooke & Kothari, 2017).

Another potential benefit of stakeholder participation is that it can help to build trust and consensus among different stakeholders. By engaging in dialogue and working collaboratively, stakeholders can gain a deeper understanding of each other's perspectives and concerns, and work towards finding mutually beneficial solutions (Reed et al., 2019). This can be particularly important in complex or controversial decision-making processes, where there may be a high level of mistrust or conflict between different stakeholder groups.

In recent years, stakeholder participation has been increasingly recognized as an important factor in improving the effectiveness and efficiency of time management in healthcare organizations. Several studies have explored the relationship between time management and performance in healthcare organizations. A study by Ndirangu et al. (2018) investigated the moderating effect of stakeholder participation on the relationship between time management and performance in County referral hospitals in Kenya. The study found that stakeholder participation significantly moderated the relationship between time management and performance, suggesting that effective stakeholder participation can enhance the impact of time management on performance in these hospitals. The study also highlighted the importance of effective stakeholder engagement and communication in promoting stakeholder participation in time management (Ndirangu et al., 2018). Effective stakeholder engagement can help to build trust and consensus among stakeholders, and promote a shared understanding of project goals and objectives. This can facilitate more effective collaboration and communication among stakeholders, leading to better project outcomes and improved performance.

### **Performance of County Referral Hospitals in Kenya**

The performance of County Referral Hospitals is often measured using various metrics, including service delivery, budget utilization, and meeting expectations. These metrics are crucial in evaluating the effectiveness of these institutions in providing quality healthcare services to the population. Service delivery is a critical measure of

performance in County Referral Hospitals in Kenya. It refers to the ability of these institutions to provide timely and appropriate medical care to patients. A study by Oyugi et al. (2019) found that poor service delivery negatively impacted the performance of County Referral Hospitals in Homa Bay County. In contrast, a study by Mwangi et al. (2018) found that improved service delivery positively impacted the performance of County Referral Hospitals in Murang'a County. This indicates the importance of effective service delivery in enhancing the performance of County Referral Hospitals in Kenya.

A high level of administrative ability in the project team is also a crucial factor for improved performance. Project managers who possess the ability to exert managerial control over their projects increase the chances of achieving project success. This administrative ability and managerial control are highly influenced by the organizational structure adopted for project management. Bryde (2017) found that the structuring of a project plays a significant role in its success. Effective project management activities are grouped into two main areas, which require the establishment of an appropriate organizational structure for their effectiveness. These areas cover technical aspects such as planning, controlling, and procedures, as well as people-related aspects such as leadership, participation, and communication (Loo, 2018). An appropriate organizational structure ensures that project management activities are carried out efficiently and effectively, enabling the project team to achieve project success.

In the healthcare industry, performance is often measured in terms of disease eradication, diagnosis response time, and poverty reduction among the population being served by the health facilities (Must & Ludwig, 2019). A project team with a high level of administrative ability is better equipped to handle the complexities of healthcare projects and to achieve the desired outcomes. Effective project management practices, such as clear communication, stakeholder participation, risk management, and budget control, are essential for achieving project success in the healthcare industry (Must & Ludwig, 2019). Project managers with a high level of administrative ability can ensure that

these practices are implemented effectively, resulting in improved project performance.

Therefore, a high level of administrative ability in the project team is a critical factor for improved performance. The organizational structure adopted for project management plays a significant role in enabling effective project management activities. Effective project management practices, such as clear communication, stakeholder participation, risk management, and budget control, are essential for achieving these outcomes.

## **Empirical Review**

### **Time Management and Performance**

Yong and Mustaffa (2016) study aimed at examining the practice of time management on construction project in Malaysia. The study targeted thirty respondents. Questionnaires were used for data collection. Findings revealed that the quality of time-management on construction projects is generally poor. Therefore, an effective time management for the construction project is important in managing risk of the delayed completion project. Solis-Carcano, Corona-Suarez & Garcia,-Ibarra (2015) conducted a study to examine the use of project time management processes and the schedule performance of construction projects in Mexico. Questionnaires were used for data collection. The study indicated that 50% of projects were delivered on time while 21% delayed and 29% had an approval from project owners. Findings also established that proper use of time management tools and techniques is essential in delivering projects within the defined schedule.

Rahman (2017) study assessed the time performance of construction projects in Malaysia using structured questionnaire survey. The findings of study revealed that only 11% of respondents mentioned that normally their projects are finished within the planned time while 89% of respondents agreed that their projects were facing the problem of time overrun with average overrun at 5-10% of contract price. Lugusa and Maronge (2016) carried out a study on influence of time management on performance of bank-financed projects in Kenya a case of commercial banks projects. The study employed descriptive research design. Findings established that almost all areas of the Kenyan

economy lack time management a tendency well displayed by the performance of bank financed projects. The researcher recommended that the manager needs a time control schedule to evade cost overruns. Schedule controls help the probe team to determine the project schedule's status and manage the actual changes to the schedule baseline as they occur.

### **Stakeholder Participation and Performance**

Madeeha and Naqvi (2014) studied impact of external stakeholder's engagement on project portfolio management success in Pakistan. The study employed cross-sectional survey design. Purposive sampling was used to sample 100 respondents. Data was collected using questionnaires. Findings revealed a significant relationship between customers and supplier's engagement and PPM success. Furthermore, results showed that customers and supplier's engagement partially affect the project portfolio management success in presence of the role clarity. Temba (2015) assessed the role of stakeholder's participation in promoting sustainability of donor-funded project in Tanzania. A cross sectional descriptive research design was used with a sample size of 70 stakeholders. Data was analyzed through content analysis. The study found that in order for stakeholder's participation to be effective in promoting sustainability of donor-funded projects it should be initiated from the beginning of the project. The study also found that the major role of stakeholder's participation in donor-funded projects was mainly in the form of resource mobilization, collaboration and partnership, material contribution and citizen control.

Ntaganda and Mulyungi (2017) sought to find out the role of stakeholders participation on the performance of savings groups project in Rwanda. The study adopted descriptive research design. The target population was 40392 beneficiaries of savings group's project, employees of implementing agency, employee of the funding agency and the Government. A sample size of 396 was used which was obtained using Yamane formula. Purposive and simple random sampling techniques were used in the study. Primary data was collected using questionnaire. The findings were that stakeholders' participation is very

influential in project performance. There was a strong positive correlation between stakeholder participation and project performance. Stakeholder' participation accounted for 82.5% of the variations in project performance.

Githinji, Ogolla and Kitheka (2020) sought to determine the influence of stakeholder's involvement on project performance at Kenya Ferry Services. The study adopted a descriptive research design. The target population comprised of 231 stakeholders of Kenya ferry services partners. Simple random sampling was used to get a sample of 70 respondents. Data was collected using questionnaires. Findings established that: involvement of stakeholders in project identification, project planning, decision-making, project monitoring, involvement of stakeholder in resource allocation and involvement of stakeholders in project funding was significantly and positively related to project performance. Findings also showed that setting baselines for stakeholder's involvement in monitoring its activities are the most influential factors of project success.

Onditi and Ouma (2017) investigated the role of stakeholder's involvement on sustainability of CDF projects with focus on Nakuru Town East constituency. The study employed descriptive research design. The study target population was 254. Systematic sampling was used to sample 105 respondents. Questionnaires were used for data collection. The study established that stakeholders' participation in project implementation had no significant influence on sustainability of CDF projects, while project identification had 75% significance influence on sustainability.

## **RESEARCH METHODOLOGY**

This study adopted positivists' research philosophy since it involves experimentation and non-manipulative data gathering process with cross-sectional research design since it uses theories and hypothesis to account for the forces that causes a certain phenomenon to occur (Cooper & Schindler, 2017). This study targeted all the 48 County referral hospitals in Kenya. Therefore, the units of analysis comprised of the 48 county referral hospitals in Kenya. The study opted for county referral hospitals due to availability of data for this study.

Lower-level hospitals do not have clear records that could provide data for this study. The unit of observation for this study comprised the hospital superintendents and departmental managers. Therefore, the target population for this study was 432.

The referral hospitals senior management staff was selected purposively since they represent the people who are involved in management and implementation of the projects in the health facilities and therefore could provide insightful information on the study variables. In the determination of the of the sample size, the Slovia's formula was used to calculate the sample size (at 95% confidence level and  $\alpha = 0.05$ ) of 207. The study collected both primary and secondary data. Primary data was collected using questionnaires while secondary data was obtained through thorough review of journals, published scholarly articles, books, reports and other literatures related to this work.

Mugenda (2017) recommended that a pilot sample between 10% is recommended and therefore this study issued 20 questionnaires to Heads of department in charge of hospital projects who were excluded from the main study. Piloting was done to ensure accuracy, validity and reliability of the research instruments in respect to achievement of the study objectives (Viechtbauer, 2015). The statistical significance of each hypothesized relationship was interpreted based on F and t-test values at a 95% confidence level. The Pearson correlation tested the strength of the relationship while the regression analysis established the form of relationship between the independent and dependent variable. This study used multiple regressions analysis (stepwise method) to establish the moderating influence of stakeholder participation (Z) on relationship between procurement management and performance of referral hospital in Kenya. Diagnostic tests were performed in order to ensure accuracy of estimates by reducing the probability of committing Type I and Type II errors (Harrell, 2015). It included multicollinearity tests, linearity test, normality test and autocorrelation tests.

## **DATA ANALYSIS AND PRESENTATION**

The questionnaires were distributed to 185 respondents. They returned the questionnaires shows that the average response rate was 75.0%, which according to Mugenda and Mugenda (2008) is adequate for analysis. The researcher closely monitored data collection process and constantly reminded the respondents about the survey which helped in acquiring a suitable response rate

### **Descriptive Results**

#### **Time Management**

The first objective aimed at exploring the relationship between time management practices and performance in County referral hospitals in Kenya. The researcher further requested the respondents to indicate their level of agreement on listed statements on relationship between project time management and performance in county referral hospitals in Kenya. Their responses are presented in Table 1. The findings show that majority of the respondents strongly agreed that long working hours leads to exhaustion and delivery of poor-quality projects (Mean=4.35) and proper time management helps to order to achieve project objectives without compromises (Mean=4.29). The respondents also agreed that; proper use of time management is essential in delivering projects within the set schedule (Mean=4.04), time control schedule helps project managers to evade cost overruns. (Mean =3.84), work breakdown structure was essential in defining project manager's activities (Mean =3.68), and schedule controls help the project managers to determine the project schedule's status (Mean =3.32).

Furthermore, majority of the respondents disagreed that quality of time-management on hospital projects is generally good (Mean =1.76). This implies that the project implementers face time management challenge, which leads to project delays. The delays in project delivery may also cause costs overruns as the resources involved in the project are accounted for. The funds may run out leading to project abandoned and fail to meet its intended purposes. Findings were in agreement with Lugusa and Maronge (2016) that almost all areas of the Kenyan economy lack project time management practices leading to project delays.

The findings suggest that proper time management is crucial for achieving project objectives without compromising quality and schedule. This aligns with the views of Solis-Carcano, Corona-Suarez, and Garcia-Ibarra (2015), who emphasized that the use of time management tools and techniques is essential for delivering projects within the defined schedule. Additionally, the finding that work breakdown structure is essential in defining project manager's activities is supported by the research of Kerzner (2017), who stated that work breakdown structure helps project managers to break down complex projects into manageable tasks, which can be easily monitored and controlled.

Moreover, the finding that long working hours lead to exhaustion and delivery of poor quality projects is consistent with the research of Ganesan and Smith (2016), who reported that extended working hours can result in fatigue, stress, and burnout, which may negatively impact the quality of work delivered. The finding that proper time control schedule helps project managers to avoid cost overruns is also supported by Kerzner (2017), who emphasized that effective project time management involves controlling the schedule to prevent delays and additional costs.

However, the finding that the quality of time management on hospital projects is generally poor suggests that project implementers face time management challenges, which may lead to project delays. This aligns with the research of Zayed et al. (2021), who highlighted that time management challenges, such as poor planning, scheduling, and monitoring, are common in construction projects and may result in delays and cost overruns.

The findings thus highlight the importance of proper time management in achieving project objectives without compromising quality and schedule, as well as the need for effective tools and techniques such as work breakdown structure and time control schedule. However, the challenges of poor time management in hospital projects must be addressed to avoid project delays and cost overruns.



**Table 1: Descriptive Analysis on Time Management**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Quality of time-management on hospital projects is generally good	1.76	1.408
Proper use of time management is essential in delivering projects within the set schedule	4.04	1.193
Time control schedule helps project managers to evade cost overruns.	3.84	1.343
Schedule controls help the project managers to determine the project schedule's current status	3.32	1.602
Long working hours leads to exhaustion and delivery of poor quality projects	4.35	0.864
Proper time management practices help to order to achieve project objectives without compromises.	4.29	0.963
A work breakdown structure is essential in defining project manager's activities	3.68	1.655

**Stakeholder Participation**

The second objective sought to establish the moderating effect of stakeholder participation on the relationship between time management and performance in County referral hospitals in Kenya. Respondents were asked to indicate the extent to which stakeholder participation in project phases influence performance and their responses were as shown in Table 2. Findings show that stakeholders participation in project identification influence performance largely (Mean=2.42), project planning largely (Mean=2.25), project execution influence performance to a great extent (Mean=1.76), and project monitoring to a great extent influence performance to a great extent (Mean=1.97).

Involving stakeholder in project identification gives them a chance to suggest the projects that they would like depending on their needs. This ensures that projects do not become white elephants but they are beneficial to the community hence value for funds allocated towards the projects. The stakeholders may also feel that they own the project hence dedicate their time and resources to oversee project success. Involving stakeholders in project planning equips them with great knowledge on the activities involved in the project. Stakeholder

participation in project planning would help to save on project costs since they share ideas on where to source for quality but cheaper materials for project implementation. Stakeholders may also share ideas on how to source for skilled and unskilled labor within the community.

The senior management staffs were asked to indicate level of agreement on the listed statements on stakeholder participation in performance. Findings show that majority of the respondents agreed that; concerns of stakeholders are timely taken care to avoid unnecessary conflict (Mean=3.79), stakeholder's decisions are effective in ensuring uninterrupted flow of project activities (Mean =3.57), only key stakeholders are involved so as to save to reduce project implementation time (m=3.42), stakeholder's contributions are included on hospital project implementation plans (Mean =3.37),

Moreover, majority of the respondents indicated that stakeholders' interests and expectations are considered in implementation of hospital projects (Mean =3.44), stakeholders such as financial institutions contribute finances to meet the financial needs of projects (Mean =3.25), and projects are implemented to meet the satisfaction of the stakeholders (Mean =3.21). Respondents disagreed that projects are implemented only when there is a consensus with stakeholders (Mean =2.59).

Findings imply that stakeholders' involvement in project management may affect performance in county referral hospitals in Kenya. If they are involved, a project may be implemented successfully while excluding them may lead to protests, project delay and wastage of resources. Although stakeholders are involved in project management, their agreement on disagreement on some issues does not halt project initiation. Findings were in support of Temba (2015) that stakeholder's participation be initiated from the beginning of the project to the final phase to enhance project sustainability.

**Table 2: Descriptive Analysis on Stakeholder Participation**

Statement	Mean	Std. Dev
Stakeholder’s contributions are included on hospital project implementation plans	3.37	1.385
Stakeholders’ interests and expectations are considered in implementation of hospital projects	3.44	1.387
Projects are implemented only when there is a consensus with stakeholders	2.59	1.413
Projects are implemented to meet the satisfaction of the stakeholders	3.21	1.521
Stakeholder’s decisions are effective in ensuring uninterrupted flow of project activities	3.57	1.400
The concerns of stakeholders are timely taken care to avoid unnecessary conflict	3.79	1.222
Only key stakeholders are involved so as to save to reduce project implementation time	3.42	1.366
Stakeholders such as financial institutions contribute finances to meet the financial needs of projects	3.25	1.390

N= 140

Key: *SD-Strongly disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly agree.*

**Performance of Projects in Referral Hospitals in Kenya**

The study sought to establish the performance rate of projects in referral hospitals in Kenya.

**Project Completion Rate**

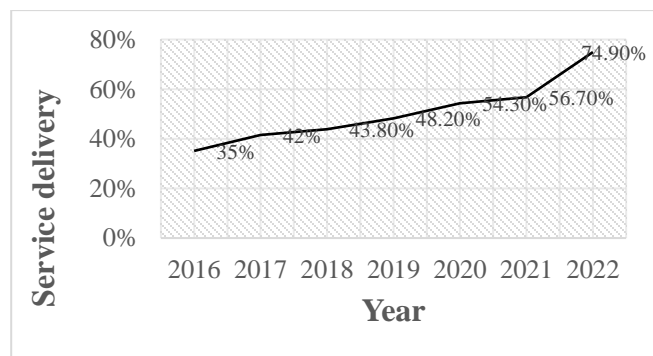
The study in addition collected secondary data on the overall performance of referral hospitals in Kenya based on three key parameters namely; service delivery (percentage), satisfaction score of beneficiaries and projects completed within budget. Figure 1 shows trend line of service delivery among referral hospitals in Kenya between 2016 and 2022. Based on the trend line in Figure 1, the service delivery among referral hospitals in Kenya had been increasing gradually from 2016 through 2022. It is clear that in 2016, 35% of the services delivered had an average, 42% in 2017. In 2018, the service delivery rate was 43.8%, followed by 48.2% in 2019 and 54.3% in 2020. Moreover, the results show that in 2021, on average 56.7% of all

services delivered were timely compared to 74.9% in 2022.

The trend line in Figure 4.1 indicates that service delivery in referral hospitals in Kenya has been gradually improving over time. This is consistent with the findings of previous studies that have shown that improvements in healthcare delivery require sustained effort and investment over a period of time (Bhattacharyya et al., 2018; Kieny et al., 2018). The results also suggest that there may have been specific interventions or policies implemented in the recent years that have contributed to the improvement in service delivery, such as increased funding or improved management practices.

One study by Bhattacharyya et al. (2016) found that strengthening health systems through policies such as expanding health insurance coverage and increasing funding for healthcare infrastructure can lead to improvements in service delivery. Additionally, Kieny et al. (2014) argue that investment in healthcare research and development can lead to innovations that improve the quality and efficiency of healthcare services.

Overall, the trend line in Figure1 suggests that sustained investment and targeted interventions can lead to gradual improvements in service delivery in referral hospitals in Kenya.



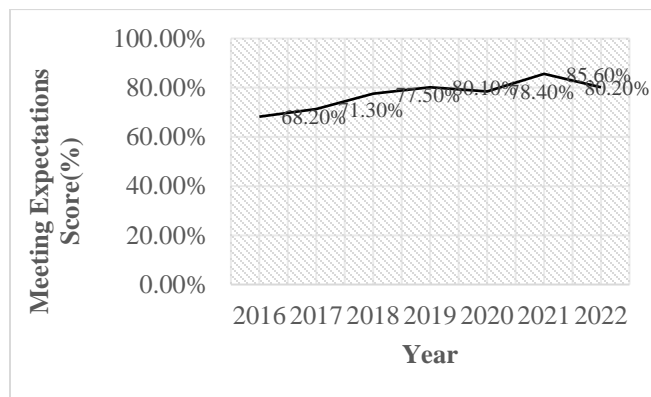
**Figure 1: Project Completion Rate Beneficiary Satisfaction Sore**

Figure 2 shows satisfaction score of beneficiaries. Based on the data, the satisfaction score of project beneficiaries in referral hospitals in Kenya was generally erratic between 2016 and 2022. In 2016 satisfaction score of the beneficiaries of initiated projects stood at 68.2%, which improved to 71.3% in the following year and improved further to

77.5% in 2018. The results show that satisfaction score was 80.10% in 2019, declined to 78.4% in 2020 before increasing to a high of 85.6% in 2021. In 2022, the average satisfaction score of the beneficiaries was 80.2%. The trend line depicts fluctuation in satisfaction scores of project beneficiaries in referral hospitals in Kenya in the study period.

The findings presented in Figure 2 highlight the importance of measuring and monitoring satisfaction scores of project beneficiaries in healthcare projects. This is in line with the literature, which emphasizes the significance of stakeholder management in healthcare projects (Wu et al., 2017). Proper stakeholder management, including monitoring and addressing the concerns of beneficiaries, can lead to increased satisfaction levels and improved project outcomes.

The fluctuation in satisfaction scores over the study period also underscores the need for continuous monitoring and evaluation of healthcare projects. As noted by Singh and Kumar (2015), monitoring and evaluation are critical components of project management, as they enable project teams to assess progress, identify areas for improvement, and make necessary adjustments. Furthermore, the upward trend in satisfaction scores in recent years suggests that the hospital may have implemented measures to address the concerns of beneficiaries and improve project outcomes. This is consistent with the literature, which emphasizes the importance of stakeholder engagement and participation in project success (Zhang et al., 2019).

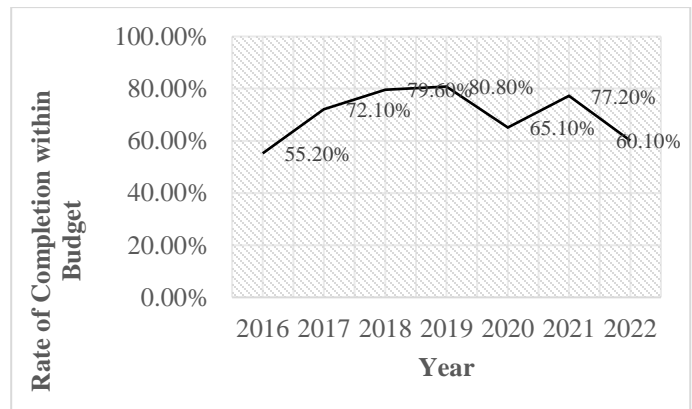


**Figure 2: Beneficiary Satisfaction Score**  
**Projects completed within Budget**

Results in Figure 3 shows average number of projects completed within budget. The trend line

show that on average 55.2% of the projects were completed within budget in referral hospitals in Kenya in 2016, 72.1% were completed within budget in 2017, 79.6% in 2018 and 80.8% in 2019. The number of completed projects within budget declined in 2020 to 65.1% then increased to 77.2% in 2021 then dropped to 60.10% in 2022. The results imply that most projects initiated in referral hospitals in Kenya are never completed within the agreed budget.

The findings presented in Figure 4.3 suggest that completing projects within budget is a challenge for referral hospitals in Kenya. This is consistent with previous research that has found that cost overruns are a common problem in construction projects (Flyvbjerg et al., 2019). The declining trend of completed projects within budget in 2020 and 2022 could be due to a number of factors such as changes in the cost of materials, labor costs, or unforeseen events. In order to address this issue, referral hospitals in Kenya may need to improve their project cost estimation and monitoring processes to ensure that projects are completed within budget.



**Figure 3: Projects completed within Budget**  
**Inferential Statistics**  
**Correlation Analysis**

A correlation is significant at  $p < 0.05$ . A strong high correlation shows that the study variables have a strong association while a small weak correlation means that the variables exhibits a weak association; However, when the correlation value is zero, there is no association at all between the variables (Orodho, 2017). Table 3 shows the correlation matrix. The study found a strong significant relationship between time management and performance of projects in county referral

hospitals ( $r=0.595$ ,  $p=0.000$ ). This is consistent with previous studies that have identified time management as a critical factor in project success. For example, a study by Shenhar and Dvir (2018) found that effective time management practices can significantly impact project success. Hospitals should therefore ensure that they have effective time management practices in place to optimize project performance.

**Table 3: Correlation Matrix**

Variables		Performance	Time
Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)	.000	
	Pearson Correlation	.595**	1.000
Time	Sig. (2-tailed)	.000	

**Univariate Regression Analysis**

**Regression between Time Management and Performance**

The study sought to find out the relationship between time management and performance in County referral hospitals in Kenya. Table 4 shows model summary. The results show that the value of  $R^2$  is 0.409. This shows that project time accounts for 40.9% variations in performance in Kenya. This implies that project time contributes to slightly less than half to successful projects in County referral hospitals in Kenya.

**Table 4: Model Summary for Time Management**

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.409	2.114

a. Predictors: (Constant), TM5

Table 5 shows the ANOVA results. The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 95.45 while the F critical was 3.909. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict Time Management and performance in county referral hospitals in Kenya.

**Table 5: ANOVA for Time Management**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	426.547	1	426.547	95.42	.000 <sup>c</sup>
Residual	616.854	138	4.470		
Total	1043.401	139			

a. Dependent Variable : performance  
c. Predictors : (Constant), Time management

In Table 6, regression coefficient results are presented. The results show that there was a positive and significant relationship between time management and performance ( $\beta=0.548$ ,  $p=0.000$ ). In addition, the study established that if all project time management factors were held constant at zero, performance of County referral hospitals in Kenya would be 1.080. The equation also showed that a unit increase in project time management practices would cause an increase in performance of hospital projects by a unit of 0.548. The change is also significant at 0.05 significance level.

**Table 6: Regression Coefficients for Time Management**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Error Std.	Beta		
(Constant)	1.08			5.26	.00
Time Management	0	.205		2	0
1	.548	.056	.639	9.76	.00

a. Dependent Variable : Performance

The equation

$$y = \beta_0 + \beta_4x_4 + \epsilon$$

Becomes

$$\text{Performance} = 1.080 + 0.548 (\text{Time Management})$$

**Moderating Role of Stakeholder Participation**

The second objective of the study was to establish the moderating effect of stakeholder participation on the relationship between time management and performance in County referral hospitals in Kenya. All the independent variables were interacted by stakeholder participation to give composite variables which were then regressed against the dependent variable.

The results in Table 7 show the model summary for the moderating stakeholder participation. The R squared was used to check how well the model

fitted the data after moderation. The results show that the R squared after moderation by stakeholder participation was 0.810, which was larger than the non-moderated effect, which had its R square being 0.524. This implies that stakeholder participation moderates the relationship between time management and performance in County referral hospitals in Kenya and explains 81.0% of the variations in performance in County referral hospitals in Kenya.

**Table 7: Model Fitness for the Moderating Effect of Stakeholder Participation**

Model R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.900 <sup>a</sup>	0.810	0.805

a Predictors: (constant) Time Management\*SP

The results presented in Table 8 show the analysis of variance (ANOVA) results on the moderating effect of stakeholder participation. The results reveal that the regression model of moderating effect of stakeholder participation on the relationship between time management and performance in County referral hospitals in Kenya is significant and supported by  $F=164.8, p=0.000<.05$ .

**Table 8: ANOVA for the Moderating Effect of Stakeholder Participation**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.928	4	8.482	143.8	.000 <sup>b</sup>
Residual	7.978	135	0.059		
Total	41.906	139			

a. Dependent Variable: Performance

a. Predictors: (Constant), Time Management\*SP

The results in Table 9 show the regression coefficients after moderation using stakeholder participation. The results show that time management was significant after moderation with  $p\text{-value} = .009 < .05$  implying that stakeholder participation moderates the relationship between time management and performance in County referral hospitals in Kenya.

These findings indicate that stakeholder participation moderates all the study independent variables. The conclusion is thus that, stakeholder participation has a moderating effect on the relationship between time management and performance in County referral hospitals in Kenya.

**Table : Moderating Effect of Stakeholder Participation**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
(Constant)	0.134	0.097		1.379
Time Management*SP	0.248	0.032	0.284	7.866

a. Dependent Variable: Performance

The moderation model became:

$$Y = 0.134 + 0.248X_1 * SP$$

Where; Y is the dependent variable, performance in county referral hospitals in Kenya

$X_1$  = Time Management

SP= Stakeholder Participation

### Conclusion

On time management, the study concludes that time management has positive significant relationship with performance of County referral hospitals in Kenya. Time management practices were essential in ensuring that project were delivered within planned schedule. Time management in the hospitals was generally poor hence projects experienced delay and cost overruns.

The study concluded that stakeholder participation has significant mediating effect on the relationship between time management and performance in County referral hospitals in Kenya. Findings showed that project developers involved stakeholders in all project phases. Key stakeholders were identified and requested to assist in identifying the most suitable location of project. During this stage, conflicts may arise as different stakeholders had varying opinion particularly at the community level where everyone would like to have the project initiated in their locality. If these conflicts were not addressed on time then the project would not be sustainable, as the team would not collaborate to oversee project success. When stakeholders participated in project implementation, they felt the sense of project ownership and hence provided solutions to any implementation challenge that may arise.

Monitoring reports provided accurate feedback on the projects implemented and enabled the project financiers to evaluate whether their resources were properly utilized.

### **Recommendations**

On time management, county referral hospitals should regularly evaluate and report on performance to ensure that goals and objectives were being met on timely manner and to the desired quality outcome. This should include timely status reports, milestones, project reviews and performance matrices.

There were risk management strategies, but they were not being effectively executed. The county hospital project managers should ensure that risk management practices are integrated in project implementation since most of the risk management practices were in place but were not effectively executed to ensure performance.

### **Policy Recommendation**

Projects must be well planned, key stakeholders must be identified based on their interest, cost, and attitude and project managers may carry out stakeholder profiling in order to formulate an effective stakeholder management strategy. Findings of the study would provide adequate information to policy makers and planners in both governmental and non-governmental organizations on areas of focus. The study on project management hard practices on performance of county referral health facilities in Kenya. Health facilities in Kenya would provide a platform for more policies and informed decision.

### **Areas for Further Study**

This study focused on the relationship between time management and performance of county referral hospitals in Kenya. However, there are other knowledge areas of project that researchers could study on in relation to performance of health projects. Therefore, a study focusing on other time management that variables that were not part of this study but they may influence performance. A similar study could also be conducted in other hospitals in Kenya for comparison purposes.

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