

# Effect of Risk Response Planning on Completion of Women Groups Projects In Katulani Ward, Kitui County

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**Abstract:** This study sought to establish the effect of risk response planning on completion of women group projects in Katulani Ward, Kitui County. The research adopted a descriptive research design. Primary data for the study was collected using semi-structured questionnaires. The target population was 8 women Self Help Groups namely; Neema self-help group, Muuo self-help group, Mutethya self-help group, Woni self-help group, Wendo self-help group, Usenyo self-help group, Amani self-help group and Mumo self-help group comprising of 583 management staff and beneficiaries. A stratified sample of 30 percent was carried out which generated 175 respondents. Validity and reliability were carried out to test the accuracy and consistency of the research instruments. Quantitative data was analysed using descriptive statistics and presented in terms of tables. Multiple regression analysis was done to establish the effect of risk response planning on project completion. The study found that risk response planning positively and significantly influenced the completion of women group projects in Katulani Ward, Kitui County. The study concluded that risk response planning helps in the development of the procedures and techniques to enhance opportunities and reduce threats to the project's objectives. They help in reducing the effect or probability of the identified or even the unidentified risks. The study recommended that the women groups in Katulani Ward should assign individuals who will be responsible for each risk and generate a response that can be used for each risk.

**Keywords:** Risk Planning, Project Completion

## I. INTRODUCTION

In recent years organizations have been characterized by competition, threats and environmental turbulence. The turbulence and competition in an organization are prodded by globalization, demanding customers, technological change and more significant levels of uncertainties which have made the administration of organizations more thought-provoking than formerly (Kerzner & Kerzner, 2017). Due to these changes, organizations have now shifted their attention to project success by ensuring that the projects are completed according to the set standards. This shift was done to ensure that the organization project is successful and completed. However, many projects still present delays, changes in their scope, failures and some might be cancelled (Kerzner, 2018).

As a general rule, those problems may occur due to inefficient management of risks. Managing risks has become fundamental to successful project management (Nicholas &

Steyn, 2017). However, the tools and techniques for risk management that have been developed to increase the chances of project success are not yet widespread or generally applied (Hidding & Nicholas, 2017). The primary challenge that faces management is to determine how much uncertainty it is prepared to accept as it strives to grow organization value and grow towards meeting its goals. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. Risk management practices enable management to identify, assess, and manage risks in the face of uncertainty and are integral to value creation and preservation (Hulett, 2016).

Risk can be referred to as undesired events that can range from delay, excessive expenditures, and unsatisfactory project results for the organization society, or environment (Niazi, Mahmood, Alshayeb, Riaz, Faisal, Cerpa & Richardson, 2016). According to Project Management Institute's (PMI) Project Management Body of Knowledge (Williams, 2016) risk management practices in a project is an event that is used to eliminate uncertain conditions that when they occur performance is reduced. This is done to minimise the effects of risk to at least one aspect of the project, such as scope, quality and cost. Project management includes the processes concerned with conducting risk management planning, identification, analysis and control on a project (Williams, 2016).

A project is complete when it has delivered on its mandate as stipulated in the project mission and vision. According to Kerzner (2019) projects are deemed complete when it has been completed on time, delivered on its mandate and within the specification of the target group satisfaction. Groups owned by women have implemented substantial capital on development projects. The primary purpose of these projects is to raise the living standard of women and families at large. These projects are mainly focused on women's education, rights, financial assistance and empowerment. Some of these projects include; strengthening the Governance of Climate Change Finance to Enhance Gender Equality, Women land Rights and Climate Change Implications, women's Leadership in Agriculture and Natural Resource Management to Support Global Advocacy and Organizational Change for Poverty Alleviation and Rural Women's Leadership Project. These projects must effectively manage risks that occur

during their daily operation, which may affect their project completion. Audit of these Projects has uncovered that; the vast majority of these projects have not been finished on time. Project management teams seek an extension of time and variation orders to complete the projects and cater for expenses credited to the change in scope.

According to Flouris and Lock (2016) a complete project is the one that has ensured that transaction metrics which include; time, budget and quality have been dealt with effectively. Project completion focuses on not only on project success but also its completion in time, budget and quality constraints. In this study, the completion of women group projects was measured through accomplishment of project objectives efficiently, within the set timeline, within cost and effectively meeting the intended quality.

Risks are referred to as uncertainties that are associated with a future outcome or event. It is always applied in corporate and business activities. It deals with an unexpected turn of event that makes the organization not to realize its goals or leave to its mission and vision. According to Carstens, Richardson and Smith (2016) risk management is defined as processes through which an organization identifies faults or problems facing it and formulate a desirable mechanism to reduce the effects

Teklemariam and Mnkandla (2017) noted that risk management entails prioritization where risk with the most significant loss or impact and the most elevated probability of event manifestation is taken care of first and risks with lower misfortune are dealt with later. However, practically, the process can be complicated and balancing between risks with high probability of occurrence with a lower loss against those with high loss and lower chance of occurrence can be mishandled. Demirkesen and Ozorhon (2017) assert that the critical focus of risk management is controlling, as opposed to eliminating risk exposures so that all stakeholders are fully aware of how the firm might be impacted.

As noted by Hwang and Ng (2016) several steps or processes are used to manage risks effectively. This process involves risk identifying, evaluating, and selecting appropriate risk management techniques for; treating the problem, implementing and administering the risk management program. The practices that are employed by companies in their risk management efforts borrow heavily from these simple steps that are discussed. Flouris and Lock (2016) argue that; risk being an exposure or a probability of occurrence of a loss when putting into context: risk can have two-dimensional meaning, namely a negative as well as a positive implication.

#### *Statement of the Problem*

Risk management and success in projects are highly intertwined; better approaches to project risk management tend to increase chances of project success in terms of achieving scope and quality, schedule and cost targets. The process of responding to risk factors during a project's life

cycle is a crucial aspect of risk management referred to as risk response strategies (Zhou, Zhang & Wang, 2017). Despite the efforts by all players in the women groups projects in Katulani Ward, Kitui County, many women projects in the Ward run a high risk of being completed on the specified period of time. The women projects generally have poor cost and schedule performance and are subjected to cost overruns. There is need for effective risk management strategies to allow women project in Katulani Ward so as to identify their project's strengths, weaknesses, opportunities and threats and be able to respond when the arise. Therefore, this study investigated effect of risk response planning on completion of women group projects in Katulani Ward, Kitui County.

## II. LITERATURE REVIEW

### *Theoretical Literature Review*

This study was guided by the risk management theory by Close (1977). The theory specifies that risk management is the procedure by which bosses gratify requirements by recognizing key perils, gaining steady, comprehensible, effective risk actions, indicating which perils to decrease; which to upsurge and by what means, and founding processes to monitor the subsequent risk situation. There are necessary alterations in the personal and exterior interpretations of what is an agreeable market hazard measure within a manager's necessity. A quantity that actively permits, a well-organized organization of commercial risk site.

This theory has been widely used in explaining risk management practices. According to Jarrow (2017) the theory was adequate to explain the associated risks. According to Brustbauer (2016) this theory involves the process of identification, evaluation and prioritization of risks followed by coordination of the economic application of resources with an aim, of minimizing, monitoring and controlling the occurrence of certain risks. The components of this theory include different sources of risk and threats that are associated with project failure. The theory is relevant to this study since it highlights different types of theory and categories of risk involved in the project management lifecycle and possible mitigation, control or management approaches.

This theory applies to this study as it gives and features components that are utilized by project teams to identify, analyse and control the occurrence of risks. It also provides the gap that is the weakness of different risk management used in the management process of managing risk. This theory also highlights risk management practices that this study seeks to explore their effects on completion of women projects (risk planning). Therefore, it is significant in this study.

### *Empirical Literature Review*

As study by Tahir, Tahir and Shujaat (2017) examined the effects of risk response planning on project completion in the construction industry of Pakistan. The study aimed at investigating through the use of questionnaires, whether a relationship between effective risk response and improved

project completion exists, and whether the organisations that undertake risk management processes are able to achieve a better project completion rate and, in the process, establish a link between the two. The study established a positive and significant effect between risk response planning and project completion.

Zwikael and Ahn (2018) study investigated the effectiveness of risk management: an analysis of project risk planning across industries and countries. A survey was administered to 701 project managers, and their supervisors, in seven industries and three diverse countries (New Zealand, Israel, and Japan), in multiple languages during the 2002-2007 period. Results of this study show that project context--industry and country where a project is executed significantly impacts perceived levels of project risk, and the intensity of risk management processes.

Rabechini and Monteiro de Carvalho (2013) carried out an empirical study on understanding the impact of project risk management on project performance. The methodological approach involves a survey of 415 projects at different levels of complexity in different industrial sectors in several states of Brazil. The results demonstrate that adopting risk management practices has a significant positive impact on project success. They also show a positive impact from the presence of a risk manager on project success.

Urbański, Haque and Oino (2019) study examined the moderating role of risk management in project planning and project success: evidence from construction businesses of Pakistan and the UK. The data was gathered from 152 project managers (76 from both economies each) using a survey questionnaire. The purposive sampling technique was used to ensure fair representation of sample size and the RAND formula was used to select the project managers. Results demonstrate that project success is positively affected by project planning and effective planning improves the performance of a construction business. The findings also confirm that appropriate planning for managing risks has been perceived to improve the possibilities of project success.

### III. RESEARCH METHODOLOGY

The research adopted a descriptive research design. Primary data for the study was collected using semi-structured questionnaires. The target population was 8 women Self Help Groups comprising of 583 management staff and beneficiaries. A stratified sample of 30 percent was carried out which generated 175 respondents. Validity and reliability were carried out to test the accuracy and consistency of the research instruments. Descriptive and inferential statistics were used in the analysis of the data. Data was analysed and coded using SPSS Version 23.0. Descriptive statistics; means, frequencies, standard deviation and percentages were utilised to analyse data while tables and charts were used in presenting the findings while a multiple regression was used in the inferential analysis.

## IV. FINDINGS

The study sought to establish the effect of risk response planning on completion of women group projects in Katulani Ward, Kitui County. Table 1 presents the results.

Table 1: Risk Response Planning

Risk Planning and completion of projects	Mean	Std. Dev
Our organisation has laid down strategies to tackle any upcoming risk	3.06	0.807
We have a well-communicated model for tackling any future risk.	2.89	0.863
Our project has implemented a project management tool and techniques in line with the organisation objective.	3.31	0.851
Are you affected by risk because of your organisation size	3.42	0.741
Are you affected by limited time in the implementation process?	3.09	0.961
Are you affected by the government, environment and security risk factors?	3.26	0.852
Average	3.172	0.845

The study recognized majority of respondents felt that risk response planning influenced completion of women groups' projects in Katulani Ward as indicated by an average mean of 3.172 which was a moderate extent of most of the Likert items in the questionnaires. The study established that influence of risk because of organizational size had the highest mean of 3.42 and standard deviation of 0.741 while the availability of a well-communicated model for tackling of any future risk had the lowest mean of 2.89 and standard deviation of 0.863. This suggests that the women projects significantly incorporated risk planning through strategies to tame risks, modelling, employing tools and techniques, aligning risks to organizational size, time factor and factoring in government, environment and security risk factors in managing project risks. The standard deviations are closer to 1 which indicates that the means were closer to the cumulative mean. The findings agree with a study by Tahir, Tahir and Shujaat (2017) examined the effects of risk response planning on project completion in the construction industry of Pakistan and established a positive and significant effect between risk response planning and project completion. Urbański, Haque and Oino (2019) study examined the moderating role of risk management in project planning and project success and confirm that appropriate planning for managing risks has been perceived to improve the possibilities of project success.

## V. MODEL SUMMARY OF REGRESSION ANALYSIS

Table 2: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.796	.788	1.37162

The result in Table 2 show that risk response planning explain a factor of 0.788 of completion of women group projects in Katulani Ward, Kitui County as represented by the adjusted R square. This therefore means that other factors not studied in

this research contribute to a factor of 0.212 of the project completion.

#### Coefficient of Determination of the Variable

Table 3: Coefficient of Determination of the Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.754	.468		4.454	.000
	Risk Response Planning	0.804	.112	0.55	8.166	.002

From the above regression model, holding the risk response planning at constant, completion of women group projects in Katulani Ward, Kitui County would be at a factor of 0.754. The study also revealed that risk response planning influenced project completion to a very great extent at a factor of 0.804. The resulting regression equation was  $Y = 0.754 + 0.804X_1$

Where  $Y =$  Project completion

$X_1 =$  Risk response planning

The study established that risk response planning was positively and significantly related to the completion of women group projects in Katulani Ward, Kitui County as shown by t-value ( $t = 8.166$ ,  $p < 0.05$ ). This is supported by Zwikael and Ahn (2018) who investigated the effectiveness of risk management: an analysis of project risk planning across industries and countries and show that project context-industry and country where a project is executed significantly impacts perceived levels of project risk, and the intensity of risk management processes

#### VI. CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER STUDIES

The study concluded that risk response planning helps in the development of the procedures and techniques to enhance opportunities and reduce threats to the project's objectives. They help in reducing the effect or probability of the identified or even the unidentified risks. Risk response planning addresses the risks by their priority, inserting resources and activities into the budget, schedule, and project management plan, as needed.

The study recommended that the women groups in Katulani Ward should assign individuals who will be responsible for each risk and generate a response that can be used for each risk. The opportunity can be exploited by adding resources to encourage and maximize the effect. Communicate the risk

management plan status to the team members and other stakeholders. The plan must be made clear to the sponsor and to the reviewers during project reviews

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