ISSN: 2524-1354 (Online), ISSN: 2519-7851 (Print)
Africa Habitat Review Journal
Volume 19 Issue 2 (August, 2024)
http://uonjournals.uonbi.ac.ke/ojs/index.php/ahr

The Influence of Project Management Practices on Time, Cost, Site Dispute and Quality during the Execution of Court Buildings in Kenya

***John F. Okello, Omondi Bowa and Joash Migosi**

Received on 8th May, 2024; Received in revised form 12th June 2024; Accepted on 26th June, 2024.

Abstract

This research paper explores the influence of project management practices on project performance during the construction of court buildings in Kenya. A pragmatic research design incorporating both quantitative and qualitative research methods using questionnaires, interview guides, and document content analysis is employed to investigate the relationships between project management practices and key performance indicators such as time, cost, site disputes, and quality. Descriptive statistics analysed quantitative data, while correlation and regression analysis techniques analysed inferential statistics. The study used systems theory, theory of change, and stakeholder theory to develop a conceptual framework that was adopted in carrying out the study. Results showed that project management practices significantly influenced cost, site disputes and quality but not time. Ensuring the timely and economical completion of court buildings can be achieved by addressing areas that require improvement, such as work scope management and time management. The research provides information for project management, policymakers, scholars, and stakeholders involved in court construction implementation. The study also recommends that time management strategies be enhanced in effective project management practices so as to lead to project success.

Keywords: Project management practices, execution of court building projects, systems theory, theory of change, stakeholder theory and pragmatic research paradigm

INTRODUCTION

Building courthouses is essential to guaranteeing both the effective operation of Kenya's legal system and the availability of justice (JTF, 2012). The Judiciary received funding totalling to around 9 billion Kshs between 2015 and 2021 from the World Bank and Government of Kenya to construct 63 court buildings yet they had not independently handled such massive projects before without involving ministry of public works. The Judiciary are mandated with implementing the constitution and were therefore on the forefront in ensuring that these projects were implemented to the letter of the law. This infrastructural development came with various challenges such as delays, cost overruns, quality issues, and site disputes (Sojar,2018). Adopting project management techniques in building construction project execution is argued to add value by achieving practical projects in terms of accepted project targets (Kärnä & Junnonen, 2016). Effective management strategies are essential to completing construction projects on schedule, within budget, and to the necessary quality standards (Ghodrati et al., 2018; Zhang, 2020). One of the vital aspects of construction project management is the clear and detailed planning of each phase of the project, including scheduling, resource management, and risk assessment (Haron et al., 2017).

Furthermore, the application of project management techniques promotes efficient communication among the construction project's stakeholders, guaranteeing that everyone is in agreement with the project's aims and objectives (Haron et al., 2017). Stakeholder satisfaction rises as a result, and there's a better chance that project goals will be met.

According to Bagshaw (2021), implementing a formal project methodology can ensure

**Corresponding author:*
John F. Okello, *(PhD Student, MBA) Department of Management Science and Project Planning, University of Nairobi, Kenya.*
Email: jfokello2013@gmail.com

AFRICA HABITAT REVIEW 19(2) 2024

that a project is successfully completed by the anticipated deadline while Zid et al., (2020) add that the greater the project management practices execution the greater the chance of minimizing cost escalation and schedule delays in the project. Project management principles ensure that projects perform better in control of budget, schedule, and quality standards (Zid et al., 2020; Hassani & Idrissi, 2018; Sutawidjaya & Nawangsari, 2020).

Despite the importance of project management practices, more comprehensive research is needed on how these practices influence the time, cost, site dispute, and quality aspects of constructing court buildings in Kenya. This study aims to fill this gap by examining the influence of work scope, resources, communication, and risk management on project outcomes in court-building projects.

THEORY

The literature review covers studies on project management practices including work scope management, resource management, communication management, risk management, and their significance in construction projects. The interplay between project management practices and performance metrics of time, cost, site dispute and quality (Ibrahim et al., 2011; Ngacho,2013), as guided by theories such as systems theory, theory of change, and stakeholder theory, was also reviewed.

Theoretical Foundations

The application of systems theory, the theory of change, and stakeholder theory offers a robust set of lenses through which to comprehend the underlying principles of project management methods, particularly in the realm of construction project management. (Ford & Lyneis, 2020; Hörisch, Freeman & Schaltegger, 2014; Theory of Change, 2021).

Systems Theory allows for the understanding of a construction project as a complex system, comprising various interconnected components that include planning, design, execution, and closure (Hidayat et al., 2019; Zhu & Mostafavi, 2018). Systems theory emphasizes the interdependence of these elements and how they interact to achieve the project objectives. By viewing a construction project as a system, project managers can better anticipate how changes in one part of the system might affect the rest, thus facilitating more holistic and integrated planning and management (Rajablu et al., 2014).

The Theory of Change provides a framework for mapping out the step-by-step transformation process that a project undergoes from inception to completion – essential for constructing a building project (Motawa, 2012; Theory of Change, 2021). It allows project managers to outline the desired outcomes, necessary preconditions, and interventions required. This theory aids in aligning project activities with the overall objectives, ensuring that every action contributes effectively towards the final goal. It also assists in identifying potential risks and barriers to change, enabling more effective mitigation strategies (Sheng, 2017).

Stakeholder Theory highlights the significance of recognizing and taking into account the concerns and impact of all stakeholders involved in a project. Stakeholders may encompass individuals such as clients, contractors, and suppliers, as well as local communities and government agencies, all of whom could potentially affect the project's success. This theory stresses the importance of involving stakeholders in order to comprehend their requirements and expectations, manage their impact, and incorporate their feedback into decision-making procedures. This engagement can lead to enhanced collaboration, reduced conflict, and higher levels of stakeholder satisfaction (Sutterfield, Friday-Stroud & Shivers-Blackwell, 2006).

The Conceptual Framework

This study's conceptual framework incorporates concepts from the theories of systems, change, and stakeholders to comprehend how project management techniques affect quality, schedule, budget, and site disputes when executing court buildings in Kenya. It takes into account project management techniques like risk management, communication management, resource management, and work scope management.

Work scope management shapes the boundaries of the project and involves processes that ensure the project includes all the necessary tasks to complete the project successfully. Work scope with clearly established objectives and deliverables keep the team aligned and focused on the end

results. Together with detailed work breakdown structures it allows for precise planning and assignment of tasks, facilitating better control over the completion of project activities (Hernández et al., 2013). By understanding the full scope, project managers can estimate costs and timelines more accurately, preventing scope creep, which can lead to budget overruns and delays (Fageha & Aibinu,2014). Well-managed scope ensures that the quality of the work meets the project requirements and standards (Hernández et al., 2013).

Resource management in construction entails efficiently allocating and utilizing resources such as personnel, materials, and equipment to meet project timelines and budget constraints (Hai, 2020; Othman et al., 2014). It is a critical aspect of project management, influencing project performance through factors like resource allocation, cost control, schedule adherence, work quality, and risk management (Othman et al., 2014). By ensuring timely access to necessary resources, minimizing waste, and maximizing resource utilization, projects can meet milestones efficiently and reduce downtime (Alshammari, Yahya & Haron, 2020). Proper resource management contributes significantly to cost efficiency and overall project success in the construction industry (Othman, Napiah &Potty, 2014). Effective resource allocation and availability are vital for project schedule adherence (Alshammari, Yahya & Haron, 2020). Proper resource management involves planning for risks like personnel loss or material scarcity, enhancing project resilience and managing workloads to prevent burnout.

Communication management involves systematic planning, implementing, monitoring, and adjusting communication channels within and between organizations (Reidhead, 2021). Effective management ensures timely, relevant information delivery, aiding decision-making and project coordination (Safapour, Kermanshachi & Kamalirad, 2020; Quigley & Lauck, 2020). It aligns project objectives with team and stakeholder goals. Stakeholder engagement levels gauge communication success (Saad, Zahid & Muhammad, 2020). Decisions' quality and swiftness reflect communication efficacy. Efficient communication fosters seamless task execution, minimizing conflicts. Communication's influence on project performance is measured by how well it conveys project details and engages stakeholders effectively, illustrating its vital role in ensuring project success (Galli, 2020). Effective communication in promptly identifying, reporting, and addressing risks signifies the influence of communication practices on project performance. Communication management's vital role lies in conveying change information and ensuring mutual understanding among stakeholders. The project's success, regarding scope, schedule, and budget adherence, directly correlates with communication efficacy across the project lifecycle (Joubert, 2020).

Threats to an organization's financial stability must be recognised, evaluated, and controlled as part of risk management. In construction, this includes various risks like accidents, legal issues, and market uncertainties (Bahamid et al., 2022; Tezel et al., 2021). PMI views risk management as an ongoing process in project lifecycles, essential for construction project management. It's integral to project management, focusing on identifying, analyzing, and mitigating potential threats. Sound risk management minimizes uncertainties' influence on project goals by proactively addressing risks. Prioritizing risks by probability and influence guides resource allocation for risk mitigation, ensuring project continuity. Successful risk management includes pre-emptive identification of risks, strategic mitigation, and control efforts, enhancing project resilience and progress (Raj & Wadsamudrakar, 2018; Haron et al., 2017). Effective risk management is gauged by the team's agility to address issues promptly, reduce delays and costs. Transparent risk communication to stakeholders fosters readiness and influences decision-making, enhancing stakeholder confidence. Projects that incorporate comprehensive risk management practices are more likely to meet their defined success criteria, as potential obstacles have been anticipated and addressed (Devi &Ananthanarayanan, 2017).

Work scope management, resource management, communication management, and risk management are integrated into the conceptual framework of this study as critical project management techniques that impact site disputes, time, cost, and quality in the construction of court buildings in Kenya.

Conceptual framework showing a correlation

between project management practices and execution of court-buildings is shown on **Table 1**.

Study Objective

The study objective is to look into how Project Management Practices (PMP) affect the execution of court-buildings in Kenya in terms of time, cost, site disputes, and quality.

Hypothesis and Research Question

Ho: Project team integration has no significant influence on the execution of court-building projects in Kenya in terms of time, cost, site dispute and quality while the research question was:- How do project management practices influence execution of court buildings in Kenya in terms of time, cost, site dispute and quality.

RESEARCH METHODS

A pragmatic research design incorporating both quantitative and qualitative research methods is used in the study. During the same phase, the researcher gathered and examined both qualitative and quantitative data, combining the findings to provide a comprehensive analysis (Sekaran & Bougie, 2013) resulting in a convergent mixed method design (Bryman & Bell, 2015). This approach's strength is the triangulation of data collected through alternative approaches to countercheck and mitigate weaknesses in the approaches used. The method allowed for diversity in data collection and interpretation through triangulation and validation.

Research instruments were checked by three project management professionals, whose input was helpful in developing the contents as per the study objectives thus ensuring face validity. Before being administered to 12 projects from which All the Cronbach Alpha scores for the Constructs used to measure project management practices and execution of court buildings were scored with all scoring above acceptable level of 0.7, as recommended by Pallant, 2007, the constructs were thus accepted as appropriate for measuring the study variables. 51 projects were therefore used in the main study.

Using structured questionnaires, interview guides, and document content analysis, the study gathered data from (chairpersons of court user committees, members of judiciary project committees, clerks of works, engineers, quantity surveyors, architects and contractors' supervisors) on 63 ongoing court buildings in Kenya at (Molo, Nyando, Vihiga, Oyugis, Nyamira, Muhoroni, Nakuru, Olkalau, Engineer, Nanyuki, Mukurweini, Kigumo, Chuka, Homabay, Maralal, Kajiado, Mombasa , Mombasa court of Appeal, Narok, Kibera, Makindu, Kitui, Isiolo, Makueni, Kabarnet, Marsabit, Amagoro, Githongo, Machakos, Mbita, Habasweini, Hamisi, Muranga, Mandera, Garissa, Nyeri, Iten, Karatina, Makadara, Forodha House, Wajir, Kapenguria, Kwale, Maralal, Kakamega, Kangema, Makueni, Malava, Siaya, Port Victoria, Bomet, Nyeri Court of Appeal Runyenjes, Tawa, Garsen, Marimanti, Kisumu, Maseno, Mumias, Embu ,Kiambu ,Juja and Kamiti). The primary instrument for gathering data for the study was a questionnaire. Categorical background information was requested in the questionnaire including the following:-. the project name, project location, project completion stage, highest level of education, rank in the Judiciary, and the number of years held in the current role (design, construction, or completion stage).

Data used in descriptive analysis was derived from the respondents rating of project management practices of work scope management, resources management, communication management and risk management while execution of court

TABLE 1

Conceptual framework showing a correlation between project management practices and execution of court-building projects

Independent Variable		Dependent Variable
Project management practices	→	**Execution of court-buildings**
Work scope management		Time
Resource management		Cost
Communication management		Site Dispute
Risk Management		Quality

Source: Okello, et al., 2024

buildings constructs rated included timely completion, completion within cost, site disputes and quality of work based on a five-point Likert scale where: 1 represent, Strongly Disagree, 2 - Disagree, 3 - Undecided, 4 - Agree, and 5 represent, Strongly Agree as used by (Shek and Wu, 2014). The same constructs are utilized to generate data used in inferential analysis (correlation, linear and multiple regression analysis) using a 10-point visual Analog scale with 1, representing, least and 10, highest score.

Project management practices and execution of court building was arrived at by getting an average of responses on the study constructs from all the courts. In order to gather information from Judiciary management—which includes NEMA specialists and members of the Judiciary Infrastructure Committee—an interview guide was also implemented. The instrument was created for the study's goals, as per Patton and Appelbaum (2003)'s recommendation that instruments and protocols should be set up for data collection to prevent becoming overtaken by an abundance of data. The study further used information from the following documents {Public Procurement Act, the Judicial performance improvement project (JPIP) framework, project appraisal reports, site meeting minutes, the treasury directions, JSC directives, the World Bank financial cooperation agreement, and Sessional papers} to verify the influence of project management practices on the way court-buildings are carried out in Kenya.

The study utilizes quantitative and qualitative data analysis techniques.

The Statistical Package for Social Sciences (SPSS, 29) was used by the researcher to facilitate the data analysis. The quantitative data derived from the Likert scale ratings was examined using summary statistics like mode, mean, and standard deviation.

Regression was applied on visual analog data to analyse and determine how significantly the project management practices influenced the dependent variable using the coefficients of determination and hypothesis tests.
The simple regression model used in the analysis of hypotheses was of the form:
$Y = \beta_0 + \beta X + \varepsilon$
Where:
Y is the project execution about time, cost, Site disputes and quality
X3 is the independent variable (project management practices-Ho).
B_0 is a constant.
B is a regression coefficient, while ε is the error term.

Determination coefficient, R2, was used to evaluate the explanatory power of independent variables (Project management practices-X3) on the project execution (about time, cost, site dispute, and quality) in the Kenyan Judiciary. Similarly, the degree to which the regression model fit the data was assessed using the F-test (analysis of variance). In contrast, the T statistics were used to assess the significance of the slope coefficient.

RESULTS

Descriptive Statistics on team integration in respect to trust, respect and collective understanding is shown on **Table 2**.

Table 2 indicates that the respondents were undecided that there is work scope management during the execution of court-buildings in Kenya (Mode=3, M= 3.44 SD= 0.64).

Respondents further agreed that resource management was well administered during the execution of court-buildings in Kenya (Mode=3.5, M= 3.33 SD= 0.55).

Table 2 further show that the respondents agreed that there was proper communication management during the execution of court-buildings in Kenya (Mode=4, M= 3.82, SD= 0.86). In addition, **Table 2** show that the respondents agreed that risk management was well managed during the execution of court-buildings in Kenya (Mode=3.78, M= 3.78, and SD= 0.75).

Results of Qualitative and Document Content Analysis by Descriptive Statistics for Objective three (Influence of PMP on ECB)

Using the interview guide, key informants were asked to comment on project management practices in the execution of court buildings in Kenya regarding scope resource, communication and risk management. Key informants were undecided in their response regarding whether the

AFRICA HABITAT REVIEW 19(2) 2024

TABLE 2
Descriptive statistics of project management practices (work scope management and resource management)

Study Variable	Indicator	N	Mode	Mean (M)	Standard Deviation (SD)
1	Work scope management	51	3	3.44	0.64
2	Resource management	51	3.5	3.33	0.55
3	Communication management	51	4	3.82	0.86
4	Risk management	51	3.78	3.78	0.75
5	Project management practices	51	4	3.59	0.60

Source: Okello, et al., 2024

proper scope of work was carried out in execution of court buildings in Kenya as captured by these statements from informants:

'Scope management was not effective in enforcing deadlines' (Respondent-R2), and 'for the most part, the scope of works was well managed, especially where there was no variation. In some cases, variations were handled haphazardly, causing delays'

(Respondent- R15). The key informants also agreed that there was proper resource management in during the execution of buildings in Kenya. This theme was captured by one of the respondents, who said that 'Resource management was well implemented' (Respondent 3).

The key informants were in agreement t5TG hat there was proper communication management during the execution of court buildings in the Kenya as captured by statements:

'Communication management was satisfactory from our experience' (Respondent-R10), and 'communication channels were clearly stated and functioning' (Respondent-R11).

The key informants also agreed that risk was well managed during the execution of court buildings in the Kenya as captured by the statement:

'Aspects of risk management were looked into and properly accommodated. As we undertook the assignment, we did not experience any issues with risk management' (Respondent -R10).

Inferential Statistics Results
This paper's goal is to demonstrate the influence of project management practices on the execution of court-buildings in relation to time, cost, site dispute, and quality in Kenya using Pearson's correlation and regression analysis. **Table 3** shows the correlation analysis results, where the sample size was 51 respondents.

From **Table 3**, Pearson's correlation analysis results showed no significant association between project management practices and time since the p-value (0.560) was greater than the significance level (0.05). However, there was a significant correlation between project management practices and cost, site dispute, and quality, as the p-value was less than the level of significance ($0.001 < 0.05$).

Project Management Practices and Execution of Court-Buildings (ECB) in Relation to Time
From the correlation results in **Table 3**, no regression analysis was done between project management practices and the execution of court-building projects, as there was no significant association between the independent and dependent variables about time.

Project Management Practices and Execution of Court-Buildings (ECB) in Relation to Cost
The findings of the linear regression analysis are crucial in understanding the influence of project management practices on ECB (in relation to cost) in the Kenyan judiciary. By testing the null hypothesis, we aimed to provide valuable insights into the relationship between these variables. It's worth noting that the analysis did not extend to project management practices and time, as the results in **Table 4** indicated no significant association. The detailed results of the linear regression analysis can be found in **Table 4**.

TABLE 3
Correlation analysis between project management practices and time, cost, site dispute, and quality

		PMP	Time	Cost	Site Dispute	Quality
Project Management Practices (PMP)	Pearson Correlation	1				
	Sig. (2-tailed)					
Time	Pearson Correlation	0.084	1			
	Sig. (2-tailed)	0.560				
Cost	Pearson Correlation	0.544**		1		
	Sig. (2-tailed)	< 0.001				
Site Dispute	Pearson Correlation	0.670**			1	
	Sig. (2-tailed)	<0.001				
Quality	Pearson Correlation	0.670**				1
	Sig. (2-tailed)	<0.001				

** Correlation is significant at the 0.01 level (2-tailed).
Source: Okello, et al., 2024

TABLE 4
Project management practices and cost of execution of court-buildings

Model Summary on Cost

Model	R	R-Square	Adjusted R-Square
1	0.544	0.296	0.282

Analysis of Variance

		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Model 1	Regression	18.332	1	18.332	20.641	<.001
	Residual	43.519	49	.888		
	Total	61.851	50			

Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients		
1		B	Beta	T	Sig.
	(Constant)	2.834		3.043	0.004
	Project management practices	0.552	0.544	4.543	<0.001

Dependent Variable: Cost
Predictors: (Constant), Project management practices
Source: Okello, et al., 2024

Table 4 shows that Cost explained 29.6 per cent of the variance in ECB; therefore, 70.4 per cent was explained by other variables. Overall, the model was significant since the p-value of 0.001 was less than the level of significance (α -value) 0.05. Thus, H0c was rejected, and the conclusion was made that project management practices significantly influenced Cost in the Kenyan judiciary. In addition, **Table 5** indicates that project management practices and the constant were significant since their p- value was less than α -value (0.05) at <0.001 and 0.004, respectively. The predictive equation was, therefore, Cost = 2.834 + 0.552PMP, meaning that if PMP is increased by one unit, Cost will, on average, go up by 0.552 units.

Project Management Practices and Execution of Court-Buildings (ECB) in Relation to Site Dispute

Null hypothesis that project management practices have no significant influence on ECB

TABLE 5
Project management practices and execution of court-buildings in relation to site dispute

Model Summary on Site Dispute						
Model	R	R-Square		Adjusted R-Square		
2	0.670	0.449		0.438		
Analysis of Variance						
Model		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
2	Regression	46.266	1	46.266	39.980	<.001
	Residual	56.704	49	1.157		
	Total	102.970	50			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B		Beta	T	Sig.
2	(Constant)	0.576			.542	0.590
	Project management practices	0.876		0.670	6.323	<0.001

Dependent Variable: Site Dispute
Predictors: (Constant), Project management practices
Source: Okello, et al., 2024

(site dispute) in the Kenyan judiciary was tested by a linear regression analysis. The results are shown in **Table 5.**

Table 5 demonstrates that the Site Dispute had a moderate explanatory power of 44.9 percent to explain the variance in ECB; thus, other variables accounted for 55.1 percent of the variation. Since the p-value of 0.001 was less than the significance level (α -value) of 0.05, the model was considered significant overall. As a result, it was determined that project management Practices had a significant influence on site disputes during the execution of court buildings in Kenya, rejecting the null hypothesis. Furthermore, **Table 5** shows that the constant was not significant since its p-value (0.590) was greater than the α -value (0.05), while project management practices were significant because their p-value (<0.001) was less than the α -value (0.05). Therefore, the predictive equation was Site Dispute = 0.876PMP, which indicates that, on average, site dispute will increase by 0.876 units if PMP is increased by one unit.

Project Management Practices and Execution of Court-Buildings (ECB) in Relation to Site Dispute

Linear regression analysis was carried out to investigate the relationship between project management practices and quality in order to test the null hypothesis that there is no significant relationship between project management methods and EBC (quality) in Kenyan judiciary. **Table 6** displays the results of the analysis.

Table 6 demonstrates that 27.2 percent of the variance in ECB was explained by quality; hence, other variables accounted for 72.8 percent of the variation. Since the p-value of 0.001 was smaller than the significance level (α -value) of 0.05, the model was considered significant overall. The conclusion reached was that project management practices had a significant influence on the quality of court-buildings in Kenya, and the null hypothesis H0q was thus rejected. Furthermore, Table 6 shows that the constant (p-value = 0.001) and project management practices (p-value <0.001) were significant since their p-values were lower than the α -value (0.05). Thus, Quality = 3.277 + 0.534 PMP was the prediction equation, indicating that for every unit rise in PMP, quality will, on average, increase by 0.534 units.

DISCUSSION

The findings from the study focus on work scope, resource, communication and risk management in addition to discussing the influence of project management practices on time, cost, site dispute and quality. The opinions of the respondents

TABLE 1
Project management practices and execution of court-buildings in relation to quality

Model Summary on Quality						
Model	R		R-Square		Adjusted R-Square	
3	0.522		0.272		0.257	
Analysis of Variance						
		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Model 3	Regression	17.173	1	17.173	18.327	<.001
	Residual	45.916	49	.937		
	Total	63.089	50			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B		Beta	T	Sig.
3	(Constant)	3.277			3.425	0.001
	Project management practices	0.534		0.522	4.281	<0.001

Dependent Variable: Quality
Predictors: (Constant), Project management practices
Source: Okello, et al., 2024

provide insight into how well these project management practices work to influence court building outcomes in the Kenyan judiciary.

Since studies have shown that clearly defined objectives and deliverables keep the team focused on the end results and aligned, the respondents' uncertainty points to a potential area for improvement in properly defining and managing project scopes to ensure project success (Hernández et al., 2013). The respondents were in agreement that resource management was well administered during the execution of court buildings. This is in line with studies by Othman, Napiah & Potty (2014). The respondents further acknowledged that there was proper communication management in the execution of court building projects thus leading to coordinated project activities and issue resolutions in agreement with the study by Safapour, Kermanshachi & Kamalirad, (2020) and Quigley & Lauck, (2020).

The respondents further agreed that risk management was well managed in the execution of court buildings which minimized disruptions and ensuring project success in agreement by the study by Bahamid et al., (2022) and Tezel et al., (2021).

The study indicates that project management practices had no influence on time during the execution of court-buildings in Kenya contrary to study finding by (Zid et al., 2020; Hassani & Idrissi, 2018; Sutawidjaya & Nawangsari, 2020). This finding suggests a need to focus on improving time management strategies to enhance project efficiency and timeliness.

Study was in agreement with Zid et al., (2020) and Sutawidjaya & Nawangsari, (2020) that project management practices significantly influence cost control, resource allocation, and prevent overruns in court-building projects, thereby reducing site disputes and optimizing resource allocation. Effective risk management mitigated disputes and led to improved project collaboration in court-building projects, thus ensuring quality assurance measures and adherence to standards.

CONCLUSION

The results of this research offer significant understandings into how building construction projects are carried out in the Kenyan judiciary, with particular emphasis on the critical project management techniques of work scope, resource allocation, communication, and risk management. The respondents' perceptions shed light on the effectiveness of these practices in influencing project outcomes. The study reveals that the respondents were undecided about the presence of work scope management in the implementation of building construction projects. This uncertainty suggests a potential area for

AFRICA HABITAT REVIEW 19(2) 2024

improvement in clearly defining and managing project scopes to ensure project success. However, the participants concurred that effective resource, communication and risk management were used throughout the execution of the court buildings. Effective resource management is crucial for optimizing project resources, controlling costs, and ensuring project efficiency. Clear and effective communication is also key in coordinating project activities, resolving issues, and maintaining stakeholder engagement.

Furthermore, the respondents acknowledged that risk management was well managed, which is vital for identifying, assessing, and mitigating project risks to minimize disruptions and ensure project success.

The study's findings on the influence of project management practices on project outcomes provide valuable insights. While the study indicates that project management practices had no influence on time during the execution of court-building projects, they were found to have a significant influence on cost, site disputes, and quality. Effective project management can help control costs, optimize resource allocation, and prevent cost overruns. Additionally, proper risk management and communication practices can help mitigate site disputes and enhance project collaboration. Emphasizing quality assurance measures, adherence to standards, and effective communication can also lead to improved project quality.

Addressing areas of improvement, such as work scope management and time management, can further enhance project success and ensure the timely and cost-effective completion of court-building projects.

RECOMMENDATIONS

Given the uncertainty surrounding work scope management indicated by the respondents, there is a clear need to improve the definition and oversight of project scopes. Establishing clear objectives and deliverables, supported by detailed work breakdown structures, will keep the team aligned and focused on achieving project success. While respondents agreed on effective resource management, continuous optimization is critical to controlling costs, maximizing resource efficiency, and ensuring overall project effectiveness. Regular reviews and adjustments can further enhance resource utilization. Acknowledging the importance of communication management, continued efforts to foster transparent and effective communication among project stakeholders are crucial. They will aid in coordinating activities, resolving issues promptly, and maintaining high levels of stakeholder engagement.

Since project management practices did not influence project timelines, enhancing time management strategies is essential. Optimized scheduling and task management can improve project outcomes by improving efficiency and timeliness. Given the significant influence of project management practices on site disputes, a focus on proactive risk management and strong communication practices can be appropriate. Identifying and addressing potential conflicts early can enhance project collaboration, leading to smoother project progression. To improve project quality, emphasize the implementation of quality assurance measures and standards adherence. Effective communication strategies can enhance quality outcomes by ensuring shared understanding and alignment on quality expectations. Encouraging a culture of continuous improvement in project management practices, regular assessments and adjustments based on feedback and lessons learned from each project will drive enhanced performance and success in constructing court buildings in Kenya.

CITED REFERENCES

Alshammari, F., Yahya, K. and Haron, Z. (2020). *Project manager's skills for improving the performance of complex projects in Kuwait Construction Industry: A Review*. Retrieved June 13, 2023 from https://doi.org/10.1088/1757-899x/713/1/012041

Bagshaw, K B. (2021, January 1). *NEW PERT and CPM in Project Management with Practical Examples.* Scientific Research Publishing Retrieved July 13, 2023 from https://doi.org/10.4236/ajor.2021.114013

Bahamid, A, R. et al. (2022). *The current risk management practices and knowledge in the construction industry.* Retrieved May 13, 2023 from https://doi.org/10.3390/buildings12071016.

Devi, C, A. and Ananthanarayanan, K. (2017). *Factors influencing cost over-run in Indian construction projects.* Retrieved December 19, 2023 from https://doi.org/10.1051/matecconf/201712002023.

Fageha, M K., & Aibinu, A A. (2014). *Prioritising project scope definition elements in public building projects*. UTS ePRESS, 14(3), 18-33. https://doi.org/10.5130/ajceb.v14i3.4155

Ford, D., & Lyneis, J. (2020). *System dynamics applied to project management: A survey, assessment, and directions for future research.* Retrieved August 18, 2023 from https://link Springer.com/referenceworkentry/10.1007/978-1-4939-8790-0_658

Galli, J. B. (2020). *Effective Strategies for Communication Management in a Project Management Environment.* Retrieved May 13, 2023 from https://www.igi-global.com/gateway/article/258581.

Ghodrati, N., Yiu, T W., Wilkinson, S., & Shahbazpour, M. (2018). *Role of management strategies in improving labor productivity in general construction projects in New Zealand: Managerial perspective.* Retrieved April 13, 2023 from https://ascelibraryorg/doi/10.1061/%28ASCE%29ME.1943-5479.0000641

Hai, L, N. (2020). *Empirical analysis of a management function's failures in construction project delay.* Retrieved June 29, 2023 from https://doi.org/10.3390/joitmc6020026.

Haron, N A., Devi, P S., Hassim, S., Alias, A H., Tahir, M., & Harun, A N. (2017). *Project management practice and its effects on project success in Malaysian construction industry.* Retrieved December 1, 2023 from https://doi.org/10.1088/1757-899x/291/1/012008

Hassani, R., & Idrissi, Y E B E. (2018). *Communication and software project management in the era of digital transformation.* Retrieved February 13, 2023 from https://doi.org/10.1145/3220228.3220254

Hernández, M, I, J., Olaso, O, R, J. and Gómez, R, J. (2013). *Technical performance based earned value as a management tool for engineering projects.* Retrieved November 13, 2023 from https://doi.org/10.5772/54497.

Hidayat, B., Suraji, A., & Frankly, R. (2019, August 1). *Identification and analysis of application of construction management system in the implementation of construction management.* Retrieved August 1, 2023 from https://doi.org/10.1088/1757-899x/602/1/012098

Hörisch, J., Freeman, R., & Schaltegger, S. (2014). *Applying stakeholder theory in sustainability management.* Retrieved May 27, 2023 from https://doi.org/10.1177/1086026614535786

Ibrahim, K. I., Costello, S. B., & Wilkinson, W. (2011). Key relationship oriented indicators of team integration in construction projects. *International Journal of Innovation, Management and Technology*, 2(6), 441-446.

Joubert, S. (2020). *The critical role of communication in project management.* Retrieved July 9, 2023 from https://www.northeastern.edu/graduate/blog/communication-in-project-management/.JTF,(201

JTF, (2012). *Judiciary transformation framework,* 2012 - 2018.

Kärnä, S., and Junnonen, J. M. (2016). Benchmarking construction industry, company and project performance by participants' evaluation. *Journal of Construction Management,* 3(7), 2092-2108.

Motawa, I. (2012). *A systematic approach to modelling change processes in construction projects. construction economics and building.* Retrieved November 19, 2023 from https://epress.lib.uts.edu.au/ journals/index.php/AJCEB/article/view/2940

Ngacho, C., & Das, D., (2013). *A performance evaluation framework of public construction projects: An empirical study of constituency development fund (CDF) projects in western province, Kenya* (unpublished Ph.D. Thesis). University of Delhi, Dedhi.

Okello J.F., Bowa O. and Migosi J., (2024). *Project delivery attribute, procurement practices and implementation of building construction*

projects in the Kenyan Judiciary (Unpublished master's thesis). University of Nairobi. Nairobi.

Othman, I., Napiah, M. and Potty, S. N. (2014). *Resource management in construction project.* Retrieved May 13, 2023 from https://doi.org/10.4028/www.scientific.net/amm.567.607. PMI, Project management institute

Quigley, M, J. and Lauck, S. (2020). *Miscommunication: A problem for project management.* Retrieved October 13, 2023 from https://pmtips.net/article/miscommunication-a-problem-for-project-management

Raj, M. and Wadsamudrakar, K, N. (2018). *Risk management in construction project.* Retrieved January 13, 2023 from https://doi.org/10.31033/ijemr.8.3.22

Rajablu, M., Marthandan, G. and Yusoff, W, F, W. (2014). *Managing for stakeholders: The role of stakeholder-based management in project success.* Retrieved September 13, 2023 from https://doi.org/10.5539/ass.v11n3p111.

Reidhead, C. (2021). *Effective Communication as a tool for achieving organizational goals and objectives.* Retrieved February 13, 2023 from https://doi.org/10.47191/jefms/v4-i4-07.

Saad, M, R, A., Zahid, M, S. and Muhammad, B, U. (2020). Role of awareness in strengthening the relationship between stakeholder management and project success in the construction industry of Pakistan. *International Journal of Construction Management,* 22(10), 1884-1893. Retrieved December 13, 2023 from https://doi.org/10.1080/15623599.2020.17428 54.

Safapour, E., Kermanshachi, S. and Kamalirad, S. (2020). Analysis of effective project-based communication components within primary stakeholders in construction industry. *Built Environment Project and Asset Management*, 11(2), 157-173. Retrieved January 13, 2024 from https://doi.org/10.1108/bepam-02-2020-0026.

Sekaran, U., & Bougie, R. (2013). *Research methods for business*. London: John Wiley & Sons Ltd.

Shek, D., & Wu, F. (2014). Quantitative evaluation of the revised training program project P.A.T.H.S. In Hong Kong. *International Journal of Adolescent Medicine and Health.* Retrieved April 13, 2023 from https://doi.org/10.1515/IJAMH.2012.038

Sheng, Z. (2017). *Basic concepts of mega infrastructure construction management theory.* Retrieved June 13, 2023 from https://doi.org/10.1007/978-3-319-61974-3_5.

Sutawidjaya, A. H., & Nawangsari, L C. (2020). *Integrated project management planning and event management in service industry.* Retrieved October 19, 2023 from https://doi.org/10.2991/aebmr.k.200205. 012

Sutterfield, S. J., Friday-Stroud, S. S. and Shivers-Blackwell, L. S. (2006). *A case study of project and stakeholder management failures: Lessons learned.* Retrieved May 1, 2023 from https://doi.org/10.1177/875697280603700504.

Sojar, (2018). *State of the judiciary annual report, 2018. Published by the Judiciary of Kenya.*

Tezel, A., Dobrucali E., Demirkesen, S. and Kiral I. A., (2021). *Critical success factors for safety training in the construction industry.* Retrieved April 19, 2023 from https://doi.org/10.3390/buildings11040139.

Seitz B., (2021). *Theory of change.* Retrieved December 13, 2023 from http://webseitz.fluxent.com/wiki/TheoryOfChange

Zhang, M. (2020). *Research on the application of intelligent construction site in construction site management.* Retrieved September 13, 2023 from https://doi.org/10.1088/1757-899x/768/6/062005

Zhu, J., & Mostafavi, A. (2018, March 1). *Performance assessment in complex engineering projects using a system-of-systems framework.* IEEE systems journal. https://ieeexplore.ieee.org/document/7885050/

Zid, C., Kasim, N., & Soomro, A R. (2020, January 1). Effective project management approach to attain project success, based on cost-time-quality. *International Journal of Project Organisation and Management.* https://www.inderscienceonline.com/doi/abs/10.1504/IJPOM.2020.106376