



Influence of Communication Flows on Project Implementation as Perceived by Staff of The Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya

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Abstract

Communication plays a pivotal role in enhancing road project implementation. Consequently, successful project planning and implementation is determined by robust, effective, and efficient project management, leveraging on both physical and human resources. The ability of management to direct work to the goal of a project can be determined through several factors one of them being communication flows. Therefore, the objective of this study was to assess the influence of communication flows on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya. The study employed the theory of project management, implementation theory and relational theory. An explanatory research design was adopted. The target population for the study was 122 KeRRA staff selected from various departments. Simple random sampling technique was used to pick a sample size of 94 respondents. A Questionnaire was the main data collection instrument. Data was analyzed using descriptive and inferential statistics. The study findings indicate that communication flows had a positive and significant influence on project implementation ($\beta=0.329$; $p<0.01$). The study concludes that communication flows are critical to successful project implementation. Consequently, this study recommends that Kenya Rural Roads Authority Project managers should integrate appropriate communication flows in their management responsibilities to help them when computing project plan and detailing how to communicate with various groups of people.

Keywords: Project Implementation, Communication Flows, Kenya Rural Roads Authority, Planning, Staff

INRODUCTION

Project implementation is a critical element in project management and one of the widely discussed topic. It involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMI, 2008). For effective implementation, projects require human, capital, non-capital resources, and enabling culture (Kaliba, Muya & Mumba, 2009). A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). The ability to implement projects can be more important than the project itself.

Fundamentally, strong project implementation is based on solid communication skills. It is the project manager's responsibility to effectively communicate project goals, objectives, influences and responsibilities to his or her project team and ensure that all key players

understand the process and desired outcomes of the project. Richards (2015) outlines that communication is highly required whenever a project is implemented by and involves humans. Construction project implementation requires a formal document that guides its execution. A formal project plan must facilitate communication among stakeholders, approved documentation on project scope, cost and schedule (Young, 2014).

The most important factor in a construction project for the job to run smoothly apart from human resources is communication between the parties involved in the project, including a consultant with a construction project manager. Communication is a two-way process in which there is an exchange of thoughts, opinions, or information by speech, writing, or symbols towards a mutually accepted goal or outcome (Amin, Hasan & Roy 2014). At individual level communication is a powerful tool that is used to provide information and feedback; it thus fosters trust and loyalty among staff which are salient features of building strong relationships (Richards, 2015). According to Schwalbe (2013) 90% of a project manager's time is spent on communicating. Communication encourages participation in strategy formulation, refinement and implementation, as well as enabling direct communication of corporate strategies once formulated (Olang, 2015).

Within their project teams, project managers are expected to help establish an environment of trust by communicating openly and behaving consistently in words and actions (Kerzner, 2009). On the other hand, they are expected to communicate effectively to persuade or influence others outside their formal authority to accept a point of view, adopt a specific agenda, or take a course of action that is in the best interests of the sponsor and the wider stakeholder community. They are expected to be proficient in analyzing audiences, organizing ideas effectively, choosing appropriate media, and knowing how to promote ideas to a wide range of audiences. Proper use of communication strategy can help to build good relationships with team members, sponsors, and other key stakeholders to ensure a successful implementation of the project.

The choice of arrangements, processes and procedures with respect to documentation, participant relationships and level of authority follows a set of channels of communication. Project information is communicated through and uses many mediums such as the project office, face-to-face, video conferencing, documents for project planning, meetings, portals for the project, email, telephone and smartphone all of which can be viewed as tools or channels to communicate information (Sean & Li, (2018). The most critical barrier that any construction company or any project faces is the issue of flow information that is vertical, lateral and downward, which is frequently dubbed as communication. Advancement in technology has led to adoption of virtual communication to overcome global communication challenges. The significance of information and communication technology in road construction projects cannot be overstated (UNDP, 2012).

Construction of road projects comprises of a mixture of dynamic processes which rarely work in support of the kind of implementation strategies used. According to Wilkinson (2013) the road construction industry is always complex in its nature since it consists of an extensive number of participants including contractors, shareholders, consultants, stakeholders, regulators and clients who have to engage time and again. Moreover, Gaith et al. (2012) postulated that 30% of road construction is made up of rework, 40% to 60% is made up of labor that is used in improving efficiency and the rest is materials that are wasted thus management is very important in waste reduction and implementation of the road project. According to Xu *et al.* (2010) communication plays an important influence in a work environment for job performance, job satisfaction and retention of employees in projects. Moreover, communication plays an important influence during initialization and managing the project programs (Xu et al. 2010).

The Economic Recovery Strategy (ERS) for Wealth and Employment Creation (2003-2007) identified the major setbacks of running a business as poor and inadequate infrastructure. Physical infrastructure is one of the economic pillars in the Kenya Vision 2030. The Kenyan government through the vision has staid infrastructure development. The existence of good and well-functioning road networks has simultaneously led to economic growth, poverty reduction including wealth and employment creation for the people (Ndiang'ui, Ombui & Kagiri, 2015). Therefore, the concerned ministry, stakeholders and agencies coordinating together, ensured the realization of the vision 2030 together with Sustainable Development Goals and Kenya's Economic Recovery Strategy for Wealth and Employment Creation projection approaches.

Kenya Urban Roads Authority (KURA) established under the Kenya Roads Act 2007 is a state corporation whose mandate is to offer guidance in the construction, maintenance and management of the urban roads. KURA has 47 Regional Offices spread in each of the 47 counties as stipulated in the current constitution. Each office is headed by a Regional Manager (RM) who represents the Director General (DG) in each County. The Finance Act 2009 set up Constituency Roads Committees in each constituency in Kenya which, under the assistance of each Member of Parliament, advises KURA on the formulation of an annual roads program and the roads to be included in it. These committees, therefore, prioritize projects within their jurisdiction and which are then implemented under the supervision of KURA (KRB, 2014).

Construction projects in Kenya face challenges of non-Completion. Many construction projects fail due to factors like time in efficiency, lack of adequate funds and lack of advance working equipment. Kenya Roads Board (2014) reported there were many projects which were not completed due to obstacles by client, non-availability of materials, poor infrastructure, lack of funds and lack of project managers' competency. Most importantly, the non-completion experienced in Construction of Roads could be linked to communication challenges in the implementation stage. Most of the construction projects end up experiencing cost overruns and hence exceeding the contract amount that was planned for initially which questions the aspect of project implementation and communication flows (Roads and Civil Engineering Contractors Association, 2013). In Kenya, public roads construction projects have been increasing from period to period. Therefore, completion of the project within the specified time remains a challenge. Every construction project involves multiple stakeholders such as owners, designers, procurement and miscommunication among project stakeholders can cause all the rework in a project. Information obtained from the Republic of Kenya report indicated that KeNHA is challenged with issues of cost overruns in the implementation and management of its road projects. The quality of communication can be the difference between a successful project and a not so successful one.

It is reported that due to overruns in cost, there is a higher likelihood of stagnation in the economic development and also in the realization of vision 2030 (Nyandika & Ngugi, 2014). The current situation in Kenya on communication and implementation of road projects does not reflect the ideal situation on the significance of communication on implementation of road projects. Many projects were not completed due to obstacles like confusion from major stakeholders to departmental professionals and workers in the field also inconsistent, unclear reporting. Poor communication in a public road construction project is a major contributor to project delays. It can take several forms such as delays in the flow of information, directing communication to the wrong person or wrong interpretation. Against this backdrop, this study sets out to assess the influence of communication flows on project implementation as perceived by staff of Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya.

The study hypothesizes that there is no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County, Kenya

LITERATURE REVIEW

Theoretical Framework

The study is grounded on implementation theory, theory of project management and relation theory.

Theory of Project Management

According to Koskela and Howell (2002), project implementation is a cycle that visions a project life cycle as entailing of project design, planning, implementation, monitoring and control, initiation and project closure (PMI, 2013). Under the current study, Elgeyo Marakwet County KeRRA projects have undergone through a life cycle where they are initiated, designed, planned and implemented. The projects are funded by donors and tax payers. The Kenyan taxpayer project funds need to be used effectively and efficiently to realize successful implementation of the Elgeyo Marakwet County as perceived by staff of KeRRA projects.

PMI (2013) further reported that that a number of drivers are capable of influencing the implementation of projects if not handled with care. These include delayed and late disbursement of project funds, failure to involve stakeholders and citizens, political interference, use of incompetent project managers, contractors and staff, and escalation of costs due to inflation among others. This theory is applicable in this study as it demonstrates how communication factors could influence execution road construction projects.

Relational Theory

Relational theory stems from relational-cultural theory and the work of Jean Baker Miller in the 1970s and '80s, which looked at human connection and the ways culture influences relationships. Relational theory dictates communication can enable one to know the thinking of other, this can justify by the above observation. According to the argument of (Edwards, Edwards, Spence & Shelton, 2014) informal communication from people outside the projects during the weak interaction of employees, can enable them to build rapid feeling of mutual trust. Therefore, communication is very important during implementation of any projects (Bilczynska-Wojcik, 2014).

External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders. Coming to the types of communication, both formal and informal communication is very important during project implementation. The benefits of informal can be classified in to main section. The classification is: relational benefit (perception, common ground and connectedness) and personal benefit (valuable interest to personal interest). Organizational communication plays an important influence in training, knowledge dissemination and learning during the process of project implementation (Wang & Ding, 2023).

The Implementation Theory

According to Ofori (2013) project implementation theory is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Maskin and Sj'strom (2002) state implementation problem as the problem of designing a mechanism (game form) such that the equilibrium outcomes satisfy a criterion of social optimality embodied in a social choice rule. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned

changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine (Ofori, 2013).

However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Papke-Shields, Beise and Quan (2010) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change (Pitts, Wright and Harkabus, 2012). Thus, the theory of implementation was used to understand how communication influences road project execution as perceived by staff of the KeRRA in Elgeyo Marakwet County

Empirical Literature Review

Bilczynska-Wojcik (2014) in his study examined the relationship between project communication and project performance in Public Universities in Uganda. Correlation results revealed that project communication is significantly and positively related to project performance. Findings indicated that there is a positive relationship between information flow and project performance implying that when there is timely communication to all project participants and stakeholders as regards to what is happening in the project, projects will perform as expected. Communication is an integral part of the project process as the flow of communication up and down the organizational hierarchy has its effects on efficiency, decision- making and morale of organizations. Communication flow is common in the project world, where they are used as part of a project plan, detailing how to communicate with various groups of people.

Anyango (2016) in her study sought to investigate the factors that determine effective implementation of health projects in Gedo region of Somalia using primary data collected from 55 employees of World Vision working under health projects in Gedo region of Somalia. The study found that poor communication minimizes chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation. The study recommends that World Vision should improve integrated communications plan to improve project implementation.

According to Martin (2010), A single project may have multiple strategies for different categories of people, such as clients, investors, competitors or employees. Some projects even have an internal communication flow for communicating within the project itself. These flows are used to determine things like what information to share with the stakeholders or investors, as well as how that information should be presented. The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Ofori, 2011).

Olang (2015) noted that upward communication is deemed very essential to the successful implementation of a project. The absence of upward communication can be destructive to a company from reaching its goals and objectives. Grassroots information can make and unmake the survival of an organization. Petersen, Kushwaha, and Kumar (2015) in their studies, summarizes the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. More so upward communication facilitates

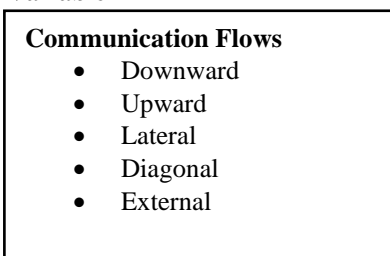
employees' consciousness of participation and serve as a gauge of the effective downward communication.

Tubbs (2012) highlighted that horizontal type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. Aje, Odusami and Ogunsemi (2009) carried out a study on the impact of communication on workers' performance in selected organizations, Nigeria. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. It has been discussed that weak internal communication in organizations reduces productivity of employees as well as project performance in organizations.

Conceptual Framework

Project implementation is a key element in project management where plans are put into actions. Communication is a critical component necessary for successful project implementation in any organization (Remidez & Jones, 2012).

Independent Variables Variable



Dependent

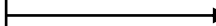
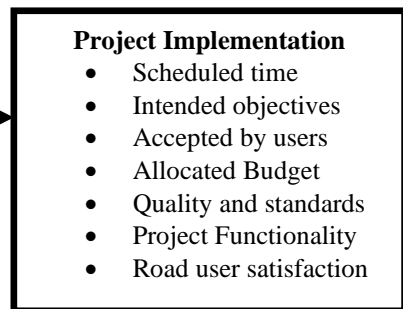


Figure 1: Conceptual Framework

Source: Researcher (2021)

The conceptual framework below shows in figure 1 the relationship between the dependent (project implementation) and independent variables (communication flows).

METHODOLOGY

The study adopted explanatory research design. Explanatory research shows that the research in question is envisioned to explain rather than describing the event under study. The choice of this design is commanded by its effectiveness to secure evidence concerning all existing situations, to identify standards or with which to compare present conditions in order to determine how to take the next step, having determined where one is and where they wish to go (Smythe, 2012). Therefore, using this design, the study aimed at collecting information on the communication and its role on the implementation of road projects as perceived by staff of the KeRRA in Elgeyo Marakwet County.

The study targeted 122 technical staff of KeRRA, Elgeyo Marakwet County, Kenya. Calculation of the sample size was based on Yamane's (1967) formula which yielded a sample size for this study was 94 staff working at KeRRA projects as indicated in table 1. At this level proportionate simple random sampling was then used to pick a sample from each strata (departments) where under this sampling design, every staff in all the departments has an equal chance of inclusion in the sample. It is considered the best technique of selecting a representative sample as it ensures the Law of Statistical Regularity which states that if on

average the sample chosen is a random one, the sample will have the same composition and characteristics as the universe (Kothari, 2014).

Table 1: Sample Size

Strata	Department	Target Population	Proportionate Sample Size	Percentage
Civil Engineering Corporate Service	Design, Construction and Maintenance	25	20	21.98
	Finance and Risk Management	23	18	20.88
	Human Resource Management & Development	8	6	6.59
	ICT	12	10	8.79
	Internal Audit	15	12	10.999
	Legal and Regulatory Affairs	7	6	6.59
	Planning & Environment	8	7	6.59
	Procurement	12	9	8.79
	Quality Assurance	12	9	8.79
Total		122	94	100.00

Source: KeRRA Projects, 2021 and Author’s compilation, 2021

The study relied on primary data and secondary data. Primary data was collected using structured questionnaires that were integrated in the Computer Assisted Personal Interview (CAPI) where the Android Open Data Kit (ODK) Application was utilized. The pilot study to pre-test the research tools was carried out in KeRRA, Uasin Gishu County. 10% of the sample size (9 staff) was picked to test the instruments. A 10% sample of the target population is reliable for the study of the whole population (Hertzog, 2008). The purpose of piloting was to ascertain whether the instruments are logical and clear. In addition, the findings of the pilot test were used to check whether the data collection instruments capture the needed data and also guide for any further adjustments to be made on the instrument. Construct validity was employed to determine the degree to which the operationalized measures of communication flows can be inferred on its role on project implementation as perceived by staff of KeRRA. To determine the extent to which the content instruments are consistent in eliciting the same responses, the researcher employed Spearman rank order correlation coefficient. Before going to the field, the study first obtained research permit authorizing to carry out the research from National Commission for Science Technology and Innovation (NACOSTI) and KeRRA in Elgeyo Marakwet. The collected data were analyzed using descriptive statistics and correlation analysis was employed in determining the relationship between the dependent and independent variables. P-values as 5% level of significance. A 95% confidence level was applied. P-values was used as 5% level of significance.

Econometric Model Specification

Model

To analyze the influence of communication flows on KeRRA road project implementation as perceived by staff in Elgeyo Marakwet County.

General model

$$y_i = \beta_0 + \beta_{1i}X_{1i} + \varepsilon \dots \dots \dots (1)$$

Where;

y_i = Road Project implementation indicators

β_0 = Constant term

β_{1i} =Coefficients of Communication flows indicators

X_{1i} = Communication flow indicators

ϵ = error term

Specification of model

$$y_i = \beta_0 + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + \beta_{14}X_{14} + \beta_{15}X_{15} + \epsilon \dots \dots \dots (2)$$

Where; y_i = Road Project implementation indicators

$$y_i = y_1 + y_2 + y_3 + y_4 + y_5 + y_6 + y_7$$

Where;

y_1 =Scheduled time

y_2 =Intended objectives

y_3 =Accepted by users

y_4 =Allocated Budget

y_5 =Quality and standards

y_6 =Project Functionality

y_7 = Road user satisfaction

β_0 = Constant term

$\beta_{11} \dots \dots \beta_{15}$ = Coefficient of variables for objective model 1

X_{11} = Downward flow

X_{12} = Upward flow

X_{13} = Lateral flow

X_{14} = Diagonal flow

X_{15} = External flow

ϵ = error term

RESULTS AND DISCUSSIONS

Demographic Characteristics of the Respondents

The study sought to find out the demographic information of the respondents which were departments, level of education and Years of staff in KeRRA, Elgeyo Marakwet County, Kenya. This was important since it forms the foundation under which the study can fairly adopt in deriving conclusions.

Distribution of Respondents by their Gender

Respondents were asked to tick appropriately on their gender. Table 2 shows the distribution of gender.

Table 2: Distribution of Respondents by their Gender

Gender	Frequency	Percentage
Male	49	60.5
Female	32	39.5
Total	81	100.0

Source: Research Data, 2022

From the study results, 60(60.5%) were male respondents while 39(39.5%) were female respondents. This implies that majority of staff working as technical officers of road projects of in Elgeyo Marakwet County are male. This may be attributed to technical jobs being preferred by male employees than female. Gender disparities in work places are indicators of job preferences for some jobs by gender groups (Lo Sasso et al., 2020).

Distribution of Respondents by the Level of Education

Respondents were given to choose their level of education. Results are shown in Table 3.

Table 3 Distribution of Respondents by their Level of Education

Level of Education	Frequency	Percentage
Primary	-	-
Secondary	16	19.8
College	22	27.2
University	28	34.6
Technical schools	8	9.9
Postgraduate degree	7	8.6
Total	81	100.0

Source: Research Data, 2022

Majority of respondents indicated they were university graduates 28(34.6%) followed closely by college 22(27.2%), secondary had 16(19.8%), technical institution 8(9.9%) and lastly postgraduate with (7, 8.6%). Level of education affects productivity of employees on how they make strategic decisions (Weber, 2008). Employees with higher level of education are preferred because of their skills and expertise in performing certain tasks. This therefore implies that technical officers of road projects of KeRRA as perceived by staff in Elgeyo Marakwet County are qualified and competent staff.

Distribution of the Respondents by their Departments

Study respondents were asked to provide their various departments they work. The results were provided as shown in Table 4.

Table 4: Distribution of the Respondents by their Departments

Department	Frequency	Percentage
Design, Construction and Maintenance	19	23.5
Finance and Risk Management	17	21.0
Human Resource Management & Development	5	6.2
ICT	7	8.6
Internal Audit	9	11.1
Legal and Regulatory Affairs	5	6.2
Planning & Environment	7	8.6
Procurement	6	7.4
Quality Assurance	6	7.4
Total	81	100.0

Source: Research Data, 2022

Departments of respondents' findings indicated that Design, Construction and Maintenance had majority with 23(23.5%) followed closely by Finance and Risk Management department with 17(21%), internal audit 9(11.1%), Planning & Environment 7(8.6%), ICT 7(8.6%), Procurement and quality assurance both with same number each 6(7.4%) and lastly Human Resource Management & Development and Legal and Regulatory Affairs had each 5(6.2%). Distribution of employees is because of the nature of work done in KeRRA. Most of the work done involves Design, Construction and Maintenance that is why it had significant number of respondents. This therefore implies that KeRRA was concerned on the quality of their road projects that is why it employs more staff in this department.

Communication Flows Findings

Respondents were asked to rate how the following statements on Communication Flows in KeRRA. Respondents gave their responses in a scale of 1-5. Table 5 present the findings.

Table 5: Descriptive Statistics

No.	Statements	Mean	Std. Dev
1.	Most of the information I receive on a daily basis come from my co-workers	4.31	0.861
2.	I am comfortable sharing ideas directly with project manager	4.27	0.867
3.	I always share ideas with my supervisor/head	4.36	0.841
4.	The lines of communication are “open” all the way to top executives in the project	4.28	0.794
5.	My manager gives me enough feedback about the way I perform my job so that I can improve	4.19	0.950
6.	All the project information is shared with the project members	4.21	0.832
7.	All project members are kept updated about the project status	4.23	0.939
	Average	4.26	0.869
VALID N		81	

Source: Research Data, 2022

Findings on communication flows consisted of seven items that affect project implementation. Respondents agreed that downward flow, upward flow, lateral, diagonal flow and external flows. These factors ensure comfortable sharing ideas, timely feedback by managers, ensures project information is shared with the project members and that project members are kept updated about the project status. The results in indicated in table above indicated that respondents were in agreement with the statement thus an average mean of 4.26. This finding agrees with findings of Anyango (2016) who established communication flow in an organization creates an effective project implementation. This implies that communication flows affect project implementation.

Pearson’s Correlation Results

The research carried out correlation analysis between the variables of the study using Pearson product-moment correlation coefficient. Correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense. Correlation Coefficient was used to test whether there existed interdependency between independent variables and whether the independent variables were related to project implementation as perceived by staff of KeRRA. Table 6 shows the correlation test results.

Table 6: Pearson’s Correlations Coefficient Results

	Project Implementation	Communication Flows
Project Implementation	1	
Communication Flows	.558** .000	1

The findings show that there is a positive correlation between communication and project implementation as perceived by staff of KeRRA. Communication flows had a positive moderate correlation with project implementation as perceived by staff of KeRRA ($r=0.558$, $p< 0.000$). This finding implies that communication flows enhances project implementation as perceived by staff of KeRRA.

Regression Coefficients

The study conducted t-test of statistical significance of each individual regression coefficient. The study was conducted to examine whether individual regression coefficients were statistically significant. The analysis results are shown in Table 7.

Table 7: Multiple Linear Regression Model Significant Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig
(Constant)	1.327	.390		3.404	.001
Communication Flows	.329	.064	.460	5.121	.000

a. Dependent Variable: Project Implementation

Source: Survey Data, 2022

Communication flows have a constant value of 1.327. Communication flows positively and significant affects project implementation as perceived by staff of KeRRA ($\beta = 0.329$; $p=0.000$). This finding is in line with findings of Ssenyange et al. (2017) who found out that that there is a positive relationship between information flow and project performance. This can be done through timely communication to all project participants and stakeholders as regards to what is happening in the project.

Hypotheses Test Results

The hypotheses were tested at a 5% significance level the rejection/acceptance decision were determined by p values of the study against 0.05 level of significance.

H₀₁ There is no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County

The null hypothesis hypothesized that there was no significant influence of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County. The results show that communication flow is a significant predictor of project implementation as perceived by staff of KeRRA ($\beta=0.329$; $p<0.05$). Change in a unit of communication flow causes a change in project implementation in KeRRA by 0.329 standard deviations when other communication factors are held constant. The p value of 0.000 is less than 0.05 indicates the statistically significant influence of communication flow on project implementation in KeRRA. Hence, the research hypothesis that communication flow had no significant effect of communication flows on project implementation as perceived by staff of the Kenya Rural Roads Authority in Elgeyo Marakwet County was rejected at 5% significance level. The findings strongly concur with the findings of Petersen, Kushwaha, and Kumar (2015) who noted that upward communication helps employees to alleviate the anxieties and obstructions of work situation.

CONCLUSION AND RECOMMENDATION

Communication flows influence project implementation in Kenya Rural Roads Authority through downward flow, upward flow, lateral, diagonal flow and external flows affects project implementation. These flows ensure comfortable sharing ideas directly with project managers, ensure managers give enough feedback employees performances and where they can improve and also ensure project members are kept updated about the project status. These communication flow factors collectively enhance project implementation. The study

recommends that project managers adopt effective communication flows. They should adopt effective communication flows to help them when computing project plan and detailing how to communicate with various groups of people. Particularly, communication flows provide managers with information to share with the stakeholders or investors.

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